

**Arizona REALTORS®
OPERATIONS AND STRATEGIC INITIATIVES
2022 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

- 2023 Strategic Planning Session
- Start preparations for 2021 Audit

RECOMMENDATIONS

- Approve CEO Job Description
- 2023-2024 Leadership Appointments
- Region XI Nominating Committee Appointments
- Region XI Strategy Committee Appointments
- CEO Transition

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 2023 Board of Directors based on 12/31/21 membership numbers.	
Establish recommendations for allocation of surplus from 2021 operating budget for Board of Directors approval.	
Begin 2023 officer election process. Announce deadline and application submission dates. Submit 2023 candidate statements for Board of Directors vote.	In Process. Deadline is January 29, 2022. Announced election in The Voice throughout 2021.
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.	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.	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 – leadership have attended numerous installations and events
Assist President-elect and First Vice President with selecting primary committee chairs, vice chairs and association executive representative for 2023 to be approved by Executive Committee in January and Board of Directors at the March meeting.	Motion on the January 12 meeting agenda
Assist President-elect in identifying members, scheduling, and organizing planning session for 2023. Coordinate Planning Session outcomes, distribute Strategic Plan to attendees for comment. Distribute Strategic final plan for implementation in business plans and budget.	Date, venue and facilitator have been selected, and contracts signed.
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 12, 2022 meeting materials.
Continue to provide monthly “talking points” on association activities to association Region Vice Presidents and leadership.	Sent monthly
Continue to proactively research and review options for a REALTOR® Association Health Plan.	Update given during the October meeting. Research continues as opportunities arise.
Continue to review options for retirement/financial planning tools for members.	
Empower leadership with the tools to communicate with REALTOR® 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.	Continuing to use Zoom platform as an option for 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 12, 2022, 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 REALTOR® 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.	Completed for 2021
Assist and certify local associations in NAR mandatory core standards compliance.	Completed for 2021
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 2023 director entitlements for local associations using 12/31/21 membership report.	
Determine which Arizona association executives are eligible to serve on 2023 Board of Directors.	
Provide local associations with orientation resources to include Arizona REALTORS® as needed.	

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.	
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.	
Encourage communication and collaboration with associations and Multiple Listing Services regarding the member experience.	
Maintain a collaborative working relationship with the Arizona Department of Real Estate.	On-going. Meetings with new Commissioner on joint press release. An Association representative attends ADRE meetings.
Arizona REALTORS® cultivates strategic alliances and partners with Multiple Listing Services, institutes, societies, councils, and other real estate industry entities on endeavors that benefit the membership. (CCIM/IREM, VAREP)	Panel sponsor of the 2022 IREM/CCIM Economic Forecast on January 14, 2022.
Influence members to utilize REALTOR® brands (products and services).	On-going via The Voice and social media.
Provide communication and training of volunteer leaders and staff on the differing roles of the local/state/national REALTOR® Associations	
Encourage participation of the best and brightest REALTOR® leaders.	
The Arizona REALTORS® identifies community outreach efforts conducted by REALTORS® and recognizes them through an annual award.	On-going. Soliciting stories in The Voice, will highlight REALTORS on the website and social media throughout the year. First REALTOR highlighted in December 2021.

CONSUMER OUTREACH

The Arizona REALTORS® will demonstrate engagement in not less than four meaningful consumer engagement activities annually. The Arizona REALTORS® cultivates media relationships and leverages opportunities to promote the value of REALTORS® throughout the state.

Measurable Objectives	Status
Respond to media requests for interviews and information.	30 earned media spots in 2021 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. Working with ASU on a student/REALTOR® mentorship program.
Maintain a qualified agency to act as the Arizona REALTORS® representative in the Arizona media market.	On-going. Working with HMA Public Relations since 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
The Arizona REALTORS® promotes the value of using REALTORS® and communicate the value and successes of the REALTOR® association throughout the state.	

NATIONAL ASSOCIATION

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

Measurable Objectives	Status
Make recommendations to NAR for committee/officer positions.	Completed for 2022.
Coordinate NAR meeting calendar with line officers and communicate expectations effectively, through preferred methods.	On-going
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 with 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 Strategy Committee appointment motions on the January 12, 2022 meeting agenda.
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 monthly deferred 2022 dues reconciliations and reports.
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 the Line Officers and through ShareFile for Executive Committee members.
Proactively research and review options for Arizona REALTORS® efficiency and improvement.	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
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.	Will be determined after the 2021 audit is completed.
Assist with the annual audits (Arizona REALTORS®, ARDAF, ARFHCO, RAPAC).	Audit preparations underway. Audit will be conducted mid-January.
Prepare and finalize 2023 Operating and Capital budget with the 2023 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. New security service started in December 2021.

Assist property manager in working with tenants to maintain lease agreements.	Vacant Suites listed for lease by property manager.
Conduct thorough review of Arizona REALTORS® building infrastructure and make recommendations for needed improvements in the 2023 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.
Attract and retain superior staff and maintain a staff succession plan.	On-going.
Promote diversity, equity and inclusion in staff hiring practices.	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.	On-going. Financials 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. Motion for additional funding on January agenda. Financials Prepared quarterly