

Arizona REALTORS®
OPERATIONS AND STRATEGIC INITIATIVES
2023 Business Plan

FROM: Operations & Strategic Initiatives
Chair: Lisa Paffrath, Treasurer
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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

- Final approval of 2024 Strategic Plan, Area Business Plans, and Operating Budget

RECOMMENDATIONS

- N/A

GROUPS FORMED

- 2024 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 2024 Board of Directors based on 12/31/22 membership numbers.	Completed in February 2023.
Establish recommendations for allocation of surplus from 2022 operating budget for Board of Directors approval.	Audit meeting held March 9, 2023. Allocation motion on the March 31 st meeting agenda approved.
Begin 2024 officer election process. Announce deadline and application submission dates. Submit 2024 candidate statements for Board of Directors vote.	In process. Deadline for 2024 applications was January 30, 2023. Candidate Statements were included in March meeting materials. Election held during the March 31, 2023 meeting.
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.	On-going
Maintain at least 80% attendance by Directors.	<ul style="list-style-type: none"> ● 92 % - 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>Leadership attended numerous installations and events.</p> <p>Leadership Team scheduled to attend upcoming 2024 Local Association Installations.</p>
Assist President-elect and First Vice President with selecting primary committee chairs, vice chairs, and association executive representative for 2024 to be approved by Executive Committee in January and Board of Directors at the March meeting.	<p>Motion approved in the January 11th Executive Committee meeting.</p> <p>Motion approved during the March 31st Board of Directors meeting.</p>
Assist President-elect in identifying members, scheduling, and organizing planning session for 2024. Coordinate Planning Session outcomes, distribute Strategic Plan to attendees for comment. Distribute Strategic final plan for implementation in business plans and budget.	<p>Date, venue, and facilitator have been selected and contracts have been signed.</p> <p>Attendees have been invited.</p> <p>Planning session held on April 18-19, 2023, in Sedona.</p> <p>2024 Strategic Plan approved by 2024 Executive Committee and on October Board of Directors agenda for final approval.</p>
Update the Arizona REALTORS® officer position description and activity checklists. Distribute job descriptions and budgeted expense and	<p>Job descriptions and expense reimbursement information is included in the January 11th meeting materials.</p>

reimbursement expectations to line officers and executive committee members.	
Continue to provide monthly “talking points” on association activities to association Region Vice Presidents and leadership.	On-going
Continue to proactively research and review options for a REALTOR® Association Health Plan.	On-going Continuing to explore self-funded options.
Continue to review options for retirement/financial planning tools for members.	On-going
Empower leadership with the tools to communicate with REALTOR® members.	On-going Talking Points and supporting materials provided regularly.
Continue to review options to assist members in the evolving economy.	On-going Trends Summit scheduled for December 15, 2023.
Utilize emerging technologies for meetings and communications to reduce travel while maintaining effective governance.	Zoom being utilized when appropriate with many meetings incorporating a hybrid attendance option.
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 11, March 29, June 2, and October 18 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"> ● 100 % - January meeting ● 100 % - March meeting ● 100 % - June meeting ● 100 % - 2024 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.
Assist and certify local associations in NAR mandatory core standards compliance.	Completed.
Plan and conduct annual Arizona Association Executives Workshop.	Completed in 2022. 2023 Workshop held on July 13-14 in Sedona.
Deliver timely information and updates to local association executives on Arizona REALTORS® activities.	On-going
Coordinate with local associations regarding NAR's Association Executive Institute.	On-going State Night Out dinner held on March 19 th in Seattle.
Figure 2024 director entitlements for local associations using 12/31/22 membership report.	Completed in February 2023.
Determine which Arizona association executives are eligible to serve on 2024 Board of Directors.	Completed in June 2023.
Provide local associations with orientation resources to include Arizona REALTORS® as needed.	On-going AAR orientation video being updated for use by local associations. New staff position created at AAR to act as a new member orientation liaison.
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.	On-going Providing social media toolkits to individual local associations to help them disseminate information to their members.
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 AAR's RAPAC Director remains available in this regard.
Encourage communication and collaboration with associations and Multiple Listing Services regarding the member experience.	On-going
Maintain a collaborative working relationship with the Arizona Department of Real Estate.	On-going. Meeting with Commissioner Nicolson and other ADRE employees held on September 11 th .

Arizona REALTORS® cultivates strategic alliances and partners with Multiple Listing Services; NAR’s Institutes, Societies & Councils; multicultural organizations; and other real estate industry entities on endeavors that benefit the membership. (CCIM/IREM, VAREP)	Retail panel sponsor of the 2023 IREM/CCIM Economic Forecast on January 26, 2023. Continued partnership with ASU Real Estate Programs. Educational and mentorship program planning and implantation underway. Second year of program began September 11, 2023.
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	Completed via LTA Module 4 and Executive Committee orientation.
Encourage participation of the best and brightest REALTOR® leaders.	On-going
The Arizona REALTORS® identifies community outreach efforts conducted by REALTORS® and recognizes them through an annual award.	2022 Community Service Awards given to WeSERV and Travis Joralmon. R.I.S.E. Program established.

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.	46 media spots in 2023 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
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. The program began September 12, 2022. Second year of program began on September 11, 2023.

Maintain a qualified public relations 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 Podcast being created with an anticipated start date of January 2024.
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.	On-going

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 2023 committee positions.
Coordinate NAR meeting calendar with line officers and communicate expectations effectively, through preferred methods.	On-going
Coordinate attendance at NAR Legislative meetings	Registrations for 2023 meetings were completed, all leadership team members attended meetings.
Coordinate attendance at NAR Expo/Conference	Completed on an annual basis. Registrations for November 2023 conference have been completed.

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 appointments made in October 2022. Region XI RVP Candidate Zoom conducted on September 15, 2023.
Assist in coordinating and attending Region 11 Conference.	Registrations for leadership have been completed.

	Conference held April 10-12 in Reno, Nevada.
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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
Evaluate annual budget to ensure that dues are properly allocated to Arizona REALTORS® 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 are completed monthly and distributed to the line officers via email, ShareFile, and Govenda.
Proactively research and review options for Arizona REALTORS® efficiency and improvement.	On-going
Prepare suggested budget adjustments, if necessary, for Executive Committee consideration.	On-going Motion approved during the March 2023 Executive Committee meeting to allocate additional funds for interior and exterior building improvements. Motion approved to allocate funds from the Operating Reserve for a “Courageous Conversation” training.
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 held with UBS. UBS gave a report at the March ExCom meeting.
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.	Completed. Allocation motion approved during the March 31 st meeting.
Assist with the annual audits (Arizona REALTORS®, ARDAF, ARFHCO, RAPAC).	Arizona REALTORS® Audit held March 9, 2023.

	Remaining audits anticipated to be completed in October.
Prepare and finalize 2024 Operating and Capital budget with the 2024 Executive Committee and Board of Directors.	2024 Budget Meeting held on September 13, 2023.

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 of new concrete caps on the North side of the building completed. HVAC repairs completed.
Assist property manager in working with tenants to maintain lease agreements.	On-Going
Conduct thorough review of Arizona REALTORS® building infrastructure and make recommendations for needed improvements in the 2024 Capital Budget.	Proposed building improvements included in the 2024 Proposed Capital Budget for Board of Directors approval during the October meeting.

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.	Performed annually when preparing the following year's budget.
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 equity, diversity, 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.	Completed for 2022. 2023 audit anticipated to be completed in October.
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 are 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.	On-going Working with EDI Committee to accomplish.
Coordinate annual audit.	Completed for 2022
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	On-going