

Arizona REALTORS®
OPERATIONS AND STRATEGIC INITIATIVES
2021 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

- 2022 Strategic Planning Session
- Start preparations for 2020 Audit

RECOMMENDATIONS

- Approve CEO Job Description
- 2022-2023 Leadership Appointments
- Region XI Nominating Committee Appointments

GROUPS FORMED

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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 2022 Board of Directors based on 12/31/20 membership numbers.	
Establish recommendations for allocation of surplus from 2020 operating budget for Board of Directors approval.	
Begin 2022 officer election process. Announce deadline and application submission dates. Submit 2022 candidate statements for Board of Directors vote.	In process. Deadline is January 30, 2021. Announced election throughout 2020 in the Voice.
Operate in compliance with bylaws, policies and applicable laws.	On-going
Communicate upcoming meeting times and agendas effectively.	On-going

Utilize emerging technologies for meetings and communications to reduce unnecessary travel while maintaining effective governance.	Utilizing the Zoom platform for meetings.
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.	On-going
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 2022 to be approved by Executive Committee in January and Board of Directors at the March meeting.	Motion on the January 14, 2021 agenda.
Assist President-elect in identifying members, scheduling and organizing planning session for 2022. Coordinate Planning Session outcomes and distribute Strategic Plan to attendees for comment. Distribute Strategic final plan for implementation in business plans and budget.	Currently working on identifying a date, 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.	Job descriptions and expense reimbursement information included in the January 14, 2021 meeting materials.
Continue to provide monthly “talking points” on association activities to association Region Vice Presidents and leadership.	Sent out monthly
Continue to proactively research and review options for a member Association Health Plan.	
Continue to review options for retirement/financial planning tools for members.	
Empower leadership with the tools to communicate with members.	
Continue to review options to assist members in the evolving economy.	

Utilize emerging technologies for meetings and communications to reduce travel while maintaining effective governance.	Utilized the Zoom platform for the April, June, September (2021 budget meeting) and October meetings.
Operate in compliance with bylaws, policies and applicable laws.	On-going
Communicate upcoming meeting times and agendas effectively.	Updated meetings/events calendar included in the January 14, 2021 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 • ___ % - 2022 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.	2020 Compliance form submitted and accepted by NAR.
Assist and certify local associations in NAR mandatory core standards compliance.	2020 certification of all Local Associations anticipated to be completed by December 31, 2020.
Plan and conduct annual Arizona Association Executives Workshop.	
Deliver timely information and updates to local association executives on Arizona REALTORS® activities.	On-going via Basecamp, email and Zoom meetings.
Coordinate with local associations regarding NAR's Association Executive Institute.	
Figure 2022 director entitlements for local associations using 12/31/20 membership report.	
Determine which Arizona association executives are eligible to serve on 2022 Board of Directors.	
Provide local associations with orientation resources to include Arizona REALTORS® as needed.	New Member Benefits brochure completed and will be distributed.

Continue opportunities for local association executives to meet and network.	
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.	Local Association representatives invited to participate on Communication Committee.
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.	On-going via LPA area.
Maintain a collaborative working relationship with the Arizona Department of Real Estate.	On-going. An Association representative attends each ADRE meeting.
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)	
Influence members to utilize REALTOR® brands (products and services).	On-going via Voice and Social Media.

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.	55+ earned media spots between 11/1/2019 and 12/1/2020_ 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®.	On-going
Promote the value and the “why” of the REALTOR® brand to our members and consumers.	On-going
Promote REALTORS® as professionals.	On-going
Maintain a qualified agency to act as the Arizona REALTORS® representative in the Arizona media market.	On-going HMA Public Relations firm retained in May 2020.
Take advantage of all opportunities to promote the Association as the Voice for Real Estate in Arizona to consumers.	On-going
Engage the public in legislative/political issues that impact real estate and related issues.	On-going
Organize human resources or fundraising for the benefit of charitable/community organizations.	On-going promotion of the Arizona Housing Fund and Totes for Hope.

	Donations made to “Forgotten Angels” Christmas program and the Human Services Campus in December 2020
Establish Arizona REALTORS® as a source of credible information about Arizona real estate issues.	On-going

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 for 2021
Coordinate NAR meeting calendar with line officers and communicate expectations effectively, through preferred methods.	On-going REALTOR® Party Training registration for January completed.
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).	On-going. Nominating Committee appointees on January agenda for approval. Strategic Planning Committee appointments filled.
Assist in coordinating and attending 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 Receiving deferred 2021 dues - reconciliations and reports 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 Financials completed monthly and distributed via email to Line Officers and via ShareFile for Executive Committee.
Continue to proactively research and review options for Arizona REALTORS® efficiency.	On-going Researching new credit card company.
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
Reconcile all Arizona REALTORS® checking accounts monthly (Arizona REALTORS®, ARDAF, ARFHCO, PSF, RAPAC, Issues Mobilization, etc).	Completed monthly
Establish recommendations for allocation of surplus from previous year's operating budget for Executive Committee approval.	Determined once 2020 audit is completed.
Assist with the annual audits (Arizona REALTORS®, ARDAF, ARFHCO, RAPAC).	Audits to begin in mid-January/preparations underway.
Prepare and finalize 2022 Operating and Capital budget with the 2022 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 Construction to divide office in Business Services area underway/emergency door underway/Meeting Room technology upgrade underway.
Assist property manager in working with tenants to maintain lease agreements.	4 vacant suites listed for lease by property manager.
Conduct thorough review of Arizona REALTORS® building infrastructure and make recommendations for needed improvements in the 2022 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.	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 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