



2024

STRATEGIC  
**PLAN**



## Introduction

The strategic objectives in the Arizona REALTORS® Strategic Plan are the parameters in which the primary committees will develop strategies to deliver programs, products, services, and activities. The Strategic Plan must be tested against the association's vision, purpose, and customer.

### STRATEGIC PLAN DEVELOPMENT

The Arizona REALTORS® President-elect Shelley Ostrowski and 2018 NAR President Elizabeth Mendenhall facilitated the 2024 planning process. This plan is the result of a collaborative effort between staff and leadership, including a meeting on April 18th and 19th in Sedona, Arizona. The 2023 Strategic Plan created a solid foundation for the 2024 Strategic Plan so that the participants concentrated on specific questions posed to create programs and initiatives that support the association's culture.

Within our vision and purpose, we will intentionally manage or create a superior experience for our members and staff.



### Our VISION

REALTOR® . . . the best prepared real estate practitioner with the highest standards.



### Our PURPOSE

To enhance members' abilities to conduct their businesses with integrity and competency; to provide a superior consumer experience; and to promote the extension and preservation of private property rights.



### We SERVE

REALTOR® members and local REALTOR® associations who are the direct recipients of the association's programs, products, services, and activities.





# Strategic Planning

## PARTICIPANTS

### 2024 LINE OFFICERS

President  
**Shelley Ostrowski**  
Realty ONE Group Gateway

President-elect  
**Sindy Ready**  
RE/MAX Excalibur

First Vice President  
**\*Vote Pending**

Treasurer  
**Shane Cook**  
eXp Realty

Immediate Past President  
**Eric Gibbs**  
Realty ONE Group Integrity

Local Association Executive Liaison  
**Rebecca Grossman**  
Scottsdale Area Association

#### 2024 PROFESSIONAL & BUSINESS DEVELOPMENT COMMITTEE

Chair  
**Serena Jones**  
Serene Living AZ

Vice Chair  
**Laya Gavin**  
Exit Realty

#### 2024 RISK MANAGEMENT COMMITTEE

Chair  
**Phil Sexton**  
eXp Realty

Vice Chair  
**Matias Rosales**  
Realty ONE Group Gateway

#### 2024 BUSINESS TECHNOLOGY & COMMUNICATIONS COMMITTEE

Chair  
**Paul Bruce**  
Realty ONE Group  
Mountain Desert

Vice Chair  
**Tad Moore**  
Best Flagstaff  
Homes Realty

#### 2024 LEGISLATIVE & POLITICAL AFFAIRS COMMITTEE

Chair  
**Ginny Huffman**  
Imagine Realty Service

Vice Chair  
**Becca Linnig**  
Re/Max Excalibur

#### REGIONAL VICE PRESIDENTS

Region 1  
**Gunner Mitchell**  
Destination Havasu

Region 2  
**Teresa Rubio-Acuna**  
Full House Realty of Arizona

Region 3  
**Jesi Orona**  
Advantage Realty Professionals

Region 4  
**Louis McCall**  
eXp Realty

Region 5  
**Susan Derlein**  
Long Realty

#### GUESTS

**Torey Gannon**  
Good Oak Real Estate

**Pam Ruggeroli**  
Long Realty

#### STAFF

Chief Executive  
Officer  
**Scott Drucker**

Chief Operating  
Officer  
**Christina Smalls**

Chief Financial  
Officer  
**Kristen Page**

Director of Association  
Relations  
**Monica Schulik**

Sr. Director of  
External Affairs  
**Matthew Contorelli**

Senior VP Professional &  
Business Development  
**Barb Freestone**

Director of Business  
Technology & Communications  
**Dan Pemberton**





# Governance & Operations

The Arizona REALTORS® is a professional REALTOR® association that functions within a nimble operational structure and responsive governance model to accomplish its purpose and vision.

## STRATEGIC OBJECTIVES

- The Arizona REALTORS® is an effective member directed, fiscally responsible, non-profit corporation.
- Promote equity, diversity, and inclusion in staff hiring practices.
- The Arizona REALTORS® offers a value package that enhances REALTORS'® abilities to conduct their businesses with integrity and competency.
- The Arizona REALTORS® is regarded as an influential voice and partner with the NATIONAL ASSOCIATION OF REALTORS®.
- The Arizona REALTORS® cultivates strategic alliances and partners with Multiple Listing Services, institutes, societies, councils, multicultural organizations, and other real estate industry entities on endeavors that benefit the membership.

# GOVERNANCE



# Legislative & Political Affairs

## Oversight / Advocacy

**Maintain and advance the Arizona REALTORS® position as the most powerful and influential political force in Arizona.**

### STRATEGIC OBJECTIVES

- The Arizona REALTORS® proactively identifies issues that impact the real estate industry and advocates to protect private property rights and real property ownership.
- Proactively advance or defeat legislation to benefit private property rights and REALTORS®.
- Maintain and promote a mechanism by which members can relay, on a year-round basis, legislative comments, and proposals.
- The Arizona REALTORS® advocates and capitalizes on the REALTOR® Party.
- The Arizona REALTORS® leverages and maintains influential relationships.
- Engage and inform diversity focused REALTOR® organizations across the state.
- The Arizona REALTORS® serves as a resource for local associations to take advantage of REALTOR® Party opportunities.
- The Arizona REALTORS® strives to achieve NAR RPAC/RAPAC fundraising goals and Calls for Action participation rates.





# Risk Management

The Arizona REALTORS® provides members with unsurpassed risk management tools.

## STRATEGIC OBJECTIVES

- The Arizona REALTORS® forms and advisories establish the standard of care in the industry.
- The Arizona REALTORS® monitors and identifies liability trends.
- The Arizona REALTORS® maintains comprehensive and accessible legal information for member use.
- The Arizona REALTORS® provides programs for early and effective dispute resolution.
- The Arizona REALTORS® is proactive in promoting laws (legislative and case law), regulations, and standards of practice that reduce member liability.
- The Arizona REALTORS® proactively provides timely and relevant risk management information, education, and tools across varied communication platforms.
  - Promote and continue to develop resources that assist brokers in operating a brokerage that is of value to the public, agents, and the real estate industry (i.e., risk management, legal hotline, etc.).
- The Arizona REALTORS® collaborates with national and local REALTOR® associations, Arizona REALTORS® regional vice presidents and multiple listing services to identify risk management needs.
- The Arizona REALTORS® maintains an effective Legal Hotline and publishes meaningful legal information for the benefit of REALTORS® and their clients.
- The Arizona REALTORS® provides unsurpassed Professional Standards enforcement and ongoing Professional Standards training programs for hearing panel members, grievance committee members, mediators and ombudsmen while reinforcing, on a continuing basis, Arizona REALTORS® Professional Standards benefits and results.
  - Recruit and reach out to members to continue to increase diversity on the Professional Standards Committee.

RISK MANAGEMENT





# Professional & Business Development

The Arizona REALTORS® provides members with professional development programs and opportunities that enable REALTORS® to conduct their business competently, professionally, and ethically.

## STRATEGIC OBJECTIVES

- The Arizona REALTORS® is the most trusted source and delivery partner of professional development resources for REALTOR® members and local REALTOR® associations.
- The Arizona REALTORS® provides comprehensive, reliable, and accessible professional development designed to elevate the professionalism and competency of its members.
  - Promote and recognize a culture of inclusion, respect, and professionalism among and between members through the creation of a certification program that highlights members who exemplify these goals.
- The Arizona REALTORS® provides opportunities for brokers to engage with the association, network, and learn.
  - Identify and deliver additional educational resources to broker members.
- The Arizona REALTORS® develops incoming and new volunteer leaders.
  - Deliver an annual Leadership Training Academy (LTA) for on-going development of incoming local and state association, ISC's and affinity partner organization presidents-elect.
- The Arizona REALTORS® engages instructors who have exceptional skills and embrace modern teaching techniques.
- The Arizona REALTORS® offers educational opportunities that: (1) energize REALTORS® and leaves them full of passion for the real estate industry and their business; (2) provide an opportunity for members to build their networks; (3) provide an opportunity to discover best practices; and (4) help REALTOR® members understand the Arizona REALTORS® value proposition.
  - Research the feasibility of offering regional events to engage members with the association, network, and learn.
  - Provide and partner with real estate entities and associations to provide programs that emphasize the importance of ethical behavior, compliance with all applicable laws and regulations, and the value of continuing education and professional development.





# Business Technology

The Arizona REALTORS® supports the success of REALTORS® through technological information, services, and training.

## *STRATEGIC OBJECTIVES*

- The Arizona REALTORS® controls and provides the delivery of Arizona REALTORS® forms as a member benefit through Transaction Desk/Authentisign and our forms licensee partners.
- The Arizona REALTORS® provides technology tools as a member benefit, but only if the Arizona REALTORS® is in a unique position to provide the tool; the tool creates value statewide; or the tool advances the real estate industry and the Arizona REALTORS® Vision.
- The Arizona REALTORS® develops and maintains data and REALTOR® member profiles, to better understand member needs; engage more effectively with members; and maximize adoption of Arizona REALTORS® programs and services.
- Arizona REALTORS® members are aware of the association's technology offerings and possess the training and support to utilize those offerings most effectively.

TECHNOLOGY



# Communications

## REALTOR® Engagement and Consumer Outreach

The Arizona REALTORS® communicates using methods that inform, connect, and engage REALTORS®, local REALTOR® associations, and consumers.

### *STRATEGIC OBJECTIVES*

- The Arizona REALTORS® disseminates pertinent, relevant, and timely industry information.
- The Arizona REALTORS® engages with REALTORS® and local associations to identify needs, provide communication services, and inform on issue resolution techniques.
- The Arizona REALTORS® will be an effective Voice for Real Estate by championing REALTORS® and private property rights in Arizona.
  - Promote advocacy efforts with a focus on consumer outreach and education to the public and REALTOR® members.





## STRATEGIC OBJECTIVES

- Create opportunities to increase the diversity of REALTOR® members and REALTOR® leadership to better represent the communities in which they serve.
  - Create a Leadership Mentor Program - identify and mentor upcoming diverse leaders.
- Provide REALTORS® with opportunities for open dialogue about equity, diversity, and inclusion.
  - In conjunction with the Government Affairs Department and RAPAC Trustees, reframe the conversation surrounding political endorsements to allow for consideration of a candidate's past usage of hate speech, epithets, or slurs, through writing or imagery, against others.
- Create opportunities to collaborate with affinity partners and community organizations for REALTORS® to provide those communities with information about the real estate industry and homeownership.
  - Promote in underserved communities the importance of home ownership, convey the message that the association is their ally in getting them to their goal of home ownership.
- Provide educational resources and programs for diverse individuals with an interest in becoming a REALTOR®.

INCLUSION

2024

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