

Arizona REALTORS®
OPERATIONS AND STRATEGIC INITIATIVES
2020 Business Plan

FROM: Operations & Strategic Initiatives
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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

- Final approval of 2021 Strategic Plan, Area Business Plans and 2021 Budget
- Facilitate NAR Candidate meetings
- Complete building improvements

RECOMMENDATIONS

- 2021 Strategic Plan, Area Business Plans and 2021 Budget
- Bylaws Revision – Policy F.1 – Automatic Endorsement of Candidates for NAR Positions

GROUPS FORMED

- Governance Presidential Advisory Group - completed
- 2021 Strategic Planning Session - completed

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.	Letters mailed to brokers January 7 th Follow up emails sent September 3rd
Establish recommendations for allocation of surplus from 2019 operating budget for Board of Directors approval.	Audit meeting held March 2 nd . Motion on March meeting agendas - passed
Begin 2021 officer election process. Announce deadline and application submission dates. Submit 2021 candidate statements for Board of Directors vote.	2021 Candidate deadline was January 26, 2020 – elections completed at April meeting. Application deadline was announced in the REALTOR® Voice throughout

	<p>2019, with the last posted on November 26, 2019.</p> <p>Candidate statements submitted</p> <p>Announcements for 2022 Candidates posted in the Voice: May 5, May 12, May 19, June 30, July 7, July 21.</p> <p>One application received to date.</p>
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.	<p>On-going</p> <p>COVID-19 Hotline funded by Strategic Initiatives Fund.</p>
Evaluate the need for additional bylaws and policies, including those that define success/behaviors/standards for association primary committees and implement as advisable.	<p>Primary Committee Communication Guidelines distributed to each Primary Committee.</p> <p>Motion on the March meeting to amend Bylaws to conform with NAR Mandatory Provisions - passed</p> <p>Motion on the March meeting to amend Bylaws to revise Regions – passed</p> <p>Motion to revise Policy regarding endorsement of NAR candidates in uncontested races on October agenda.</p>
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"> • 89 % - April 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 approved in the January 15 meeting. Motion on the April BOD agenda - approved.
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.	Scheduled for April 6-7 at the Hassayampa Inn in Prescott – canceled due to COVID-19. Held April 28 th via Zoom. 2021 Strategic Plan finalized for September ExCom meeting. Proposed 2021 Strategic Plan, Operating and Capital Budgets, and Primary Committee Business Plans approved during September 4th budget meeting. Motion on October 23rd BOD agenda for final approval.
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. Budgeted expenses reviewed with committee.
Develop and deliver monthly “talking points” on association activities to association Region Vice Presidents and leadership.	Talking points are compiled and posted in Sharefile and on the association website. January/February talking points sent on January 27 th . Talking points sent on April 3 rd ; May 21st; July 7th; August 4th and September 14th.
Develop more structures tools and procedures for Region Vice Presidents’ communications and reports.	RVP Position Description, Position/Nomination/Election Process, Caucus Procedures, and Association Report forms distributed to RVPs and discussed during Executive Committee orientation.
Continue to proactively research and review options for a member Association Health Plan.	No viable options at this point.

	NAR Telemed program promoted to membership.
Continue to review options for retirement/financial planning tools for members.	On-going NAR Resources promoted to membership.
Operate in compliance with bylaws, policies and applicable laws.	On-going
Communicate upcoming meeting times and agendas effectively.	Updated Meetings/Events calendar included in June and October 2020 meeting materials.
Evaluate and/or approve funds and agreements for innovative programs, products and/or services as submitted.	COVID-19 Hotline Funds approved.
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"> • 93 % - January meeting • 93 % - April meeting. • 93 % - June meeting • 60% July (special) meeting • 100% - September - 2021 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 10 th for 2019. 2020 Underway.
Assist and certify local associations in NAR mandatory core standards compliance.	2020 Underway Report cards sent for 2020 certification.
Plan and conduct annual Arizona association executives Workshop.	AE Workshop Part 1 held August 27, 2020. Part 2 held September 17th
Deliver timely information and updates to local association executives on Arizona REALTORS® activities.	On-going via Basecamp and email. Zoom meetings held in March, April, and August.

Coordinate with local associations regarding NAR's Association Executive Institute.	"State Night Out" planning – canceled due to COVID-19
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.	Completed
Provide local associations with orientation resources to include Arizona REALTORS® as needed.	2019 Member Resource Guides distributed in October 2019.
Increase the number of opportunities for local association executives to meet and network.	AEI, Convention, Summer Workshop canceled due to COVID-19. AE Workshop Part 1 held August 27, 2020. Part 2 held September 17th. Leadership Conference meeting scheduled for Zoom on October 20-23.
Provide tools and be a resource to local associations to help communicate their relevance to members and encourage communication and collaboration between associations and Multiple Listing Services regarding the member experience.	Resources to be shared regularly on Basecamp. Conference calls held in February on MLS rule changes; March and April on COVID issues; and August on having difficult conversations.
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.	REALTOR® Party Grant list and related information distributed in February 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.	Available via Basecamp
Influence members to utilize REALTOR® brands (products and services).	On-going

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.	32+ earned media spots since December 2019. See: https://www.aaronline.com/media-contacts-coverage/ New PR firm retained May 2020.
Promote the value proposition of using a REALTOR® and/or engaging in community activities which enhance the image of REALTORS®.	On-going Arizona Housing Fund promotion continued regularly, and video completed. Arizona REALTORS® Ready to Help flyer offered for member use. Donation Drive for Homeless undertaken and delivery in September.
Promote the value and the “why” of the REALTOR® brand to our members and consumers.	On-going via The Voice and social media. Three Rebuilding Arizona consumer ads featured in Arizona Republic June 2020.
Promote REALTORS® as professionals.	On-going
Engage the public in legislative/political issues that impact real estate and related issues.	On-going Op Ed on Eviction Moratorium published in 15 publications.
Organize human resources or fundraising for the benefit of charitable/community organizations.	Arizona Housing Fund promotion continued regularly. Plans to continue Totes for Hope program. Donations made to the Human Services campus in September.
Establish Arizona REALTORS® as a source of credible information about Arizona real estate issues.	On-going with public relations firm’s assistance.

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.	Completed
Coordinate NAR meeting calendar with line officers and communicate expectations effectively, through preferred methods.	On-going
Coordinate attendance at NAR Legislative meetings	Registrations completed February 12 th . Virtual Meeting Schedules distributed, and Meetings attended. Attended weekly NAR Zoom meetings
Coordinate attendance at NAR Expo/Conference	To be virtual - pending

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 Committee and Strategic Planning Committee appointees approved. Meetings attended. Zoom Meetings and Caucus attended.
Coordinate attendance at Region 11 Conference.	Conference scheduled April 15-17 in Las Vegas canceled due to COVID-19.

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 and completed monthly
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 and completed monthly
Continue to proactively research and review options for Arizona REALTORS® efficiency.	On-going
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 • RAPAC and Issues Mobilization accounts and ensure adherence to bylaws and investment policy.	Completed monthly Reserve account/investment meeting with UBS held March 2 nd . UBS report at the April 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 Executive Committee approval.	Motion on the April meeting agendas - passed
Assist with the annual audits (Arizona REALTORS®, ARDAF, ARFHCO, RAPAC).	Association audit completed and audit meeting held March 2 nd . ARDAF, ARFHCO, RAPAC audits completed successfully.
Prepare and finalize 2021 Operating and Capital budget with the 2021 Executive Committee and Board of Directors.	Proposed 2021 Strategic Plan, Operating and Capital Budgets, and Primary Committee Business Plans approved during September 4th budget meeting. On October 23rd BOD agenda for final approval.

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 HVAC repairs completed. Interior painting completed.
Assist property manager in working with tenants to maintain lease agreements.	1 st floor currently 100% leased Negotiated with tenant on requested concessions due to COVID 19.

	<p>Preparing to list anticipated vacant space on 1st floor</p> <p>Vacant suite upstairs listed for lease with 2 space options.</p>
<p>Conduct thorough review of Arizona REALTORS® building infrastructure and make recommendations for needed improvements in the 2021 Capital Budget.</p>	<p>Completed</p> <p>Improvements to Accounting and Risk management areas made.</p> <p>Improvements to Meeting Room #4 negotiated and underway.</p>

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

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.	On-going
Coordinate annual audit.	Audit completed.
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	On-going