

# 2025 *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 Sindy Ready and Amy Chorew facilitated the 2025 planning process. This plan is the result of a collaborative effort between staff and leadership, including a meeting on April 16th and 17th in Scottsdale, Arizona. The 2024 Strategic Plan created a solid foundation for the 2025 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.





## 2025 LINE OFFICERS

President  
**Sindy Ready**  
RE/MAX Excalibur

President-elect  
**Lisa Paffrath**  
Better Homes & Gardens  
Grand View North

First Vice President  
**Shane Cook**  
eXp Realty

Treasurer  
**Paul Baker**  
RE/MAX Fine Properties

Immediate Past President  
**Shelley Ostrowski**  
Realty ONE Group Gateway

Local Association Executive Liaison  
**Dana Walter**  
Bullhead City/Mohave Valley Association

### 2025 RISK MANAGEMENT COMMITTEE

Chair  
**Matias Rosales**  
Realty ONE Group Gateway

Vice Chair  
**Wendy Shaw**  
Realty ONE Group

### 2025 PROFESSIONAL & BUSINESS DEVELOPMENT COMMITTEE

Chair  
**Laya Gavin**  
Exit Realty

Vice Chair  
**Norma Dotson**  
Better Homes & Gardens  
Grand View North

### 2025 LEGISLATIVE & POLITICAL AFFAIRS COMMITTEE

Chair  
**Becca Linnig**  
Re/Max Excalibur

Vice Chair  
**Clark Jones**  
eXp Realty

### 2025 BUSINESS TECHNOLOGY & COMMUNICATIONS COMMITTEE

Chair  
**Judi Harris**  
Coldwell Banker Realty

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

### REGIONAL VICE PRESIDENTS

Region 1  
**Gunner Mitchell**  
Destination Havasu

Region 2  
**Susan Herber**  
West USA Realty

Region 3  
**Jesi Orona**  
Advantage Realty Professionals

Region 4  
**Butch Leiber**  
Rev Residential Brokerage

Region 5  
**Cathy Erchull**  
Long Realty

### GUESTS

**Eric Gibbs**  
Big Realty Solutions

**D. Patrick Lewis**  
Realty Executives Phoenix

**Craig Sanford**  
Realty ONE Group

### STAFF

Chief Executive Officer  
**Scott Drucker**

Chief Operating Officer  
**Christina Smalls**

Chief Financial Officer  
**Kristen Page**

Director of Association Relations  
**Monica Schulik**

Director, Legislative &  
Political Affairs  
**Tim Beaubien**

Sr VP, Professional &  
Business Development  
**Barb Freestone**

Sr Director, Business  
Technology & Communications  
**Brittni Matt**

Risk Management  
Director  
**Jan Steward**



# Governance & Operations

**PURPOSE:** 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 OBJECTIVE 1.A:**

The Arizona REALTORS® is an effective member directed, fiscally responsible, non-profit corporation.

### Action:

1. Promote diversity, equity, and inclusion in staff hiring practices.

## **STRATEGIC OBJECTIVE 1.B:**

The Arizona REALTORS® offers a value package that enhances REALTORS'® abilities to conduct their businesses with integrity and competency.

## **STRATEGIC OBJECTIVE 1.C:**

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

## **STRATEGIC OBJECTIVE 1.D:**

The Arizona REALTORS® cultivates strategic alliances and partners with Multiple Listing Services, institutes, societies, councils, multicultural organizations, and other real estate industry entities or endeavors that benefit the membership.





# Legislative & Political Affairs

## Oversight / Advocacy

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

### **STRATEGIC OBJECTIVE 2.A:**

The Arizona REALTORS® proactively identifies issues that impact the real estate industry and advocates to protect private property rights and real property ownership.

#### Actions:

1. Proactively advance or defeat legislation to benefit private property rights, home ownership, and REALTORS®.
2. Maintain and promote a mechanism by which members and local associations can relay, on a year-round basis, legislative comments, and proposals.

### **STRATEGIC OBJECTIVE 2.B:**

The Arizona REALTORS® advocates and capitalizes on the REALTOR® Party.

The Arizona REALTORS® leverages and maintains influential relationships with government bodies and elected officials.

#### Action:

1. Engage and inform REALTOR® affinity partner organizations across the state.

### **STRATEGIC OBJECTIVE 2.B.2:**

The Arizona REALTORS® serves as a resource for local associations to take advantage of REALTOR® Party opportunities.

### **STRATEGIC OBJECTIVE 2.C:**

The Arizona REALTORS® strives to achieve NAR RPAC/RAPAC fundraising goals and Calls for Action participation rates.





# Risk Management

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

***STRATEGIC OBJECTIVE 3.A:***

The Arizona REALTORS® forms and advisories establish the standard of care in the industry.

***STRATEGIC OBJECTIVE 3.B:***

The Arizona REALTORS® monitors and identifies liability trends.

***STRATEGIC OBJECTIVE 3.C:***

The Arizona REALTORS® maintains comprehensive and accessible legal information for member use.

***STRATEGIC OBJECTIVE 3.D:***

The Arizona REALTORS® provides programs for early and effective dispute resolution.

***STRATEGIC OBJECTIVE 3.E:***

The Arizona REALTORS® is proactive in promoting laws (legislative and case law), regulations, and standards of practice that reduce member liability.

***STRATEGIC OBJECTIVE 3.F:***

The Arizona REALTORS® proactively provides timely and relevant risk management information, education, and tools across varied communication platforms.

Action:

1. 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.).

***STRATEGIC OBJECTIVE 3.G:***

The Arizona REALTORS® collaborates with national and local REALTOR® associations, Arizona REALTORS® regional vice presidents and multiple listing services to identify risk management needs.

***STRATEGIC OBJECTIVE 3.H:***

The Arizona REALTORS® maintains an effective Legal Hotline and publishes meaningful legal information for the benefit of REALTORS® and their clients.

***STRATEGIC OBJECTIVE 3.I:***

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.

Action:

1. Recruit and reach out to members to continue to increase diversity on the Professional Standards Committee and Grievance Committee.



# Professional & Business Development

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

## **STRATEGIC OBJECTIVE 4.A:**

The Arizona REALTORS® is the most trusted source and delivery partner of professional development resources for REALTOR® members and local REALTOR® associations.

## **STRATEGIC OBJECTIVE 4.B:**

The Arizona REALTORS® provides comprehensive, reliable, and accessible professional development designed to elevate the professionalism and competency of its members.

### Action:

1. Promote and recognize a culture of inclusion, respect, and professionalism among and between members through a certification program that highlights members who exemplify these goals.

## **STRATEGIC OBJECTIVE 4.C:**

The Arizona REALTORS® provides opportunities for brokers to engage with the association, network, and learn.

### Action:

1. Identify and deliver information, resources, and tools to brokers how and when they want to receive it to support broker success.

## **STRATEGIC OBJECTIVE 4.D:**

The Arizona REALTORS® develops incoming and new volunteer leaders.

### Action:

1. 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.

## **STRATEGIC OBJECTIVE 4.E:**

The Arizona REALTORS® engages instructors who have exceptional skills and embrace modern teaching techniques.

## **STRATEGIC OBJECTIVE 4.F:**

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.

### Action:

1. 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

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

## **STRATEGIC OBJECTIVE 5.A:**

The Arizona REALTORS® provides the delivery of Arizona REALTORS® forms as a member benefit through Transaction Desk/Authentisign and our forms licensee partners.

## **STRATEGIC OBJECTIVE 5.B:**

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.

## **STRATEGIC OBJECTIVE 5.C:**

The Arizona REALTORS® 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.





# Communications

## REALTOR® Engagement and Consumer Outreach

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

### **STRATEGIC OBJECTIVE 6.A:**

The Arizona REALTORS® disseminates pertinent, relevant, and timely industry information.

### **STRATEGIC OBJECTIVE 6.B:**

The Arizona REALTORS® engages with REALTORS® and local associations to identify needs, provide communication services, and inform on issue resolution techniques.

### **STRATEGIC OBJECTIVE 6.C:**

The Arizona REALTORS® will be an effective Voice for Real Estate by championing REALTORS® and private property rights in Arizona.

#### Actions:

1. Promote advocacy efforts with a focus on consumer outreach and education to the public and REALTOR® members.



# Diversity, Equity & Inclusion

The Arizona REALTORS® commits to building a strong and diverse association to foster a more respectful and inclusive member and consumer experience.

## **STRATEGIC OBJECTIVE 7.A:**

Create opportunities to increase the diversity of REALTOR® members and leadership to better represent the communities in which they serve.

### Action:

1. Create a Leadership Mentor Program identifying and mentoring upcoming leaders from diverse backgrounds and communities.

## **STRATEGIC OBJECTIVE 7.B:**

Provide REALTORS® with opportunities for open dialogue about diversity, equity, and inclusion.

### Action:

1. Annually request that LPA/RAPAC Trustees ensure that a conversation on a candidate's past usage of hate speech, epithets, or slurs, through writing or imagery, against others is taken into consideration when deciding on candidate endorsements.

## **STRATEGIC OBJECTIVE 7.C:**

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.

### Actions:

1. Promote the importance of home ownership in underserved communities, conveying the message that REALTORS® are their ally in getting them to their goal of home ownership.

## **STRATEGIC OBJECTIVE 7.D:**

Provide educational resources and programs for individuals in underserved communities with an interest in becoming a REALTOR®.

2025  
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