

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
- 2020 Audit

RECOMMENDATIONS

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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.	Letters mailed to brokers on January 5, 2021
Establish recommendations for allocation of surplus from 2020 operating budget for Board of Directors approval.	Audit Meeting held March 8th Motion on March meeting agendas
Begin 2022 officer election process. Announce deadline and application submission dates. Submit 2022 candidate statements for Board of Directors vote.	In process. 2022 candidate deadline was January 30, 2021. Candidate statements submitted. 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. Research regarding email voting completed.
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"> • ___ % - 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. Zoom meeting scheduled for February 10th
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 approved in the January 14, 2021 meeting. Motion on the March 31 BOD agenda for approval.
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.	Planning in process and Facilitator selected Currently assessing COVID-19 numbers to determine if session will be held live or virtually. Attendees identified and invited.
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.	Talking Points are compiled monthly and posted on the ExCom webpage and in Sharefile. January/February talking points sent on January 12, 2021.
Continue to proactively research and review options for a member Association Health Plan.	No viable options identified

Continue to review options for retirement/financial planning tools for members.	On-going. NAR resources shared via Voice.
Empower leadership with the tools to communicate with members.	Zoom platform working well.
Continue to review options to assist members in the evolving economy.	On-going
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 2020 meetings. January meeting hosted on Zoom.
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 and March 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"> • <u>93</u> % - 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 completed by December 31, 2020.
Plan and conduct annual Arizona Association Executives Workshop.	Underway
Deliver timely information and updates to local association executives on Arizona REALTORS® activities.	On-going via Basecamp, email and Zoom meetings: 1/25, 2/16. Regular communications as issues arise.

Coordinate with local associations regarding NAR's Association Executive Institute.	Virtual meetings scheduled 3/22-3/24
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.	On-going
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. Attendance and participation in local association events as requested.
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)	Keynote sponsors for the 2021 IREM/CCIM Economic Forecast on March 26, 2021. General Counsel serves on ARMLS Strategic Steering Committee. Statewide MLS listing form developed as requested by state MLSs. Attendance and participation at Arizona Chamber of Commerce events and meetings – CEO serves on Chamber BOD.
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.	<p>55+ earned media spots between 11/1/2019 and 12/1/2020</p> <p>7 earned media spots between 12/3/2020 and 1/29/2021</p> <p>See: https://www.aaronline.com/media-contacts-coverage/</p>
Promote the value proposition of using a REALTOR® and/or engaging in community activities which enhance the image of REALTORS®.	<p>On-going</p> <p>CEO serves on Arizona Housing Fund Advisory Board.</p> <p>Arizona Housing Fund video completed and published.</p> <p>Arizona Housing Fund article posted in February 2nd issue of The Voice, webinar held on February 23rd</p>
Promote the value and the “why” of the REALTOR® brand to our members and consumers.	On-going via Voice and Social Media
Promote REALTORS® as professionals.	On-going via PR efforts
Maintain a qualified agency to act as the Arizona REALTORS® representative in the Arizona media market.	HMA Public Relations firm retained in May 2020. Regular meetings held to discuss opportunities.
Take advantage of all opportunities to promote the Association as the Voice for Real Estate in Arizona to consumers.	On-going – see above
Engage the public in legislative/political issues that impact real estate and related issues.	On-going as appropriate – see above
Organize human resources or fundraising for the benefit of charitable/community organizations.	<p>On-going promotion of the Arizona Housing Fund and Totes for Hope.</p> <p>Donations made to “Forgotten Angels” Christmas program and the Human Services Campus in December 2020.</p> <p>Promotion and donations to Arizona Housing Fund.</p>

Establish Arizona REALTORS® as a source of credible information about Arizona real estate issues.	On-going
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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. CEO attends regularly scheduled NAR State AE meetings with NAR leadership and staff.
Coordinate attendance at NAR Legislative meetings	Virtual 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 approved during the January 2021 meeting. Strategic Planning Committee appointments filled. RVP Vote distributed Attended conference calls with region leadership.
Assist in coordinating and attending Region 11 Conference.	Promoted regularly via Voice and Social Media. Conference will be held July 7-9

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 Received deferred 2021 dues beginning October 2020 - reconciliations and reports conducted 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 Reserve account/investment meetings with UBS held February 9th and March 8th. UBS to give report at the March ExCom meeting.
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.	Motion on the March meeting agendas.
Assist with the annual audits (Arizona REALTORS®, ARDAF, ARFHCO, RAPAC).	Audits to begin in mid-January/preparations underway. Responsive to auditor requests for information. Audit meeting held March 8th.

	ARDAF, ARFHCO, RAPAC audits to be scheduled in the Spring.
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 completed. Meeting Room technology upgrade completed. 2nd floor emergency door installation and carpet replacement completed.
Assist property manager in working with tenants to maintain lease agreements.	4 vacant suites listed for lease by property manager and showings as requested.
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.	Fully Staffed
Maintain positive staff response to member needs.	On-going
Maintain a staff succession plan.	Completed and updated regularly.

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
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**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