

Arizona REALTORS®
OPERATIONS AND STRATEGIC INITIATIVES
2021 Business Plan

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

CURRENT TOP PRIORITIES

- Final approval of 2022 Strategic Plan, Area Business Plans and 2022 Budget
- The proposed revisions to the Bylaws regarding Director Allocation

RECOMMENDATIONS

- 2022 Strategic Plan, Area Business Plans and 2022 Budget
- Bylaws Revision - Article VI, Section 2 and Section 3 – Board of Directors Allocations

GROUPS FORMED

- 2022 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 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 - passed
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. Elections completed at March meeting. Candidate statements submitted. Announced election throughout 2021 in the Voice.

	<p>Announcements for 2023 candidates have begun in The Voice. Two applications for Treasurer received.</p> <p>Two applications received for open NAR Director position. Announcement posted in The Voice on August 17, 2021. Election to be held during October 15, 2021 Board meeting.</p>
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.	<p>On-going.</p> <p>Research regarding email voting completed.</p> <p>Motion on October agenda to revise the composition of the Board of Directors.</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"> ● 88 % - 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.	<p>On-going.</p> <p>Zoom meeting held February 10th President Leighton has presented at several meetings.</p>
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.	<p>Motion approved in the January 14, 2021 meeting.</p> <p>Motion on the March 31 BOD agenda - Approved.</p>

<p>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.</p>	<p>Planning in process and Facilitator selected</p> <p>Currently assessing COVID-19 numbers to determine if session will be held live or virtually.</p> <p>Attendees identified and invited to live Session in Sedona.</p> <p>Planning session completed on April 28th. Strategic Plan finalized for September budget meeting.</p> <p>Proposed 2022 Strategic Plan, Operating and Capital Budgets, and Primary Committee Business Plans approved during September 3rd budget meeting. Motion on October 15th BOD agenda for final approval.</p>
<p>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.</p>	<p>Descriptions and expense reimbursement information included in the January 14, 2021 meeting materials.</p> <p>Budgeted expenses reviewed with incoming Executive Committee.</p>
<p>Continue to provide monthly “talking points” on association activities to association Region Vice Presidents and leadership.</p>	<p>Talking Points are compiled monthly and posted on the ExCom webpage and in Sharefile.</p> <p>January/February, March/April, May, June, August talking points sent to Executive Committee members.</p>
<p>Continue to proactively research and review options for a member Association Health Plan.</p>	<p>CEO and staff attended Zoom meeting in April to discuss Georgia Association Health Plan and options.</p> <p>Staff met in August with representative from Mercer and Alpine Association Benefits to discuss their Health Plans. Report to Executive Committee at October Meeting.</p> <p>Still researching viability of program.</p>

Continue to review options for retirement/financial planning tools for members.	On-going. NAR resources shared via The 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 and March meetings hosted on Zoom. Hybrid June and September budget meetings held.
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, March and June, and October 2021 meeting materials.
Evaluate and/or approve funds and agreements for innovative programs, products and/or services as submitted.	On-going Funds for International Survey proposed in 2022 Budget
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 • <u>100</u> % - March meeting. • <u>80</u> % - June meeting • <u>100</u>% - September - 2023 Budget meeting • <u> </u> % - 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.	Planning underway for July in-person event.

	In-person AE Workshop meeting held in Prescott on July 29th and 30th.
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 held 3/22 - 3/24
Figure 2022 director entitlements for local associations using 12/31/20 membership report.	Completed
Determine which Arizona association executives are eligible to serve on 2022 Board of Directors.	Completed
Provide local associations with orientation resources to include Arizona REALTORS® as needed.	New Member Benefits brochure completed and posted on website and distributed to 2021 Board of Directors and local associations as requested.
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.	55+ earned media spots between 11/1/2019 and 12/1/2020 27 earned media spots between 12/1/2020 and 8/20/2021. See: https://www.aaronline.com/media-contacts-coverage/
Promote the value proposition of using a REALTOR® and/or engaging in community activities which enhance the image of REALTORS®.	On-going CEO serves on Arizona Housing Fund Advisory Board. Arizona Housing Fund video completed and published. Arizona Housing Fund article posted in the February 2 nd issue of The Voice, webinar held on February 23 rd
Promote the value and the “why” of the REALTOR® brand to our members and consumers.	On-going via Voice and social media – to consumers via earned media, including paid media Ad in AZ Cardinals Yearbook
Promote REALTORS® as professionals.	On-going via PR efforts – see media page
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. Abbie Fink gave a short presentation to the 2022 Executive Committee during the September 3rd budget meeting.
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.	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.

	<p>Promotion and donations to Arizona Housing Fund continued regularly.</p> <p>Staff food drive completed in May.</p> <p>ARDAF Contributions to Humane Society and Red Cross for Wildfire Relief</p> <p>\$100,000 to NAR REALTOR Relief Fund</p>
Establish Arizona REALTORS® as a source of credible information about Arizona real estate issues.	On-going – see above

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.	<p>Completed for 2021. In progress for 2022.</p> <p>Assistance with Craig Sandford's NAR Treasurer campaign</p>
Coordinate NAR meeting calendar with line officers and communicate expectations effectively, through preferred methods.	<p>On-going</p> <p>REALTOR® Party Training registration for January completed.</p> <p>CEO attends regularly scheduled NAR State AE meetings with NAR leadership and staff.</p>
Coordinate attendance at NAR Legislative meetings	Virtual Meetings
Coordinate attendance at NAR Expo/Conference	Registration Completed - Planning underway

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.

	<p>Nominating Committee appointees approved during the January 2021 meeting.</p> <p>Strategic Planning Committee appointments filled.</p> <p>RVP Vote distributed</p> <p>Attended conference calls with region leadership.</p> <p>Obtained all states endorsement of Sanford For Treasurer</p>
Assist in coordinating and attending Region 11 Conference.	<p>Promoted regularly via The Voice and social media.</p> <p>Conference held July 7-9, Line Officers attended.</p>

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.	<p>On-going</p> <p>Received deferred 2021 dues beginning October 2020 - reconciliations and reports conducted monthly.</p> <p>Follow up with local associations on dues reconciliation discrepancies.</p>
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.	<p>On-going</p> <p>Financials completed monthly and distributed via email to Line Officers and via ShareFile for Executive Committee.</p>
Continue to proactively research and review options for Arizona REALTORS® efficiency.	<p>On-going</p> <p>Researching new credit card company.</p> <p>Researching internal operations options</p>

Prepare suggested budget adjustments, if necessary, for Executive Committee consideration.	Budget adjustment Motions authorized
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 9 th and March 8 th . UBS to give report at the March ExCom meeting. October meeting scheduled.
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 - Approved.
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 8 th . ARDAF, ARFHCO, RAPAC audits completed.
Prepare and finalize 2022 Operating and Capital budget with the 2022 Executive Committee and Board of Directors.	Proposed 2022 Strategic Plan, Operating and Capital budgets, and Primary Committee Business Plans approved during September 3rd budget meeting. On October 15th 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 Construction to divide office in Business Services area completed. Meeting Room technology upgrade completed. 2 nd floor emergency door installation and carpet replacement completed.

	Security Motion on October Agenda
Assist property manager in working with tenants to maintain lease agreements.	3 vacant suites listed for lease by property manager and showings as requested. Proposals requested from other Commercial Listing agents New tenant on first floor as of April 1, 2021, signed 5-year lease.
Conduct thorough review of Arizona REALTORS® building infrastructure and make recommendations for needed improvements in the 2022 Capital Budget.	Completed

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 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.	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.	Prepared quarterly Wildfire relief Funds distributed

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.	Researching opportunities for education on financial literacy at

	public libraries, recreation centers and YWCA.
Coordinate annual audit.	Completed
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	On-going