



APPROVED

2026 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.

The Arizona REALTORS® Vision is:

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

The Arizona REALTORS® Purpose is:

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.

The Arizona REALTORS® Serves:

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

Strategic Plan Development:

The Arizona REALTORS® President-Elect Lisa Paffrath and Evan Fuchs facilitated the 2026 planning process. This plan is the result of a collaborative effort between staff and leadership, including a meeting on April 9th and 10th in Flagstaff, Arizona. The 2025 Strategic Plan created a solid foundation for the 2026 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.

AREA 1: GOVERNANCE AND 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. Commit to fair and inclusive staff hiring practices that attract and support a wide range of qualified candidates.

Strategic Objective 1.B: The Arizona REALTORS® offers segmented value packages that enhance REALTORS® abilities to conduct their businesses with integrity and competency.

Action:

1. Identify the unique needs and challenges of our members.

Strategic Objective 1.C: The Arizona REALTORS® is regarded as an influential voice and partner with the NATIONAL ASSOCIATION OF REALTORS® and Arizona's local REALTOR® associations.

Strategic Objective 1.D: The Arizona REALTORS® cultivates strategic alliances and partnerships with Multiple Listing Services; institutes, societies, councils; multicultural organizations; and other real estate industry entities or endeavors that benefit the membership.

Action:

1. Utilize the roles of all volunteers (BOD members, RVPs, and committee members) as member engagement ambassadors.

AREA 2: 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, housing affordability, and REALTORS® business practices.
2. Facilitate strategic partnerships with real estate and pro-business advocacy organizations.

Strategic Objective 2.B: The Arizona REALTORS® advocates and capitalizes on the REALTOR® Party.

Strategic Objective 2.B.1: 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 and local elected official candidate recruitment opportunities.

Strategic Objective 2.C: The Arizona REALTORS® strives to achieve NAR RPAC/RAPAC fundraising goals and Calls for Action participation rates.

Action:

1. Research successful political fundraising efforts used by other trade associations and corporate entities outside of the real estate industry to identify insights and approaches that could inform our efforts.

AREA 3: RISK MANAGEMENT

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

Strategic Objective 3.A: The Arizona REALTORS® forms and advisories establish the standard of care in the industry.

Action:

1. Educate and inform members about the form generation and revision process to strengthen understanding, increase adoption, and reinforce the value Arizona REALTORS® forms and advisories provide to members and their clients.

Strategic Objective 3.B: The Arizona REALTORS® monitors and identifies liability trends.

Strategic Objective 3.C: The Arizona REALTORS® maintains and provides designated brokers and their designees with access to Legal Hotline attorneys and publishes comprehensive and meaningful legal information for the benefit of REALTORS® and their clients.

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 and assist with risk management needs.

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.

AREA 4: 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 4A: 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: Using all available technologies, the Arizona REALTORS® provides comprehensive, reliable, and accessible professional development designed to promote and elevate the professionalism, competency, and inclusion of all membership segments.

Actions:

1. Provide financial business literacy information/training to brokers and members.

Strategic Objective 4.C: The Arizona REALTORS® provides opportunities and resources for brokers to engage with each other and the association to network, and learn, including the use of a broker advisory group to help identify educational needs

Strategic Objective 4.D: The Arizona REALTORS® develops incoming and new volunteer leaders through a program designed for presidents-elect and a separate program open to all members including ISCs and Affinity Partners.

Strategic Objective 4.E: The Arizona REALTORS® engages instructors who have exceptional skills and who embrace modern teaching techniques and provides those instructors with development opportunities.

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 for business and ethical behavior; and (4) help REALTOR® members understand the Arizona REALTORS® value proposition and the value of continuing education for professional development.

AREA 5: 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.

AREA 6: 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.

AREA 7: PATHWAYS TO OPPORTUNITY

PURPOSE: The Arizona REALTORS® commits to: (i) a respectful and inclusive member and consumer experience; and (ii) increased awareness of pathways to opportunities for all REALTORS® and the consumers they serve.

Strategic Objective 7.A: The Arizona REALTORS® strengthens its membership by attracting REALTORS® with a broad range of experiences and perspectives.

Action:

1. Assess the Leadership Mentor Program to ensure its objectives and strategies enable broad participation.

Strategic Objective 7.B: The Arizona REALTORS® equips members with the Association tools, services, and educational offerings they need to serve and effectively engage with clients and communities across Arizona.

Action:

1. Evaluate the annual event, “Connect. Unify. Empower,” to ensure maximum impact and continued relevance in advancing pathways to opportunity.

Strategic Objective 7.C: The Arizona REALTORS® promotes messaging that reflects its commitment to fair housing, expanding access to homeownership, and equipping members with information that enables them to serve clients in all communities.

Objective 7.D: The Arizona REALTORS® sustains momentum, collaboration, and engagement with affinity partner organizations to accomplish shared goals.

Note: The above Objectives and Actions are not in priority order.

ARIZONA REALTORS®

STRATEGIC PLAN CERTIFICATION

This Strategic Plan includes Advocacy and Consumer Outreach components and has been officially adopted by the Board of Directors of the Association. It will be reviewed annually by the Board of Directors and submitted to NAR for approval.

Board of Directors approval on:

Date

President's signature

Date

President-Elect's signature

Date

CEO's signature

Date