Arizona Department of Real Estate
Fiscal Year 2021 Strategic Plan

Agency Director: Commissioner, Judy Lowe
Strategic Planner: Deputy Commissioner, Louis Dettorre
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Vision: The Arizona Department of Real Estate shall be the most customer service oriented, technologically innovative, and operationally efficient and effective state level real estate department in the United States.

Agency Description: The Department oversees the administration of licensing examinations and issuance of licenses, as well as the activities of licensees to ensure compliance with the Arizona Department of Real Estate Revised Statutes and the Commissioner's Rules. Also, within the purview of the Department is builder/development regulation of the sale of subdivided and certain unsubdivided lands, timeshares, condominiums, membership campgrounds, and cemeteries.

The Arizona Department of Real Estate regulates real estate schools and educators, monitoring prelicensing and continuing education courses to ensure the quality of the content of courses and the competence of the instructors, as well as the quality and timeliness of materials being taught.

Executive Summary: The Arizona Department of Real Estate will utilize the Arizona Management System to continue fulfilling its principles, values and mission.

The Department of Real Estate will be a leader among state real estate agencies through prioritizing strategic goals of providing excellent customer service, continuing to drive technological advancement, update and strengthen real estate education and focus on operational success.

Strategic Issues
- Identify customer values and investor expectations;
- Data driven decision making;
- Structured problem solving;
- Streamlining delivery of services;
- Maximizing technology platform;
- Delivering results that provide greater benefits for the people of Arizona.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Provide excellent customer service	FY 2018	Maintained percentage of favorable reviews of 84 percent in FY2020.
2	Drive innovation through technological advancement	FY 2018	The majority of ADRE services are available online.
3	Strengthen real estate education	FY 2019	• Completed 482+ volunteer monitor assignments • Implemented temporary host remote live streaming course delivery program • Implemented course curriculum and examination updates
4	Lead all national state real estate agencies in operational efficiency and effectiveness	FY 2018	• Identified opportunities to update processes and procedures • Updated processes and procedures
5	Developing an engaged, professional workforce	FY 2019	• Implemented staff remote learning / training opportunities • Implemented telework program in FY2020

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Strategy #	FY20 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase percentage of favorable customer service surveys	Percent of favorable customer service surveys	**Customer First Approach** • "Value of Working with an Arizona Real Estate Licensee" Campaign • Improve customer service response time when in the remote work environment
1	Increase consumer communication	Launch public information campaign "Value of Working with an Arizona Real Estate Licensee"	
1	Decrease number of pending messages	Average number of pending messages at the end of each day	
2	Increase services available online	Percent of online services	**Promote Quality Online Services** • Develop and implement additional online services (Message Center, Educators Online Portal, WebPortal)
3	Increased pass rates	Average annual pass rate of first time Pre License test takers	**Raise the Bar of Real Estate Education in Arizona** • Implement delivery of host remote live streaming courses for Continuing Education and Pre Licensing • Develop examination content with Subject Matter Experts
3	Enhance and fully implement the host remote live streaming course program	Live streaming remote education program	
4	Develop and improve automated online services	Number of automated reports converted from manual completion, and online systems updated.	**Business Technology Solutions for Data Driven Decision Making** • Convert remaining Arizona Management System data decision tools to real time reporting sheets shared with internal teams • Automate Broker Audit Declaration Submissions
4	Decrease processing time	Processing time	
5	Decrease employee turnover	Turnover	**Engage and Develop a World Class Team** • Encourage staff training and development opportunities through the course monitor program • Improve telework program
5	Increase employee positive experience	Employee Engagement	