

**Arizona REALTORS®**  
**OPERATIONS AND STRATEGIC INITIATIVES**  
**2018 Business Plan**

**FROM:** Operations & Strategic Initiatives  
**Chair:** Jan Leighton, Treasurer  
**Staff Liaison:** K. Michelle Lind, Esq., CEO  
**DATE:** October 2018

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**

- Approval of the 2019 Strategic Plan, Operating & Capital Budgets, and Primary Committee Business Plans

**RECOMMENDATIONS**

- Leadership Appointment for 2019 Legislative & Political Affairs Chair/Vice Chair

**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.

<b>Measurable Objectives</b>	<b>Status</b>
Determine real estate firm representatives for 2019 BOD based on 12/31/17 membership numbers.	Emails and letters sent on January 4 <sup>th</sup>
Establish recommendations for allocation of surplus from 2017 operating budget for BOD approval.	Completed – Approved during March 22 <sup>nd</sup> meeting
Begin 2019 officer election process. Announce deadline and application submission dates. Submit 2019 candidate statements for BOD vote.	Deadline was January 22 <sup>nd</sup> and was announced throughout 2017, with the last posted on November 15, 2017 in The Voice. Election held March 22 <sup>nd</sup> First announcement for 2020 elections made: <a href="https://www.aaronline.com/about-us/aar-officer-elections/">https://www.aaronline.com/about-us/aar-officer-elections/</a>
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 <b>Investigating MEP 401k plan as a membership benefit.</b>
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"> <li>• 92 % - March meeting</li> <li>• ___ % - October meeting</li> </ul>

### 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 <b>Planning for attendance at local association installations.</b>
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.	Approved by ExCom on January 10 <sup>th</sup>  Motion approved during the March 19 <sup>th</sup> ExCom meeting and March 22 <sup>nd</sup> BOD meeting for RMC Chair and AE Representative changes.  <b>Motion approved during June 6<sup>th</sup> meeting for LPA Chair and Vice Chair change. On October 17<sup>th</sup> BOD agenda for approval.</b>
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 held April 27 <sup>th</sup> at the Musical Instrument Museum in Scottsdale. Jeff Turner was the facilitator.  Drafting of 2019 Strategic Plan for approval underway.  Drafts of Budget and area Business Plans will follow.  <b>Proposed 2019 Strategic Plan, Operating and Capital Budgets, and Primary Committee Business plans approved during September 7<sup>th</sup> budget meeting. On October 17<sup>th</sup> BOD agenda for final approval.</b>
Update AAR officer position description and activity checklists. Distribute job descriptions and	Emailed updated descriptions on 12/1/17.

budgeted expense and reimbursement expectations to line officers and executive committee members.	New Director Position Description approved by ExCom and Motion is on the March 22 <sup>nd</sup> BOD Agenda.  Approved by BOD on March 22 <sup>nd</sup>  <b>2019 Committee received updated position descriptions during September 7<sup>th</sup> Orientation.</b>
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, June, <b>September 7<sup>th</sup> 2019 budget meeting</b> 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"> <li>• <b>86 %</b> - January meeting</li> <li>• <b>100 %</b> - March meeting.</li> <li>• <b>100 %</b> - June meeting</li> <li>• <b>100 %</b> - 2019 Budget meeting</li> <li>• <b>___ %</b> - October meeting</li> </ul>

### **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.

<b>Measurable Objectives</b>	<b>Status</b>
Complete the NAR Mandatory Core Standards Compliance Form for AAR and submit as required by NAR.	Completed December 2017. <b>Compliance form for 2018 being completed.</b>
Assist and certify local associations in NAR mandatory core standards compliance.	18 Certified in December 2017. <b>Report Cards sent to each local association 9/18.</b>
Plan and conduct annual Arizona AE Workshop.	<b>Completed successful workshop presented with Rebecca Grossman July 29 &amp; 30th</b>
Deliver timely information and updates to AEs on AAR activities.	Regular updates via AE Basecamp
Coordinate with local associations regarding NAR's Association Executive Institute.	Save the date sent for state night out dinner for Sunday, March 25.  Dinner held for all AEs in attendance.

Figure 2019 director entitlements for local associations using 12/31/17 membership report.	Entitlements posted on local association Basecamp on January 3, 2018.  Follow up via Basecamp in April.
Determine which Arizona AEs are eligible to serve on 2019 BOD.	<b>Joanne Glaudini, SE AZ and Kerry Dempsey, Kingman to serve 2019</b>
Partner with local association to provide new REALTOR® orientation resources to include AAR.	Video in process of being drafted and produced. Anticipated completion in June 2018.  <b>Video completed September 4<sup>th</sup> and posted on association website and local association AE Basecamp.</b>
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.	A World Without AAR brochures provided to local associations as requested.  Information provided via AE Basecamp.
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.	Information provided via AE Basecamp.
Maintain a collaborative working relationship with the ADRE.	Staff attendance at all ADRE Advisory Committee meetings and established stakeholder groups.  Meetings between CEO and Commissioner as needed.
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 25 <sup>th</sup> IREM/CCIM Event.  AAR Sponsorship of April 19 <sup>th</sup> VAREP event.  <b>CEO appointed to serve on ARMLS Board of Directors.</b>
Investigate and compile MLS regional consolidation resources for Local Associations.	NAR Consolidation resources provided.
Influence members to utilize REALTOR® brands (products and services).	On-going via The Voice, Facebook and the Blog.

## 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.	<b>11 earned media spots this year (3 since May 6<sup>th</sup> ).</b> See <a href="http://www.aaronline.com/press/">www.aaronline.com/press/</a>
Promote the value proposition of using a REALTOR <sup>®</sup> and/or engaging in community activities which enhance the image of REALTORS <sup>®</sup> .	Homeless initiative continued.  Staff participation at Homeless Veterans events.  Totes for Hope promoted for DC Meetings.
Promote the value and the “why” of the REALTOR <sup>®</sup> brand to our members and consumers.	On-going with PR firm  Facebook Live event held on May 3 <sup>rd</sup> , <b>June 7<sup>th</sup>, July 12<sup>th</sup>, August 2<sup>nd</sup>, September 13<sup>th</sup></b>
Promote REALTORS <sup>®</sup> as professionals.	On-going with PR firm
Engage the public in legislative/political issues that impact real estate and related issues.	Encouraging signatures on Protect Arizona Taxpayers Initiative.  <b>Received more than 400,000 signatures, submitted signed ballots on July 2<sup>nd</sup>, Campaign underway.</b>
Organize human resources or fundraising for the benefit of charitable/community organizations.	Donations made to Totes for Hope, Lodestar Day Resource Center and House of Refuge in December 2017.  Sponsor of REALTORS <sup>®</sup> Relief Run at NAR meetings in Boston.  On-going promotion of Totes for Hope.
Establish AAR as a source of credible information about Arizona real estate issues.	On-going with PR firm

## NATIONAL ASSOCIATION

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

Measurable Objectives	Status
Make recommendations to NAR for committee/officer positions.	Committee deadline sent via AE & NAR Directors Basecamp.

	All requested endorsements completed.
Coordinate NAR meeting calendar with line officers and communicate expectations effectively, through preferred methods.	NAR DC meeting schedule completed and distributed.
Coordinate attendance at NAR Legislative meetings	Officers registered
Coordinate attendance at NAR Expo/Conference	<b>Officers registered</b>

### **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®.

<b>Measurable Objectives</b>	<b>Status</b>
Remain active in all NAR Region 11 activities (Caucus, Nominating Committee, and Strategic Planning Committee).	On-going
Assist in coordinating and attend Region 11 Conference.	Information for 2018 Conference sent to Local AEs.  Officers attended Region 11 Conference April 10-13.  Arizona State Dinner held April 12 <sup>th</sup>
Assist Arizona's 2019 RVP	On-going.  <b>2019 Region XI Conference which will be held at the Wigwam Resort in Litchfield Park April 10-12.</b>

### **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.

<b>Measurable Objectives</b>	<b>Status</b>
Collect dues from local associations and members-at-large. Conduct monthly dues/membership reconciliations.	Dues collected from <b>49,657</b> members through <b>July 31<sup>st</sup></b>
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
Continue to proactively research and review options for AAR efficiency.	On-going

Prepare suggested budget adjustments, if necessary, for ExCom consideration.	<b>Motion to reallocate LPA budget to donate to Senator John McCain's funeral.</b>
Monitor: <ul style="list-style-type: none"> <li>• Capital Reserve fund account balances</li> <li>• Operating and Strategic Initiative Reserve accounts</li> <li>• RAPAC and Issues Mobilization accounts</li> </ul> and ensure adherence to bylaws and investment policy.	Completed monthly.  Meetings with UBS Financial advisor on February 13 <sup>th</sup> and February 20 <sup>th</sup> .  Communications with advisor as needed.
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 for March meeting. Approved March 19 <sup>th</sup>
Assist with the annual audits (AAR, ARDAF, ARFHCO, RAPAC).	AAR audit began January 23-26 Meeting with auditors held on February 20 <sup>th</sup> . ARDAF, ARFHCO, and RAPAC audits <b>completed August 15<sup>th</sup></b> .
Prepare and finalize 2019 Operating and Capital budget with the 2019 Executive Committee and Board of Directors.	<b>Proposed 2019 Operating and Capital budgets approved by Executive Committee on September 7<sup>th</sup>, on October 17<sup>th</sup> BOD agenda for approval.</b>

## 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.	Monument sign replacement pending. Variance approved April 5 <sup>th</sup> . Final specs and permitting process underway.  Noise reduction efforts completed in meeting center.  <b>Security camera/lights installed June 20<sup>th</sup></b>  <b>Iron fencing completed on east side of building.</b>
Assist property manager in working with tenants to maintain lease agreements.	Arizona Hispanic Chamber lease expires 8/31/2018, <b>currently month-to-month.</b>  Southwest Institute lease expires 10/31/18 <b>negotiations underway.</b>

Conduct thorough review of Arizona REALTORS® building infrastructure and make recommendations for needed improvements in the 2019 Capital Budget.	<b>Completed – see proposed 2019 Capital Budget.</b>
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**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.

<b>Measurable Objectives</b>	<b>Status</b>
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.

<b>Measurable Objectives</b>	<b>Status</b>
Coordinate annual audit.	<b>Completed August 15<sup>th</sup></b>
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	On-going
Prepare and distribute local association funds and reports.	Reported quarterly – <b>April and July reports completed.</b>

**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.

<b>Measurable Objectives</b>	<b>Status</b>
Coordinate annual audit.	<b>Completed August 15<sup>th</sup></b>
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	On-going