

Arizona REALTORS®
OPERATIONS AND STRATEGIC INITIATIVES
2020 Business Plan

FROM: Operations & Strategic Initiatives
Chair: Eric Gibbs, Treasurer
Staff Liaison : K. Michelle Lind, Esq., CEO
DATE: January 2020

REALTOR® . . . the best prepared real estate practitioner with the highest standards.

The following are programs, products, services and activities (PPSAs) with Operations & Strategic Initiatives oversight.

CURRENT TOP PRIORITIES

- 2021 Strategic Planning Session
-

RECOMMENDATIONS

- Approve CEO Job Description
- 2021-2022 Leadership Appointments

GROUPS FORMED

- 2021 Strategic Planning Session

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 2021 Board of Directors based on 12/31/19 membership numbers.	
Establish recommendations for allocation of surplus from 2019 operating budget for Board of Directors approval.	
Begin 2021 officer election process. Announce deadline and application submission dates. Submit 2021 candidate statements for Board of Directors vote.	In process. Deadline is January 26, 202. Announcements were posted in the REALTOR® Voice throughout 2019, with the last posted on November 26, 2019.
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.	
Draft, update and distribute meeting agendas and materials for the Board of Directors meetings in a timely manner.	
Maintain at least 80% attendance by Directors.	<ul style="list-style-type: none"> • ___ % - March meeting • ___ % - October meeting

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.

Measurable Objectives	Status
Assist leadership engagement with local association leadership to strengthen the strategic partnership.	On-going
Assist President-elect and First Vice President with selecting primary committee chairs, vice chairs and association executive representative for 2021 to be approved by Executive Committee in January and Board of Directors at the March meeting.	Motion on the January 15 agenda
Assist President-elect in identifying members, scheduling and organizing planning session for 2021. Coordinate Planning Session outcomes, distribute Strategic Plan to attendees for comment. Distribute Strategic final plan for implementation in business plans and budget.	Currently working on a venue and facilitator
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 29, 2019
Develop and deliver monthly “talking points” on association activities to association Region Vice Presidents and leadership.	
Develop more structures tools and procedures for Region Vice Presidents' communications and reports.	
Continue to proactively research and review options for a member Association Health Plan.	
Continue to review options for retirement/financial planning tools for members.	
Operate in compliance with bylaws, policies and applicable laws.	On-going

Communicate upcoming meeting times and agendas effectively.	Updated Meetings/Events calendar included in January 2020 meeting materials.
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"> • ___ % - January meeting • ___ % - March meeting. • ___% - June meeting • ___% - 2019 Budget meeting • ___% - October meeting

ASSOCIATION RELATIONS

The Arizona REALTORS® partners with and collaborates with local member associations, Multiple Listing Services 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.	Arizona REALTORS® compliance application submitted on December 10th for 2019. 16 locals are certified.
Assist and certify local associations in NAR mandatory core standards compliance.	2019 Completed.
Plan and conduct annual Arizona association executives Workshop.	2020 workshop to be held in July/August.
Deliver timely information and updates to local association executives on Arizona REALTORS® activities.	On-going via Basecamp
Coordinate with local associations regarding NAR's Association Executive Institute.	"State Night Out" planning underway
Figure 2021 director entitlements for local associations using 12/31/19 membership report.	Completed
Determine which Arizona association executives are eligible to serve on 2021 Board of Directors.	To be completed on January 2, 2020
Provide local associations with orientation resources to include Arizona REALTORS® as needed.	2019 Member Resource Guides distributed in October.
Increase the number of opportunities for local association executives to meet and network.	On-going
Provide tools and be a resource to local associations to help communicate their relevance to members and encourage communication and	Resources to be shared quarterly on Basecamp

collaboration between associations and Multiple Listing Services regarding the member experience.	
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.	Grant Resource list to be distributed in January 2020.
Maintain a collaborative working relationship with the Arizona Department of Real Estate.	On-going
Arizona REALTORS® cultivates strategic alliances and partners with Multiple Listing Services, institutes, societies, councils, and other homeownership entities on endeavors that benefit the membership. (CCIM/IREM, VAREP)	Keynote Sponsors for the 2020 IREM/CCIM Economic Forecast on January 17, 2020.
Maintain Multiple Listing Service regional consolidation resources for local associations.	
Influence members to utilize REALTOR® brands (products and services).	

CONSUMER OUTREACH

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

Measurable Objectives	Status
Respond to media requests for interviews and information.	2 earned media spots between October 29 and December 29, 2019. See: www.aaronline.com/press/
Promote the value proposition of using a REALTOR® and/or engaging in community activities which enhance the image of REALTORS®.	
Promote the value and the “why” of the REALTOR® brand to our members and consumers.	
Promote REALTORS® as professionals.	
Engage the public in legislative/political issues that impact real estate and related issues.	
Organize human resources or fundraising for the benefit of charitable/community organizations.	
Establish Arizona REALTORS® as a source of credible information about Arizona real estate issues.	

NATIONAL ASSOCIATION

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

Measurable Objectives	Status
Make recommendations to NAR for committee/officer positions.	
Coordinate NAR meeting calendar with line officers and communicate expectations effectively, through preferred methods.	
Coordinate attendance at NAR Legislative meetings	
Coordinate attendance at NAR Expo/Conference	

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).	
Coordinate attendance at Region 11 Conference.	

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
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.	
Prepare suggested budget adjustments, if necessary, for Executive Committee consideration.	
Monitor: <ul style="list-style-type: none"> • Capital Reserve fund account balances • Operating and Strategic Initiative Reserve accounts 	Completed monthly

<ul style="list-style-type: none"> RAPAC and Issues Mobilization accounts and ensure adherence to bylaws and investment policy. 	
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 Executive Committee approval.	
Assist with the annual audits (Arizona REALTORS®, ARDAF, ARFHCO, RAPAC).	
Prepare and finalize 2021 Operating and Capital budget with the 2021 Executive Committee and Board of Directors.	

BUILDING

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

Measurable Objectives	Status
Address on-going building maintenance needs and report any critical issues to the Executive Committee.	On-going
Assist property manager in working with tenants to maintain lease agreements.	Vacant suite listed for lease with 2 space options
Conduct thorough review of Arizona REALTORS® building infrastructure and make recommendations for needed improvements in the 2021 Capital Budget.	

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.	On-going

**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.	
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	On-going
Prepare and distribute local association funds and reports.	

**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 Employer Assisted Housing program to state and local association employees.

Measurable Objectives	Status
Promote awareness and utility of financial literacy education in Arizona high schools.	
Coordinate annual audit.	
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	On-going