



ARIZONA
association of
REALTORS®

REAL SOLUTIONS. REALTOR® SUCCESS.

Year 2014

Operating and

Capital Budget

**As recommended to the AAR Board of Directors by 2014 Executive
Committee - August 30, 2013**

2014 BUDGET

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AAR MEMBER UNIT HISTORY

	<i>2000(83)</i>	<i>2001(\$67)</i>	<i>2002(75)</i>	<i>2003(75)</i>	<i>2004(150)</i>	<i>2005(150)</i>	<i>2006(150)</i>	<i>2007(150)</i>	<i>2008(150)</i>	<i>2009(150)</i>	<i>2010(175)</i>	<i>2011(155)</i>	<i>2012(155)</i>	<i>2013(155)</i>
January	2,019	3,135	3,419	6,144	6,300	9,359	10,040	11,801	10,530	14,659	9,138	15,973	20,884	16,877
assesments	5	22	24	0										
	2,024	3,157	3,443	6,144	6,300	9,359	10,040	11,801	10,530	14,659	9,138	15,973	20,884	16,877
Feb	8,281	7,837	9,677	19,491	26,398	25,761	36,426	33,853	32,951	28,899	20,350	23,188	25,070	26,195
assesments	91	80	125	1										
	8,372	7,917	9,802	19,492	26,398	25,761	36,426	33,853	\$ 32,951.00	28,899	20,350	23,188	25,070	26,195
March	21,208	22,463	23,958	29,469	32,715	40,449	44,408	49,458	44,042	40,901	39,160	34,625	35,878	35,907
assesments	110	123	125	3										
	21,318	22,586	24,083	29,472	32,715	40,449	44,408	49,458	44,042	40,901	39,160	34,625	35,878	35,907
April	22,272	23,715	26,288	30,493	34,611	42,193	50,353	51,675	47,525	42,288	40,399	36,431	36,802	36,522
assesments	94	182	125	172										
	22,366	23,897	26,413	30,665	34,611	42,193	50,353	51,675	47,525	42,288	40,399	36,431	36,802	36,522
May	22,702	24,321	27,197	31,330	35,605	43,566	51,224	52,329	48,454	43,021	41,120	38,694	37,382	37,400
assesments	97	193	125	188										
	22,799	24,514	27,322	31,518	35,605	43,566	51,224	52,329	48,454	43,021	41,120	38,694	37,382	37,400
June	23,183	24,952	27,823	31,896	36,418	44,708	52,476	53,430	48,895	43,675	41,646	39,082	37,753	37,956
assesments	108	200	125	188										
	23,291	25,152	27,948	32,084	36,418	44,708	52,476	53,430	48,895	43,675	41,646	39,082	37,753	37,956
July	23,436	25,214	28,052	32,862	37,087	45,631	53,186	53,892	49,459	44,426	42,029	39,335	38,181	38,412
assesments	128	207	125											
	23,564	25,421	28,177	32,862	37,087	45,631	53,186	53,892	49,459	44,426	42,029	39,335	38,181	38,412
August	23,673	25,511	28,537	33,291	37,701	46,388	53,618	54,287	49,782	44,575	42,301	39,628	38,466	
assesments	126	207	125											
	23,799	25,718	28,662	33,291	37,701	46,388	53,618	54,287	49,782	44,575	42,301	39,628	38,466	
Sept.	23,954	25,806	28,855	33,652	38,145	47,056	53,965	54,689	49,906	44,880	42,471	39,838	38,690	
assesments	127	207	125											
	24,081	26,013	28,980	33,652	38,145	47,110	53,965	54,689	49,906	44,880	42,471	39,838	38,690	
Oct.	24,127	26,002	29,147	33,986	38,590	47,404	54,428	54,950	50,208	45,080	42,632	39,983	38,951	
assesments	131	210	125											
	24,258	26,212	29,272	33,986	38,590	47,698	54,428	54,950	50,208	45,080	42,632	39,983	38,951	
Nov.	24,333	26,151	29,473	34,380	39,199	48,515	54,704	55,193	50,481	45,336	42,792	40,171	39,141	
assesments	133	215	125											
	24,466	26,366	29,598	34,380	39,199	48,467	54,704	55,193	50,481	45,336	42,792	40,171	39,141	
Dec.	24,473	26,463	29,795	34,621	39,585	48,842	54,938	55,349	50,585	45,512	42,857	40,230	39,235	
assesments	134	218	125											
	24,607	26,681	29,920	34,621	39,585	48,842	54,938	55,349	50,585	45,512	42,857	40,230	39,235	
gain/(loss)	5.01%	9.97%	12.00%	14%	14%	23%	12%	1%	-9%	-10%	-6%	-6%	-2%	

**ARIZONA ASSOCIATION OF REALTORS®
RESERVE ACCOUNTS DASHBOARD**

RESERVES	6/30/2013 BALANCE	2014 ALLOCATION	2014 BALANCE <small>(Excluding Investment gains/losses)</small>
Operating	(\$4,867,778)	(\$119,202)	(\$4,986,980)
Capital	(\$2,039,685)	(\$229,608)	(\$2,269,293)
Issues Mobilization	(\$7,157,296)	\$0	(\$7,157,296)
Strategic Initiatives	(\$1,203,472)	\$0	(\$1,203,472)
AZ Homeownership Alliance	\$0	\$0	\$0
TOTAL	(\$15,268,232)		(\$15,617,042)

ARIZONA ASSOCIATION OF REALTORS® RESERVES

OPERATING RESERVE:

JUNE 2013 BALANCE: \$4,867,777.72

2014 RESERVE FUNDING ALLOCATION: \$119,202 (\$3.00 per Member)

Bylaws: Article IV, Section 1.

OPERATING RESERVE. AAR shall maintain an operating reserve fund (the "Operating Reserve") for legal, special and unbudgeted operating purposes. The Board of Directors shall annually determine an allocation (the "Allocation") of the annual dues which shall be placed in the Operating Reserve. The Operating Reserve fund balance shall be placed at interest, with any interest earned thereon accruing to the Operating Reserve. The Allocation shall continue each year until the Operating Reserve fund balance exceeds an amount equal to the operating expenses from previous fiscal year, at which time the Allocation shall cease. Additional contributions to the Operating reserve may be made from other sources such as operating surplus, at the discretion of the Board of Directors. If the fund is depleted to less than three million dollars (\$3,000,000), the Allocation shall be reinstated at the inception of the next budget year.

Expenditures from the Operating Reserve fund may be made only upon approval of the Executive Committee or Board of Directors as follows:

- a. The Executive Committee, by a two-thirds (2/3^{rds}) vote may approve expenditures, other than for legal purposes, of no more than fifty percent (50%) in the aggregate of the total Operating Reserve. All expenditures shall be reported to the Board of Directors at their next scheduled meeting.
- b. Expenditures, other than for legal purposes, that in the aggregate exceed fifty percent (50%) of the Operating Reserve must be approved by the Board of Directors.
- c. Expenditures for legal purposes shall be determined by the Executive Committee in compliance within existing Policy *CEO. 7* and *EXC.11*.
- d. Expenditures for an Arizona REALTOR® or Region 11 member seeking an NAR Officer position shall be determined by the Executive Committee in compliance with Policy *EXC. 9*.

See Also, Policy *CEO.7* & *Exc.11* Legal Assistance; Policy *M.2* Reserve Fund; Policy *Exc. 12* (*T.2* and *M.2*) – Investment Policy; Policy *Exc.9* – NAR Officer Candidate Assistance.

CAPITAL RESERVE:

JUNE 2013 BALANCE: \$2,039,685.37

2014 RESERVE FUNDING ALLOCATION: \$229,608

Bylaws Article IV, Section 2.

CAPITAL RESERVE. AAR shall maintain a reserve fund, (Capital Reserve) for capital expenditures including, but not limited to, major repairs, furniture, fixtures, equipment, real property debt retirement, acquisition/investment of real property assets, or major improvements to real property assets. The Capital Reserve fund balance shall be placed at interest, with any interest earned thereon accruing to the Capital Reserve. AAR's annual budget shall acknowledge depreciation per Generally Accepted Accounting Principles. The depreciation amount shall be considered as a cash expense credited to the Capital Reserve. Additional contributions to the Capital Reserve may be made from other sources such as operating surplus, at the discretion of the Board of Directors.

Expenditures from the Capital Reserve fund may be made only upon approval of the President, Executive Committee or Board of Directors as follows:

- a. An annual capital expenditure budget shall be presented to the Board of Directors for approval in conjunction with the annual operating budget.
 - b. Unbudgeted capital expenditures from the Capital reserve may be approved by the President up to \$5,000 per instance and \$10,000 in the aggregate within a budget year. Such expenditures shall be reported to the Board of Directors at their next scheduled meeting.
 - c. The Executive Committee, by a two-thirds (2/3^{rds}) vote may approve unbudgeted expenditures from the Capital Reserve up to fifty percent (50%) of the fund total within a budget year. Such expenditures shall be reported to the Board of Directors at their next scheduled meeting.
 - d. Any unbudgeted expenditures exceeding fifty percent (50%) of the Capital Reserve fund balance must receive prior approval of the Board of Directors.
-

ISSUES MOBILIZATION RESERVES

JUNE 2013 BALANCE: \$7,157,296.24

2014 RESERVE FUNDING ALLOCATION: \$0

Bylaws, Article IV, Section 3.

REALTORS® Issues Mobilization Fund (RIMF): AAR shall maintain a reserve fund to support or oppose federal, state and local issues that impact real property and real property owners in Arizona. The REALTORS® Issues Mobilization Committee (RIMC) shall approve any expenditure within the funding limits and guidelines as contained in the RIMC Policies. A per member amount of the annual dues shall be placed in the fund as determined by the AAR Board of Directors. Said fund shall be placed at interest, with any interest earned credited to the fund. The amount established by the AAR Board of Directors shall be credited to the fund each year until the fund attains a total of ten million dollars (\$10,000,000). If the fund is depleted to less than five million dollars (\$5,000,000), the AAR Board of Directors shall reinstate a per member contribution amount to the Fund at the inception of the next budget year.

STRATEGIC INITIATIVES RESERVE FUND

JUNE 2013 BALANCE: \$1,203,472.23

2014 RESERVE FUNDING ALLOCATION: \$0

Bylaws, Article IV, Section 4.

Strategic Initiative Fund: AAR may maintain a reserve fund (Strategic Initiative Fund) to support initiatives designed or dedicated to the support of our REALTOR® members' business practices. Such initiatives may include, but are not limited to, new member benefits, technology enhancements, communication enhancements, or other efforts that benefit the REALTOR® membership.

The Strategic Initiative Fund balance shall be placed in an interest bearing account, with any interest earned thereon accruing to the Strategic Initiative Fund. Contributions to the Strategic Initiative Fund may only be made from the annual operating surplus at the discretion of the Board of Directors.

Expenditures from the Strategic Initiative Fund may be made only upon approval of the Executive Committee or Board of Directors as provided in paragraphs a-c of this Article. Prior to approving any expenditure, the Executive Committee or Board of Directors shall consider whether the expenditure will result in an ongoing expense, and if so how the association will budget for the ongoing expense.

- a. The Executive Committee, by a two-thirds (2/3rds) vote may approve expenditures of no more than seventy-five percent (75%) in the aggregate of the total fund balance. All expenditures shall be reported to the Board of Directors at their next scheduled meeting.
- b. An expenditure over seventy-five percent (75%) or in the aggregate exceed seventy-five percent (75%) of the Strategic Initiatives Fund can only be approved by the Board of Directors. The Board of Directors may approve an expenditure of less than 75%.
- c. Approved expenditures shall not commit the Strategic Initiative Fund to payments exceeding (12) twelve consecutive months for the same initiative.

ARIZONA HOMEOWNERSHIP ALLIANCE

JUNE 2013 BALANCE: \$0

2014 RESERVE FUNDING ALLOCATION: \$0

Bylaws, Article IV, Section 5.

Arizona Homeownership Alliance: AAR may maintain a fund (Arizona Homeownership Alliance) to support or oppose candidates running for elective office or as otherwise expressed in this section. Funds designated for this fund are to be used as allowed by state law in corporate independent expenditures, polling and grassroots activities. Monies placed in this funds may come from a variety of sources including but not limited to AAR's annual operating surplus, the National Association of REALTORS®, Arizona local associations of REALTORS®, AAR Annual Budget or by contribution.

The Arizona Homeownership Alliance fund balance shall be placed in an interest bearing account, with any interest earned thereon accruing to the Fund.

Arizona Homeownership Alliance Committee Membership and authority are as expressed in POLICY LP.4.

2014 AAR DRAFT OPERATING BUDGET
Dashboard

AREA	Income	Expense
Legislative and Political Affairs	\$0	\$373,359
Risk Management	(\$14,419)	\$283,791
Business Services and Technology	\$0	\$1,256,421
Professional and Business Dev.	(\$142,942)	\$291,818
Operations and Strategy Initiatives	(\$6,234,442)	\$4,118,442
	(\$6,391,803)	\$6,323,831
Net Total budget	(\$67,972)	



2013 Approved - 2014 Proposed Operating and Capital Budget

2013 Budget	Areas by Primary Committee	2014 Prop
\$ 340,924.00	Legislative & Political Affairs	\$ 373,358.91
\$ 274,050.30	Risk Management	\$ 269,372.20
\$ 1,258,226.80	Business Services & Technology	\$ 1,256,420.95
\$ 164,643.10	Professional & Business Development	\$ 148,876.00
\$ (2,091,707.00)	Operations & Strategic Initiatives	\$ (2,116,000.20)
(\$53,863)	* Net Expense/(Income) Totals *	\$ (67,972.14)

LEGISLATIVE & POLITICAL AFFAIRS							
2013 Approved	Code						2014
PROJECTED INCOME							
\$ -		REGISTRATION FEES					
\$ -	TOTAL PROJECTED (INCOME)						\$ -
PROJECTED DIRECT EXPENSES							
\$ 3,500.00	605	AWARDS/GIFTS					\$ 3,500.00
\$ 22,105.00	630	CATERING/HOTEL					\$ 60,585.00
\$ 1,365.00	639	DUES/COMMITMENTS					\$ 1,365.00
\$ 45,000.00	690	MISCELLANEOUS					\$ -
\$ 2,025.00	780	POSTAGE					\$ 2,025.00
\$ 1,800.00	781	PRINTING					\$ 1,800.00
\$ 190,000.00	810	PROFESSIONAL/CONTRACT FEES					\$ 232,750.00
\$ 10,170.00	786	PROMOTION					\$ 10,040.00
\$ 22,670.00	788	STAFF EXPENSE					\$ 21,220.00
\$ 7,639.00	790	SUBSCRIPTIONS/REFERENCE					\$ 8,124.00
\$ 650.00	770	SUPPLIES					\$ 450.00
\$ 34,000.00	869	TRAVEL/OTHER					\$ 31,499.91
\$ 340,924.00	TOTAL DIRECT EXPENSES						\$ 373,358.91
\$ 340,924.00	TOTAL NET EXPENSES/(INCOME)						\$ 373,358.91

LEGISLATIVEPOLITICAL AFFAIRS

Code	Category	2013 Approved		2014 Total
Federal Liaison Support 1575				
788	<i>Staff Expense</i>	\$ 1,000.00	NAR Mid-Year Meetings Daily Expense	\$ 375.00
		\$ 2,850.00	NAR Mid-Year Meetings Hotel	\$ 1,600.00
		\$ 1,150.00	NAR Mid-Year Meetings Airfare	\$ 600.00
869	<i>Travel/Other</i>	\$ 24,000.00	FPC NAR DC Meetings	\$ 23,999.91
		\$ 29,000.00		\$ 26,574.91
Fundraising/Grassroots Support 1560				
605	<i>Awards/Gifts</i>	\$ 1,500.00	Local Association Year-End Awards	\$ 1,500.00
		\$ 2,000.00	RAPAC Recognition Pins	\$ 2,000.00
639	<i>Dues/Commitments</i>	\$ 250.00	SOS Standing Committee renewal	\$ 250.00
810	<i>Professional/Contract Fees</i>	\$ 9,000.00	Annual Audit	\$ 9,000.00
		\$ 10,100.00	Vocus	\$ -
786	<i>Promotion</i>	\$ -	October Leadership Fundraiser	\$ 1,020.00
		\$ 1,000.00	Spring Conference RAPAC Promotion	\$ 1,020.00
		\$ 170.00	Champagne and Diamonds Fundraiser	\$ -
		\$ 1,000.00	Champagne and Diamonds Fundraiser	\$ -
770	<i>Supplies</i>	\$ -	Spring Conference Supplies	\$ 150.00
		\$ 150.00	Spring Conference Supplies	\$ 150.00
		\$ 25,170.00		\$ 15,090.00

LEGISLATIVE POLITICAL AFFAIRS

Governmental Area Support 1501				
630	Catering/Hotel	\$ 370.00	Work Group Lunches	\$ 370.00
		\$ 315.00	Legislative Committee	\$ 315.00
780	Postage	\$ 2,025.00	Postage	\$ 2,025.00
788	Staff Expense	\$ 404.00	AAR Spring Conference Mileage	\$ 404.00
		\$ 226.00	AAR Spring Conference Daily Expense	\$ 300.00
		\$ 660.00	AAR Spring Conference Hotel	\$ 660.00
		\$ 500.00	Local Association Visits Hotel	\$ 226.00
		\$ 300.00	Local Association Visits Mileage	\$ 500.00
		\$ 1,500.00	Local Association Visits Care Rental	\$ 1,500.00
		\$ -	Strat Planning Session Hotel	\$ 200.00
		\$ 6,300.00		\$ 6,500.00
Governmental Communications 1585				
781	Printing	\$ 1,800.00	Governmental Programs Brochures (39,860)	\$ 1,800.00
810	Professional/Contract Fees	\$ -	AZ News Service Trade and Professional Association	\$ 300.00
		\$ -	AZ Capitol Times Book of Lobbyists	\$ 300.00
		\$ -	AZ News Service Citizen Government Directory	\$ 600.00
		\$ 4,000.00	Capitol Times Ad	\$ -
		\$ 5,800.00		\$ 3,000.00

LEGISLATIVE POLITICAL AFFAIRS

Legislative Advocacy 1510				
639	<i>Dues/Commitments</i>	\$ 300.00	Friday Morning Group	\$ 300.00
		\$ 200.00	AZ Tax Research Assoc.	\$ 200.00
		\$ 615.00	Phoenix Chamber of Commerce	\$ 615.00
810	<i>Professional/Contract Fees</i>	\$ 145,000.00	Contract Lobbyist Fees	\$ 200,000.00
		\$ 1,900.00	LOLA Access	\$ 2,550.00
786	<i>Promotion</i>	\$ 8,000.00	Promotion Fund	\$ 8,000.00
788	<i>Staff Expense</i>	\$ 580.00	ALEC Conference - American Legislative Economic Council Sponsorship	\$ 580.00
		\$ 900.00	ALEC Conference - American Legislative Economic Council Airfare	\$ 1,100.00
		\$ 2,000.00	ALEC Conference - American Legislative Economic Council Hotel	\$ 2,000.00
		\$ 1,000.00	ALEC Conference - American Legislative Economic Council Daily Expense	\$ 1,000.00
		\$ 400.00	GAD Seminar Daily Expense	\$ 400.00
		\$ 800.00	GAD Seminar Hotel	\$ 800.00
		\$ 500.00	GAD Seminar Airfare	\$ 500.00
		\$ 300.00	GAD Seminar Registration	\$ 300.00
		\$ -	NAR EXPO, New Orleans, Airfare	\$ 450.00
		\$ -	NAR EXPO, New Orleans, Registration	\$ 400.00
		\$ -	NAR EXPO, New Orleans, Hotel	\$ 1,000.00
		\$ -	NAR EXPO, New Orleans, Daily Expense	\$ 375.00
		\$ 1,000.00	NCSL Conference - National Council of State Governments Daily Expense	\$ 500.00
		\$ 1,100.00	NCSL Conference - National Council of State Governments Airfare	\$ 550.00
		\$ 500.00	NCSL Conference - National Council of State Governments Spnsorship	\$ 500.00
		\$ 2,000.00	NCSL Conference - National Council of State Governments Hotel	\$ 1,000.00
790	<i>Subscriptions/Reference</i>	\$ 100.00	Phoenix Business Journal	\$ 100.00
		\$ 3,250.00	AZ News/Leg. Report (1 annual)	\$ 3,450.00
		\$ 60.00	AZ News/Leg. Report (1 annual)	\$ -
		\$ 850.00	Arizona Capitol Times (Weekly)	\$ 149.00
		\$ -	AZ Capitol Times Mobile App	\$ 25.00
		\$ 179.00	AZ News Svc.- Legislative Guides (green bks)	\$ 900.00
		\$ 3,000.00	AZ News Svc/Yellow Sheets (1 annual)	\$ 3,300.00
		\$ 200.00	Miscellaneous	\$ 200.00

LEGISLATIVE POLITICAL AFFAIRS

		\$ 174,734.00		\$ 231,244.00
Legislative Policy Development 1550				
630	Catering/Hotel	\$ 600.00	REALTOR Caucus Room Rental	\$ 600.00
		\$ 600.00	REALTOR Caucus AV	\$ 1,300.00
		\$ 5,220.00	REALTOR Caucus Room Rental	\$ -
		\$ 15,000.00	REALTOR Caucus Catering	\$ 13,000.00
		\$ -	Legislative Events (REALTOR Day, other event(s))	\$ 45,000.00
770	Supplies	\$ 500.00	Miscellaneous Supplies	\$ 150.00
869	Travel/Other	\$ 10,000.00	REALTOR Caucus Mileage Reimbursements	\$ 7,500.00
		\$ 31,920.00		\$ 67,550.00
Legislator Event (R Day) 1570				
690	Miscellaneous (expense)	\$ 45,000.00	Legislator Events	\$ -
		\$ 45,000.00		\$ -

LEGISLATIVE POLITICAL AFFAIRS

Local Lobbying Support 1545				
788	<i>Staff Expense</i>	\$ 3,000.00	In-state & National Meetings	\$ 3,000.00
		\$ 3,000.00		\$ 3,000.00
Political Research 1596				
810	<i>Professional/Contract Fees</i>	\$ 20,000.00	Research, Policy	\$ 20,000.00
		\$ 20,000.00		\$ 20,000.00
Election Year Activities 1580				
788	<i>Staff Expense</i>	\$ -	Candidate Interviews Mileage	\$ 400.00
				\$ 400.00
		\$ 340,924.00	TOTAL EXPENSE	\$ 373,358.91
		\$ -	TOTAL (INCOME)	\$ -
		\$ 340,924.00	TOTAL NET EXPENSE/(INCOME)	\$ 373,358.91

		RISK MANAGEMENT						
2013 Approved	Code						2014	
PROJECTED INCOME								
\$ (9,785.00)	435	LAW BOOK SALES					\$ (6,500.00)	
\$ (12,278.75)	440	PS ENFORCEMENT INCOME					\$ (7,018.75)	
\$ (900.00)	440	REGISTRATION FEES					\$ (900.00)	
<hr/>								
\$ (22,963.75)	TOTAL PROJECTED (INCOME)						\$ (14,418.75)	
<hr/>								
PROJECTED DIRECT EXPENSES								
\$ 500.00	605	AWARDS/GIFTS					\$ 500.00	
\$ 18,018.00	630	CATERING/HOTEL					\$ 23,563.00	
\$ 4,750.00	639	DUES/COMMITMENTS					\$ 4,750.00	
\$ 6,700.00	780	POSTAGE					\$ 3,950.00	
\$ 10,400.00	781	PRINTING					\$ 520.00	
\$ 191,575.75	810	PROFESSIONAL/CONTRACT FEES					\$ 196,430.00	
\$ 12,500.00	786	PROMOTION					\$ 2,500.00	
\$ 2,750.00	787	SPEAKER FEES					\$ 3,005.00	
\$ 15,843.00	788	STAFF EXPENSE					\$ 16,321.38	
\$ 10,642.50	790	SUBSCRIPTIONS/REFERENCE					\$ 11,722.50	
\$ 1,000.00	770	SUPPLIES					\$ 2,000.00	
\$ 4,326.00	850	TELEPHONE					\$ 240.00	
\$ 18,008.80	869	TRAVEL/OTHER					\$ 18,289.08	
\$ 297,014.05	TOTAL DIRECT EXPENSES						\$ 283,790.95	
<hr/>								
\$ 274,050.30	TOTAL NET EXPENSES/(INCOME)						\$ 269,372.20	

RISK MANAGEMENT

Code		2013 Approved		2014 Total
Alternative Dispute Resolution 1615				
630	<i>Catering/Hotel</i>	\$ 630.00	Mediation/Ombudsman Training	\$ 800.00
810	<i>Professional/Contract Fees</i>	\$ 2,000.00	Ombudsman Insurance Policy	\$ 2,120.00
787	<i>Speaker Fees/Hon.</i>	\$ 1,000.00	Mediation/Ombudsman Training	\$ 1,150.00
869	<i>Travel/Other</i>	\$ 5,000.00	Mediator travel	\$ 5,400.00
		\$ 8,630.00		\$ 9,470.00
Forms Development 1650				
630	<i>Catering/Hotel</i>	\$ 1,008.00	Forms Work Group Meeting	\$ 1,568.00
810	<i>Professional/Contract Fees</i>	\$ 2,000.00	Translation Fees-/Copyright Fees (8) Forms	\$ 2,000.00
		\$ 3,008.00		\$ 3,568.00
Legal Hotline 1665 (Dues)				
781	<i>Printing</i>	\$ 400.00	Legal Hotline Letterhead	\$ 400.00
810	<i>Professional/Contract Fees</i>	\$ 165,000.00	Legal Services	\$ 169,950.00
		\$ -	Other Legal Fees	\$ -
		\$ -	Other Fees (postage/copying, etc. costs)	\$ 360.00
850	<i>Telephone</i>	\$ 1,854.00	Qwest Monthly Charges	\$ -
		\$ 2,472.00	800 Number Usage Charge (TW Telecom 12 Months)	\$ 240.00
		\$ 169,726.00		\$ 170,950.00

RISK MANAGEMENT

Legal Support 1602				
435	<i>Law Book Sales</i>	\$ (9,785.00)	Law Book Sales	\$ (6,500.00)
		\$ (9,785.00)		\$ (6,500.00)
630	<i>Catering/Hotel</i>	\$ -	Misc. Work Group Meetings	\$ -
639	<i>Dues/Commitments</i>	\$ 4,750.00	Law Book Sales Agreement	\$ 4,750.00
780	<i>Postage</i>	\$ 1,600.00	Law Book - Shipping	\$ 500.00
781	<i>Printing</i>	\$ 10,000.00	Law Book	\$ -
		\$ -	E-Book	\$ 120.00
810	<i>Professional Contract</i>	\$ 15,000.00	Outside Legal	\$ 15,000.00
786	<i>Promotion</i>	\$ 2,500.00	Law Book Promotion	\$ 2,500.00
790	<i>Subscriptions/Reference</i>	\$ -	Misc.	\$ -
		\$ 1,200.00	Legal Publications	\$ 1,200.00
		\$ 3,100.00	Legal Research - West Law	\$ 3,450.00
		\$ 3,000.00	County/State Bar Dues/CLE	\$ 3,000.00
869	<i>Travel/Other</i>	\$ 2,000.00	RMC Chair/Vice Chair	\$ 2,000.00
		\$ 43,150.00		\$ 32,520.00
Legal/Legislative Outreach and Education 1603				
630	<i>Catering/Hotel</i>	\$ -	Lunch	\$ -
786	<i>Promotion</i>	\$ 10,000.00	Member initiatives	\$ -
770	<i>Supplies</i>	\$ -	Materials	\$ -
869	<i>Travel/Other</i>	\$ -	Instructor Travel	\$ -
		\$ 10,000.00		\$ -
Professional Standards Enforcement 1605 (Dues)				
440	<i>PS Enforcement Income</i>	\$ (128.75)	Code of Ethics & Arbitration Manual Sales	\$ (128.75)
		\$ (2,000.00)	Appeal Fees Retained	\$ (1,000.00)
		\$ (5,150.00)	Arbitration Deposits Retained	\$ (3,090.00)
		\$ (2,000.00)	Ethics Citation Fee	\$ (1,000.00)
		\$ (3,000.00)	Ethics Administrative Fees	\$ (1,800.00)
		\$ (12,278.75)		\$ (7,018.75)

RISK MANAGEMENT

605	<i>Awards/Gifts</i>	\$ 500.00	Committee Recognition	\$ 500.00
630	<i>Catering/Hotel</i>	\$ 1,980.00	Lunches (GVC)	\$ 1,980.00
		\$ 2,025.00	Lunches (PS Panels)	\$ 2,100.00
810	<i>Professional/Contract Fees</i>	\$ 7,575.75	Court Reporter	\$ 7,000.00
788	<i>Staff Expense</i>	\$ 1,450.00	Hotel	\$ 1,650.00
		\$ 2,500.00	Car Rental	\$ 2,175.00
		\$ -	Daily Expense (Misc Per Diem)	\$ -
		\$ 825.00	Mileage	\$ 847.50
		\$ 95.00	AAA Auto Services Premier Plan	\$ 95.00
790	<i>Subscriptions/Reference</i>	\$ 20.00	CEAM (for AAR GVC & PSC members & staff)-Shipping	\$ 40.00
		\$ 1,080.00	CEAM (for AAR GVC & PSC members & staff)	\$ 1,200.00
		\$ 1,000.00	Professionalism in Real Estate	\$ 1,320.00
		\$ -	Code of Ethics (for complaint packages)-Shipping	\$ -
		\$ 20.00	Professionalism in Real Estate-Shipping	\$ 20.00
		\$ -	Code of Ethics (for complaint packages)	\$ -
770	<i>Supplies</i>	\$ 800.00	General	\$ 800.00
850	<i>Telephone</i>	\$ -	Conference Calls	\$ -
869	<i>Travel/Other</i>	\$ 420.00	Meals	\$ 450.00
		\$ 4,078.80	Panel Member Mileage	\$ 3,531.25
		\$ 3,960.00	Hearing Panel Chair Travel (Mileage)	\$ 3,957.83
		\$ 1,450.00	Hotel (Panel Chairs)	\$ 1,650.00
		\$ 29,779.55		\$ 29,316.58
Professional Standards Training 1610				
440	<i>Registration Fees (income)</i>	\$ -	Online Class Registration	\$ -
		\$ (900.00)	Workshop Registration	\$ (900.00)
		\$ (900.00)		\$ (900.00)
630	<i>Catering/Hotel</i>	\$ 1,000.00	Workshop Room Charges/AV/Projector/Microphones	\$ 1,100.00
		\$ 300.00	Hearing Panel Chair Training (includes 19 comps, lunch & breaks)	\$ 360.00
		\$ 10,075.00	Workshop Breaks & Lunch (includes 200 AAR comps)	\$ 13,975.00
		\$ -	Additional PS Training	\$ -

RISK MANAGEMENT

810	<i>Professional Fees</i>	\$ -		\$ -
787	<i>Speaker Fees</i>	\$ 1,750.00	PS Workshop	\$ 1,855.00
		\$ -	Additional PS Training	\$ -
790	<i>Subscriptions/Reference</i>	\$ 525.00	NAR Materials/Code for training courses	\$ 525.00
		\$ 697.50	Online Registration Fees	\$ 967.50
770	<i>Supplies</i>	\$ -	Press Kit Folders	\$ -
		\$ -	General (copies)	\$ 1,000.00
869	<i>Travel/Other</i>	\$ 1,100.00	PS Workshop Instructor Travel(airfare, hotel,expenses)	\$ 1,300.00
		\$ 15,447.50		\$ 21,082.50
Risk Management Publications 1625 (Primarily Fees)				
780	<i>Postage</i>	\$ 100.00	Postage/Shipping	\$ 100.00
781	<i>Printing</i>	\$ -	Pool Barrier	\$ -
		\$ -	Homebuyer's Checklist (10000)	\$ -
		\$ -	Pool Barrier	\$ -
		\$ -	Homebuyer's Checklist (10000)	\$ -
		\$ -	Lead-Based Paint (English) (4000)	\$ -
786	<i>Promotion</i>	\$ -	Promotion of Brochures (email and print)	\$ -
		\$ 100.00		\$ 100.00
Risk Management/Task Force/Work Group Support 1601 (Dues)				
605	<i>Awards/Gifts</i>	\$ -	Recognition	\$ -
630	<i>Catering/Hotel</i>	\$ 1,000.00	Group Meetings	\$ 1,680.00
780	<i>Postage</i>	\$ 5,000.00	Postage for all Work Groups and Programs	\$ 3,350.00
		\$ -	Advertising	\$ -
788	<i>Staff Expense</i>	\$ 100.00	AAR Winter Conference Daily Expense	\$ 200.00
		\$ 103.00	AAR Winter Conference Mileage	\$ 205.35
		\$ 210.00	AAR Winter Conference Hotel	\$ 720.00
		\$ -	Leadership Conference	\$ -
		\$ -	Leadership Conference	\$ -
		\$ -	Leadership Conference	\$ -
		\$ -	General Counsel Meeting Daily Expense	\$ 100.00

RISK MANAGEMENT

		\$ -	General Counsel Meeting Airfare	\$ 800.00
		\$ -	General Counsel Meeting Hotel	\$ 400.00
		\$ -	General Counsel Meeting Room Rentals	\$ 109.00
		\$ -	AE Institute	\$ -
		\$ -	AE Institute	\$ -
		\$ -	AE Institute	\$ -
		\$ -	AE Institute	\$ -
		\$ -	AZ AE Workshop Daily Expense	\$ 100.00
		\$ -	AZ AE Workshop Mileage	\$ 104.53
		\$ -	AZ AE Workshop Hotel	\$ 140.00
		\$ 2,000.00	In-state travel & expense to (outreach activities and RM related issues)	\$ 2,000.00
		\$ 1,150.00	NAR EXPO, New Orleans, Hotel	\$ 1,250.00
		\$ 450.00	NAR EXPO, New Orleans, Airfare	\$ 450.00
		\$ 750.00	NAR EXPO, New Orleans, Daily Expense	\$ 375.00
		\$ 300.00	NAR EXPO, New Orleans, Registration	\$ 400.00
		\$ 1,175.00	NAR Mid-Year Meetings (D.C.) Hotel	\$ 1,600.00
		\$ 500.00	NAR Mid-Year Meetings (D.C.) Daily Expense	\$ 375.00
		\$ 695.00	NAR Mid-Year Meetings (D.C.) Airfare	\$ 600.00
		\$ 525.00	PS Administration Program Hotel	\$ 525.00
		\$ 375.00	PS Administration Program Daily Expense	\$ 300.00
		\$ 200.00	PS Administration Program Registration	\$ 200.00
		\$ 695.00	PS Administration Program Airfare	\$ 600.00

RISK MANAGEMENT

		\$ 525.00	Mediation Training - Chicago Hotel	\$ -
		\$ 150.00	Mediation Training - Chicago Registration	\$ -
		\$ 375.00	Mediation Training - Chicago Daily Expense	\$ -
		\$ 695.00	Mediation Training - Chicago Airfare	\$ -
790	<i>Subscriptions/Reference</i>	\$ -	Misc. Publications/DVDs	\$ -
770	<i>Supplies</i>	\$ 200.00	General	\$ 200.00
		\$ 17,173.00		\$ 16,783.88
		\$ 297,014.05	TOTAL EXPENSE	\$ 283,790.95
		\$ (22,963.75)	TOTAL (INCOME)	\$ (14,418.75)
		\$ 274,050.30	TOTAL NET EXPENSE/(INCOME)	\$ 269,372.20

BUSINESS SERVICES TECHNOLOGY

Code		2013 Approved		2014 Total
SOFTWARE DEVELOPMENT - 1710				
810	<i>Profession/Contract Fees</i>	\$ 60,000.00	Hosting Fees	\$ 6,000.00
		\$ 3,900.00	Visual Studio Ultimate upgrade/renewal	\$ 4,700.00
		\$ 400.00	Visual Studio Standard Upgrade/renewal	\$ -
		\$ 1,500.00	lfragistics upgrade/renewal	\$ -
		\$ 400.00	DotNetNue upgrade/renewal	\$ -
		\$ 3,000.00	Outsourced consulting	\$ 3,000.00
		\$ 1,200.00	Symantec Critical Systems Protection	\$ -
		\$ 1,320.00	Smart phone monthly fees	\$ -
		\$ -	Utility Software	\$ 3,200.00
		\$ 71,720.00		\$ 16,900.00
BUSINESS SERVICES DEPARTMENT - 1770				
630	<i>Catering/Hotel</i>	\$ 400.00	Facilities rental	\$ -
		\$ 3,750.00	Catering	\$ 4,400.00
810	<i>Professional/Contract Fees</i>	\$ 480,000.00	SureClose fees	\$ 360,000.00
		\$ 82,500.00	e-signature fees	\$ 115,780.00
		\$ 492,700.00	zipForm fees	\$ 617,600.00
786	<i>Promotion</i>	\$ 2,500.00	Promotional expense	\$ 2,500.00
788	<i>Staff Expense</i>	\$ 1,500.00	Miscellaneous travel	\$ 1,500.00
		\$ 1,125.00	Mileage	\$ 5,085.00
		\$ 2,000.00	Daily expense	\$ 2,600.00
		\$ 5,040.00	Auto Rental	\$ 1,125.00
		\$ 4,025.00	Hotel/lodging	\$ 3,450.00
		\$ 1,075,540.00		\$ 1,114,040.00

BUSINESS SERVICES TECHNOLOGY

BUSINESS SERVICES AND TECHNOLOGY SUPPORT - 1701						
605	<i>Awards/Gifts</i>	\$	-	Committee/workgroup appreciation	\$	-
630	<i>Catering/Hotel</i>	\$	700.00	Refreshments/working lunches	\$	800.00
780	<i>Postage</i>	\$	250.00	All programs	\$	250.00
540	<i>Staff Development</i>	\$	-	Specialized technical training/education	\$	3,000.00
788	<i>Staff Expense</i>	\$	-	Leadership Conference Daily Expense	\$	60.00
				Leadership Conference Mileage	\$	25.43
				Spring Conference Hotel	\$	1,080.00
				Spring Conference Mileage	\$	305.10
				Spring Convention Daily Expense	\$	675.00
				IT Directors Conference Mileage	\$	25.43
				Misc. instate travel	\$	600.00
				NAR EXPO, New Orleans, Airfare	\$	900.00
				NAR EXPO, New Orleans, Daily Expense	\$	750.00
				NAR EXPO, New Orleans, Hotel	\$	2,000.00
				NAR EXPO, New Orleans, Registration	\$	800.00
				RE Connect Conference Airfare	\$	295.00
				RE Connect Conference Registration	\$	750.00
				RE Connect Conference Hotel	\$	1,160.00
				RE Connect Conference Daily Expense	\$	380.00
790	<i>Subscriptions/Reference</i>	\$	1,100.00	Books, periodicals and reference texts	\$	1,100.00
770	<i>Supplies</i>	\$	1,200.00	Miscellaneous Supplies	\$	1,200.00
869	<i>Travel/Other</i>	\$	-	RE Connect Conference Airfare	\$	295.00
				RE Connect Conference Registration	\$	750.00
				RE Connect Conference Hotel	\$	1,160.00
				RE Connect Conference Daily Expense	\$	380.00
		\$	3,250.00		\$	18,740.95

BUSINESS SERVICES TECHNOLOGY

IT RESOURCES AND SECURITY MANAGEMENT - 1730				
	<i>Computer Expense</i>		Desktop/Laptop Maintenance & Support	\$ 10,200.00
810	<i>Professional/Contract Fees</i>	\$ 5,350.00	Infrastructure Server Imaging Symantec Backup Exec	\$ -
		\$ 400.00	Infrastructure - SSL Licenses	\$ 400.00
		\$ 6,000.00	Infrastructure - Offsite backup	\$ 6,000.00
		\$ 2,800.00	Infrastructure - Spam firewall	\$ -
		\$ 1,500.00	Infrastructure - Webex Web/video conferencing	\$ 1,500.00
		\$ -	Infrastructure - Wireless AP & Controller Maintenance	\$ 750.00
		\$ 500.00	Infrastructure - Surveymonkey research tool	\$ 600.00
		\$ 32,400.00	Infrastructure - Assn Mnt Software (Magic)	\$ 5,250.00
		\$ -	Infrastructure - Assn Mnt Software (Net Magic)	\$ 16,200.00
		\$ 1,600.00	Infrastructure - Domain and hosting fees	\$ 1,600.00
		\$ 7,200.00	Infrastructure - BlueJeans videoconference fees	\$ 7,200.00
		\$ 800.00	Infrastructure - openE San licenses	\$ -
		\$ 650.00	Infrastructure - Drobo Nas maintenance	\$ 650.00
		\$ 700.00	Infrastructure - Technet renewal	\$ -
		\$ 300.00	Infrastructure - HyperV virtual server annual licenses	\$ 300.00
		\$ -	Infrastructure - Cisco POE switch maintenance	\$ 1,800.00
		\$ 1,400.00	Infrastructure - Cisco main switch maintenance	\$ 2,500.00
		\$ -	Infrastructure - Fax Service	\$ 1,200.00
		\$ 550.00	Infrastructure - Juniper VPN annual license	\$ 500.00
		\$ 3,500.00	Infrastructure- Edgewave Firewall annual license	\$ 3,800.00
		\$ -	Security - Network layer vulnerability scan	\$ 7,000.00
		\$ -	Security - Backup Server Imaging License	\$ 6,500.00
		\$ 1,490.00	Security - SEP Enterprise anti-virus annual license	\$ 1,490.00
		\$ 6,000.00	Security - Juniper Firewall Maintenance	\$ 3,200.00
		\$ 1,850.00	Security - Patchlink annual update	\$ 1,200.00
			Security - Secureworks Firewall Monitoring	\$ 6,000.00
		\$ 850.00	Security - WebSense annual license	\$ 900.00
		\$ 8,000.00	Consulting - Security systems and procedures	\$ 8,000.00
		\$ 12,000.00	Consulting - Network architecture	\$ 12,000.00
	<i>Staff Development</i>	\$ 3,000.00	Network Admin and Security Training	
	<i>Travel/Other</i>	\$ 800.00	AAR Winter Conference	
		\$ 1,320.00	AAR Winter Conference	

BUSINESS SERVICES TECHNOLOGY

		\$	436.80	AAR Winter Conference	
		\$	-	Clareity MLS Conference	
		\$	-	Leadership Conference	
		\$	-	Leadership Conference	
		\$	-	Leadership Conference	
		\$	300.00	NAR Conference & Expo	
		\$	250.00	NAR Conference & Expo	
		\$	750.00	NAR Conference & Expo	
		\$	400.00	NAR Conference & Expo	
		\$	1,200.00	Inman RE Connect	
		\$	800.00	Inman RE Connect	
		\$	500.00	Inman RE Connect	
		\$	1,560.00	Inman RE Connect	
		\$	560.00	Misc. instate travel	
		\$	107,716.80		\$ 106,740.00
		\$	1,258,226.80	TOTAL EXPENSE	\$ 1,256,420.95
		\$	-	TOTAL (INCOME)	\$ -
		\$	1,258,226.80	TOTAL EXPENSE/(INCOME)	\$ 1,256,420.95

PROFESSIONAL BUSINESS DEVELOPMENT

Code		2013 Approved		2014 Total
Broker University 1875				
INCOME				
460.10	<i>Registration Fees (income)</i>	(\$735.00)	My Broker Coach Program	(\$392.00)
460.20		(\$2,610.00)	Conf/Seminar/Sponsorship	(\$3,000.00)
460.40		(\$7,160.00)	CRB classes	(\$2,685.00)
460.30		(\$3,540.00)	broker conference/seminar	(\$4,165.00)
		\$ (14,045.00)		(\$10,242.00)
EXPENSE				
630	<i>Catering/Hotel</i>	\$ 100.00	CRB Snacks	\$50.00
		\$ 75.00	Broker Management Clinics snacks	\$0.00
		\$ 75.00	Broker Seminar snacks	\$4,420.00
		\$ -	AV	\$245.00
810	<i>Professional/Contract Fees</i>	\$ 3,000.00	CRB Royalty Fees	\$1,125.00
		\$ 855.00	Regonline Fees - CRB	\$67.50
		\$ -	Regonline Fees - Seminar	\$382.50
		\$ 900.00	Remote classroom revenue share	\$0.00
		\$ 380.00	CRB Dues	\$210.00
		\$ -	CRB Excellerate Partner License Fee	\$0.00
787	<i>Speaker Fees</i>	\$ 5,400.00	Speaker Fees - Seminar	\$600.00
		\$ 200.00	Speaker Fees - CRB	\$1,200.00
788	<i>Staff Expense</i>	\$ 600.00	Travel	\$50.00
770	<i>Supplies</i>	\$ -	New Broker Welcome Kit	\$3,500.00
		\$ 420.00	Class supplies	\$50.00
		\$ 12,005.00		\$11,900.00
		(\$2,040.00)		\$1,658.00

PROFESSIONAL BUSINESS DEVELOPMENT

Education Development 1871				
INCOME				
	<i>Income</i>	\$ -	Instructor Certification Fee	\$ -
		\$ -	Online Affinity Revenue	(\$350.00)
461.1		\$ (2,500.00)	Industry Partner Revenue Share	(\$2,000.00)
461.2		\$ (600.00)	Online Affinity Partnership Income	\$0.00
461		\$ (2,685.00)	Rookie Series	\$0.00
		\$ (5,785.00)		\$ (2,350.00)
EXPENSE				
630	<i>Catering/Hotel</i>	\$ 1,600.00	snacks/refreshments	\$0.00
639	<i>Dues/Commitments</i>	\$ 400.00	ASTD subscriptions	\$400.00
		\$ 250.00	azREEA	\$125.00
		\$ 499.00	Annimoto video creation tool	\$0.00
		\$ 575.00	Lern subscription	\$575.00
810	<i>Professional/Contract Fees</i>	\$ 3,600.00	Online course development - Uploading	\$1,000.00
		\$ -	Course Development - Enhancements	\$3,000.00
		\$ -	LMS Annual License	\$3,000.00
		\$ 1,800.00	Remote Delivery Broadcast License	\$1,800.00
		\$ -	NAR Assessment Tool Customizing	\$1,000.00
		\$ 68.00	regonline fees	\$0.00
		\$ -	Video Streaming Fees	\$3,000.00
		\$ -	ADRE License Fees - Instructor	\$60.00
		\$ -	ADRE License Fees - Courses	\$150.00
		\$ -	ADRE License Fee - School Renew	\$250.00
		\$ -	E-learning Game Template	\$299.00
786	<i>Promotion</i>	\$ 10,000.00	Member Initiatives	\$0.00
787	<i>Speaker Fees</i>	\$ 2,400.00	Rookie Program Development	\$1,200.00
		\$ -	Webinar Videos Speaker Honorarium	\$300.00
540	<i>Staff Development</i>	\$ 4,000.00	Online platform training/instructor conf	\$2,500.00

PROFESSIONAL BUSINESS DEVELOPMENT

770	<i>Supplies</i>	\$ 965.00	CDW/remote delivery/rookie	\$750.00
		\$ 400.00	Reference/Research	\$500.00
		\$ 26,557.00		\$19,909.00
		\$ 20,772.00		\$ 17,559.00
Education Outreach				
INCOME				
462	<i>Registration Fees (income)</i>	\$ (4,720.00)	Live Classroom Delivery-Timely Topic	(\$1,950.00)
		\$ (13,800.00)	Remote Classroom Delivery REBAC 1-Day	(\$4,720.00)
		\$ (10,350.00)	Remote Classroom Delivery-host site	\$0.00
		\$ (12,720.00)	Live Delivery-REBAC two day classes	(\$25,440.00)
		\$ -	Industry Partners Conference Revenue Share	\$0.00
		\$ (41,590.00)		(\$32,110.00)
EXPENSE				
630	<i>Catering/Hotel</i>	\$ -	snacks/refreshments	\$1,200.00
810	<i>Professional/Contract Fees</i>	\$ 2,295.00	Regonline fee-Timely Topic	\$225.00
			Regonline fee - REBAC -	\$1,080.00
		\$ 10,500.00	REBAC license fee	\$2,400.00
		\$ 4,800.00	REBAC license fee (2 day course)	\$9,600.00
		\$ 2,000.00	Remote classroom revenue share	\$0.00
786	<i>Promotion</i>	\$ -	course certification program	\$0.00
787	<i>Speaker Fees</i>	\$ 7,000.00	Remote delivery (1) day classes	\$0.00
		\$ 1,200.00	Live Delivery -timely toic	\$0.00
		\$ 900.00	Speaker Travel	\$0.00
		\$ 5,600.00	Live Delivery REBAC classes (2) days	\$0.00
		\$ -	REBAC Classes - Travel	\$4,000.00
		\$ -	REBAC Classes -Timely Topic - Fee	\$600.00
		\$ -	REBAC Classes - 1 Day Class -Fee	\$2,400.00

PROFESSIONAL BUSINESS DEVELOPMENT

		\$ -	REBAC Classes - 2 Day Class-Fee	\$9,600.00
780	<i>Postage</i>	\$ 100.00	Remote Delivery classroom	\$0.00
788	<i>Staff Expense</i>	\$ 100.00	Mileage to live classes	\$0.00
770	<i>Supplies</i>	\$ 300.00	class supplies	\$1,200.00
		\$ 34,795.00		\$32,305.00
		\$ (6,795.00)		\$195.00
Leadership Training - 1840				
INCOME				
464	<i>Registration Fees (income)</i>	\$ -	registration	0
		\$ (8,450.00)	registration	(\$8,125.00)
		\$ (7,600.00)	tickets	(\$6,400.00)
		\$ (16,050.00)		\$ (14,525.00)
EXPENSE				
630	<i>Catering/Hotel</i>	\$ 3,000.00	av	\$8,000.00
		\$ 1,800.00	dinner wine	\$2,100.00
		\$ 2,300.00	Day two continental breakfast	\$2,800.00
		\$ -	Leadership Development Lunch	\$360.00
		\$ 11,520.00	meal package Day 1 (bkfst, breaks, lunch)	\$11,520.00
		\$ 12,800.00	installation dinner	\$12,800.00
		\$ -	Reception	\$1,800.00
		\$ -	Room rental	\$500.00
780	<i>Printing</i>	\$ 750.00	Printing	\$1,500.00
		\$ 25.00	sponsor sign	\$0.00
810	<i>Professional/Contract Fees</i>	\$ 2,600.00	table centerpieces	\$2,600.00
		\$ -	audio recordings	\$0.00
		\$ 4,000.00	dinner decorations	\$4,000.00
		\$ 900.00	Regonline fees	\$900.00

PROFESSIONAL BUSINESS DEVELOPMENT

		\$ 1,500.00	Photographer	\$1,500.00
787	<i>Speaker Fees</i>	\$ 12,000.00	speaker fees	\$12,000.00
		\$ -	Leadership Development	\$600.00
788	<i>Staff Expense</i>	\$ 150.00	Travel	\$50.00
		\$ 1,200.00	Development outreach	\$0.00
770	<i>Supplies</i>	\$ 300.00	misc	\$300.00
		\$ 1,900.00	attendee packet/portfolio	\$2,400.00
855	<i>Transportation</i>	\$ 75.00	ship materials to facility	\$0.00
		\$ 56,820.00		\$65,730.00
		\$ 40,770.00		\$51,205.00
Member Communications				
INCOME				
466.2	<i>Advertising (income)</i>	(4,500.00)	Ads (AZR e-blasts)	(\$7,500.00)
466.3	<i>Income</i>	-	Website banner ads	\$0.00
466.1		(1,120.00)	Print AZR Subscription	\$0.00
		(5,620.00)		(\$7,500.00)
EXPENSE				
780	<i>Postage</i>	\$ 8,000.00	Quarterly Print AZR	\$0.00
781	<i>Printing</i>	\$ 16,000.00	print AZR	\$0.00
		\$ 5,000.00	promotional material	\$2,000.00
810	<i>Professional/Contract Fees</i>	\$ 18,000.00	Website hosting	\$1,200.00
	(web dev ExCom Approved)	\$ 7,500.00	web consultant	\$0.00
		\$ 1,000.00	Plugins	\$1,000.00
		\$ 3,000.00	App consulting	\$3,000.00
		\$ 2,500.00	Video Production	\$7,500.00
		\$ 1,200.00	Video Hosting Site	\$0.00
		\$ 2,560.00	Marketing Intern	\$0.00

PROFESSIONAL BUSINESS DEVELOPMENT

		\$ 140.00	UBIT	\$0.00
		\$ -	Social Media Ads	\$1,000.00
		\$ -	Heashot Photos (President)	\$500.00
		\$ -	Web Enhacements/Consultatn Services	\$12,000.00
		\$ -	Web Membership Re-integration	\$8,000.00
		\$ -	UBIT	\$396.00
786	<i>Promotion</i>	\$ 750.00	REBar Camp sponsorship	\$0.00
		\$ 1,500.00	AAR booths at vendor fairs	\$1,500.00
		\$ 1,000.00	Contest prizes	\$1,000.00
		\$ 1,250.00	Event Sponsorships	\$1,200.00
		\$ 1,000.00	Social media advertising	\$0.00
540	<i>Staff Development</i>	\$ 1,800.00	training/seminars	\$2,000.00
788	<i>Staff Expense</i>	\$ 350.00	NAR Convention Registration Fee	\$400.00
		\$ 1,000.00	NAR Convention - Hotel	\$750.00
		\$ 300.00	NAR Convention - Airfare	\$450.00
		\$ 125.00	NAR Convention - Daily Expense	\$300.00
		\$ 400.00	NAR Convention - CD Institute	\$125.00
		\$ 4,000.00	outreach travel	\$2,000.00
		\$ 400.00	Spring Conference Hotel	\$360.00
		\$ 130.00	Spring Conference - Mileage	\$110.00
		\$ 225.00	Spring Conference-Daily	\$50.00
790	<i>Subscriptions/Reference</i>	\$ 750.00	References and texts	\$500.00
770	<i>Supplies</i>	\$ 1,500.00	Web Applications	\$4,200.00
		\$ 1,000.00	Web Software	\$0.00
		\$ -	Misc. art supplies	\$650.00
		\$ -	Recording Studio Supplies	\$300.00
		\$ -	President's scrapbook	\$400.00
		\$ 82,380.00		\$52,891.00
		76,760.00		\$45,391.00

PROFESSIONAL BUSINESS DEVELOPMENT

MRE Society				
INCOME				
465	<i>Income</i>	\$ (750.00)	MRE Society Dues	(\$625.00)
		\$ -	Rookie Series	(\$600.00)
		\$ (750.00)		(\$1,225.00)
EXPENSE				
630	<i>Catering/Hotel</i>	\$ 150.00	C/E Class Catering	\$150.00
781	<i>Printing</i>	\$ -	Career Path Booklet	\$400.00
787	<i>Speaker Fees</i>	\$ -	Instructor Fee	\$300.00
			Rookie Training Fieldtest	\$600.00
770	<i>Supplies</i>	\$ 100.00	Certificates	\$100.00
		\$ -	Pins	\$0.00
		\$ 250.00		\$1,550.00
		\$ (500.00)		\$325.00
Professional & Business Development Support 1801				
630	<i>Catering/Hotel</i>	\$ 600.00	meetings	\$500.00
639	<i>Dues/Commitments</i>	\$ 575.00	AE Institute Registration	\$575.00
		\$ 650.00	RAPPD Summit	\$550.00
		\$ 350.00	NAR EXPO, New Orleans, registration fee	\$400.00
		\$ 900.00	Graphic Art Subscriptions - Clipart	\$1,399.00
		\$ -	Graphic Art Subscriptions - Animoto	\$250.00
		\$ -	Education Director Workshop Registration	\$175.00
780	<i>Postage</i>	\$ 900.00	for all Committee, workgroup and programs	\$900.00
810	<i>Professional/Contract Fees</i>	\$ -	Course Building Enging Licensing	\$1,188.00
		\$ 2,000.00	Lectlern License	\$0.00
		\$ 1,500.00	REBAC License	\$1,500.00
		\$ 1,000.00	SRS License	\$1,000.00
		\$ 250.00	Survey monkey	\$240.00
		\$ 865.00	Scantron service agreement	\$0.00

PROFESSIONAL BUSINESS DEVELOPMENT

		\$ 500.00	Video production software	\$0.00
		\$ -	Therman Buiding Machine Service	\$0.00
		\$ -	Web Hosting Fee	\$0.00
788	<i>Staff Expense</i>	\$ 1,250.00	NAR EXPO, New Orleans, Hotel	\$1,000.00
		\$ 500.00	NAR EXPO, New Orleans, Daily Expense	\$375.00
		\$ 300.00	NAR EXPO, New Orleans, Airfare	\$450.00
		\$ 500.00	NAR Mid-Year Meetings (DC) Daily Expense	\$375.00
		\$ 1,600.00	NAR Mid-Year Meetings (DC) Hotel	\$1,280.00
		\$ 525.00	NAR Mid-Year Meetings (DC) Airfare	\$600.00
		\$ 700.00	Ed Director Summit Airfare	\$774.00
		\$ 400.00	Ed Director Summit Daily Expense	\$450.00
		\$ 1,050.60	Ed Director Summit Hotel	\$1,020.00
		\$ 500.00	In-state travel	\$200.00
		\$ -	AAR Planning Session Mileage	\$127.00
		\$ -	AE Workshop Mileage	\$127.00
		\$ 1,000.00	AE Institute Hotel	\$1,000.00
		\$ 500.00	AE Institute Daily Expense	\$300.00
		\$ 450.00	AE Institute Airfare	\$550.00
770	<i>Supplies</i>	\$ 600.00	Appreciation, binders, resource products, etc	\$750.00
		\$ 750.00	Resources and Tools	\$600.00
		\$ -	Thermal Binding Supplies	\$692.00
869	<i>Travel/Other</i>	\$ 2,000.00	PBD Chair/Vice Chair Travel	\$2,000.00
		\$ 22,715.60		\$21,347.00

PROFESSIONAL BUSINESS DEVELOPMENT

rCRMS				
INCOME				
468	<i>Income</i>	\$ (6,320.00)	One-Day Class-Live	(\$4,740.00)
		\$ (4,740.00)	One Day - Remote	\$0.00
		\$ (11,060.00)		(\$4,740.00)
EXPENSE				
630	<i>Catering/Hotel</i>	\$ 130.00	Promo Class Snacke	\$75.00
781	<i>Printing</i>	\$ 1,120.00	Student Books	\$0.00
		\$ 750.00	Promotional brochures	\$400.00
810	<i>Professional/Contract Fees</i>	\$ 630.00	Regonline fees	\$337.50
		\$ 300.00	Remote classroom revenue share	\$0.00
		\$ -	Online Class Development	\$2,000.00
786	<i>Promotion</i>	\$ -	Social Media Ads	\$500.00
787	<i>Speaker Fees</i>	\$ -	Broker Promo Remote Class	\$600.00
		\$ 7,200.00	Live Classes - Fee	\$2,400.00
		\$ 500.00	Live Classes - Travel	\$1,200.00
788	<i>Staff Expense</i>	\$ 75.00	mileage	\$50.00
	<i>Supplies</i>	\$ -	Binding for Student Materials	\$50.00
		\$ 10,705.00		\$7,612.50
		\$ (355.00)		\$2,872.50

PROFESSIONAL BUSINESS DEVELOPMENT

REALTOR Institute 1815				
INCOME				
467.3	<i>Income</i>	\$ (200.00)	Learning Library Revenue Share	(\$3,800.00)
467.2		\$ (120.00)	Retest	(\$375.00)
467.4		\$ (125.00)	Candidate Designation Fee	(\$1,625.00)
467		\$ (3,600.00)	Remote delivery classes - Host	(\$4,140.00)
467		\$ (4,800.00)	Remote delivery classes - Remote site	(\$5,520.00)
467.1		\$ (8,000.00)	Student Royalty Fee	(\$10,000.00)
		\$ (16,845.00)		(\$25,460.00)
EXPENSE				
630	<i>Catering/Hotel</i>	\$ 200.00	Monitor Training	\$0.00
		\$ 400.00	Administrator Meeting	\$0.00
		\$ 400.00	Workgroup/Audition Meetings	\$600.00
		\$ 400.00	Instructor Remote delivery Training	\$0.00
		\$ 600.00	Curriculum revision focus groups	\$0.00
781	<i>Printing</i>	\$ 750.00	Brochures/poster	\$750.00
		\$ 1,120.00	Student Workbooks	\$1,120.00
810	<i>Professional/Contract Fees</i>	\$ 3,000.00	Online Exam Revamp Platform	\$1,000.00
		\$ 630.00	Regonline fees	\$630.00
		\$ 750.00	NAR graduate fee	\$2,500.00
		\$ 800.00	Remote classroom revenue share	\$800.00
		\$ 2,500.00	Online Class Development	\$3,500.00
786	<i>Promotion</i>	\$ 15,000.00	Scholarships	\$15,000.00
		\$ -	Advertising Designation - Ads	\$500.00
787	<i>Speaker Fees</i>	\$ 2,400.00	Fees	\$2,400.00
788	<i>Staff Expense</i>	\$ 125.00	National GRI Summit	\$2,500.00

PROFESSIONAL BUSINESS DEVELOPMENT

770	<i>Supplies</i>	\$ 500.00	GRI certificates	\$500.00
		\$ 500.00	Pins	\$500.00
		\$ 75.00		\$0.00
855	<i>Transportation</i>	\$ -	Remote location class material packets	\$250.00
		\$ 30,150.00		\$32,550.00
		\$ 13,305.00		\$7,090.00
Spring Conference (formerly Winter Real Estate Conference) 1860				
INCOME				
	<i>Registration Fees (income)</i>	\$ -	Dinner	\$0.00
469.1		\$ (4,950.00)	Registration Fees -Full	(\$25,800.00)
469.1		\$ (7,425.00)	Registration Fees - Day	(\$6,715.00)
469.1		\$ (7,425.00)	Registration Fees	\$0.00
469.1		\$ (72,750.00)	Registration Fees	\$0.00
469.2		\$ (27,000.00)	Expo Booth Sales	\$0.00
			WCR Lunch	(\$1,950.00)
469.2	<i>Sponsorship</i>	\$ -	Reception Sponsors	(\$2,000.00)
			Vendor Tables	(\$6,000.00)
		\$ (119,550.00)		(\$42,465.00)
EXPENSE				
630	<i>Catering/Hotel</i>	\$ 2,000.00	AV	\$3,000.00
		\$ 750.00	Presidents Suites	\$0.00
		\$ 1,000.00	Presidents/PE meeting	\$0.00
		\$ 4,900.00	Wednesday reception	\$0.00
		\$ 4,900.00	Tuesday reception	\$0.00
		\$ -	Room Rental	\$0.00
		\$ 4,900.00	Monday welcome reception	\$0.00
		\$ 25,000.00	Monday meal package	\$0.00

PROFESSIONAL BUSINESS DEVELOPMENT

		\$ 25,000.00	Tuesday meal package	\$0.00
		\$ 25,000.00	Wednesday meal package	\$0.00
		\$ 500.00	Expo AV	\$0.00
		\$ 8,400.00	Expo exhibitor meals	\$0.00
		\$ -	Breaks - Friday	\$200.00
		\$ -	Breaks - Thursday	\$500.00
		\$ -	Breaks Wednesday	\$500.00
		\$ -	Networking Receptions	\$4,000.00
		\$ -	Room Rental	\$1,100.00
		\$ -	Wednesday Lunchs - Full Registration	\$6,500.00
			Wednesday Lunchs - Day Registration	\$1,170.00
		\$ -	Thursday Lunchs - Full Registration	\$6,500.00
		\$ -	Thursday Lunchs - Day Registration	\$1,170.00
		\$ -	Vendor Tables	\$750.00
		\$ -	WCR Lunch - Full Registration	\$1,950.00
781	<i>Printing</i>	\$ 2,500.00	Sign and Brochure	\$400.00
810	<i>Professional/Contract Fees</i>	\$ 1,800.00	regonline fees	\$1,800.00
		\$ 4,675.00	Expo service vendor	\$0.00
		\$ 100.00	Expo fire marshall	\$0.00
		\$ 1,500.00	Expo decorations	\$0.00
		\$ -	Mobile Conference App	\$1,000.00
		\$ -	Entertainment	\$600.00
786	<i>Promotion</i>	\$ -	Contest Prizes	\$600.00
			Facebook Ads	\$300.00
787	<i>Speaker Fees</i>	\$ -	CE Instuctor Fee	\$1,200.00
		\$ -	Keynote Speaker Fee	\$3,000.00
		\$ -	Keynote Speaker Travel	\$900.00
		\$ -	Speaker Lunches	\$1,300.00
788	<i>Staff Expense</i>	\$ 1,025.00	Lodging	\$1,080.00

PROFESSIONAL BUSINESS DEVELOPMENT

		\$ 225.00	Daily expense	\$225.00
		\$ 420.00	Mileage	\$321.00
770	<i>Supplies</i>	\$ 500.00	Promotional materials	\$0.00
		\$ 1,500.00	Prizes	\$0.00
		\$ 500.00	Expo prizes	\$0.00
		\$ 750.00	Promo giveaways	\$0.00
		\$ -	Activity Décor	\$500.00
			Onsite Materials	\$200.00
855	<i>Transportation</i>	\$ 2,163.00	broker lunch	\$0.00
		\$ -	Shuttle Vans	\$1,800.00
		\$ 100.00	Ship materials to site	\$275.00
		\$ 120,108.00		\$42,841.00
		\$ 558.00		\$ 376.00
Instructor Development				
INCOME				
463.2	<i>Registration Fees</i>	\$ (500.00)	Instructor Certification	(\$750.00)
463.1		\$ (1,170.00)	Instructor Summit	(\$1,575.00)
463		\$ (1,225.00)	Instructor Forum	\$0.00
		\$ (2,895.00)		(\$2,325.00)
EXPENSE				
630	<i>Catering/Hotel</i>	\$ -	Instructor Summit	\$75.00
810	<i>Professional/Contract Fees</i>	\$ 247.50	Regonline	\$157.50
786	<i>Promotion</i>	\$ 500.00	Instructor cert video reviewer	\$0.00
787	<i>Speaker fees</i>	\$ -	Instructor Summit	\$600.00
		\$ 500.00	Instructor Development Workshops	\$0.00
540	<i>Staff Development</i>	\$ -	Training ResourcesWorkshops	\$2,000.00
788	<i>Staff Expense</i>	\$ -	Instructor Summit	\$50.00

PROFESSIONAL BUSINESS DEVELOPMENT

770	<i>Supplies</i>	\$ 700.00	Class/Forum supplies	\$0.00
		\$ 400.00	Resource materials	\$300.00
		\$ 2,347.50		\$3,182.50
		\$ (547.50)		\$857.50
		\$ 398,833.10	TOTAL EXPENSE	\$ 291,818.00
		\$ (234,190.00)	TOTAL (INCOME)	\$ (142,942.00)
		\$ 164,643.10	TOTAL NET EXPENSE/(INCOME)	\$ 148,876.00

OPERATIONS & STRATEGIC INITIATIVES SUMMARY						
2013 Approved	Code					2014
PROJECTED INCOME						
\$ (6,097,855.00)	430	INCOME				\$ (6,158,770.00)
\$ (10,000.00)	410	INTEREST				\$ (10,000.00)
\$ (60,448.00)	415	RENTS				\$ (65,672.00)
\$ (6,168,303.00)		TOTAL PROJECTED (INCOME)				\$ (6,234,442.00)
PROJECTED DIRECT EXPENSES						
\$ 800.00	551	AUTO				\$ 800.00
\$ 5,905.00	605	AWARDS/GIFTS				\$ 5,905.00
\$ 21,000.00	630	CATERING/HOTEL				\$ 22,384.00
\$ 10,500.00	631	COMPUTER SERVICE AND EXPENSE				\$ -
\$ 23,000.00	632	COPYING				\$ 23,000.00
\$ 67,500.00	625	DEBT RETIREMENT/TAXES				\$ 62,500.00
\$ 206,468.00	700	DEPRECIATION				\$ 229,608.00
\$ 53,912.00	639	DUES/COMMITMENTS				\$ 47,305.80
\$ 24,497.00	640	EQUIPMENT MAINTENANCE/RENTAL				\$ 24,497.00
\$ 7,000.00	624	INSURANCE				\$ 7,000.00
\$ -	652	INTEREST (EXPENSE)				\$ -
\$ 74,050.00	690	EFT/CREDIT CARD FEES (MISCELLANEOUS)				\$ 112,580.00
\$ 5,300.00	780	POSTAGE				\$ 5,300.00
\$ 1,500.00	781	PRINTING				\$ 1,500.00
\$ 164,369.00	810	PROFESSIONAL/CONTRACT FEES				\$ 162,038.00
\$ 8,000.00	786	PROMOTION				\$ 5,000.00
\$ 61,388.00	621	REPAIRS/MAINTENANCE				\$ 61,388.00
\$ 3,060,627.00	525	SALARIES/BENEFITS				\$ 3,060,627.00
\$ 6,940.00	540	STAFF DEVELOPMENT				\$ 10,675.00
\$ 500.00	788	STAFF EXPENSE				\$ 500.00
\$ 1,885.00	790	SUBSCRIPTIONS/REFERENCE				\$ 140.00
\$ 24,615.00	770	SUPPLIES				\$ 27,090.00
\$ 1,545.00	800	TAXES/PERSONAL PROPERTY				\$ -
\$ 56,650.00	850	TELEPHONE				\$ 56,650.00
\$ 12,334.50	865	TRAVEL/CEO				\$ 13,695.00
\$ 22,600.00	867	TRAVEL/EXCOM				\$ 22,475.00
\$ 46,010.50	868	TRAVEL/OFFICER				\$ 47,059.00
\$ 7,800.00	869	TRAVEL/OTHER				\$ 8,325.00
\$ -	869	TRAVEL/RVPS				\$ 500.00
\$ 99,900.00	623	UTILITIES				\$ 99,900.00
\$ 4,076,596.00		TOTAL DIRECT EXPENSES				\$ 4,118,441.80
\$ (2,091,707.00)		TOTAL NET EXPENSES/(INCOME)				\$ (2,116,000.20)

OPERATIONS STRATEGIC INITIATIVES

Code		2013 Approved	Program Detail	2014 Total
GENERAL OVERHEAD - 1000				
410	<i>Gain on investments</i>	\$ (10,000.00)	RMA - Money Market Holding Account	\$ (10,000.00)
		\$ (10,000.00)	TOTAL	\$ (10,000.00)
551	<i>Auto</i>	\$ 800.00	Staff mileage	\$ 800.00
605	<i>Awards/Gifts</i>	\$ 2,000.00	Staff/Members (flowers, funerals, holiday party, etc.)	\$ 2,000.00
		\$ 500.00	Misc.	\$ 500.00
631	<i>Computer Service and Expense</i>	\$ 10,000.00	Hardware/software supt. for network & printers	\$ -
		\$ -	Rapattoni Monthly Maint.	\$ -
		\$ -	Misc.	\$ -
		\$ 500.00	Data Back Up	\$ -
639	<i>Dues/Commitments</i>	\$ 10,000.00	Arizona Chamber of Commerce	\$ 10,000.00
		\$ 618.00	Employees' Council	\$ 80.00
		\$ 824.00	Misc. (Notary Bond , etc.)	\$ 43.00
		\$ 51.50	AZ Corp. Commission fee/letters of good standing	\$ 50.00
		\$ 51.50	Phoenix Privilege fee	\$ 50.00
		\$ 412.00	MC annual fees	\$ 400.00
		\$ 55.00	Price/Costco Membership	\$ 110.00
		\$ 100.00	Phoenix Alarm fee	\$ 100.00
		\$ -	ASAE - Associations Advance America	\$ -
		\$ 10,000.00	AZ Tax Research Assoc.	\$ -
640	<i>Equipment Maintenance/Rental</i>	\$ 200.00	Non-agreement Repairs	\$ 200.00
		\$ 360.00	Postage Machine	\$ 360.00
		\$ 23,937.00	Copier and Printer Leases	\$ 23,937.00
690	<i>EFT/Credit card fees (Miscellaneous)</i>	\$ 73,000.00	NAR EFT Fees (2.27% of \$155 *27,540 members or 70% of membership)	\$ 95,665.00
		\$ -	Credit Card Fees for registration fees (5% of registration income, \$93,000)	\$ 4,560.00
		\$ -	Electronic Check Fees for dues paid through E-Commerce	\$ -
		\$ -	(1.9% of \$155 *3,934 members (10% of membership)	\$ 11,605.00
		\$ 300.00	Stop payment fees, NSF items	\$ 300.00
		\$ 450.00	Licenses	\$ 450.00
		\$ 300.00	Alarm Servicing	\$ -
781	<i>Printing</i>	\$ -	Misc.	\$ -
		\$ 1,500.00	Business Cards/Notes, Letterhead, Envelopes	\$ 1,500.00
810	<i>Professional/Contract Fees</i>	\$ 1,236.00	Paper Shredding	\$ 1,236.00

OPERATIONS STRATEGIC INITIATIVES

		\$ 21,000.00	Annual Audit	\$ 21,000.00
		\$ 2,000.00	Pension Plan Admin.	\$ -
		\$ 600.00	125 Plan Admin.	\$ 600.00
		\$ -	New hire fees	\$ -
540	<i>Staff Development</i>	\$ 3,000.00	General Training - Workshop (legal, etc.)	\$ 3,000.00
		\$ 900.00	AE Institute, Baltimore, MD Hotel	\$ 1,000.00
		\$ 545.00	AE Institute, Baltimore, MD Registration	\$ 575.00
		\$ 250.00	AE Institute, Baltimore, MD Airtravel	\$ 550.00
		\$ 500.00	AE Institute, Baltimore, MD Daily Expense	\$ 375.00
		\$ 750.00	NAR EXPO, New Orleans, Hotel	\$ 750.00
		\$ 495.00	NAR EXPO, New Orleans, Airfare	\$ 450.00
		\$ 300.00	NAR EXPO, New Orleans, Daily Expense	\$ 225.00
		\$ 200.00	NAR EXPO, New Orleans, Registration	\$ 400.00
		\$ -	ARELLO Conference - Philidelphia, PA - September Daily Expense	\$ 300.00
		\$ -	ARELLO Conference - Philidelphia, PA - September Hotel	\$ 500.00
		\$ -	ARELLO Conference - Philidelphia, PA - September Registration	\$ 700.00
		\$ -	ARELLO Conference - Philidelphia, PA - September Airfare	\$ 700.00
		\$ -	Non NAR Sponsored AE Retreat Airfare	\$ 700.00
		\$ -	Non NAR Sponsored AE Retreat Hotel	\$ 250.00
		\$ -	Non NAR Sponsored AE Retreat Daily Expense	\$ 200.00
790	<i>Subscriptions/reference</i>	\$ 1,745.00	Script of Documents	\$ -
		\$ 140.00	Real Estate Intelligence Report ALQ	\$ 140.00
770	<i>Supplies</i>	\$ 18,000.00	General (labels, toner, Scantron, badges, etc.)	\$ 18,000.00
		\$ 4,350.00	Coffee/Soda	\$ 4,350.00
		\$ 400.00	Bottled water/Coolers	\$ 400.00
		\$ 1,800.00	Checks/Invoices	\$ 1,800.00
		\$ 40.00	President Signature Font	\$ 40.00
800	<i>Taxes/Personal Property</i>	\$ 1,545.00	Per. Property Tax	\$ -
850	<i>Telephone</i>	\$ 56,650.00	Long distance, data lines, mobile, monthly lines	\$ 56,650.00
		\$ 252,405.00	TOTAL	\$ 267,601.00

OPERATIONS STRATEGIC INITIATIVES

RESERVE FUNDING - 1100				
700	<i>Depreciation</i>	\$ 206,468.00	2013 Capital Depreciation 3100 (based on 100% of 2011 Audit)	\$ 229,608.00
		\$ -	<i>Additional Funding - AAR BLDG Payoff</i>	\$ -
750	<i>Reserve Funding</i>	\$ 118,023.00	Operating Reserve Funding - 2100	\$ 119,202.00
		\$ -	<i>\$3.00 at 39,734 full paid member units</i>	\$ -
		\$ 324,491.00	TOTAL	\$ 348,810.00
DUES - 1400				
430	<i>Income</i>	\$ (6,097,855.00)	Represents +1% from 2013 projected year-end FPU's of 39,341 to 39,734 FPU's	\$ (6,158,770.00)
		\$ (6,097,855.00)	TOTAL	\$ (6,158,770.00)
OPERATIONS SUPPORT - 1901				
630	<i>Catering/Hotel</i>	\$ 6,000.00	AE Workshop - AAR Staff Hotel	\$ -
			AE Workshop - Catering	\$ -
			AEI State Night Out Dinner	\$ -
		\$ -	Staff Meetings	\$ 2,184.00
632	<i>Copying</i>	\$ 23,000.00	All area programs and general office *all copying costs	\$ 23,000.00
639	<i>Dues/Commitments</i>	\$ -	CEO State Bar Dues	\$ 1,000.00
		\$ -	CEO CLE Fees	\$ 3,000.00
780	<i>Postage</i>	\$ 1,200.00	UPS weekly pick-up fee	\$ 1,200.00
		\$ 4,100.00	All programs and general office	\$ 4,100.00
810	<i>Professional/Contract Fees</i>	\$ 7,710.00	Planning Consultant	\$ -
786	<i>Promotion</i>	\$ 8,000.00	Legislative	\$ 5,000.00
788	<i>Staff Expense</i>	\$ 500.00	Instate Travel	\$ 500.00
		\$ 50,510.00	TOTAL	\$ 39,984.00
ASSOCIATION RELATIONS - 1903				

OPERATIONS STRATEGIC INITIATIVES

630	<i>Catering/Hotel</i>	\$ -	AE Workshop - AAR Staff Hotel	\$ 900.00
			AE Workshop - Catering	\$ 3,100.00
			AE Lunches	\$ 500.00
			AEI State Night Out Dinner	\$ 2,000.00
		\$ -	TOTAL	\$ 6,500.00
NATIONAL MEETINGS - 1905				
630	<i>Catering/Hotel</i>	\$ -	AZ Reception at Region 11 Conference	\$ 2,200.00
639	<i>Dues/Commitments</i>	\$ 30,800.00	RMR dues (pay Dec. 2013 for 2014)	\$ 31,472.80
		\$ 1,000.00	Airfare Increase Pool - Nat'l Travel	\$ 1,000.00
865	<i>Travel/CEO</i>	\$ 463.50	AE Institute (Baltimore, MD) Airfare	\$ 550.00
		\$ 1,030.00	AE Institute (Baltimore, MD) Hotel	\$ 1,000.00
		\$ 500.00	AE Institute (Baltimore, MD) Daily Expense	\$ 500.00
		\$ 545.00	AE Institute (Baltimore, MD) Registration	\$ 575.00
		\$ 200.00	Meeting with Dale Stinton Daily Expense	\$ 200.00
		\$ 300.00	NAR Leadership Summit (Chicago) Daily Expense	\$ 300.00
		\$ 463.50	NAR Leadership Summit (Chicago) Airfare	\$ 450.00
		\$ 1,287.50	NAR EXPO, New Orleans, Hotel	\$ 1,250.00
		\$ 300.00	NAR EXPO, New Orleans, Airfare	\$ 450.00
		\$ 500.00	NAR EXPO, New Orlerans, Daily Expense	\$ 500.00
		\$ -	NAR EXPO, New Orleans, Registration	\$ 400.00
		\$ 1,920.00	NAR Mid-Year/Legislative (Washington, D.C.) Hotel	\$ 1,920.00
		\$ 525.00	NAR Mid-Year/Legislative (Washington, D.C.) Airfare	\$ 600.00
		\$ 700.00	NAR Mid-Year/Legislative (Washington, D.C.) Daily Expense	\$ 1,400.00
		\$ 450.00	Rocky Mountain Regional Conference Hotel	\$ 450.00
		\$ 550.00	Rocky Mountain Regional Conference Airfare	\$ 550.00
		\$ 300.00	Rocky Mountain Regional Conference Daily Expense	\$ 300.00
868	<i>Travel/Officer</i>	\$ 450.00	President-elect - NAR Leadership Summit (Chicago) Airfare	\$ 450.00
		\$ 300.00	President-elect - NAR Leadership Summit (Chicago) Daily Expense	\$ 300.00
		\$ 1,250.00	NAR EXPO, New Orleans, Hotel	\$ 1,250.00
		\$ 300.00	NAR EXPO, New Orleans, Airfare	\$ 450.00
		\$ 1,000.00	NAR EXPO, New Orlerans, Daily Expense	\$ 1,000.00
		\$ 800.00	President-elect - Misc. (registration fees, function tickets, etc.)	\$ 800.00

OPERATIONS STRATEGIC INITIATIVES

	\$	1,400.00	President-elect - NAR Mid-Year/Legislative (Washington, D.C.) Daily Expense	\$	1,400.00
	\$	1,410.00	President-elect - NAR Mid-Year/Legislative (Washington, D.C.) Hotel	\$	1,920.00
	\$	525.00	President-elect - NAR Mid-Year/Legislative (Washington, D.C.) Airfare	\$	600.00
	\$	200.00	President-elect - Rocky MTN Reg 11 Conf Daily Expense	\$	200.00
	\$	550.00	President-elect - Rocky MTN Reg 11 Conf Airfare	\$	550.00
	\$	309.00	President-elect - Rocky MTN Reg 11 Conf Hotel	\$	309.00
	\$	824.00	Treasurer - Misc. (registration fees & function tickets)	\$	800.00
	\$	300.00	Treasurer - Rocky MTN Reg. 11 Conf. Hotel	\$	300.00
	\$	550.00	Treasurer - Rocky MTN Reg. 11 Conf. Airfare	\$	550.00
	\$	200.00	Treasurer - Rocky MTN Reg. 11 Conf. Daily Expense	\$	200.00
	\$	525.00	Treasurer - NAR Mid-year/Legislative (Washington, D.C.) Airfare	\$	600.00
	\$	1,920.00	Treasurer - NAR Mid-year/Legislative (Washington, D.C.) Hotel	\$	1,920.00
	\$	1,400.00	Treasurer - NAR Mid-year/Legislative (Washington, D.C.) Daily Expense	\$	1,400.00
	\$	1,000.00	Treasurer - NAR EXP, New Orleans, Daily Expense	\$	1,000.00
	\$	1,250.00	Treasurer - NAR EXPO, New Orleans, Hotel	\$	1,250.00
	\$	300.00	Treasurer - NAR EXPO, New Orleans, Airfare	\$	450.00
	\$	800.00	1st VP - Misc. (registration fees & function tickets)	\$	800.00
	\$	1,000.00	1st VP - NAR EXPO, New Orleans, Daily Expense	\$	1,000.00
	\$	600.00	1st VP - NAR EXPO, New Orleans, Airfare	\$	450.00
	\$	1,287.50	1st VP - NAR EXPO, New Orleans, Hotel	\$	1,250.00
	\$	300.00	1st VP - Rocky MTN Reg. 11 Conf Hotel	\$	300.00
	\$	1,100.00	1st VP - Rocky MTN Reg. 11 Conf Airfare	\$	1,100.00
	\$	200.00	1st VP - Rocky MTN Reg. 11 Conf Daily Expense	\$	200.00
	\$	1,920.00	1st VP - NAR Mid-Year/Legislative (Washington, D.C.) Hotel	\$	1,920.00
	\$	525.00	1st VP - NAR Mid-Year/Legislative (Washington, D.C.) Airfare	\$	600.00
	\$	1,400.00	1st VP - NAR Mid-Year/Legislative (Washington, D.C.) Daily Expense	\$	1,400.00
	\$	1,200.00	President - Misc. (registration fees, function tickets, etc.)	\$	1,200.00
	\$	300.00	President - Rocky Mountain Regional Conference Hotel	\$	300.00
	\$	550.00	President - Rocky Mountain Regional Conference Airfare	\$	550.00
	\$	200.00	President - Rocky Mountain Regional Conference Daily Expense	\$	200.00
	\$	1,250.00	NAR EXPO, New Orleans, Hotel	\$	1,250.00
	\$	300.00	NAR EXPO, New Orleans, Airfare	\$	450.00
	\$	1,000.00	NAR EXPO, New Orlerans, Daily Expense	\$	1,000.00
	\$	1,400.00	President - NAR Mid-Year/Legislative (Washington, D.C.) Daily Expense	\$	1,400.00

OPERATIONS STRATEGIC INITIATIVES

		\$ 1,920.00	President - NAR Mid-Year/Legislative (Washington, D.C.) Hotel	\$ 1,920.00
		\$ 525.00	President - NAR Mid-Year/Legislative (Washington, D.C.) Airfare	\$ 600.00
		\$ 76,375.00	TOTAL	\$ 81,656.80
EXECUTIVE COMMITTEE SUPPORT - 1920				
605	<i>Awards/Gifts</i>	\$ 175.00	Permanent plaque plates	\$ 175.00
		\$ 1,155.00	DSA & Vision Award	\$ 1,155.00
		\$ 2,000.00	President's gift/plaque	\$ 2,000.00
		\$ 75.00	President-elect's gavel	\$ 75.00
630	<i>Catering/Hotel</i>	\$ 11,500.00	Planning Session Av Rental	\$ 400.00
			Planning Session Meal(s)	\$ 10,000.00
			Ex Com Meeting Lunches	\$ 1,000.00
			Ex Com Meeting Snacks	\$ 100.00
		\$ 3,500.00	Meetings (snacks, meals, coffee, wifi, etc.)	\$ -
770	<i>Supplies</i>	\$ 25.00	Notebooks	\$ 25.00
			Swanepoel Reports	\$ 2,475.00
810	<i>Professional/Contract Fees</i>	\$ -	National Facilitator for Planning Session	\$ 7,700.00
865	<i>Travel/CEO</i>	\$ 800.00	Spring and Leadership Conference Daily expense	\$ 800.00
		\$ 600.00	Spring and Leadership Conference Mileage	\$ 600.00
		\$ 900.00	Spring and Leadership Conference Hotel	\$ 900.00
867	<i>Travel/Excom</i>	\$ 8,000.00	State Meeting Expenses for Spring and Leadership Conf Daily Exp	\$ 8,000.00
		\$ 6,000.00	Leadership Conference Hotel Rooms	\$ 3,000.00
		\$ 5,600.00	Mileage Pool for all Ex Com Meetings and Conferences	\$ 8,475.00
		\$ 3,000.00	Spring Conference Hotel Rooms	\$ 3,000.00
868	<i>Travel/Officer</i>	\$ 2,400.00	State Meeting Hotel Rooms (Spring and Leadership Conf)	\$ 2,400.00
		\$ 2,770.00	Officer visits to locals - Pool	\$ 2,770.00
		\$ 3,200.00	Spring and Leadership Conf Daily Expense	\$ 3,200.00
		\$ 1,900.00	Mileage Pool	\$ 1,900.00
		\$ 1,200.00	In State Travel Meeting Rooms	\$ 1,200.00
869	<i>Travel/Other</i>	\$ 6,500.00	Planning Sessions - lodging	\$ 6,500.00
		\$ 800.00	CEO Update Travel	\$ 800.00
			Planning Session Mileage	\$ 1,025.00
869	<i>Travel/RVPS</i>	\$ 500.00	RVPs Mileage Pool for local association visits	\$ 500.00

OPERATIONS STRATEGIC INITIATIVES

		\$ 62,600.00		TOTAL	\$ 70,175.00
PUBLIC RELATIONS - 1955					
810	<i>Professional/Contract Fees</i>	\$ -	PR Firm Consulting		\$ 1,800.00
		\$ -	Economic analysis consulting		\$ -
786	<i>Promotion</i>	\$ -	Sponsorships		\$ -
869	<i>Travel/Other</i>	\$ -	Miscellaneous Travel		\$ -
		\$ -			\$ 1,800.00
AZ REALTORS FOUNDATION FOR HOUSING & COMMUNITY OUTREACH - 1970					
810	<i>Professional/Contract Fees</i>	\$ 2,700.00	Tax Return Prep/Audit		\$ -
		\$ 2,700.00		TOTAL	\$ -
PERSONNEL - 1990					
525	<i>Salaries/Benefits</i>	\$ 9,718.00	Worker's Comp.		\$ 9,718.00
530		\$ 183,556.00	401K		\$ 183,556.00
510		\$ 241,545.00	Insurance		\$ 241,545.00
503		\$ 174,349.00	Payroll Taxes		\$ 174,349.00
501		\$ 2,451,459.00	Salaries (30)		\$ 2,451,459.00
		\$ 3,060,627.00		TOTAL	\$ 3,060,627.00

OPERATIONS STRATEGIC INITIATIVES

BUILDING 6000				
415	Rents	\$ (30,448.00)	AHCC (expires 8/31/16)	\$ (45,672.00)
415		\$ (30,000.00)	Thomson Law Firm (expires 8/31/14)	\$ (20,000.00)
		\$ (60,448.00)		TOTAL \$ (65,672.00)
625	Debt Retirement/Taxes	\$ 65,000.00	Property Taxes	\$ 60,000.00
804		\$ 2,500.00	Rental Taxes	\$ 2,500.00
624	Insurance	\$ 7,000.00	Property Insurance (Osborn)	\$ 7,000.00
810	Professional/Contract Fees	\$ 9,600.00	Management Fees	\$ 9,600.00
		\$ 1,500.00	Bank Charges, etc	\$ -
		\$ -	Leasing Agent Commission	\$ 900.00
621	Repairs/Maintenance	\$ 1,500.00	Sweeping	\$ 1,500.00
		\$ 2,300.00	General upkeep (lights, air filters, etc.)	\$ 2,300.00
		\$ 800.00	Pest Control	\$ 800.00
		\$ 7,800.00	Landscape	\$ 7,800.00
		\$ 4,400.00	Elevator	\$ 4,400.00
		\$ 7,000.00	Building/general	\$ 7,000.00
		\$ 9,000.00	AC units	\$ 9,000.00
		\$ 2,688.00	Security/fire Alarm/Extinguishers	\$ 2,688.00
		\$ 25,900.00	Janitorial/Window cleaning	\$ 25,900.00
623	Utilities	\$ 90,000.00	Electricity	\$ 90,000.00
		\$ 8,000.00	Sewer/Water	\$ 8,000.00
		\$ 1,900.00	Trash	\$ 1,900.00
		\$ 246,888.00		TOTAL \$ 241,288.00
		\$ 4,076,596.00	TOTAL EXPENSE	\$ 4,118,441.80
		\$ (6,168,303.00)	TOTAL (INCOME)	\$ (6,234,442.00)
		\$ (2,091,707.00)	TOTAL NET EXPENSE/(INCOME)	\$ (2,116,000.20)

2014 CAPITAL BUDGET

Total Request – \$91,543

Computer

1. Network Infrastructure: Server replacement and upgrades	\$21,500
See note 1 below	
2. Network Infrastructure: Storage system upgrades	\$16,600
See note 2 below	
2. Network Infrastructure: Offsite backup systems	\$27,500
See note 3 below	
3. Tablets for Executive Committee Meetings.....	\$3,600
For new Executive Committee members	
4. Software for Art Director.....	\$2,200
For special projects	
5. Software and Hardware Upgrades.....	\$4,600
See note 4 below	
6. New and Replacement Workstations	\$4,800
For up to four new workstations to replace old workstations	
Subtotal, Computers	\$80,800

Furniture and Equipment

7. Desktop scanner	\$500
See note 5 below	
8. Replacement desk and office furniture.....	\$5,110
See note 6 below	
8. Meeting Center and lobby updating	\$5,133
Desk and furnishings	
Subtotal, Equipment	\$10,743

Notes

#1—Server replacement and upgrades

Our current blade servers will no longer be supported by Dell in 2015, so we are planning a structured migration to replacement systems. Also, in 2016 we intend to establish a backup Exchange server at our server co-location site ("co-lo"). The hardware for this move is being acquired next year, as it will assist in the blade server migration.

#2—Storage system upgrades

In 2013 we began upgrading our storage systems ("SAN1" and "SAN2") to accommodate rapidly increasing storage needs. We intend to complete this with matching up interface hardware and purchasing additional storage licenses to expand the capacity of our virtual network environment.

#3— Offsite backup systems

The large sizes of our Exchange and File servers limit the speed at which we can backup and restore files from our offsite co-lo. We have been using limited de-duplication ("de-dupe") processes, which have helped reduce the final volume of these servers. This year, we intend to implement an improved de-dupe system and begin testing methods of increasing the speed of our network backbone.

#4—Software and Hardware Upgrades

Each year we have unexpected needs such as copies of PowerPoint 2010 or SnagIt, an additional monitor, a tablet for Business Services testing, design tools for Software Development, etc. This budget provides a small fund to accommodate these small, unanticipated purchases.

#5— Desktop scanner

Desk scanner to scan all GRI class files and certificates easily and throughout month after each class to enable AAR to digitize class records.

#6— Replacement desk and office furniture

This is for replacing a desk/credenza that's falling apart, a filing cabinet and several worn-out desk chairs.