AAR OPERATIONS AND STRATEGIC INITIATIVES
2017 Business Plan

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

CURRENT TOP PRIORITIES

- **Approval of the 2018 Strategic Plan, Budget and Primary Committee Business Plans**

RECOMMENDATIONS

- **Adoption of Arizona REALTORS® dba**

GROUPS FORMED

- **Diversity Workgroup**
- **2018 Planning Session**
- **Retirement PAG**
- **Commercial PAG**

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 2018 BOD based on 12/31/16 membership numbers.	Email Sent January 9th
Establish recommendations for allocation of surplus from 2016 operating budget for BOD approval.	Motion passed at March 28th meeting
Begin 2018 officer election process. Announce deadline and application submission dates. Submit 2018 candidate statements for BOD vote.	Deadline and application submission dates announced **to local association AEs and in the May, July and October editions of The Voice**.
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.	• 90 % - March meeting • ___% - October meeting

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
Assist leadership engagement with local association leadership to strengthen the strategic partnership.	On-going **Participation in LTA program; coordination for installation attendance**
Assist President-elect and First Vice President with selecting primary committee chairs, vice chairs and association executive representative for 2018 to be approved by ExCom and BOD at Spring meetings.	Approved during January 11th meeting. Approved at the March 31st BOD meeting.
Assist President-elect in identifying members, scheduling and organizing planning session for 2018. Coordinate Planning Session outcomes, distribute Strategic Plan to attendees for comment. Distribute Strategic final plan for implementation in business plans and budget.	Session held April 13-14, 2017 (Sedona) Draft Strategic Plan approved by attendees on May 3, 2017 **and by the 2018 Executive Committee on August 25, 2017**
Update AAR officer position description and activity checklists. Distribute job descriptions and budgeted expense and reimbursement expectations to line officers and executive committee members.	Emailed updated job descriptions 12/1/16. **2018 job descriptions delivered at the August 25, 2017 Executive Committee orientation**
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 and agreements for innovative programs, products and/or services as submitted.	**Reallocation of funds on March 28, 2017 for line officer support.**
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.	• 100 % - 2017 Budget meeting • 100 **%** - January meeting • 93 % - March meeting. • **100 %** - June 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
Complete the NAR Mandatory Core Standards Compliance Form for AAR and submit as required by NAR.	**Core Standards "Report Cards" sent in June 2017, next round will go out in September.**
Review and approve each annual local association NAR Mandatory Core Standards certification.	Local Association Tools Due no later than October 15, 2017
Plan and conduct annual Arizona AE Workshop.	**Held July 19-20, 2017**
Deliver timely information and updates to AEs on AAR activities.	**Communicate at least monthly – timely updates at each step of dues discussions**
Coordinate with local associations regarding NAR's Association Executive Institute.	Done - AEI was in Denver, March 17-20**; "AE Night Out"**
Figure 2018 director entitlements for local associations using 12/31/16 membership report.	Completed on January 6, 2017
Determine which Arizona AEs are eligible to serve on 2018 BOD.	**Completed August 7, 2017**
Partner with local association to provide new REALTOR® orientation resources to include AAR.	**Discussed at AE Workshop the possibility of** working with Learning Library to update NAR Online Orientation**, draft submitted to communications committee on September 13, 2017**
Provide tools and be a resource to local associations to help communicate their relevance to members and encourage communication/collaboration between associations and MLSs regarding the member experience.	**Dues FAQs provided** **Shared link and printed copies of NAR's Value Proposition Toolkit at the AE Workshop in July.**
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 **in conjunction with LTA and REALTOR® Party Director**
Maintain a collaborative working relationship with the ADRE.	On-going**; attendance by staff at all Advisory Board and other meetings**
AAR cultivates strategic alliances and partners with MLSs, institutes, societies, councils, and other homeownership entities on endeavors that benefit the membership.	**Partnership with 6 MLSs on CFA notifications.** **Sponsorship of and attendance at: IREM/CCIM event, VAREP event**

CONSUMER OUTREACH

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

Measurable Objectives	Status
Respond to media requests for interviews and information	**18 earned media coverage** See Media Coverage At: https://www.aaronline.com/press/
Promote the value proposition of using a REALTOR® and/or engaging in community activities which enhance the image of the REALTOR® by conducting a statewide consumer-directed event in 2017	**REALTOR® Hotline cancelled.**
Engage the public in legislative/political issues that impact real estate and related issues	**NAR CFA efforts**
Organize human resources or fundraising for the benefit of charitable/community organizations	Began Totes For Hope Initiative. Delivered donations to Loadstar on May 10th. Coordinated donations for D.C. homeless during NAR Legislative Meeting, and delivered donation on May 20th.
Establish AAR as a source of credible information about Arizona real estate issues	On-going

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.	**Completed**
Coordinate NAR meeting calendar with line officers and communicate expectations effectively, through preferred methods.	Completed for DC meetings **In progress for Chicago meetings**
Coordinate attendance at NAR Legislative meetings	Completed
Coordinate attendance at NAR Expo/Conference	Registration completed 5/1/17

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 Participation in 2 panels at Regional Conference. Attendance and President Report at May 19th Caucus in D.C. **Participated in all scheduled conference calls.**

	Attendance at Nominating Committee and Strategy Planning Committee meetings
Assist in coordinating and attend Region 11 Conference.	"State Night Out" April 20, 2017 **23 Arizona Attendees**
Assist Arizona's 2019 RVP	On-going

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 dues from local associations and Members at Large. Conduct monthly dues/membership reconciliations.	**Completed monthly**
Evaluate annual budget to ensure that dues are properly allocated to AAR's policies, programs and services.	On-going
Prepare, analyze and distribute monthly financials to the Executive Committee for review and to ensure the association's financial goals are being met.	**Completed monthly**
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.	Reallocation approved at the March meeting. **Proposed reallocation for the October meeting.**
Monitor: • capital reserve fund account balances • operating and strategic initiative reserve accounts • RAPAC and Issues Mobilization accounts and ensure that adherence to bylaws and investment policy.	**Completed monthly**
Reconcile all AAR checking accounts monthly (AAR, ARDAF, ARFHCO, PSF, RAPAC, Issues Mob, etc).	Completed monthly
Establish recommendations for allocation of surplus from previous year's operating budget for ExCom approval.	Completed – Motion passed at March meeting
Assist with the annual audits (AAR, ARDAF, ARFHCO, RAPAC).	AAR Audit Completed – Audit meeting February 28th – **ARDAF, ARFHCO and RAPAC audits completed**
Prepare and finalize 2018 Operating and Capital budget with the 2018 Executive Committee and Board of Directors.	**Approved by 2018 Executive Committee on August 25, 2017.**

	On BOD agenda for approval on October 13, 2017.

BUILDING

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

Measurable Objectives	Status
Address on-going building maintenance needs and report any critical issues to ExCom.	On-going **Broken tile on stairs repaired, office windows with condensation replaced,**
Assist property manager in working with tenants to maintain lease agreements.	On-going AHCC lease renewed and extended.
Conduct thorough review of Arizona REALTORS® building infrastructure and make recommendations for needed improvement in the 2018 Capital Budget.	On-going **Improvements made:** **New tile in meeting center; new grout in first floor lobby; expanded meeting room #4, new paint and repositioned lights and mission statement; new cabinets and pocket door in meeting center kitchen; landscaping improvements made in the parking lot (trees and decorative rocks); cut down the privacy wall and removed storage bin in the parking lot; installed storefront door/window for suite 200; dead bushes replaced on Osborn Road side of building;**

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 staff response to member needs.	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**
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	**Weekly disbursements made per requests.**
Prepare and distribute local association funds and reports.	**Quarterly reports.** **AAR Funds donated to PAAR for Goodwin fire, and Texas Assoc. for Hurricane Harvey relief efforts**

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**
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	**Financial Literacy Program nearing completion**