Department of Real Estate (ADRE)
2025 -2029 Strategic Plan

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Statewide Vision: An Arizona for everyone.

Agency Vision: The Arizona Department of Real Estate will serve to educate and proactively work with the real estate industry to better protect Arizona consumers and hold accountable licensees and unlicensed entities failing to meet statutory requirements and standards.

Agency Mission: Protect the public interest through licensure and regulation of the real estate profession in this state.

Agency Description: The Department regulates real estate licensing, licensed activities, and builder/developer sales of subdivided and unsubdivided lands, timeshares, condominiums, membership campgrounds, and cemeteries. It also administers the Homeowner's Association Dispute and Mediation Process, investigates consumer complaints, audits real estate brokerages and licensees, and approves and regulates real estate schools, instructors and course.

Resource Assumptions: Enter # of full-time employees (FTEs) and funding data by type (e.g. General fund (GF), appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED).

FY	FTEs	GF	AF	NAF	FED	Total *
25	37.0	$2992.6	$0.00	$138.7	$0.00	$3,131.3
26	37.0	$3,119.3	$0.00	$6.5	$0.00	$3,125.8
27	37.0	$3,221.4	$0.00	$6.5	$0.00	$3,227.9

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF

Director's Summary:

The Arizona Department of Real Estate (ADRE) has demonstrated strong, forward momentum on meeting and exceeding its goals on the strategic plan and anticipates continued progress this year. ADRE will continue our efforts to protect Arizonans by ensuring the fair and legal practice of ADRE's licensed practitioners. We accomplish this through quality education and oversight, in collaboration with our public, private and non-profit stakeholders. Last year ADRE established Memoranda of Understandings (MOUs) with several investigating bodies as part of our long term goal of reducing predatory practices involving real estate. In 2024 we rolled out education requirements on deed fraud, water, and firewise to improve a licensees ability to protect Arizonans in real estate transactions. This year we are expanding our efforts in partnership with ASU to bring quality education to real estate licensees that delivers timely, accurate, accessible and regional water education and resources to their tools. Our efforts on preventing deed fraud will also bring expanded education for licensees, the public and government employees on how to recognize the red flags that are often overlooked in not only deed fraud but many of the predatory real estate crimes perpetrated today. This increased effort in the proactive education of consumers and licensees is designed to achieve our mission of protecting the public in real estate transactions.

Five-Year Strategic Outcomes

Outcome #	Agency Five-Year Outcomes	FY Initiated	Statewide Priority Alignment	Annual Progress Towards 5-Year Outcome
1	Outcome Status: Continuing FY27 Five-Year outcome: By June 2029, ADRE will establish a system to monitor and identify fair housing law violations amongst Arizona Licensees.	2025	Housing and Human Services - Produce the Housing Affordability AZ Needs	**FY26 Annual Objective(s)- Objective # & SMART Language:** 1.1 By June 2026, ADRE will draft a Fair Housing Advisory form for use in all real estate transactions. **Target:** 100% **Actual:** 100% 1.2: By June 2026, ADRE will establish a process for using violation data to support fair housing continuing education. **Target:** 100% **Actual:** 95% **5-Year Status:** The ADRE built relationships with fair housing enforcement intake offices and through MOUs develop a plan to share information. An Advisory on Fair Housing and the ADA is in draft format for release in FY27 to licensees. These achievements will help increase awareness of Fair Housing protections and inform how we can build a better system to protect Arizonans from unlawful practices.
2	Outcome Status: Continuing FY27 Five-Year outcome: By June 2029, ADRE will require 100% of licensees renewing an active non-provisional license to obtain continuing education on Firewise USA(R) requirements.	2025	Resilience, Water, and the Environment -Healthy Forests and Grasslands to Prevent Fire	**FY26 Annual Objective(s): Lis # and SMART language** 2.1: By June 2026, draft a consumer disclosure form for use in residential real estate transactions educating on the positive impacts of a Firewise community. **Target:** 100% **Actual:** 100% **5-Year Status:** In calendar year 2025 99.97% of renewed licensees completed Firewise USA(R) training increasing the total % of active licensees with this training to 64%.
3	Outcome Status: Continuing FY27 Five-Year outcome: By June 2029, ADRE will require 100% of licensees renewing an active non-provisional license to complete Deed Fraud continuing education requirements.	2025	Housing and Human Services - Produce the Housing Affordability AZ Needs	**FY26 Annual Objective(s): Lis # and SMART language** 3.1: By June 2026, establish a core working group to investigate predatory practices. **Target:** 100% **Actual:** 99.9% 3.2: By June 2026, establish a way to track predatory practices. **Target:** 100% **Actual:** 100%% **5-Year Status:** In calendar year 2025 99.46% of renewed licensees completed deed fraud training increasing the total % of active licensees with this training to 64%.

#	Agency Five-Year Outcomes	FY Initiated	Statewide Priority Alignment	Annual Progress Towards 5-Year Outcome
4	Outcome Status: Continuing FY27 Five-Year outcome: By June 2029, ADRE will implement two improved licensing exams that better reflect candidates competency.	2024	Housing and Human Services- Produce the Housing Affordability AZ Needs	**FY26 Annual Objective(s)- Objective # & SMART Language:** 4.1 By June 2026, deliver new Salesperson Arizona specific real estate & general knowledge exams. **Target:** 100% **Actual:** 100% **5-Year Status:** ADRE launched the revised salesperson exam on January 2, 2026. The broker exam is in development for delivery in FY27. These exams are designed to be a better indicator of candidate competency and to improve first time test-taker passing rates. We are on track to have both exams launched by end of FY27 and will then focus on identifying the schools who are administering training for the exams that need support to improved candidate success.
5	Outcome Status: New FY27 Five-Year outcome: By June 2029, ADRE will implement a new licensing and case management software system that improves efficiency in operations.	2024	Other Initiatives: Statewide Operational Excellence	**FY26 Annual Objective(s): Lis # and SMART language** **5-Year Status:** The current REALM management system is at end of life. Initial analysis of system was completed in 2024 and procurement for a software vendor completed in December of 2025. Development funding was received in FY26 and completion of project is anticipated by June of 2027 which is why it has officially been added to the strategic plan this year. Efficiency improvements will be measure in the reduction of redundancies and automation of pervious manual tasks. Users can expect mobile optimization, integration with the newly launched Arizona Wallet providing single sign on to all your State government needs, online fillable forms for renewal and faster turnaround times across all areas of the Department's operation.

Outcome #	FY27 Annual Objectives	Objective Metrics	Annual Initiatives
1	1.1. By June 2027, ADRE, in collaboration with stakeholders, will develop a plan for tracking Fair Housing violations. 1.2 By June 2027, ADRE will work with in-Lumon to build a solution for tracking Fair Housing violations.	1.1. % of fair housing violation plan milestones complete 1.2 % of tracking solution milestones complete	1.1. Establish and hold quarterly stakeholder meetings. 1.1 Track categories of Fair Housing violations. 1.1 Follow up with outcomes at next quarterly meeting. 1.1 Produce semi-annual report from data collected. 1.1 Create education materials for real estate schools. 1.1 Distribute education materials to real estate schools. 1.2 Develop relevant case studies for software developers. 1.2 Create training materials for inLumon Fair Housing process. 1.2 Create tracking reports to expose trends and repeat offenders.
2	2.1 By June 2027, publish an updated FireWise course curriculum for real estate licensees that reflects regional and seasonal fire information for real estate licensees.	2.1. % Firewise updates complete	2.1. Create course materials. 2.1 Market availability of materials and resources to real estate schools.
3	3.1. By June 2027, ADRE will draft a standard of practice around deed fraud prevention.	3.1. % of standard language drafted	3.1. Identify process for preventing deed fraud. 3.1. Create guidance and recommendations. 3.1. Provide resources for licensees that help protect Arizonans in real estate transactions.
4	4.1. By June 2027, increase the median passing score on the Arizona specific salesperson exam to 65% for first time test takers.	4.1. % of passing scores meeting 65%	4.1. Create training materials to “train the trainer” in all areas of the state specific pre licensing content. 4.1 Conduct outreach to instructors at schools falling below the target passing score.
5	5.1. By June 2027, ADRE will transition from REALM to new Licensing and Case Management system.	5.1. % of transition milestones complete	5.1. ADRE infrastructure operational 5.1 Developer Testing of licensing platform 5.1 Internal Testing of licensing platform 5.1 Develop reports for licensing 5.1 Develop training materials for licensing platform

Stakeholder Engagement Strategies:

Outcome 1: Internal engagement will involve leadership, enforcement and compliance - predatory practices team by monthly 1:1, quarterly meetings and milestone tracking to check on individual wins and roadblocks ensuring two-way feedback. Quarterly meetings will bridge the gap between the day to day work and the long term goal and milestone tracking will provide clear signs of progress ensuring the focus is on achieving concrete outcomes. Externally we will involve the Southwest Fair Housing Council and the AZ Attorney General Civil Rights Division through quarterly meetings to collaborate and ensure the system for monitoring fair housing law violations is robust, legally sound, and informed by expert perspectives..

Outcome 2: Internal engagement will involve leadership, licensing division - education team by conducting quarterly meetings and tracking milestone completion to create a rhythm of accountability and strategic alignment allowing for timely correction and enhanced team engagement as well as resource optimization.. Externally we will involve the Department of Forestry and Fire Management and certified real estate educators by conducting meetings bi-annually to achieve milestones to ensure the continuing education content on Firewise USA requirements is accurate, up-to-date, and delivered effectively to all licensees..

Outcome 3: Internal engagement will involve leadership and the licensing division - education team by holding quarterly meetings and milestone tracking to produce accountability and strategic alignment allowing for timely correction and enhanced team engagement as well as resource optimization. . Externally we will involve the Arizona Real Estate Investors Association and real estate brokerages by conducting outreach presentations and town halls with Q&A sessions to ensure that the deed fraud continuing education requirements are relevant to industry practices and widely adopted by licensees.

Outcome 4: Internal engagement will involve leadership and the licensing division - education team by holding quarterly meetings and milestone tracking to allow for timely course correction between expectations and actual work that are designed to be tactical in nature giving fast access to resources.. Externally we will involve Pearson Vue test creation specialists and licensee subject matter experts by holding workgroup sessions quarterly to achieve milestones to professionally develop relevant licensing exams that accurately reflect a candidate's necessary competencies.

Outcome 5: Internal engagement will involve leadership, licensing, IT and enforcement and compliance divisions by weekly update meetings and milestone tracking to identify issues early and force accountability. The team meeting will allow leaders to adjust priorities and redistribute tasks to keep the project milestones delivery on schedule. Externally we will involve InLumon Staff and small taskforce groups of licensees by conducting workgroup sessions for external user testing to ensure the new licensing and case management software system is user-friendly and meets the needs for efficient operation.

Stakeholder Communication Strategies:

Outcome 1: Internally we will communicate with the leadership team and involved staff by utilizing a progress tracking spreadsheet and weekly discussions as an executive huddle agenda item to ensure alignment and track resource allocation. Externally we will communicate with representatives from the Southwest Fair Housing Council and AZ Attorney General Civil Rights Division by quarterly meetings and reports to secure external technical expertise, data and reinforce the partnership .

Outcome 2: Internally we will communicate with leadership and the licensing division - education by tracking progress on an internal shared spreadsheet and through discussion during the weekly leadership huddle meeting to ensure targets are being met. Externally we will communicate with certified real estate educators by emailing updated course materials to ensure delivery of current and accurate information to licensees about ways to reduce wildfires.

Outcome 3: Internally we will communicate with leadership, the predatory practices tracking project manager and the licensing division - education by tracking progress on an internal shared spreadsheet and through discussion during the weekly leadership huddle meeting to ensure targets are being met. Externally we will communicate with Arizona real estate investors and real estate brokerages by speaking at outreach events and updating course materials to deliver current and accurate information and tools on deed fraud prevention..

Outcome 4. Internally we will communicate with leadership and the licensing division - education by weekly meetings to keep the project on track and provide any needed support or resources. Externally we will communicate with Pre-Licensing School Administrators by delivering formal updates and train-the-trainer recorded segments to bring awareness and understanding to the new course outline and knowledge based required to pass the exam.

Outcome 5. Internally we will communicate with leadership, licensing, audit, investigations, enforcement, compliance, HOA and IT teams as well as our vendor inLumon's Design and Development Team by participating in a weekly Teams meeting to track deliverables and address any needed items. Externally we will communicate with all licensees by podcasts, social media, quarterly newsletter, email and outreach events to educate users of the new platform on its use, improvements and efficiencies..