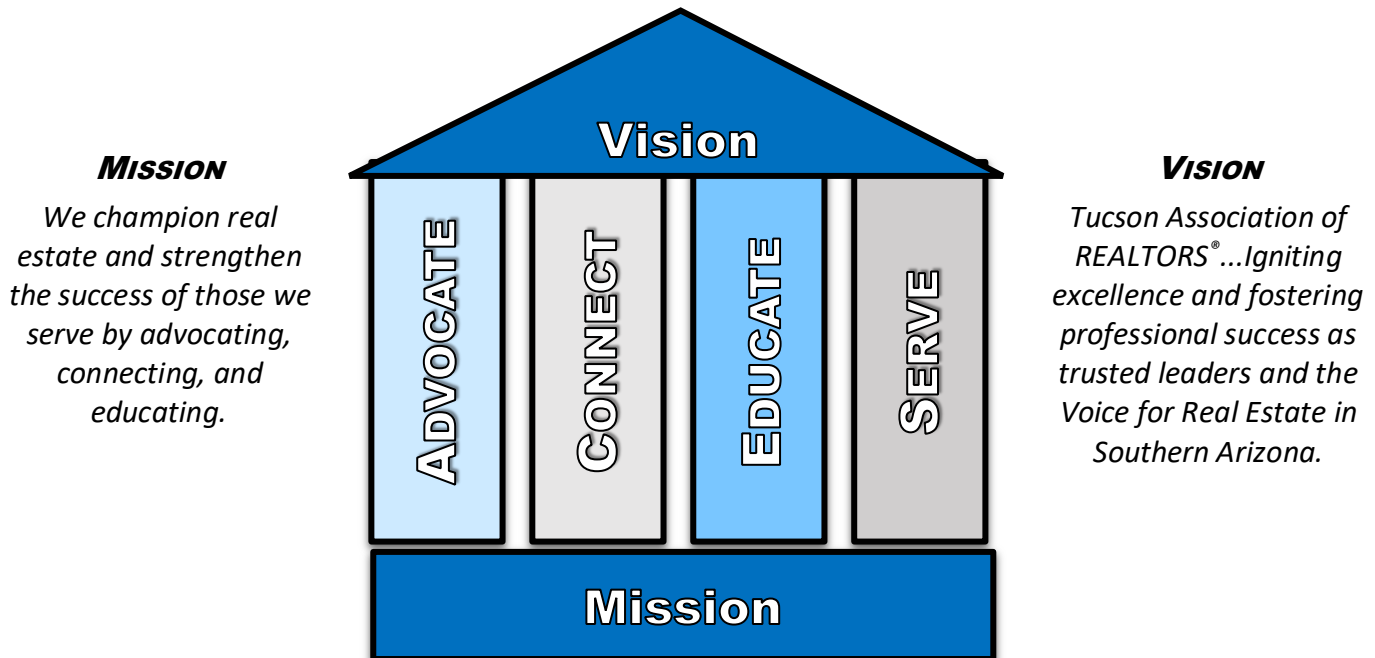




2024 – 2025 STRATEGIC PLAN OCTOBER 6, 2023

4 PILLARS



The Mission, Vision, and Pillars are all aligned with the following TAR External and Internal Value Statements.

EXTERNAL VALUES

Property Ownership. We believe that individuals, families, and communities benefit significantly from property ownership and support programs that allow the broadest ownership possible.

Professionalism. As REALTORS®, we commit to providing all clients and communities with the most accurate information, exceptional service, and trusted advice.

Private property rights. We believe that the freedom to buy, sell, and utilize property is an inherent right for all that must be protected.

Diversity, Equity, and Inclusion. We are committed to recognizing, honoring, and respected the inherent value and human dignity of all people, We are taking an active stance against racism and discrimination.

Community Vitality. We believe that a thriving real estate market is critical to the health and vitality of our communities and a healthy economy.

INTERNAL VALUES

Members First. We believe the Association exists to serve the members.

Transparency and Accountability. With integrity, We believe in open communication with our members, clarification of how decisions are made, and accountability for how resources are managed. Our decisions and actions align with our values when we interact with members and engage in our communities.

Partnership. We believe that the industry and our members are best served when local, state, and NAR work collaboratively to support each other's success and to seamlessly deliver services to members.

Contribution. We commit to contributing our time and talent to support the success of our communities and the real estate profession.

PILLARS AND STRATEGIC GOALS

ADVOCATE	CONNECT	EDUCATE	SERVE
GOAL	GOAL	GOAL	GOAL
We will: <i>Advocate for real estate, property rights, homeownership, investments, fair and attainable housing and a strong economy.</i>	We will: <i>Foster collaboration, inclusion and professional relationships through conversation, networking, and community involvement opportunities.</i>	We will: <i>Provide resources to accelerate and uphold ethical standards, professionalism, knowledge, expertise and industry excellence.</i>	We will: <i>Deliver exceptional member service through a robust governance structure, skilled staff, effective leaders, sound finances, and efficient internal systems.</i>

STRATEGIC GOALS AND OBJECTIVES

PILLAR 1: ADVOCATE

LEADERSHIP PRIORITY: TAR implements strategies to proactively address housing, real estate, and economic opportunities.

GOAL 1: We will advocate for real estate, property rights, homeownership, fair and attainable housing and a strong economy.

Objective 1.1: “Define and brand the Power of Real Estate.”

Strategy: Partner with U of A to quantify the economic impact of the Real Estate Cluster.

Strategy: Identify community partners under the “Power of Real Estate” umbrella.

Strategy: Evaluate the need for an additional employee to implement this objective.

Assigned: Staff and assigned committee

Objective 1.2: Address the lack of housing supply.

Strategy: identify community partners to draft regional policy to increase supply, considering density and height.

Assigned: Staff and assigned committee

Objective 1.3: Collaborate with community organizations to consider establishing a homeowner maintenance program. (e.g., JTED, Job Corps, and Habitat)

Assigned: Staff and assigned committee

Objective 1.4: Establish RAPAC Subcommittee. (refer to Serve Goal)

Strategy: Evaluate the need for an additional employee to implement this objective.

Assigned: Staff and assigned committee

Objective 1.5: Monitor local ordinances.

Strategy: Distribute information to members.

Strategy: Consider opportunities for local Calls to Action.

Assigned: Staff and assigned committee

PILLAR 2: CONNECT

LEADERSHIP PRIORITY 2.1: TAR EXPANDS MEMBER ENGAGEMENT AND VOLUNTEERISM THROUGH COMMUNICATIONS, OUTREACH, AND RESOURCES.

LEADERSHIP PRIORITY 2.2: ADVANCE DIVERSITY, EQUITY, AND INCLUSION WITHIN OUR ORGANIZATION AND INDUSTRY.

GOAL 2: We will foster collaboration, inclusion, and professional relationships through conversation, networking, and community involvement opportunities.

Objective 2.1. Create a Task Force to embrace and research an overall DEI plan.

Strategy: review others' plans, such as Washington, Texas, and Tennessee websites

Assigned: Serve Pillar/task force TBD appointed by the President.

Objective.2.2. Define internal (membership directed) and external medium (public-facing) of communication. (e.g., social media, website, news)

Strategy: consider using short, targeted surveys, quarterly membership feedback

Assigned: Staff

Objective.2.3. Establish consistent, proactive, and relevant content across all platforms.

Assigned: Staff

Objective.2.4. Ensure up-to-date contact information for all members.

Assigned: Staff

Objective.2.5. Analyze existing events to determine what is and is not working.

Assigned: Staff and?

Objective.2.6. Focus on diverse groups to specialized areas of our industry.

Strategy: consider community, volunteer, commercial, property management, etc.

Assigned: All committees and staff

Objective.2.7. Create opportunities to connect with members who specialize in DEI, specialty groups, military, luxury, foreign languages, MSFR, affiliates, Chambers of Commerce.

Assigned: All committees and staff

Objective.2.8. Explore partnering with local community non-profits, agencies, and membership to create opportunities for matching need with volunteers.

Assigned: Staff

Objective.2.9. Become a resource for affiliate services.

Strategy: Optimize Affiliate member visibility and ease of use by members and consumer and add a search feature on the website.

Assigned: Staff

Objective 2.10: Acknowledgement and recognition of Affiliate members on a public forum to connect each to the public and to members.

Assigned: Staff and Affiliate Group

Objective 2.11: Follow the chain of command for communication to the media.

Strategy: Actively engage social media to advance and communicate consistently.

Assigned: Staff

Objective 2.12: Develop an association-wide engagement plan with messaging to managing brokers in order to promote TAR resources, programs, and services.

Assigned: Staff

PILLAR 3: EDUCATE

LEADERSHIP PRIORITY: TAR DELIVERS ENHANCED AND UNIQUE EDUCATION AND PROFESSIONAL DEVELOPMENT.

GOAL 3: We will provide resources to accelerate and uphold ethical standards, professionalism, knowledge, expertise and industry excellence.

Objective 3.1. Equip our members with tools to find success through a new and improved website.

Assigned: Staff

Objective 3.2. Expand options of training and resources on relevant and timely topics, including both CE and non-CE courses, and include affiliate members.

Strategy: Create a survey regarding remote training

Assigned: Professional Development Committee with staff.

Objective 3.3. Provide certification and designation courses.

Strategy: Consider education scholarships.

Assigned: Education staff

Objective 3.4. Create and provide on the association's website a resource library, including web links, videos, and phone numbers.

Assigned: Staff

Objective 3.5. LAUNCH THE LEADERSHIP ACADEMY. (CONNECT WITH SERVE)

Assigned: Professional Development Committee

Objective 3.6. Enhance Broker Owner and Manager education.

Assigned: Education staff and Instructors

Objective 3.7. Develop and provide Buyer Broker education.

Assigned: Education staff and MLSAZ.

Objective 3.6. Develop a Managing Brokers Team course; include title issues and small business courses.

Assigned: Designated Brokers, Broker Panel, Title attorney and Staff.

PILLAR 4: SERVE

LEADERSHIP PRIORITY: TAR CONTINUOUSLY IMPROVES ITS SYSTEMS AND ORGANIZATIONAL STRUCTURE TO ENSURE EXCEPTIONAL AND EFFECTIVE SERVICES.

GOAL 4: We will: deliver exceptional member service through a robust governance structure, skilled staff, effective volunteer leaders, sound finances, and efficient internal systems.

Objective 4.1. Empower the CEO to develop a comprehensive staff engagement and communication strategy to foster collaboration, inclusivity, and shared goals across all entities, departments, and teams; ensure that resources are available to do so.

Assigned: CEO, VP Administration, GAD

Objective 4.2. Research the possibility of developing non-dues revenue sources.

Assigned: CEO and Task Force TBD

Objective 4.3. Development of a membership volunteer recruitment, and succession philosophy.

Assigned: Vice President, Staff, Executive Committee

Objective 4.4. Continue to deliver leadership development programs that encourage and cultivate current and future leaders.

Assigned: Education staff, CEO, TAR VP, Professional Development Committee

Objective 4.5. Implement a robust staff performance management system aimed at setting clear expectations, providing regular feedback and fostering professional growth and development to enhance overall organizational effectiveness.

Assigned: CEO

Objective 4.6. Develop both succession and transition plans to address the possibility of a resignation or other departure of any staff members and prepare for the transition that occurs when there is an extended absence of departure of the CEO.

Assigned: CEO and other staff

Objective 4.7. Establish funding for strategic initiative to drive targeted goals maximizing organizational impact and progress.

Assigned: CEO, Finance Committees and/or applicable Board member.

Objective 4.8. Execute a portfolio of capital improvement projects designed to enhance our infrastructure, technology, and operational efficiency.

Assigned: CEO and staff.

Objective 4.9: Research association management systems (AMS).

Assigned: CEO and staff