

**Arizona REALTORS®**  
**OPERATIONS AND STRATEGIC INITIATIVES**  
**2022 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**

- 2023 Strategic Plan, Area Business Plans, and Budget

**RECOMMENDATIONS**

- Reallocation of Funds from BT&C to Operations
- Region XI Nominating Committee appointment

**GROUPS FORMED**

- 2023 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 2023 Board of Directors based on 12/31/21 membership numbers.	<b>Letters mailed to brokers on January 7, 2022.</b>
Establish recommendations for allocation of surplus from 2021 operating budget for Board of Directors approval.	<b>Audit meeting held March 2<sup>nd</sup>. Motion on March 30<sup>th</sup> meeting agendas - Approved.</b>
Begin 2023 officer election process. Announce deadline and application submission dates. Submit 2023 candidate statements for Board of Directors vote.	<b>In Process.  2023 Candidate deadline was January 29, 2022. Elections held at March 30, 2022 meeting.  Announced election in The Voice throughout 2021.</b>
Operate in compliance with bylaws, policies, and applicable laws.	<b>On-going</b>
Communicate upcoming meeting times and agendas effectively.	<b>On-going</b>

Utilize emerging technologies for meetings and communications to reduce unnecessary travel while maintaining effective governance.	<b>On-going</b>
Evaluate and/or approve funds for innovative programs, products and/or services as submitted.	<b>On-going</b>
Evaluate the need for additional bylaws and policies that define success/behaviors/standards for association primary committees and implement as advisable.	<b>On-going</b>
Draft, update and distribute meeting agendas and materials for the Board of Directors meetings in a timely manner.	<b>On-going</b>
Maintain at least 80% attendance by Directors.	<ul style="list-style-type: none"> <li>• <b>82 %</b> - March meeting</li> <li>• <b>___ %</b> - October meeting</li> </ul>

### **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.

<b>Measurable Objectives</b>	<b>Status</b>
Assist leadership engagement with local association leadership to strengthen the strategic partnership.	<b>On-going – leadership have attended numerous installations and events.</b>
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.	<b>Motion approved in the January 12<sup>th</sup> meeting.</b>  <b>Motion on the March 30<sup>th</sup> BOD agenda - Approved.</b>
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.	<b>Date, venue, and facilitator have been selected, and contracts signed.</b>  <b>Attendees have been identified and invited.</b>  <b>Planning Session completed on April 13<sup>th</sup>.</b> <b>Draft Strategic Plan sent to attendees on April 25<sup>th</sup> for approval.</b>
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.	<b>Job descriptions and expense reimbursement information included in the January 12, 2022, meeting materials.</b>
Continue to provide monthly “talking points” on association activities to association Region Vice Presidents and leadership.	<b>Talking Points are compiled monthly and posted on the ExCom webpage and in Sharefile.</b> <b>Talking Points now being sent to Past Presidents.</b>

Continue to proactively research and review options for a REALTOR® Association Health Plan.	<b>Update given during the October meeting. Research continues as opportunities arise.</b>
Continue to review options for retirement/financial planning tools for members.	
Empower leadership with the tools to communicate with REALTOR® members.	<b>Talking Points and materials provided regularly.</b>
Continue to review options to assist members in the evolving economy.	<b>On-going</b>
Utilize emerging technologies for meetings and communications to reduce travel while maintaining effective governance.	<b>Continuing to use Zoom platform as an option for meetings.</b>
Operate in compliance with bylaws, policies, and applicable laws.	<b>On-going</b>
Communicate upcoming meeting times and agendas effectively.	<b>Updated meetings/events calendar included in the January and March meeting materials.</b>
Evaluate and/or approve funds and agreements for innovative programs, products and/or services as submitted.	<b>On-going</b>
Draft, update and distribute meeting agendas and materials for Executive Committee meetings in January, March, June, September, and October in a timely manner.	<b>On-going</b>
Maintain at least 80% attendance by committee members.	<ul style="list-style-type: none"> <li>• <b>100 %</b> - January meeting</li> <li>• <b>93 %</b> - March meeting</li> <li>• <b>___ %</b> - June meeting</li> <li>• <b>___ %</b> - 2019 Budget meeting</li> <li>• <b>___ %</b> - October meeting</li> </ul>

### **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.

<b>Measurable Objectives</b>	<b>Status</b>
Complete the NAR Mandatory Core Standards Compliance form for Arizona REALTORS® and submit as required by NAR.	<b>Completed for 2021</b>
Assist and certify local associations in NAR mandatory core standards compliance.	<b>Completed for 2021</b>
Plan and conduct annual Arizona Association Executives Workshop.	<b>Currently working to identify a date in June for the workshop.</b>
Deliver timely information and updates to local association executives on Arizona REALTORS® activities.	<b>On-going via Basecamp, email and Zoom meetings. Meeting regarding Bylaw revisions relating to NAR Directors held 2/18.</b>

Coordinate with local associations regarding NAR's Association Executive Institute.	<b>Underway.</b>  <b>State Night Out dinner held on March 13 in Atlanta.</b>
Figure 2023 director entitlements for local associations using 12/31/21 membership report.	<b>Completed.</b>  <b>Posted in Basecamp on January 5, 2022.</b>
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.	<b>New Arizona REALTORS® Membership Guides completed for 2022 and posted on website. Currently working on obtaining quotes for a print version to send to local associations upon request.</b>
Continue opportunities for local association executives to meet and network.	<b>On-going.</b>
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.	<b>On-going via LPA area.</b>  <b>Information provided via Basecamp.</b>
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.	<b>On-going.</b>  <b>Meetings with new Commissioner on joint press release.</b>  <b>Joint article on advertising with Commissioner and CEO completed.</b>  <b>An Association representative attends ADRE meetings.</b>  <b>Interview video with new Commissioner posted in the April 19<sup>th</sup> issue of The Voice.</b>
Arizona REALTORS® cultivates strategic alliances and partners with Multiple Listing Services, institutes, societies, councils, and other real estate	<b>Panel sponsor of the 2022 IREM/CCIM Economic Forecast on January 14, 2022.</b>

industry entities on endeavors that benefit the membership. (CCIM/IREM, VAREP)	<b>Partnership with ASU Real Estate Programs. Educational and mentorship program planning and implantation underway to begin in August 2022.</b>
Influence members to utilize REALTOR® brands (products and services).	<b>On-going via The Voice and social media.</b>
Provide communication and training of volunteer leaders and staff on the differing roles of the local/state/national REALTOR® Associations	<b>Provided in LTA Program</b>
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.	<b>On-going.</b>  <b>Soliciting stories in The Voice, will highlight REALTORS on the website and social media throughout the year. First REALTOR highlighted in December 2021.</b>

## **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.

<b>Measurable Objectives</b>	<b>Status</b>
Respond to media requests for interviews and information.	<b>30 earned media spots in 2021</b> See: <a href="http://www.aaronline.com/press/">www.aaronline.com/press/</a>  <b>Several media opportunities underway for 2022.</b>
Promote the value proposition of using a REALTOR® and/or engaging in community activities which enhance the image of REALTORS®.	<b>On-going</b>
Promote the value and the “why” of the REALTOR® brand to our members and consumers.	<b>On-going</b>
Promote REALTORS® as professionals.	<b>On-going.</b>  <b>Working with ASU on a student/REALTOR® mentorship program.</b>
Maintain a qualified agency to act as the Arizona REALTORS® representative in the Arizona media market.	<b>On-going.</b>  <b>Working with HMA Public Relations since May 2020.</b>

Take advantage of all opportunities to promote the Association as The Voice for Real Estate in Arizona to consumers.	<b>On-going</b>
Engage the public in legislative/political issues that impact real estate and related issues.	<b>On-going</b>
The Arizona REALTORS® promotes the value of using REALTORS® and communicate the value and successes of the REALTOR® association throughout the state.	<b>On-going</b>

### **NATIONAL ASSOCIATION**

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

<b>Measurable Objectives</b>	<b>Status</b>
Make recommendations to NAR for committee/officer positions.	<b>Completed for 2022. In process for 2023.</b>
Coordinate NAR meeting calendar with line officers and communicate expectations effectively, through preferred methods.	<b>On-going</b>
Coordinate attendance at NAR Legislative meetings	<b>In process. Registration opened February 16<sup>th</sup>.</b>
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®.

<b>Measurable Objectives</b>	<b>Status</b>
Remain active in all NAR Region 11 activities (Caucus, Nominating Committee, and Strategic Planning Committee).	<b>On-going.</b>  <b>President and CEO attend scheduled Zoom Region 11 meetings.</b>  <b>Nominating Committee and Strategy Committee appointees approved during the January 12, 2022 meeting.</b>
Assist in coordinating and attending Region 11 Conference.	<b>Conference held March 7-9.</b>

## 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.

<b>Measurable Objectives</b>	<b>Status</b>
Collect dues from local associations and members-at-large. Conduct monthly dues/membership reconciliations.	<b>On-going.</b>  <b>Receiving 2022 dues reconciliations and reports.</b>
Evaluate annual budget to ensure that dues are properly allocated to Arizona REALTORS®'s policies, programs and services.	<b>On-going</b>
Prepare, analyze, and distribute monthly financials to the Executive Committee for review and to ensure the association's financial goals are being met.	<b>On-going.</b>  <b>Financials completed monthly and distributed via email to the Line Officers and through ShareFile for Executive Committee members.</b>
Proactively research and review options for Arizona REALTORS® efficiency and improvement.	<b>On-going</b>
Prepare suggested budget adjustments, if necessary, for Executive Committee consideration.	<b>Motion regarding budgeted funds for building improvements approved during the March meetings.</b>  <b>Motion to reallocate funds from BT&amp;C to Operations for contracted IT services pending.</b>
Monitor: <ul style="list-style-type: none"> <li>• Capital Reserve fund account balances</li> <li>• Operating and Strategic Initiative Reserve accounts</li> <li>• RAPAC and Issues Mobilization accounts</li> </ul> and ensure adherence to bylaws and investment policy.	<b>Completed monthly</b>  <b>Reserve account/investment meetings with UBS held quarterly.</b>  <b>Cash deposit allocations recommended and conveyed.</b>  <b>UBS to give report at the March ExCom meeting.</b>
Reconcile all Arizona REALTORS® checking accounts monthly (Arizona REALTORS®, ARDAF, ARFHCO, PSF, RAPAC, Issues Mob, etc).	<b>Completed monthly</b>
Establish recommendations for allocation of surplus from previous year's operating budget for Executive Committee approval.	<b>Motion on the March meeting agendas.</b>
Assist with the annual audits (Arizona REALTORS®, ARDAF, ARFHCO, RAPAC).	<b>Audit preparations underway.</b>  <b>Arizona REALTORS® Audit conducted mid-January - February.</b>

	<p>Arizona REALTORS® Audit meeting held March 2<sup>nd</sup>.</p> <p>Remaining audits anticipated to occur in May.</p>
Prepare and finalize 2023 Operating and Capital budget with the 2023 Executive Committee and Board of Directors.	To be prepared in June and July.

### **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.	<p><b>On-going.</b></p> <p>New security service started in December 2021.</p> <p>New fencing installed for basement security.</p>
Assist property manager in working with tenants to maintain lease agreements.	<p><b>Fully leased.</b></p> <p>New tenant as of April 2022 for total of four current tenants.</p>
Conduct thorough review of Arizona REALTORS® building infrastructure and make recommendations for needed improvements in the 2023 Capital Budget.	<b>On-going</b>

### **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.	<b>On-going.</b>
Retain a well-trained, capable staff.	<b>On-going.</b>
Maintain positive staff response to member needs.	<b>On-going.</b>
Attract and retain superior staff and maintain a staff succession plan.	<b>On-going.</b>
Promote diversity, equity and inclusion in staff hiring practices.	<b>On-going.</b>



**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.

<b>Measurable Objectives</b>	<b>Status</b>
Coordinate annual audit.	<b>Audit to take place once the RAPAC audit is underway.</b>
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	<b>On-going.</b>
Prepare and distribute local association funds and reports.	<b>On-going.</b>  <b>Financials Prepared quarterly</b>

**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.

<b>Measurable Objectives</b>	<b>Status</b>
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.	<b>On-going. Motion for additional funding approved at January meeting.</b> <b>Financials Prepared quarterly</b>