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| AAR OPERATIONS AND STRATEGIC INITIATIVES 2015 Business Plan |
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FROM: Operations & Strategic Initiatives
Chair: Lori Doerfler, Treasurer
Staff Liaison: K. Michelle Lind, Esq., CEO
DATE: 2015

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

The following are programs, products, services and activities (PPSA's) with Operations & Strategic Initiatives oversight.

CURRENT TOP PRIORITIES

- Monitor incoming 2015 dues
- 2014 AAR Audit
- TIs/Construction in lobby/leased space
- Communications

RECOMMENDATIONS

- **2016 Leadership appointments**
- **Allocation of 2014 Accumulated Operating Surplus**
- **Nick Miner CCIM Request**

GROUPS FORMED

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MEMBER VALUE

AAR will offer a value package that enhances members' ability to conduct their businesses with integrity and competency. AAR will cultivate strategic alliances and partner with MLSs, institutes, societies, councils, and other homeownership entities on endeavors that benefit the membership.

| Measurable objectives | Status |
|--|--|
| Present a plan for a program for major third party vendors who offer exceptional benefits to members for ExCom review. | In progress. Plan expected in late Q1. |
| Link from aaronline.com to NAR and local association benefit pages. | In progress. Completion expected in Q1. Link to NAR @ www.aaronline.com/about-us |
| Survey members in 2015 regarding how Arizona REALTORS® programs are meeting their needs and present results and recommendations. | A broker survey was completed in December 2014, with results presented at Broker Summit. |
| Provide quarterly evaluations/suggestions regarding effectiveness in improving Arizona REALTORS® program usage by members. | Broker Summit held at AAR on January 28, 2015. Input solicited. |
| In concert with Communications, develop Arizona REALTORS® value messaging to members and | Weekly "Voice" email sent. |

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| consumers. | |
| Present plan outlining feasibility and costs of conducting member dues billing on behalf of local associations by April 2015. | In progress. |

CONSUMER OUTREACH

AAR will demonstrate engagement in not less than four meaningful consumer engagement activities annually.

| Measurable objectives | Status |
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| Promote market statistics and/or real estate trends and issues. | Published a Powtoon of NAR Arizona stats 12/2014. |
| Promote the value proposition of using a REALTOR® and/or engaging in community activities which enhance the image of the REALTOR®. | |
| Engage the public in legislative/political issues that impact real estate and related issues. | |
| Organize human resources or fundraising for the benefit of charitable/community organizations. | |

EXECUTIVE COMMITTEE

AAR is an effective member directed, fiscally responsible, non-profit corporation. AAR offers a value package that enhances members' abilities to conduct their businesses with integrity and competency.

| Measurable objectives | Status |
|--|--|
| Leadership engages with local association leadership to strengthen the strategic partnership. | On-going |
| Assist President-elect and First Vice President with selecting primary committee chairs, vice chairs and association executive representative for 2016 to be approved by ExCom and BOD at Spring meetings. | Motion on January 12 th Meeting Agenda. |
| Assist President-elect in identifying members, scheduling and organizing planning session for 2016. | Scheduled – April 23-24, 2015 |
| Update AAR officer position description and activity checklists. | Completed |
| Coordinate Planning Session outcomes, distribute to attendees for comment and distribute final plan. | |
| Provide effective legal advice. | On-going |
| Operate in compliance with bylaws, policies and applicable laws. | On-going |
| Distribute job descriptions and budgeted expense and reimbursement expectations to line officers and executive committee members. | Completed |
| Communicate upcoming meeting times and agendas effectively. | On-going |
| Evaluate and/or approve funds for innovative programs, products and/or services as submitted. | On-going |

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| Evaluate and/or approve agreements that benefit AAR members. | On-going |
| Draft, update and distribute meeting agendas and materials for Executive Committee meetings in January, March, June, August and October in a timely manner. | On-going |
| Maintain at least 80% attendance by committee members. | <ul style="list-style-type: none"> • 100% - January ExCom meeting • ___% - April ExCom meeting. • ___% - June ExCom meeting • ___% - 2014 Budget meeting • ___% - October ExCom meeting |
| Submit and review 2016 business plans. | • |

BOARD OF DIRECTORS

AAR is an effective member directed, fiscally responsible, non-profit corporation. AAR offers a value package that enhances members' abilities to conduct their businesses with integrity and competency.

| Measurable objectives | Status |
|---|--|
| Determine real estate firm representatives for 2016 BOD based on 12/31/14 membership numbers. | In process |
| Establish recommendations for allocation of surplus from 2014 operating budget for BOD approval. | Audit meeting scheduled 2/25/15 |
| Begin 2016 officer election process. Announce deadline and application submission dates. Submit 2016 candidate statements for website and BOD vote. | |
| Provide effective legal advice. | On-going |
| Operate in compliance with bylaws, policies and applicable laws. | On-going |
| Communicate upcoming meeting times and agendas effectively. | On-going |
| Evaluate and/or approve funds for innovative programs, products and/or services as submitted. | |
| Draft, update and distribute meeting agendas and materials for the Board of Directors meetings in a timely manner. | On-going |
| Maintain at least 80% attendance by Directors. | <ul style="list-style-type: none"> • ___% - April meeting • ___% - October meeting |

COMMUNICATIONS

AAR creates and maintains a consistent, coordinated system of communication management for all areas of the association. Efforts in this area include investigating and implementing communication methods to increase the effectiveness of AAR's efforts to inform, engage and reach out to the membership.

| Measurable objectives | Status |
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| Disseminate pertinent, relevant and timely industry and association information, (i.e., social networks, e-publishing, website, video, newsletters, magazine, etc). | In progress. Arizona REALTOR® Voice (Voice) is distributed weekly; blog plus social media posts average 6-12 per week. |
| Create and maintain a consistent, coordinated system of communication management for all areas of the association. | A Basecamp account is being used to coordinate communications management. |
| Engage in regular outreach to members. | Using Voice and social media. |
| Investigate and implement communication methods to increase the effectiveness of AAR's efforts to reach out to members. | In addition to the Voice, we are currently working on website login and search issues. |
| Encourage cross-linking and shared login (SSO) with local association websites. | Working in conjunction with Business Services and Technology Committee. |
| Review best practices in website navigation, search and user interface and integrate these practices into AAR's blogs and websites. | In progress. |
| Research the feasibility of customizing website content for individual users based on user-selected topics and actual use of the site. | In progress. Working with Business Services and Technology Committee on Enhanced Member Profile project. |
| Evaluate the need for a mobile app to provide customized, on-demand content. | No action at this time. |
| Investigate the feasibility of a system that allows members to choose preferred communication methods, topics and frequency of push communications. | In progress. Working with Business Services and Technology Committee on Enhanced Member Profile project. |
| Investigate ways for members to engage in peer-to-peer interaction and information-sharing through comments polls, contests, etc. | No action at this time. |
| Maintain communication briefs for each of AAR's communication vehicles. | |
| Social media channels are managed and monitored to ensure a steady rise in engagement and alternate sources for members to receive information. | Currently up to date. |
| Print and digital collateral adheres to the AAR brand and is member centric and speaks to AAR's value proposition. | Currently up to date. |
| Communication statistics are compiled and reviewed monthly. | Currently up to date. |
| Establish AAR as a source of credible information about Arizona real estate issues. | Currently up to date. |

ASSOCIATION RELATIONS

AAR partners with and collaborates with local member associations to accomplish mutual goals. AAR leadership engages with local association leadership to strengthen the strategic partnership.

| Measurable objectives | Status |
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| Review and approve annual local association Mandatory Core Standards certification. | In process |
| Plan and present annual Arizona AE Workshop. | Plans to present March 24th at Prescott Resort |
| Deliver timely information and updates on AAR activities. | On-going via AE Basecamp |
| Coordinate with local associations regarding NAR's Association Executive Institute. | In process. |
| Figure 2016 director entitlements for local associations using 12/31/14 membership report. | In process. |
| Determine which Arizona AEs are eligible to serve on 2016 BOD. | |

NATIONAL ASSOCIATION

AAR is regarded as an influential voice and partner to the NATIONAL ASSOCIATION OF REALTORS®.

| Measurable objectives | Status |
|---|---------------|
| Make recommendations to NAR for committee/officer positions. | |
| Coordinate NAR meeting calendar with CEO and line officers and communicate expectations effectively, through preferred methods. | |
| Subsidized attendees contribute to problem-solving and program development. | |
| Coordinate attendance at NAR Mid-year meetings | |
| Coordinate attendance at NAR Expo/Conference | |

REGION 11

AAR, as a member of Region 11, plays a vital role in its influence on NAR policy and decision making. AAR is regarded as an influential voice and partner to the NATIONAL ASSOCIATION OF REALTORS®.

| Measurable objectives | Status |
|---|---|
| Remain active in all NAR Region 11 activities (Caucus, Nominating Committee, Strategic Planning Committee). | <p>On-going</p> <p>Conference call – December 18, 2014.</p> <p>President Sexton and President-elect Serven serving on Nominating Committee.</p> <p>President Sexton, Craig Sanford and Vicki Cox-Golder serving on Strategy Committee.</p> <p>President Sexton and CEO Michelle Lind serving on AE/President Committee and Budget Financing Committee Workgroup.</p> |

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| Assist in coordinating and attend Region 11 Conference. | Attended conference. Presentations by President Sexton, First Vice President Monthofer and CEO Michelle Lind. AZ Reception held and was successful. |
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DUES/FINANCIAL

AAR is an effective member directed, fiscally responsible, non-profit corporation. Annual dues collected by the Arizona Association of REALTORS® are used to ensure its members are the best prepared real estate professionals with the highest standards.

| Measurable objectives | Status |
|---|---|
| Collect fully paid units from local associations. | On-going |
| Evaluate annual budget to ensure that dues are properly allocated to AAR's policies, programs and services. | On-going |
| Invoice and update member-at-large. | Completed 12/2014 |
| Prepare, analyze and distribute monthly financials to the Executive Committee for review and to ensure the association's financial goals are being met. | |
| Analyze current program and/or service contracts to ensure best product and pricing are incorporated. | |
| Prepare suggested budget adjustments, if necessary, for ExCom consideration. | |
| Monitor capital reserve fund account balances and ensure that adherence to investment policy and approved expenditures are within budgetary amounts. Ensure bylaw requirements are adhered to. | Conference call with NAR Investment Program 2/2015. Meeting with UBS Investment Advisors on 2/25/15. |
| Monitor operating and strategic initiative reserve accounts and ensure that adherence to investment policy and approved expenditures are within budgetary amounts (or less). Ensure that bylaw requirements are adhered to. | |
| Monitor RAPAC and Issues Mobilization accounts. Ensure adherence to investment policy. | On-going |
| Reconcile all AAR checking accounts (AAR, ARDAF, ARFHCO, RAPAC, Issues Mob, etc). | Completed monthly |
| Establish recommendations for allocation of surplus from previous year's operating budget for ExCom approval. | To be determined at audit meeting on 2/25/15. |
| Assist with the annual audits. | Completed February 25, 2015 |
| Prepare initial 2016 Operating and Capital budget. | |
| Finalize 2016 Operating and Capital budget with 2016 Executive Committee. | |

BUILDING

AAR's building is an asset and its equity will be vigilantly monitored.

| Measurable objectives | Status |
|---|---|
| General: Monitor actual expenses against budgeted, review maintenance needs and assist property manager in working with tenants to maintain current lease agreements; report major variances and critical issues at ExCom meetings. | Currently up to date. Construction for TIs underway. Five year lease signed with the Association of Golf Merchandisers will begin in May. |
| Investigate alternatives for use of unleased building space. | In progress. |
| Schedule and report on major 2015 maintenance projects. | In progress. Gathering information and preparing schedule. |
| Conduct thorough review of Arizona REALTORS® building infrastructure and make recommendations for needed improvement in the 2016 Capital Budget. | In progress. Gathering information. |

PERSONNEL/OVERHEAD

In order to accomplish the Strategic Plan, area business plans deliver member value and work as a collaborative partner with national and local member associations. AAR must have knowledgeable staff that can serve as leaders in the industry.

| Measurable objectives | Status |
|--|---------------|
| Thorough analysis of personnel/overhead needs based on the Association's business plans. | On-going |
| Retention of a well-trained, capable staff. | On-going |
| Positive customer and professional staff response. | On-going |

ARIZONA REALTORS® DISASTER ASSISTANCE FOUNDATION (ARDAF)

The Foundation is a separate 501(c)(3) corporation. The Foundation provides a fund to collect and distribute tax deductible donations from members and the general public to be used to assist those who have suffered from a personal or natural disaster.

| Measurable objectives | Status |
|--|--|
| Coordinate annual audit. | Scheduled deadline – April 2015 |
| Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws. | On-going |
| Prepare and distribute local association funds and reports. | On-going |
| Prepare and distribute guidelines per IRS rules. | On-going |

**ARIZONA REALTORS® FOUNDATION FOR HOUSING AND
COMMUNITY OUTREACH (ARFHCO)**

The Foundation is a separate 501(c)(3) corporation. The Foundation provides education opportunities to AAR members as well as an EAH program to state and local association employees.

| Measurable objectives | Status |
|---|--|
| Coordinate annual audit. | Scheduled deadline – April 2015 |
| Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws. | |
| Communicate and promote education and EAH opportunities to AAR members. | |
| Provide in-kind staff time to develop pre-eminent education per the Foundation’s goals. | |
| Implement Ira Gribin grant plans as submitted to NAR. | |