

AAR OPERATIONS AND STRATEGIC INITIATIVES 2016 Business Plan

FROM: Operations & Strategic Initiatives
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DATE: May 2016

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

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

CURRENT TOP PRIORITIES

- Strategic Planning
- Business Plans
- 2017 Budget

RECOMMENDATIONS

- AAR Bylaws Revision

GROUPS FORMED

- ReThink Groups
- MIPIM PAG
- Website Evaluation Workgroup

RESEARCH & 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.	Evaluate this objective when the member benefits page on the website is revised.
Survey members regarding how Arizona REALTORS® programs are meeting their needs and present results and recommendations.	Surveys include: <ul style="list-style-type: none"> • AARonline.com (January) • WARDEX MLS (January)
Influence members to utilize REALTOR® brands (products and services)	REALTOR® Party – 4/26/2016 zipForm® - 4/19/2016 MLSCoconnect - 4/12/2016 ASAP - 4/5/2016 Buyer Advisory – 3/15/2016 RPR videos - 3/8/2016 Realtor.com profiles - 2/23/2016 zipForm® - 2/16/2016 Dispute Resolution - 2/19/2016

	Tech Helpline - 2/2/2016 AAR forms - 2/22/2016 REALTOR® Safety - 1/8/2016 Web Subscriptions - 1/7/2016
Promote the value and the “why” of the REALTOR® brand to our members	See above 2015 Accomplishments Infographic and PowerPoint distributed. World Without AAR videos and recorded presentation are in production.
Conduct member research as needed to provide information to decision makers.	On-going

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
Disseminate pertinent, relevant and timely industry and association information, (i.e., social networks, e-publishing, website, video, newsletters, magazine, etc).	Voice – 18 editions Facebook – 37 posts
Create and maintain a consistent, coordinated system of communication management for all areas of the association.	Communications Plan updated January 2016 PR Plan updated May 2016
In conjunction with Business Services and Technology, research the feasibility of customizing website content for individual users based on user-selected topics and actual use of the site.	Website Subscription feature implemented 12/2015
Social media channels are managed and monitored to ensure a steady rise in engagement and alternate sources for members to receive information.	Analytics reviewed monthly
Print and digital collateral adheres to the AAR brand and is member centric and speaks to AAR’s value proposition.	On-going
Communication statistics are compiled and reviewed monthly.	On-going
Establish AAR as a source of credible information about Arizona real estate issues.	Bi-Monthly teleconferences are scheduled with PR agency to review current activities
Utilize various mediums for communication with the REALTOR® member and public on issues of importance within the community and, in conjunction with LPA, provide a toolkit for the local associations and Regional Vice Presidents for implementation of REALTOR® Party resources.	In progress

Organize information for easy search and access by members.	On-going. Website redesign project approved April 2016 with release projected for mid-August 2016.
In conjunction with the Risk Management Committee, create and promote a webpage that includes safety education, incident recordation and contemporaneous incident notification via a REALTOR® text alert system.	Completed 9/2015
Communicate with our members via their preferred communications method.	In progress
Communicate the value and successes of the REALTOR® association throughout the state.	In progress
Provide a consistent voice at AAR which will speak to trends, market statistics, and advocacy efforts with a focus on consumer outreach and education to the public.	In progress
Solicit community outreach efforts conducted by REALTOR® members and recognize them through an annual award.	In progress

CONSUMER OUTREACH

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

Measurable objectives	Status
Promote market statistics and/or real estate trends and issues.	Monthly report published January, February, March, April; May report in production.
Promote the value proposition of using a REALTOR® and/or engaging in community activities which enhance the image of the REALTOR®.	Renewed contract with PR agency Working to continue outreach and media contacts. Statewide Boys & Girls Club events project promoted and successful. Participated in NAR/Modern Family social media distribution. Articles and interviews posted on website.
Engage the public in legislative/political issues that impact real estate and related issues.	In progress UES rate case article posted April 2016. NAR Legislative Meetings and Hill Visits Press Release sent to media outlets.
Organize human resources or fundraising for the benefit of charitable/community organizations.	Boys and Girls Club Participation; Boys and Girls Club donations.
Promote REALTORS® as professionals.	Working with PR agency with regular promotions and media outreach.
Solicit community outreach efforts by REALTOR®	In progress – examples sent to PR

members, local associations and MLS' and recognize them through an annual award.	agency for press releases. Info sent to AE's February 2016
Promote the value of using REALTORS® in every transaction.	Working with PR agency

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 Officers and staff participated in LTA classes. Conference call conducted on March 7th and May 2nd with local association presidents. Participation and attendance at numerous Local Association Major Investor events.
Assist President-elect and First Vice President with selecting primary committee chairs, vice chairs and association executive representative for 2017 to be approved by ExCom and BOD at Spring meetings.	Completed. Motion passed at January 13 th meeting and on April 1 agenda for BOD. Approved by BOD on April 1, 2016
Assist President-elect in identifying members, scheduling and organizing planning session for 2017. Coordinate Planning Session outcomes, distribute to attendees for comment. Distribute final plan.	Members identified. Session held – April 21-22, 2016 (Sedona). ReThink sessions scheduled in Phoenix May 23-25, 2016. Final plan pending.
Update AAR officer position description and activity checklists. Distribute job descriptions and budgeted expense and reimbursement expectations to line officers and executive committee members.	Completed – in ExCom Reference Material ShareFile Folder
Provide effective legal advice.	On-going
Operate in compliance with bylaws, policies and applicable laws.	On-going. Bylaws revision on March 29 agenda. Bylaw revision on June agenda.
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
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 meeting ● 93 % - March meeting.

	<ul style="list-style-type: none"> • ___% - June meeting • ___% - 2017 Budget meeting • ___% - October meeting
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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 2017 BOD based on 12/31/15 membership numbers.	Letters mailed January 2016 and email follow-up April 2016.
Establish recommendations for allocation of surplus from 2015 operating budget for BOD approval.	Motion on April 1, 2016 agenda, approved by BOD on April 1, 2016
Begin 2017 officer election process. Announce deadline and application submission dates. Submit 2017 candidate statements for BOD vote.	Deadline and application submission dates announced in Voice, on website and in AE basecamp. Election held April 1, 2016. 2018 Election Process begun.
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.	On-going
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"> • 90% - April meeting • ___% - October meeting

ASSOCIATION RELATIONS

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

Measurable objectives	Status
Review and approve annual local association Mandatory Core Standards certification.	On-going
Plan and present annual Arizona AE Workshop.	Planning underway - Scheduled July 21-22
Deliver timely information and updates to AEs on AAR activities.	On-going via Basecamp, email and in-person meetings
Coordinate with local associations regarding NAR's Association Executive Institute.	Completed – March 11 th – 14 th
Figure 2017 director entitlements for local associations using 12/31/15 membership report.	Completed January 2016
Determine which Arizona AEs are eligible to serve	June 2016

on 2017 BOD.	
Partner with local association to provide new REALTOR® orientation resources to include AAR.	AAR Member Benefits Materials provided for local association use.
Create a system to monitor success of orientation programs with new members.	Staff has begun determining how and what orientation materials are being offered. A system for monitoring should be in place no later than June 2016.
Be a resource and provide tools for local associations to communicate their relevance to members.	On-going
Encourage local associations to collaborate with local community leaders, organizations, the public and REALTOR® members on involvement and reinvestment in the community, with a focus on available grants and programs offered through the REALTOR® Party resources.	On-going – Discussions and communications regarding Boys & Girls Clubs Statewide Initiative
Encourage communication and collaboration with associations and MLSs regarding the member experience.	On-going
Maintain a collaborative working relationship with the ADRE.	Members and staff serve on ADRE Advisory Committees and ADRE Education Advisory Committee. Other meetings arranged and attended as needed. Video Interview with President, President-Elect and Commissioner completed.
AAR cultivates strategic alliances and partners with MLSs, institutes, societies, councils, and other homeownership entities on endeavors that benefit the membership.	On-going communication with various MLSs. AAR Staff facilitated a regional MLS Planning Session. Discussions with CCIM resulted in motion to allow BOD representation.

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.	NAR process and criteria posted on Basecamp and webinar on process planned. Recommendations will be completed by May 23rd.
Coordinate NAR meeting calendar with CEO and line officers and communicate expectations effectively, through preferred methods.	On-going
Coordinate attendance at NAR Legislative meetings	Registrations completed 2/17/16 Successful Meetings and Hill Visits.
Coordinate attendance at NAR Expo/Conference	Registration opens in May 2016

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, and Strategic Planning Committee).	On-going. Nominating Committee members identified and communicated to RVP.
Assist in coordinating and attend Region 11 Conference.	Conference dates April 11 th – 12 th . Registration completed, meetings attended and Arizona “State Night Out” held April 12, 2016.

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 members-at-large.	Completed
Prepare, analyze and distribute monthly financials to the Executive Committee for review and to ensure the association’s financial goals are being met.	On-going
Analyze current program and/or service contracts to ensure best product and pricing are incorporated.	On-going
Prepare suggested budget adjustments, if necessary, for ExCom consideration.	Two budget adjustments approved to date.
Monitor: <ul style="list-style-type: none"> • capital reserve fund account balances • operating and strategic initiative reserve accounts • RAPAC and Issues Mobilization accounts and ensure that adherence to investment policy and approved expenditures are within budgetary amounts. Ensure bylaw requirements are adhered to.	On-going. Meeting with Investment Advisors held on February 23 rd . Issues Mobilization approved transfers to growth accounts being completed.
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.	Motion on March 29, 2016 ExCom and April 1, 2016 BOD meeting agendas. Allocations approved during the March 29th ExCom

	meeting and April 1st BOD meeting.
Assist with the annual audits.	AAR audit completed with no concerns or recommendations for changes in internal financial process. Meeting held with Auditors on February 23 rd .
Prepare initial 2017 Operating and Capital budget.	June/July 2016
Finalize 2017 Operating and Capital budget with the 2017 Executive Committee and Board of Directors.	August 19th
Continue to proactively research and review options for AAR efficiency improvement.	On-going

BUILDING

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

Measurable objectives	Status
Review maintenance needs and report critical issues to ExCom.	In progress
Assist property manager in working with tenants to maintain current lease agreements.	On-going. Dr. Sun's Lease being renewed.
Investigate alternatives for use of unleased building space.	Completed – only Suite 101 is vacant.
Conduct thorough review of Arizona REALTORS® building infrastructure and make recommendations for needed improvement in the 2017 Capital Budget.	Review complete; quotes are being prepared for 2017 recommendations.

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
Analyze personnel/overhead needs based on the Association's business plans.	On-going
Retain a well-trained, capable staff.	On-going
Maintain 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.	Completed without concerns.
Provide in-kind staff time to effectively manage	On-going

501(C)(3) per its bylaws.	
Prepare and distribute local association funds and reports.	Funds distributed as requested, accounts reconciled monthly, financial reports issued quarterly.

**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.	Completed without concerns.
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	Funds distributed as requested, accounts reconciled monthly, financial reports issued quarterly.
Communicate and promote education and EAH opportunities to AAR members.	On-going
Provide in-kind staff time to develop pre-eminent education per the Foundation's goals.	On-going
Implement Ira Gribin grant plans as submitted to NAR.	On-going