

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

**FROM:** Operations & Strategic Initiatives  
**Chair:** Gary Nelson, Treasurer  
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**DATE:** October 2019

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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
- Arizona Housing Fund Research

**RECOMMENDATIONS**

- Approval of the 2020 Strategic Plan, Operating & Capital Budgets, and Primary Committee Business Plans
- Approval of the Primary Committee Communications/Social Media Guidelines
- Approval of Bylaw revisions to allow for NAR Reach Investment

**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 – Approved during March 28 <sup>th</sup> meeting
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  Election held March 28 <sup>th</sup>

	<b>Announcements for 2021 elections made May 14<sup>th</sup>, July 23<sup>rd</sup>, September 24<sup>th</sup></b>
Operate in compliance with bylaws, policies and applicable laws.	On-going
Communicate upcoming meeting times and agendas effectively.	Completed
Evaluate and/or approve funds for innovative programs, products and/or services as submitted.	<b>NAR Reach Recommendation on October ExCom Agenda</b>
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. Meeting held May 7, 2019, recommendations submitted and reviewed. Primary Committee Communications/Social Media Guidelines drafted and on October ExCom Agenda for approval.</b>
Draft, update and distribute meeting agendas and materials for the Board of Directors meetings in a timely manner.	Completed
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**

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<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.	<p>Motion approved in the January 16 meeting.</p> <p>Motion approved during the March 28<sup>th</sup> BOD meeting.</p>
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.	<p>Session held April 27<sup>th</sup> at the Arizona Science Center. Christine Todd was the facilitator.</p> <p>Drafting 2020 Strategic Plan for approval in progress.</p> <p>Drafts of budget and area business plans will follow.</p> <p><b>Proposed 2020 Strategic Plan, Operating and Capital Budgets, and Primary committee Business Plans approved during September 6<sup>th</sup> budget meeting. On October 18<sup>th</sup> BOD agenda for final approval.</b></p>
Update the Arizona REALTORS® officer position description and activity checklists. Distribute job	Descriptions included in Reference Materials - sent December 27, 2018

descriptions and budgeted expense and reimbursement expectations to line officers and executive committee members.	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.	Primary Committee PAG formed. Meeting held May 7, 2019.
Evaluate the need for a more formalized system for primary committees to annually evaluate programs and communicate recommendations to incoming primary committee chairs and implement as advisable.	<b>Primary Committee PAG formed. Meeting held May 7, 2019, recommendations submitted and reviewed. Primary Committee Communications/Social Media Guidelines drafted and on October Agenda for approval.</b>
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 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>Completed - survey sent September 16<sup>th</sup></b>
Develop the systems required to measure the success of Project “Belly-to-Belly.”	Completed - 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, June/July, August, September.</b>
Operate in compliance with bylaws, policies and applicable laws.	On-going
Communicate upcoming meeting times and agendas effectively.	Completed - Updated Meetings/Events calendar included in January and June 2019 meeting materials.
Evaluate and/or approve funds and agreements for innovative programs, products and/or services as submitted.	<b>NAR Reach Recommendation on October ExCom Agenda</b>
Draft, update and distribute meeting agendas and materials for Executive Committee meetings in January, March, June, September and October in a timely manner.	Completed
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>● <b>93 %</b> - June meeting</li> <li>● <b>87 %</b> - 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.

Measurable Objectives	Status
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>2019 Certification application underway.</b></p>
Assist and certify local associations in NAR mandatory core standards compliance.	<p>Notified local associations in January that 2019 Compliance Tool is available and due to AZ REALTORS® no later than November 1<sup>st</sup>.</p> <p><b>Status updates for Local association compliance “report card” being prepared for 2019 to be sent to Local AEs in October.</b></p>
Plan and conduct annual Arizona AE Workshop.	<p>Planning in progress, working with AE Liaison Randy Rogers on July workshop.</p> <p><b>Completed successful workshop with Randy Rogers July 22 &amp; 23.</b></p>
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.	<p>Completed</p> <p>AEI Attendees were notified of state night plans out in January.</p> <p>Local AE state night out dinner held at AEI</p>
Figure 2020 director entitlements for local associations using 12/31/18 membership report.	<p>Completed.</p> <p>Posted in Association Executive Basecamp group on January 4<sup>th</sup> and April 1<sup>st</sup></p>
Determine which Arizona AEs are eligible to serve on 2020 BOD.	Completed June 2019.
Partner with local associations to provide new REALTOR® orientation resources to include Arizona REALTORS®.	<p>New member orientation video produced and distributed in December 2018.</p> <p><b>Evaluation of new Arizona REALTORS® orientation video will be conducted during AE Workshop.</b></p>

	<b>New Arizona REALTORS® member Resource Guide introduced at 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.	Available on an as needed basis for consultation. NAR “That’s Who We R” campaign promotions shared.  <b>Local Association media clips shared via Basecamp regularly.</b>  <b>AE and President-Elect dinner hosted at NAR Leadership Summit in August.</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  REALTOR® Party Director assists with NAR grants.
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.  CEO serving on ARMLS Board of Directors.  Sponsorship of the VAREP Gala – April 25, 2019.
Investigate and compile MLS regional consolidation resources for Local Associations.	Completed - Available on Basecamp
Influence members to utilize REALTOR® brands (products and services).	On-going via The Voice, Social Media and in-person presentations.

## **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>21 earned media spots between 12/5/18 and 9/16/19</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®.	<b>REALTOR® Value stressed in earned media.</b> <b>Value promoted via social media.</b> <b>Arizona Housing Fund Meetings and proposal to address homelessness.</b>

Promote the value and the “why” of the REALTOR® brand to our members and consumers.	On-going via The Voice, social media, Facebook live events, and in media stories.
Promote REALTORS® as professionals.	See above.
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.	Donations made to the Andre House in Phoenix on three occasions.  On-going promotion of Totes for Hope.
Establish Arizona REALTORS® as a source of credible information about Arizona real estate issues.	On-going with Public Relations firms assistance.

### **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.	Completed.
Coordinate NAR meeting calendar with line officers and communicate expectations effectively, through preferred methods.	Completed for May – <b>underway for November Meetings.</b>
Coordinate attendance at NAR Legislative meetings	Registrations complete.  D.C. meeting schedule completed and distributed to officers.
Coordinate attendance at NAR Expo/Conference	Registrations complete.

### **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®.

<b>Measurable Objectives</b>	<b>Status</b>
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 conference calls with Region leadership.  May Regional Caucus and successful Reception held.  <b>November Caucus and Reception planning currently underway.</b>

Assist in coordinating and attending Region 11 Conference.	Successful Region XI Conference held April 10-12, 2019 at the Wigwam in Litchfield Park. Attended by Officers and other Leadership.
Assist Arizona's 2019 RVP	On-going – see above Transfer of Region funds completed and accounting processed  <b>Region NAR Leadership bio book completed and submitted to NAR Leadership.</b>  <b>Revisions to Region Bylaws completed and submitted for approval.</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 52,168 members as of 8/31/19.</b>
Evaluate annual budget to ensure that dues are properly allocated to Arizona REALTORS®'s policies, programs and services.	<b>On-going – reallocation motions submitted and completed as necessary</b>
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 completed – efficiency changes implemented.
Prepare suggested budget adjustments, if necessary, for ExCom consideration.	Capital budget motion approved during March meetings. <b>PBD Budget reallocation Motion approved in May.</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.	Completed monthly.  Reserve/investment account updates on-going.  Reserve account/investment meeting with UBS held February 26.  UBS reported at March ExCom meeting.
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.	Completed and motion approved during March meetings.
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. Completed July 1, 2019.</b>
Prepare and finalize 2020 Operating and Capital budget with the 2020 Executive Committee and Board of Directors.	Preparation of draft budgets to begin in June.  <b>Proposed 2020 Strategic Plan, Operating and Capital Budgets, and Primary committee Business Plans approved during September 6<sup>th</sup> budget meeting. On October 18<sup>th</sup> BOD agenda for final approval.</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  2 <sup>nd</sup> floor conference room construction completed. Furniture installed Mid-May.  Improvements to 2 <sup>nd</sup> floor vacant space completed.  <b>Bids for entrance improvements underway.</b>  <b>Bids for parking lot re-stenciling underway.</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>Completed</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>Completed July 1, 2019.</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.	Distributions made weekly.  Financial reports prepared quarterly.

## **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>Completed July 1, 2019.</b>
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	On-going