

AAR OPERATIONS AND STRATEGIC INITIATIVES 2018 Business Plan
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FROM: Operations & Strategic Initiatives
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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

RECOMMENDATIONS

- AAR Bylaws Revisions

GROUPS FORMED

- Local Association PAG
- 2019 Planning Session

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 2019 BOD based on 12/31/17 membership numbers.	
Establish recommendations for allocation of surplus from 2017 operating budget for BOD approval.	
Begin 2019 officer election process. Announce deadline and application submission dates. Submit 2019 candidate statements for BOD vote.	In process. Deadline is January 22nd and was announced throughout 2017, with the last posted on November 15, 2017 in 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.	• ___ % - March meeting

	<ul style="list-style-type: none"> • ___ % - October meeting
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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
Assist President-elect and First Vice President with selecting primary committee chairs, vice chairs and association executive representative for 2019 to be approved by ExCom in January and BOD at March meeting.	Motion on the January 10 ExCom Agenda
Assist President-elect in identifying members, scheduling and organizing planning session for 2019. Coordinate Planning Session outcomes, distribute Strategic Plan to attendees for comment. Distribute Strategic final plan for implementation in business plans and budget.	Session scheduled for April 27th at the Music Instrument Museum in Scottsdale. Jeff Turner will be the facilitator.
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 descriptions on 12/1/17
Operate in compliance with bylaws, policies and applicable laws.	On-going
Communicate upcoming meeting times and agendas effectively.	Updated meetings/events calendar included in January ExCom meeting materials.
Evaluate and/or approve funds and agreements for innovative programs, products and/or services as submitted.	On-going
Draft, update and distribute meeting agendas and materials for Executive Committee meetings in January, March, June, September and October in a timely manner.	On-going
Maintain at least 80% attendance by committee members.	<ul style="list-style-type: none"> • ___% - January meeting • ___% - March meeting. • ___% - June meeting • ___% - 2019 Budget 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.	Completed December 2017
Assist and certify local associations in NAR mandatory core standards compliance.	15 Certified and 3 Local Associations have submitted compliance tool as of 12/18/17
Plan and conduct annual Arizona AE Workshop.	
Deliver timely information and updates to AEs on AAR activities.	
Coordinate with local associations regarding NAR's Association Executive Institute.	
Figure 2019 director entitlements for local associations using 12/31/17 membership report.	
Determine which Arizona AEs are eligible to serve on 2019 BOD.	
Partner with local association to provide new REALTOR [®] orientation resources to include AAR.	
Provide tools and be a resource to local associations to help communicate their relevance to members and encourage communication and collaboration between associations and MLSs regarding the member experience.	
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.	
Maintain a collaborative working relationship with the ADRE.	
AAR cultivates strategic alliances and partners with MLSs, institutes, societies, councils, and other homeownership entities on endeavors that benefit the membership. (CCIM/IREM, VAREP)	AAR Sponsorship of January IREM/CCIM Event
Investigate and compile MLS regional consolidation resources for Local Associations.	
Influence members to utilize REALTOR [®] brands (products and services).	

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.	34 earned media spots as of 12/18/17 https://www.aaronline.com/press/
Promote the value proposition of using a REALTOR® and/or engaging in community activities which enhance the image of REALTORS®.	
Promote the value and the “why” of the REALTOR® brand to our members and consumers.	
Promote REALTORS® as professionals.	
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.	Totes for Hope donation House of Refuge donation
Establish AAR as a source of credible information about Arizona real estate issues.	

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 line officers and communicate expectations effectively, through preferred methods.	
Coordinate attendance at NAR Legislative 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, and Strategic Planning Committee).	
Assist in coordinating and attend Region 11 Conference.	Information for 2018 Conference sent to Local AEs
Assist Arizona’s 2019 RVP	

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.	On-going
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.	On-going
Continue to proactively research and review options for AAR efficiency.	
Prepare suggested budget adjustments, if necessary, for ExCom consideration.	
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 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.	
Assist with the annual audits (AAR, ARDAF, ARFHCO, RAPAC).	
Prepare and finalize 2019 Operating and Capital budget with the 2019 Executive Committee and Board of Directors.	

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.	
Assist property manager in working with tenants to maintain lease agreements.	Arizona Hispanic Chamber lease expires 8/31/2018

	Southwest Institute lease expires 10/31/18
Conduct thorough review of Arizona REALTORS® building infrastructure and make recommendations for needed improvements in the 2019 Capital Budget.	

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
Develop a staff succession plan.	In-process

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.	
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	On-going
Prepare and distribute local association funds and reports.	

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.	
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	On-going