

**Arizona REALTORS®**  
**OPERATIONS AND STRATEGIC INITIATIVES**  
**2019 Business Plan**

**FROM:** Operations & Strategic Initiatives  
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The following are programs, products, services and activities (PPSA's) with Operations & Strategic Initiatives oversight.

**CURRENT TOP PRIORITIES**

- Researching Association Health Plan options
- Completing Association financial audits
- Primary Committee process evaluation
- RVP nomination/role review
- Drafting 2020 Strategic Plan, Budget and Business Plans

**RECOMMENDATIONS**

- None at this time

**GROUPS FORMED**

- 2020 Planning Session
- Primary Committee PAG

**BOARD OF DIRECTORS**

The Arizona REALTORS® is an effective member directed, fiscally responsible, non-profit corporation. Arizona REALTORS® offers a value package that enhances members' abilities to conduct their businesses with integrity and competency.

Measurable Objectives	Status
Determine real estate firm representatives for 2020 BOD based on 12/31/18 membership numbers.	Letters mailed to brokers 1/5/19
Establish recommendations for allocation of surplus from 2018 operating budget for BOD approval.	Completed – <b>Approved during March 28<sup>th</sup> meeting</b>
Begin 2020 officer election process. Announce deadline and application submission dates. Submit 2020 candidate statements for BOD vote.	Deadline was January 27 <sup>th</sup> .  Application deadline was announced throughout 2018, with the last post on November 20, 2018 in the Voice.  Candidate statements submitted  <b>Election held March 28<sup>th</sup></b>

	<b>First announcement for 2021 elections made May 14<sup>th</sup></b>
Operate in compliance with bylaws, policies and applicable laws.	On-going
Communicate upcoming meeting times and agendas effectively.	On-going
Evaluate and/or approve funds for innovative programs, products and/or services as submitted.	On-going
Evaluate the need for additional bylaws and policies that define success/behaviors/standards for association primary committees and implement as advisable.	<b>Primary Committee PAG formed. First meeting held May 7, 2019.</b>
Draft, update and distribute meeting agendas and materials for the Board of Directors meetings in a timely manner.	On-going
Maintain at least 80% attendance by Directors.	<ul style="list-style-type: none"> <li>● 87 % - March meeting</li> <li>● ___ % - October meeting</li> </ul>

### **EXECUTIVE COMMITTEE**

The Arizona REALTORS® is an effective member directed, fiscally responsible, non-profit corporation. Arizona REALTORS® offers a value package that enhances members' abilities to conduct their businesses with integrity and competency.

<b>Measurable Objectives</b>	<b>Status</b>
Assist leadership engagement with local association leadership to strengthen the strategic partnership.	On-going – see 2019 officer attendance list
Assist President-elect and First Vice President with selecting primary committee chairs, vice chairs and association executive representative for 2020 to be approved by ExCom in January and BOD at March meeting.	Motion approved in the January 16 meeting.  <b>Motion approved during the March 28<sup>th</sup> BOD meeting.</b>
Assist President-elect in identifying members, scheduling and organizing planning session for 2020. Coordinate Planning Session outcomes, distribute Strategic Plan to attendees for comment. Distribute Strategic final plan for implementation in business plans and budget.	<b>Session held April 27<sup>th</sup> at the Arizona Science Center. Christine Todd was the facilitator.</b>  <b>Drafting 2020 Strategic Plan for approval in progress.</b>  <b>Drafts of budget and area business plans will follow.</b>
Update the Arizona REALTORS® officer position description and activity checklists. Distribute job descriptions and budgeted expense and reimbursement expectations to line officers and executive committee members.	Descriptions included in Reference Materials - sent December 27, 2018  Budgeted expense reviewed with committee.
Evaluate the need for additional bylaws and policies that define success/behaviors/standards for association primary committees and implement as advisable.	<b>Primary Committee PAG formed. First meeting held May 7, 2019.</b>
Evaluate the need for a more formalized system for primary committees to annually evaluate programs	<b>Primary Committee PAG formed. First meeting held May 7, 2019.</b>

and communicate recommendations to incoming primary committee chairs and implement as advisable.	
Empower leadership with the tools to increase face-to-face conversations/training/education with the competent middle member where they live in their brokerages (Project “Belly-to-Belly”).	Talking points are compiled monthly and posted in ShareFile and on association website.
Provide a vehicle for feedback obtained from Project “Belly-to-Belly” on what is and is not working.	<b>Follow-up survey will be sent mid-year</b>
Develop the systems required to measure the success of Project “Belly-to-Belly.”	Keeping a log of leadership and staff association/office visits.
Develop and deliver monthly “talking points” on association activities to association RVPs and leadership.	<b>Talking points were emailed and posted on website and ShareFile folder in January, February, March, April and May.</b>
Operate in compliance with bylaws, policies and applicable laws.	On-going
Communicate upcoming meeting times and agendas effectively.	<b>Updated Meetings/Events calendar included in January and June 2019 meeting materials.</b>
Evaluate and/or approve funds and agreements for innovative programs, products and/or services as submitted.	On-going
Draft, update and distribute meeting agendas and materials for Executive Committee meetings in January, March, June, September and October in a timely manner.	On-going
Maintain at least 80% attendance by committee members.	<ul style="list-style-type: none"> <li>• 93 % - January meeting</li> <li>• 93 % - March meeting.</li> <li>• ___% - June meeting</li> <li>• ___% - 2019 Budget meeting</li> <li>• ___% - October meeting</li> </ul>

### **ASSOCIATION RELATIONS**

The Arizona REALTORS® partners with and collaborates with local member associations, MLSs and other industry partners to accomplish mutual goals. Arizona REALTORS® leadership engages with local association leadership to strengthen the strategic partnership.

<b>Measurable Objectives</b>	<b>Status</b>
Complete the NAR Mandatory Core Standards Compliance form for Arizona REALTORS® and submit as required by NAR.	<p>Arizona REALTORS® compliance application submitted, and NAR certified for 2018.</p> <p>17 local associations certified by state for 2018. Western Pinal surrendered its charter with NAR and merged with WEMAR.</p> <p><b>Report cards being prepared for 2019.</b></p>

Assist and certify local associations in NAR mandatory core standards compliance.	Notified local associations in January that 2019 Compliance Tool is available and due to AZ REALTORS® no later than November 1 <sup>st</sup> .
Plan and conduct annual Arizona AE Workshop.	<b>Planning in progress, working with AE Liaison Randy Rogers on July workshop</b>
Deliver timely information and updates to AEs on Arizona REALTORS® activities.	On-going via Basecamp
Coordinate with local associations regarding NAR's Association Executive Institute.	<b>Completed</b>  <b>Local AE dinner held</b>  AEI Attendees were notified of state night plans out in January
Figure 2020 director entitlements for local associations using 12/31/18 membership report.	Completed.  <b>Posted in Association Executive Basecamp group on January 4<sup>th</sup> and April 1<sup>st</sup></b>
Determine which Arizona AEs are eligible to serve on 2020 BOD.	<b>To be completed June 2019</b>
Partner with local associations to provide new REALTOR® orientation resources to include Arizona REALTORS®.	New member orientation video produced and distributed in December 2018.  <b>Evaluation of new Arizona REALTORS® orientation video will be conducted during AE Workshop.</b>
Provide tools and be a resource to local associations to help communicate their relevance to members and encourage communication and collaboration between associations and MLSs regarding the member experience.	<b>Available on an as needed basis for consultation. NAR "That's Who We R" campaign promotions will be shared monthly.</b>
Encourage local associations to collaborate with local community leaders, organizations, the public and REALTOR® members on involvement and reinvestment in the community, with a focus on available grants and programs offered through the REALTOR® Party resources.	Ongoing reminders are shared with AEs throughout the year  <b>REALTOR® Party Director assists with NAR grants.</b>
Maintain a collaborative working relationship with the ADRE.	On-going  General Counsel and/or VP of Government Affairs attends all ADRE meetings.
Arizona REALTORS® cultivates strategic alliances and partners with MLSs, institutes, societies, councils, and other homeownership entities on endeavors that benefit the membership. (CCIM/IREM, VAREP)	Sponsorship of IREM/CCIM Economic Forecast - January 24, 2019.  <b>CEO serving on ARMLS Board of Directors.</b>  <b>Sponsorship of the VAREP Gala – April 25, 2019.</b>
Investigate and compile MLS regional consolidation resources for Local Associations.	Available on Basecamp

Influence members to utilize REALTOR® brands (products and services).	On-going via The Voice
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## **CONSUMER OUTREACH**

The Arizona REALTORS® will demonstrate engagement in not less than four meaningful consumer engagement activities annually.

<b>Measurable Objectives</b>	<b>Status</b>
Respond to media requests for interviews and information.	<b>17 earned media spots between 11/5/18 and 4/24/19</b> See: <a href="http://www.aaronline.com/press/">www.aaronline.com/press/</a>
Promote the value proposition of using a REALTOR® and/or engaging in community activities which enhance the image of REALTORS®.	On-going
Promote the value and the “why” of the REALTOR® brand to our members and consumers.	<b>On-going via The Voice, social media, Facebook live events, and in media stories.</b>
Promote REALTORS® as professionals.	On-going
Engage the public in legislative/political issues that impact real estate and related issues.	Prop 126 Op-Ed in the Arizona Capitol Times on January 28 <sup>th</sup>
Organize human resources or fundraising for the benefit of charitable/community organizations.	<b>Donations made to the Andre House in Phoenix.</b>  <b>On-going promotion of Totes for Hope.</b>
Establish Arizona REALTORS® as a source of credible information about Arizona real estate issues.	<b>On-going with Public Relations firms assistance.</b>

## **NATIONAL ASSOCIATION**

The Arizona REALTORS® is regarded as an influential voice and partner to the NATIONAL ASSOCIATION OF REALTORS®.

<b>Measurable Objectives</b>	<b>Status</b>
Make recommendations to NAR for committee/officer positions.	<b>Completed.</b>
Coordinate NAR meeting calendar with line officers and communicate expectations effectively, through preferred methods.	On-going
Coordinate attendance at NAR Legislative meetings	Registrations complete.  <b>D.C. meeting schedule completed and distributed to officers.</b>
Coordinate attendance at NAR Expo/Conference	<b>Registrations complete.</b>

## REGION 11

The Arizona REALTORS®, as a member of Region 11, plays a vital role in its influence on NAR policy and decision making. Arizona REALTORS® is regarded as an influential voice and partner to the NATIONAL ASSOCIATION OF REALTORS®.

Measurable Objectives	Status
Remain active in all NAR Region 11 activities (Caucus, Nominating Committee, and Strategic Planning Committee).	On-going  Nominating and Strategic Planning Committees appointees approved.  Facilitated 2 RVP conference calls with Region leadership.  <b>May 17<sup>th</sup> Caucus and Reception planned.</b>
Assist in coordinating and attending Region 11 Conference.	<b>Region XI Conference held April 10-12, 2019 at the Wigwam in Litchfield Park</b>  <b>Officers attended Region 11 Conference April 10-12, 2019.</b>
Assist Arizona's 2019 RVP	On-going  See above objective.  Transfer of Region funds in progress  <b>Region NAR Leadership bio book being compiled.</b>

## DUES/FINANCIAL

The Arizona REALTORS® is an effective member directed, fiscally responsible, non-profit corporation. Annual dues collected by the Arizona REALTORS® are used to ensure its members are the best prepared real estate professionals with the highest standards.

Measurable Objectives	Status
Collect dues from local associations and members-at-large. Conduct monthly dues/membership reconciliations.	On-going  <b>Dues collected from 49,016 members as of 4/30/19.</b>
Evaluate annual budget to ensure that dues are properly allocated to Arizona REALTORS®'s policies, programs and services.	On-going
Prepare, analyze and distribute monthly financials to the Executive Committee for review and to ensure the association's financial goals are being met.	On-going
Continue to proactively research and review options for Arizona REALTORS® efficiency.	Internal operations review underway

Prepare suggested budget adjustments, if necessary, for ExCom consideration.	<b>Capital budget motion approved during March meetings</b>
Monitor: <ul style="list-style-type: none"> <li>• Capital Reserve fund account balances</li> <li>• Operating and Strategic Initiative Reserve accounts</li> <li>• RAPAC and Issues Mobilization accounts</li> </ul> and ensure adherence to bylaws and investment policy.	<b>Completed monthly</b>  <b>Reserve/investment account updates on-going.</b>  Reserve account/investment meeting with UBS held February 26.  <b>UBS reported at March ExCom meeting.</b>
Reconcile all Arizona REALTORS® checking accounts monthly (Arizona REALTORS®, ARDAF, ARFHCO, PSF, RAPAC, Issues Mob, etc).	Completed monthly
Establish recommendations for allocation of surplus from previous year's operating budget for ExCom approval.	<b>Completed and motion approved during March meetings.</b>
Assist with the annual audits (Arizona REALTORS®, ARDAF, ARFHCO, RAPAC).	Association audit meeting held February 26 <sup>th</sup> . Association audit completed.  <b>ARDAF, ARFHCO and RAPAC audits scheduled.</b>
Prepare and finalize 2020 Operating and Capital budget with the 2020 Executive Committee and Board of Directors.	<b>Preparation of draft budgets to begin in June.</b>

## **BUILDING**

The Arizona REALTORS®'s building is an asset and its equity will be vigilantly monitored.

<b>Measurable Objectives</b>	<b>Status</b>
Address on-going building maintenance needs and report any critical issues to the Executive Committee.	On-going  Exterior lighting installed  <b>2<sup>nd</sup> floor conference room construction completed. Furniture installed Mid-May.</b>  <b>Improvements to 2<sup>nd</sup> floor vacant space completed.</b>
Assist property manager in working with tenants to maintain lease agreements.	1 <sup>st</sup> floor completely leased  <b>2<sup>nd</sup> floor vacant space listed for lease.</b>
Conduct thorough review of Arizona REALTORS® building infrastructure and make recommendations for needed improvements in the 2020 Capital Budget.	<b>Scheduled for June.</b>

## **PERSONNEL/OVERHEAD**

In order to accomplish the Strategic Plan, area business plans deliver member value and work as a collaborative partner with national and local member associations. The Arizona REALTORS® must have knowledgeable staff that can serve as leaders in the industry.

Measurable Objectives	Status
Analyze personnel/overhead needs based on the Association's business plans.	On-going
Retain a well-trained, capable staff.	On-going
Maintain positive staff response to member needs.	On-going
Maintain a staff succession plan.	Completed

## **ARIZONA REALTORS® DISASTER ASSISTANCE FOUNDATION (ARDAF)**

The Foundation is a separate 501(c)(3) corporation. The Foundation provides a fund to collect and distribute tax deductible donations from members and the general public to be used to assist those who have suffered from a personal or natural disaster.

Measurable Objectives	Status
Coordinate annual audit.	<b>Scheduled for April</b>
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	On-going
Prepare and distribute local association funds and reports.	<b>Distributions made weekly.</b>  <b>Financial reports prepared quarterly.</b>

## **ARIZONA REALTORS® FOUNDATION FOR HOUSING AND COMMUNITY OUTREACH (ARFHCO)**

The Foundation is a separate 501(c)(3) corporation. The Foundation provides education opportunities to ARIZONA REALTORS® members as well as an EAH program to state and local association employees.

Measurable Objectives	Status
Coordinate annual audit.	<b>Scheduled for April</b>
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	On-going