



BOARD OF DIRECTORS MEETING

October 17, 2018 ~ 10:30 am – 12:30 pm

Scottsdale Marriott at McDowell Mountains ~ Scottsdale, Arizona

AGENDA

- I. CALL TO ORDER – 2018 President Lori Doerfler, ABR, CIPS, rCRMS, CRS, GRI, PMN**
 - a. Pledge of Allegiance – **Shari Ward, ABR, GREEN, LTG, SRES** – Southeast AZ Assoc.
 - b. Inspirational Message – **Hilary Sosey** – Lake Havasu Assoc.

- II. ASSOCIATION REPORT – 2018 President Lori Doerfler, ABR, CIPS, rCRMS, CRS, GRI, PMN**
 - a. Approval of March 22, 2018 Meeting Minutes (**attachment 01**)
 - b. NAR Report – **2018 NAR Region XI RVP Cathy Colvin**
 - c. Executive Committee Report – **President-elect D. Patrick Lewis (attachment 02 and handout)**
 1. Revised 2019-2020 Legislative Program Policy Positions – **MOTION (attachment 03)**
 - d. Treasurer's Report – **Treasurer Jan Leighton, CRS, GRI**
 1. 2018 Year-to-Date Financials (**attachment 04**)
 2. 2018 Year-to-Date Capital Budget Update (**attachment 05**)
 - e. 2019 Proposed Operating Budget, Capital Budget and Strategic Plan – **2019 Treasurer Gary Nelson, CRS, GRI, rCRMS – MOTION (attachments 06, 07, 08)**
 - f. Chief Executive Officer's Report – **Michelle Lind, CEO (attachment 09)**
 1. Legal Update – **Scott Drucker, General Counsel**

- III. PRIMARY COMMITTEE REPORTS**
 - a. Professional & Business Development (**PBD**) – **Susan Slattery, GRI (attachment 10)**
 - b. Business Services & Technology (**BST**) – **Carlos Ramos (attachment 11)**
 - c. Risk Management (**RM**) – **Beth Adams, rCRMS (attachment 12)**
 - d. Legislative & Political Affairs (**LPA**) – **Kent Simpson (attachment 13)**
 1. RAPAC and Issues Mobilization Activity Reports (**attachment 14**)

- IV. REAL ESTATE SPECIALTY REPORTS**
 - a. Arizona CRS Update – **2018 Arizona CRS President, Jeff Lewis, CRS, GRI, SRES**
 - b. Arizona WCR Update – **2018 Arizona State WCR President Stacey Krolak, PMN**
 - c. Arizona CCIM Update – **2017 Central AZ CCIM Chapter President Rick Padelford, CCIM**

- V. ASSOCIATION CONSIDERATIONS**

- VI. ADJOURN**

NEXT MEETING: 2019 Board of Directors

March 28, 2019 - Scottsdale Plaza ~ Scottsdale, Arizona

ARIZONA ASSOCIATION OF REALTORS®

BOARD OF DIRECTORS' MEETING

March 22, 2018

Renaissance Glendale Hotel & Spa ~ Glendale, AZ

DRAFT MINUTES

CALL TO ORDER

The regularly scheduled meeting was called to order at 10:31 a.m. by President Lori Doerfler. A quorum was present.

ASSOCIATION REPORT

Inspirational Message – The inspirational message was given by Evan Fuchs from the Bullhead City/Mohave Valley Association.

The Pledge of Allegiance – The pledge of allegiance was led by Gary Fenton from the West Maricopa County Regional Association.

2018 Oath of Office – President Doerfler administered the oath and swore in the 2018 AAR Board of Directors.

Approval of Meeting Minutes - The October 13, 2017 minutes were approved as delivered.

2019 AAR Election Results – 2018 President Doerfler declared, without objection D. Patrick Lewis, from the Scottsdale Area Association, as president; Mary Roberts, from the Lake Havasu Association, as president-elect, Jan Leighton, from the West Maricopa County Regional Association as first vice president and Gary Nelson, from the Northern Arizona Association as treasurer. Additionally, President Doerfler declared without objection: KC Cyga, from the West Maricopa County Regional Association, as Region 2 vice president; and Pam Frestedt, from the Southeast Valley Regional Association, as Region 4 vice president. All were duly elected to their respective offices for the year 2019.

The newly elected Treasurer, Gary Nelson, addressed the Directors.

NAR Report – Region XI Vice President Cathy Colvin gave the board an update on current NAR and Region XI issues.

2019 NAR First Vice President Candidates Sherri Meadows and Charlie Oppler addressed the Directors.

Executive Committee Report – The actions of the Executive Committee since the October 2017 Board of Directors' meeting, including those actions that were approved after the March mailing to the Directors, were presented by President-elect D. Patrick:

MOTION: It was moved, seconded and carried to approve the Board of Directors position description as delivered.

MOTION: It was moved, seconded and carried to approve the following leadership appointments for primary committees and local association executive for 2019 to the Board of Directors.

- Legislative and Political Affairs:

- **Eric Gibbs, Chair**
Pam Frestedt, Vice Chair
- Business Services and Technology
Aaron Pfeifer, Chair
Steve Redmond, Vice Chair
- Risk Management
Brad Ryan, Chair
Jim Durham, Vice Chair
- Professional and Business Development
Sindy Ready, Chair
Marci Slater, Vice Chair
- Local Association Executive appointment to Executive Committee
Janet Kane, Southeast Valley Regional Association of REALTORS®

MOTION: It was moved, seconded and carried to approve the following revisions to the AAR Bylaws, Policies and Official Statements: (i) Article II, Section 4d to create an additional way of ensuring accountability of terminated or resigned respondents with an ethics complaint; (ii) Amend policy G.11 to set forth procedures upon receiving a harassment complaint; (iii) Add policy A.16 to formalize the process for selecting AE representatives on the AAR Board of Directors.

MOTION: It was moved, seconded and carried to approve the removal of the words “(e.g. non-dues)” from the REALTORS® Issues Mobilization Policies to allow for funds collected through the dues increase to be allocated to each local association’s REALTOR® Issues Mobilization fund reserves.

MOTION: It was moved, seconded and carried to approve the recommended policy change to the RAPAC Bylaws, Article V Contributions Section 8 to raise the cap on local associations reserves from twenty-five thousand dollars (\$25,000) to seventy-five thousand dollars (\$75,000).

MOTION: It was moved, seconded and carried to approve Lisa Paffrath from the Northern Arizona Association of REALTORS® as the new 2018 Risk Management Vice Chair and 2019 Risk Management Chair appointment to the Executive Committee and Randy Rogers from the Tucson Association of REALTORS® as the local association executive representative on the 2019 Executive Committee.

MOTION: It was moved, seconded and carried to approve revisions to the AAR Bylaws, Policies and Official Statements to bring AAR’s Bylaws into compliance with NAR’s mandatory verbatim bylaws language and to revise the bylaws to change the application submittal date for NAR at-large directors from sixty (60) days to thirty (30) days.

Treasurer’s Report – Treasurer Jan Leighton provided a report on the 2017 Audit and the 2018 year-to-date financials.

MOTION: It was moved, seconded and carried to approve allocating the accumulated operating surplus of \$1,998,225 as follows:

1. \$1,200,000 allocated to the Issues Mobilization Fund
2. \$500,000 allocated to the Operating Reserve;

3. \$200,000 allocated to Capital Reserve;
Which leaves \$98,225 in unallocated status for cash flow purposes.

Chief Executive Officer's Report – CEO Michelle Lind updated the Directors on the Association's operations.

Legal Update - Scott Drucker, General Counsel, presented an update on AAR legal issues.

PRIMARY COMMITTEE REPORTS

Professional and Business Development – Susan Slattery, Chair of the Professional and Business Development Committee provided a year-to-date update on the committee's activities for the Directors.

Business Services and Technology – Carlos Ramos, Chair of the Business Services and Technology Committee, provided a year-to-date update on the committee's activities for the Directors.

Risk Management – Beth Adams, Chair of the Risk Management Committee, provided a year-to-date update on the committee's activities for the Directors.

Legislative and Political Affairs – Kent Simpson, Chair of the Legislative and Political Affairs Committee, provided a year-to-date update on the committee's activities for the Directors. The total investments to RAPAC during the convention were announced as:

The Corn Hole event raised \$1,280

The RAPAC Silent Auction Raised \$42,180

WCR Cocktails with Champions raised: \$16,040

For a total of **\$59,500**

REAL ESTATE SPECIALTY REPORTS

Arizona CRS Chapter – Jeff Lewis, President of the Arizona CRS Chapter, updated the Directors on chapter events.

Arizona State WCR – Stacey Krolak, 2018 President of the Arizona State WCR updated the Directors on chapter events.

Arizona CCIM – Rick Padelford, 2018 Representative for Arizona CCIM updated the Directors on chapter events.

ASSOCIATION CONSIDERATIONS

There were no issues raised.

ADJOURN

There being no further business the meeting was adjourned at 12:21 p.m.

K. Michelle Lind, Recording Secretary



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This report is intended to advise AAR State Directors of Executive Committee activities and actions. The structure approved in October 1993 included additional empowerment to the Executive Committee within parameters provided in the strategic plan, approved operating budget and Bylaw/Policy. These actions are presented for your information, except those contained in the 'boxed-in' area below which are actions requiring approval.

EXECUTIVE COMMITTEE REPORT TO THE BOARD OF DIRECTORS

Actions Since the March 2018 Meeting

1. Approved 10 hearing panel decisions.
2. Approved advancing up to \$15,000 from the Operating Reserve for hotel deposits and fees related to the 2019 Region XI Conference.
3. Approved moving forward with exploring the viability of a multiple employer retirement plan for members of the Arizona REALTORS®.
4. Approved for release on or about August 3, 2018, the revised Notice of Abandonment.
5. Approved the use of \$8,000 from LPA budget 786-1510 (Promotion Legislative Advocacy), and \$2,000 from LPA budget 810-1596 (Professional/Contract Fees Political Research) to make a \$10,000 donation to Governor Doug Ducey's promotional fund for expenses related to Senator John McCain's services at the Arizona State Capitol.
6. Approved for release on or about October 1, 2018 the revised Buyer Contingency Addendum.
7. **RECOMMEND APPROVAL OF SHELLEY OSTROWSKI FROM THE YUMA ASSOCIATION OF REALTORS® AS THE 2019 LEGISLATIVE AND POLITICAL AFFAIRS COMMITTEE VICE-CHAIR.**

Pending Executive Committee Approval on October 15, 2018

RECOMMENDATION to Board of Directors

FROM:

Executive Committee

RECOMMENDATION:

To approve the proposed changes to the 2019 – 2020 Legislative Program policy positions.

BACKGROUND:

The proposed changes made to the Arizona Association of REALTORS® 2019-2020 Legislative Program Policy Positions were formulated at the annual REALTOR® Caucus. The Caucus is an opportunity for REALTOR® members to confer and bring forth issues that have the potential to impact the industry on a statewide basis.

The Legislative and Political Affairs Committee reviews member input from the Caucus and approves the changes and additions to the policy positions, which will dictate the association's legislative agenda for 2019-2020.

On September 14, the proposed 2019 – 2020 Legislative Program Positions was approved by a majority vote of the Legislative and Political Affairs Committee.

BUDGET IMPACT:

NONE

MOTION:

**TO APPROVE THE PROPOSED CHANGES TO THE 2019 – 2020
LEGISLATIVE PROGRAM POLICY POSITIONS.**

FOR MORE INFORMATION CONTACT:

Committee Chair Kent Simpson – (520) 302-5368 / kent@realsimpson.com

OR Staff Liaison Nicole LaSlavic– (602) 248-7787 / nicole@aaronline.com

ARIZONA ASSOCIATION OF REALTORS®
**REALTORS® ~~2018-2019~~ - ~~2019-2020~~ LEGISLATIVE
POLICIES**

AS APPROVED ON

As approved

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REAL SOLUTIONS. REALTOR® SUCCESS.

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Introduction

As part of its ongoing legislative policy development process, AAR seeks input from all aspects of the real estate industry at the earliest possible time when formulating or reviewing legislation affecting the industry. AAR also, through its overall lobbying process, continually reviews the rules and regulations proposed by state agencies affecting the real estate industry. The principles and policy statements on the following pages are intended to give direction to AAR's overall legislative effort.

As approved

AAR Legislative Policy Statement Development

The policy statements are divided into three priority categories. Those categories are described as follows:

1. **Basic Principles:** These principles are very unlikely to change from year-to-year. They include such issues as cooperation with governmental agencies, private property rights protections, fair housing principles and others.
2. **Ongoing Policy Statements:** These statements describe those positions that AAR would take in the event AAR or another entity proposes legislation during the session that has not been identified as expected legislation for the upcoming session. This category contains the bulk of the policy statements and provides AAR lobbyists with a quick response to AAR's position on many issues if the need should arise.
3. **Upcoming Legislative Session(s) Program:** This category contains those specific issues that AAR expects to introduce or strongly support as part of a coalition in the next two years. It also includes expected legislation that AAR intends to strongly oppose.

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Basic Principles

These principles are very unlikely to change from year-to-year. They include such issues as cooperation with governmental agencies; private property rights protections, fair housing principles, and others. The following principles are the foundation of the Arizona Association of REALTORS® positions regarding governmental and legislative action.

1. Property owners' water and property rights must be protected.
2. All people must have fair and equal availability of housing without regard to race, religion, color, sex, handicap, familial status, or national origin.
3. Educate and create awareness with REALTORS® and the public in regard to housing needs, programs and opportunities.
4. Solid waste management must be efficient and ecologically sound.
5. Prevention of hazardous waste problems and identification and cleanup of existing hazardous waste sites must be adequately funded.
6. Government must have a common-sense approach to environmentally sensitive issues with due consideration to private property rights.
7. Real estate licensees must have protection against unreasonable duties of inspection and disclosure outside the scope of their real estate licensure.
8. The regulatory and rule-making processes should be streamlined and simplified to the regulated industry.
9. The interpretation and enforcement of statutes and rules affecting property owners and their rights must be consistent throughout Arizona.
10. The interpretation and enforcement of statutes and rules affecting licensees and their obligations must be consistent throughout Arizona.
11. AAR should maintain a liaison relationship with state agencies and all branches of government so that:
 - a. Information flows freely between those agencies and AAR.
 - b. AAR may assist those agencies in addressing matters related to AAR members and private property rights.
 - c. AAR may provide the industry's viewpoint on matters under consideration by those agencies.
12. Good communication should be maintained between state agencies regarding matters impacting real estate consumers.
13. State agencies affecting the real estate industry must have adequate funding and staffing.
14. State agencies affecting the real estate industry must practice good financial management and fiscal accountability.
15. There should be greater cooperation between federal, state, and local authorities to benefit the public regarding regulation and disclosure of matters affecting real property.
16. Oppose unfunded mandates to prevent further tax burdens at the local level.
17. Oppose any public takings or devaluation of private property rights by body of government unless through formal condemnation proceedings and the provision of just compensation.
18. Seek governmental accountability through legislative review of the overall budget.

Ongoing Position Statements

These statements describe those positions that AAR would take in the event that AAR or another entity proposes governmental action or legislation and which have not been identified as expected governmental action or legislation for the upcoming session. This category contains the bulk of the policy statements and provides AAR lobbyists with a quick response to AAR's position on many issues if the need should arise. If legislation or regulation were proposed on the following topics, AAR's position would be to:

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Real Estate Regulation

1. The Arizona Department of Real Estate should be adequately funded by the Legislature.
2. Support an increase in fees if necessary to support adequate ADRE funding.
3. Support efforts to enhance the Arizona Department of Real Estate's Advisory Board's role in the accomplishment of the Department's mission.
4. Oppose attempts to repeal or reduce continuing education requirements and support an increase in the quality of continuing education requirements and the quality of instructors.
5. Favor efforts to increase minimum instructor standards and other assurances of quality real estate education.
6. Support the addition of a three-hour mandatory ethics class for license renewal.
7. Support legislation that would establish some form of limited written license reciprocity where individuals licensed in other states who apply for Arizona licenses could obtain an Arizona license without fulfilling the total license requirements.

The Environment

8. Favor current and other appropriate standards to reduce atmospheric pollution.
9. Favor the balancing of environmental concerns with those of business and private property owners of Arizona properties.
10. Favor economical but effective standardized environmental property assessments.
11. Oppose any change to regulations that limit pest control reports to wood infestation items only.
12. Support policies or legislation addressing forest management practices that prevent and minimize catastrophic forest fires, infestation, and clean up.

Financing

13. Oppose any effort that would allow banks, and savings and loans to expand into real estate brokerage business.
14. Support laws that would protect property owners against deficiency judgments.
15. Support the procedure of lender selection of appraisers for FHA and VA loans.
16. Support legislation that would:
 - a. Require lenders to provide consumers with their specific credit score, the credit information used to compile the score, and an explanation of how credit scores work in the loan approval process;
 - b. Compel reporting agencies to correct inaccurate information in a timely manner;
 - c. Require lenders to use the FICO score as a tool together with other underwriting methods to ensure consistency, and not as a SOLE determinant in lending decisions.
17. Oppose abusive or predatory lending practices such as unsuitable loan terms and deceptive claims that can result in home equity stripping, diminished personal credit standing, or violations of federal or state consumer protection statutes and regulations.

Taxation

18. Oppose any proposed tax on any type of property transaction or any type of service not currently taxed. Also, favor a state constitutional amendment prohibiting such taxes.
19. Favor efforts to reduce reliance on real property taxes for capital finance of school construction, operation, and maintenance.
20. Favor continued deductibility, without limitation, on both federal and state personal income taxes of interest and property taxes on primary and secondary homes.
21. Favor elimination or reduction of state and federal capital gains and estate taxes.
22. Favor any efforts to improve passive loss benefits and their deductibility.
23. Favor increased payments in lieu of property tax on federal lands in Arizona in order to reimburse local governments for the loss of state and local property taxes.
24. Support efforts to repeal rental or lease tax on real property at any level of government.
25. Oppose any change that would diminish the value of tax-deferred exchanges.
26. No fee can be used for any purpose other than to offset the cost it was intended to cover.
27. Monitor proposed tax changes in accordance with existing legislative policy statements and prepare for a referendum, should it become necessary.

As approved

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- 28. Favor reduction of the residential and commercial depreciation schedules, including reduction of the tenant improvement depreciation schedule.
- 29. Support simplification and streamlining of the tax-deferred exchange process.
- 30. AAR will oppose any effort to institute a real estate transfer tax and may support actions to prohibit such by law at the ballot or at the state legislature.
- 31. AAR will oppose any effort to raise property taxes to purchase open space without the vote of the people.
- 32. AAR will oppose any effort to institute a professional service tax and may support actions to prohibit such by law at the ballot or at the state legislature.

Property Transfers

- 33. Oppose any legislative efforts to mandate a property inspection as a prerequisite to transferring real estate. have approval of the transfer fee by the HOA's Board of Directors with proper notice to all homeowners.
- 34. Oppose any legislative efforts to mandate a home warranty as a prerequisite to transferring residential resale real estate. 37. Support legislation that would require an advisory statement to be provided to buyers defining "homeowner's association" and its effect on residents/owners within the association.
- 35. Oppose any legislative efforts to mandate a survey as a prerequisite to transferring real estate. 38. Support legislation further clarifying marketing efforts of real estate licensees.
- 36. Support legislation to require Homeowner's Association (HOA) Management Companies to

Zoning/Land Use

- 39. Favor any efforts to prohibit abuses of private property rights through zoning, the permitting process, and other actions. ordinance is not merely to implement social goals.
- 40. Oppose any proposed takings of private property rights by a body of government, unless through formal condemnation proceedings and/or if just compensation is paid to the owner. 42. Support the basic principle of private property ownership of riverbeds not determined to be navigable.
- 41. Favor requiring due process to enact any zoning, floodplain, or similar ordinance affecting property values or rights, to ensure the purpose of the 43. Support legal non-conforming uses and acknowledge that they are an integral portion of a property's value, usability and uniqueness in the marketplace.

Subdivisions

- 44. Favor efforts to enforce compliance of county and municipal ordinances with the state Enabling Act with respect to lot splits and minor land divisions. 46. Generally oppose any efforts to establish impact fees but consider each proposal individually.
- 45. Favor any efforts to require that subdivision regulations at all levels of government be in agreement.

Flood Control

- 47. Favor changes to flood plain ordinances which would provide for the property's removal from a flood plain designation once any problems have been mitigated. standards and criteria unless historical and engineering data prove the regulation or elevations necessary.
- 48. Oppose any change to flood plain regulation or elevations exceeding Federal Emergency Management Agency national flood insurance 49. Oppose flood control districts' ability to take or use private property for anything except direct flood control.

As approved

State Trust Lands

- 50. Support efforts to change the state Land Commissioner's ability to engage in the exchange of state trust lands.
- 51. Favor systematic and phased release of trust land.
- 52. Favor traditional compatible uses for state trust lands.
- 53. Permit the utilization and location of physically existing public roadways for ingress/egress (public roadway and access roads) and utility easements or rights of way.
- 54. Support the elimination of archaeological and native plant requirements when an applicant is locating the public roadway, access road or utility easement within a previously disturbed area.
- 55. The expansion of the parties to whom a perpetual right of way easement will be granted to include, but not be limited to: the dominant tenement, persons, corporations, limited liability corporations, partnerships, homeowner associations, and trusts.
- 56. Support the modernization and enhancement of the State Trust Land mission.

Federal Land

- 57. Favor requiring federal land management agencies to continue to collect public opinion on any proposals for changes in land use designations or fees for use of public lands.
- 58. Monitor proposed changes in designations of federal lands (e.g., parks, wilderness, scenic highways, etc.) and ensure private property rights.
- 59. Favor efforts to broaden the definition of excess land and simplify the criteria for its release for sale to private ownership.
- 60. Favor efforts to simplify the criteria and time frame for federal and private land exchanges.

Neighborhood/Habitability

- 61. Oppose change in the state's reasonable occupancy density standards for residential rental properties.
- 62. Oppose efforts to establish rent control of any kind.
- 63. Favor efforts to reduce the procedural time to evict residential tenants, requiring speedy service of legal documents, court action, and response by tenants.
- 64. Oppose any legislation related to blighted properties that would be inconsistent with the Arizona Landlord/Tenant Act.
- 65. Support efforts to require due process notice of all complaints or inspections of real property by governmental bodies, and oppose any consolidation of either by property, owner, etc.
- 66. Where civil responsibilities and criminal liabilities are placed on the property owner, make certain that they:
 - a. Equally apply to all classes of property and are clearly defined;
 - b. are accompanied by clearly defined and achievable remedies;
 - c. do not abridge constitutionally guaranteed rights;
 - d. do not result in financial burdens to the property owner that results in the taking of this property without reasonable compensation.
- 67. When registration of property owners is mandated, that it applies to all classes of property.
- 68. Support efforts toward the creation of a statewide pool barrier ordinance.

Transportation

- 69. Favor efforts to timely develop an updated statewide transportation system, including infrastructure for mass transit, after a comprehensive study of all alternatives.
- 70. Oppose efforts to establish additional fuel taxes for non-transportation purposes.
- 71. AAR supports efforts to ensure that the Highway Users Revenue Funds are distributed throughout the state based upon population within a county.
- 72. Support efforts to require statewide transportation planning for at least a period of 10 years in lieu of ADOT's current 5 year plans.
- 73. Support statewide transportation planning, accountability and acceleration of construction efforts.

As approved

Growth Management

74. Growth should not be limited if it affects the rights of property owners to move or build what they want within reasonable zoning requirements or without just compensation for any resulting government takings.
75. Growth boundaries affecting local governmental entities should be opposed by AAR at all costs.
76. Counties should not be granted similar authority as cities to regulate land use, including limiting the number of lot splits.
77. The maximum amount of parcels allowed for a property to be split without resulting in a subdivision should not be less than five.
78. Rezoning should occur only with the property owner's approval.
79. AAR opposes efforts that diminish the affordability of real property.

Housing Affordability

80. Support legislation that would:
 - a. Educate the public to housing opportunity programs.
 - b. Increase funding/opportunity for housing assistance primarily through grants and other voluntary efforts.
 - c. Stimulate infill incentives.
 - d. Assist in expanding housing opportunities for special needs, service workforce, minorities, and first-time homebuyers.
81. Exemptions to impact fees should be provided for housing marketed to low and moderate-income households.
82. Encourage planning activities that promote affordable housing through higher density and mixed-use development.
83. Work with the Arizona Department of Housing in providing education and information on home ownership.

General Topics

84. Favor requiring government at all levels to meet the same building standards and codes required of private citizens.
85. Oppose efforts to curtail licensees' rights to make solicitations.
86. Oppose any change in the exemption of principals from workers' compensation insurance on independent contractors and sole proprietors affiliated with them.
87. Oppose state legislation that would make fire suppression mandatory in new homes.
88. Support legislation that would allow both the buyer's agent and the listing agent in the same firm to represent buyer and seller without creating a dual agency.
 - The legislation would not affect the legal implications of "actual knowledge" of any agent; in other words, the agents have the same disclosure duties regarding known material facts.Legislation addressing this issue could:
 - a. Allow buyers and sellers full representation in "in-house" sales, which is what they expect and deserve (e.g., pointing out features to buyers that aren't material defects but could concern some buyers which could dissuade the buyer client from buying and be detrimental to the client seller).
 - b. Eliminate the "legal fiction" of dual agency in "in-house" sales, where the two agents may not even know each other and never share information.
 - c. Continue to recognize dual agency when a licensee personally represents both parties to the transaction and requires informed written consent.
 - d. Require consent of the appointment to inform and protect the consumer.
 - e. put into statute what has been left unclear by the common law of agency.
 - f. Clarify the role of the broker in an "in-house" sale.
 - g. Allow the agent to seek guidance from the broker, but require that the broker keep confidential information confidential.
 - h. Continue to keep the broker liable for the acts of the agent.
89. Support local efforts to fight for the continued right for real estate-associated signage to be placed on public or private property with

As approved

permission of the property owner or appropriate party.

Insurance

90. Support efforts to promote affordability and availability of ~~homeowners~~homeowner's insurance.

-2018-2019 - 2019-2020 Legislative Program Policy Positions

The following statements have been formulated and compiled as a result of the REALTOR® Caucus as well as revised/updated policy positions from the ~~2017-2018~~ - ~~2018-2019~~ approved positions. The list contains specific issues that AAR expects to introduce or strongly support as part of a coalition in the upcoming session or two. The following AAR legislative statements are positions AAR will address during the next two years.

- Continue to monitor and actively engage in any anti-deficiency legislation with the goal of protecting current anti-deficiency statutes.
- Proactively lobby to continue to protect the Mortgage Interest Deduction.
- Monitor and work on legislation within constitutional boundaries, as may prove necessary, to limit an HOA's ability to: (1) restrict private property rights; and (2) charge assessments and other fees.
- Continue to work at the Arizona Corporation Commission on solar lease agreements, rate design, and consumer protections.
- ~~Continue to monitor any changes to current line extension policies at the Arizona Corporation Commission.~~
- Continue to monitor the 'broadening of the base' as it pertains to TPT (Transaction Privilege Tax) statutes.
- Continue to work with the Department of Revenue on the streamlining of TPT (Transaction Privilege Taxes).
- ~~Research the possibility of enacting, when appropriate, a new constitutional amendment to prohibit Professional Service Taxes for all services not taxed from and after December 31, 2017 through a statewide ballot measure.~~
- Work with Appraisal Board Executive Director to address concerns regarding appraisals and process to challenge appraisals.
- Review and take possible action regarding the 1% tax cap in Pima County.
- Monitor Independent Contractor status.
- Introduce legislation to restrict municipalities from establishing sign ordinances outside of "time, place and use" restrictions.
- ~~Research Neighborhood Property Owner's Associations (NPOA) and Property Owner's Associations (POA) to determine their prevalence in Arizona and to better understand their structure and applicable statutes.~~
- Continue to monitor and work with various stakeholders on impact fee legislation.
- Continue to monitor and engage in the ADEQ Rules review process, specifically as it relates to the Notice of Transfer Program.
- ~~Continue to monitor and review any legislation as it pertains to online pre-licensing education.~~
- ~~Oppose any legislation to remove or eliminate real estate licensure.~~
- ~~Oppose any legislation to remove or eliminate home inspector licensure.~~
- ~~Introduce legislation to allow real estate licensees to sell new mobile homes and new manufactured homes and the private land to which they are affixed outside of a mobile home park (defined by statute).~~
- Continue to monitor and actively engage in the Governor's stakeholder meetings, legislation, and executive orders as it pertains to water.
- ~~Work with the Arizona Department of Real Estate Commissioner to expand the Commissioners Rules to include continuing education on the subject of cybercrime.~~

Commented [NL1]: Ballot measure on 2018 ballot.

Commented [NL2]: Not raised at Caucus, issue has seemed to pass.

Commented [NL3]: Passed in 2018 legislative session.

Commented [NL4]: Governor will not be eliminating these licenses.

Commented [NL5]: Accomplished in 2018 legislative session.

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Commented [NL6]: Commissioner has the ability to already approve courses that are on cybercrime. This is within her rule authority.

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- Examine and take possible action on water and irrigation districts within Special Taxing Districts as it pertains to the district voting structure.
- Research and take action to allow use of nicknames and legal names without middle initial in advertising.
- Research municipal use of drone imaging and/or satellite imaging for purposes of recording property size and take possible action to limit authority.

As approved

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Together
WE INSPIRE

AUGUST 2018 FINANCIALS

**Lori Doerfler, President
K. Michelle Lind, CEO**



ARIZONA ASSOCIATION OF REALTORS®

MONTHLY FINANCIAL PACKAGE

August 2018

FINANCIAL SUMMARY

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FINANCIAL DETAILS

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FINANCIAL SUMMARY



MONTHLY FINANCIAL NOTES – August 2018
Income/Expense Summary (Operating Budget vs. Actual)

	<u>2018 Y-T-D Actual</u>	<u>Budget</u>	<u>Variance</u>
Income			
Dues	\$ 9,491,398	\$ 9,127,600	\$ 363,798
Other	\$ 502,280	\$ 483,273	\$ 19,007
Total Income	\$ 9,993,678	\$ 9,610,873	\$ 382,805
Expenses	\$ 5,799,106	\$ 6,622,522	\$ (823,415)
Net Income (Loss)	\$ 4,194,572	\$ 2,988,350	\$ 1,206,221

Year-to-date income exceeds expense by \$4,194,572. This amount compares favorably with projected net income of \$2,988,350 for the reporting period, therefore, we have a positive year-to-date variance of \$1,206,221.

RESERVE FUNDS

Operating Reserve (Bylaw Article IV, Section 1; Policy B.6) - The balance as of January 1, 2018 was is \$7,463,456 inclusive of UBS RMA and Private Bank Accounts. The current balance is \$7,521,269. There were no deposits or withdrawal this period. The Fund has seen a change in value of \$57,813.

REALTORS® Issues Mobilization Fund (Bylaw Article IV, Section 3; Policy B.6 & RIMC Policies) - The balance as of January 1, 2018 was \$4,918,435 inclusive of the UBS RMA and Private Bank Accounts. The current balance is \$3,861,015. The amount of \$1,400,000 was invested in the UBS Portfolio Management long term account in 2015-2017 (*see balance sheet and below*) and investment performance is reported quarterly. There were \$5,025 in deposits. There were no withdrawals this period. The UBS RMA and Private Bank Accounts have seen a change in value of (\$1,057,420).

Capital Reserve (Bylaw Article IV, Section 2; Policy B.6) - The balance as of January 1, 2018 was \$3,284,757 inclusive of the UBS RMA and Private Bank Accounts. The current balance is \$3,241,354. The amount of \$350,000 was invested in the UBS Portfolio Management long term account in 2015 (*see balance sheet and below*) and investment performance is reported quarterly. There were no deposits and \$7,662 in withdrawals this period for office and computer equipment. The UBS RMA and Private Bank Accounts have seen a change in value of (\$43,403).

Strategic Initiatives Reserve (Bylaw Article IV, Section 4; Policy B.6) - The balance as of January 1, 2018 was \$1,774,533 inclusive of the Credit Union, MidFirst, and UBS RMA Accounts. The current balance is \$1,786,169. The amount of \$250,000 was invested in the UBS Portfolio Management long term account in 2015 (*see balance sheet and below*) and investment performance is reported quarterly. There were no disbursements or deposits this period. The fund has seen a change in value of \$11,636.

UBS Portfolio Management Long Term Accounts (Policy P.22) - The balance as of January 1, 2018 was \$2,531,174 inclusive of the Strategic Initiatives, Capital Reserve and Issues Mobilization accounts. The 2nd Quarter balance was \$2,535,653, a change in value of \$4,479.

PRIMARY COMMITTEES

Page 24: LEGISLATIVE AND POLITICAL AFFAIRS

Expenses are **under** budget as follows: 1501 - Government Area Support is under budget as a result of not incurring costs for the legislative area committee meetings, three committee thank you lunches scheduled for September, and savings as a result of the convention being located in town; 1510 - Legislative Advocacy is under budget as a result of Government Affairs Director Institute costs being reduced this year, promotion cost elevated as a result of a contribution to the Governors promotional fund for expenses related to Senator McCain's viewing ceremonies; 1545 - Local Lobbying Support is under budget as a result of a reduction in demand of support; 1550 - Legislative Policy Development is under budget as a result of a reduction in the attendance for REALTOR® Day at the Capitol and a portion of speaker fees covered through an NAR grant; 1560 - Fundraising Support is under budget due to a reduction in online fundraising promotion; 1575 - Federal Liaison Support is under budget due to travel for Mid-Year being reduced this year, final FPC reimbursements received in September; 1580 - Election Year Activities is under budget due to streamlined endorsement process for primary elections; 1585 - Governmental Communication is under budget as we have not needed to reprint RAPAC brochures, and we still have a large quantity available before needing to reorder; 1596 - Political Research is under budget due to minimal research conducted.

Overall the Legislative & Political Affairs Area has a positive net variance of \$209,869 YTD.

Adjustments/Recommendations: \$8,000 from 786-1510 (promotion legislative advocacy), and \$2,000 from 810-1596 (professional/contract fees political research) were approved in August to make a \$10,000 donation to Governor Doug Ducey's Promotional Fund for expenses related to Senator John McCain's services at the Arizona State Capitol.

Page 34: RISK MANAGEMENT

Expenses are **under** budget primarily due to: 1601 - Supplies (General Copies) is under budget as copies are not currently being tracked and applied to individual departments, and Staff Expense is under budget as travel costs year to date are not as large as anticipated; 1602 - Subscriptions/References is under budget as County/State Bar Dues were paid in December, not January. However, Contract Fees are well over budget as we incurred unexpected expenses for the Rose Law Firm to represent AAR in its sign variance hearing and AAR has retained the law firm Manning & Kass to file a copyright infringement lawsuit in Federal District Court; 1605 - Contract fees is under budget as some court reporter fees will not be incurred until later in the year and Arbitration Deposits Retained are much greater than expected; 1610 - Catering/Hotel is under budget because expenses for the Black Canyon Conference Center for the February PS Workshop were less than budgeted, and Subscriptions and References is also under budget as online registration fees for the PS Workshop were nonexistent since RAMCO was used for the first time this year at no cost as opposed to RegOnline; 1625 - Promotion is under budget because it has not yet been necessary for us to send out any ASAP text alerts; and 1650 - Contract Fees is under budget as zipForm has simply not billed us for new and revised forms. **Overall, the Risk Management Area has a positive net variance of \$7,285 YTD.** *Adjustments/Recommendations:* None.

Page 43: BUSINESS SERVICES AND TECHNOLOGY

Expenses are under budget primarily due to: 1730 – IT Resource & Security Management timing of proposed projects, 1770 – Business Services timing of vendor billing; and 1780 – Communications timing of video production and elimination of the social media contract. **Overall, the Business Services and Technology Area has a positive net variance of \$289,638 YTD.** *Adjustments/Recommendations:* None.

Page 49: PROFESSIONAL AND BUSINESS DEVELOPMENT

Overall expenses are **under** budget primarily due to: 1801 - Support copy costs related to the new copy machine vendor/contract, deferred timing for contract fees, and timing for expenses related to catering, dues, promotion activities, and other travel expenses for Chair; 1815 - REALTOR® Institute timing of promotion activities and catering expenses, and contract fees due to timing of actual scholarship disbursements, and staff travel to associations; 1820 - rCRMS had higher than anticipated speaker fees, transportation and contract fees based on number of course offerings; 1825 - CRPM income, transportation and contract fees were lower than anticipated due to class size and number of classes offered vs. anticipated; 1840 - Leadership Training/Conference catering expenses reflecting actual expenses for LTA sessions; 1850 - Partners Conference income reflects actual income and contract fees received to date; 1855 - MRES Society's timing of needed supplies, promotion activities and contract fees; 1860 - Spring Convention income and expenses from actual attendance; 1870 - Education Outreach income and expenses over budget for catering, speaker fees, contract fees and transportation due to actual number and size of classes; 1871 - Education Development overall expenses under budget due to timing; 1872 - Instructor Development actual catering costs from the January IDW and speaker fees later than anticipated for Instructor Forum; 1875 - Broker University overall expenses under budget to due timing of annual Summit. **Overall the Professional & Business Development Area has a positive net variance of \$100,888 YTD.** *Adjustments/Recommendations:* None.

Page 62: OPERATIONS AND STRATEGIC INITIATIVES

Income is over budget primarily due to higher than budgeted dues. **There were 49,214 fully paid members and 1,203 prorated member dues totaling 50,417 paid members for the reporting period. During the same period in 2017 there were 48,966 paid members. This represents a 3% increase in paid members for the same period in 2017.** *(Note: The 2018 budget was prepared anticipating an overall annual paid member increase of 4% from the 2017 budget projection.)* **Expenses were under budget overall** primarily due to: 1000 - General Overhead less than budgeted credit card/EFT fees; 1901 - Operations Support dues and promotion expenses less than budgeted; 1903 - Association Relations were slightly less than budgeted; 1905 - National Meetings slightly less than budgeted travel expenses; 1920 - ExCom & Director Support less than budgeted catering, contract fees, travel expense and contract fees; 1955 - Public Relations expenses less than budgeted; 1990 - Personnel and 6000 - Building expenses are both less than budgeted for this period. **Overall, the Operations & Strategic Initiatives Area has a positive net variance of \$683,990 YTD.** *Adjustments/Recommendations: None.*

**Arizona Association of REALTORS®
Summary Balance Sheet
August 2018**

	<u>8/31/18</u>
ASSETS	
Current Assets	
Checking/Savings	24,030,234.67
Accounts Receivable	4,301.72
Other Current Assets	<u>105,732.17</u>
Total Current Assets	24,140,268.56
Fixed Assets	2,616,833.66
Other Assets	<u>0.00</u>
TOTAL ASSETS	<u><u>26,757,102.22</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	33,019.71
Credit Cards	16,351.21
Other Current Liabilities	<u>42,188.38</u>
Total Current Liabilities	91,559.30
Long Term Liabilities	<u>6,473.25</u>
Total Liabilities	98,032.55
Equity	<u>26,659,069.67</u>
TOTAL LIABILITIES & EQUITY	<u><u>26,757,102.22</u></u>

**Arizona Association of REALTORS®
Grouped Balance Sheet
August 2018**

August 31, 2018

ASSETS

Current Assets

Checking/Savings

AAR General Accounts

Operating Account - MIDFIRST Checking	200,373.68	
AFLAC 125 Claims Reimb. MIDFIRST	6,579.07	
Operating Account - CHASE Checking	10,912.05	217,864.80
AAR UBS RMA Money Market		<u>4,657,931.27</u>
Combined AAR General Accounts		4,875,796.07

Capital Accounts

Capital Purchase - UBS - Private Bank		1,550,968.24
Capital Purchase - UBS Portfolio Mgmt.		474,398.28
Capital Reserve Fund - UBS Checking RMA		<u>1,690,385.90</u>
Combined Capital Accounts		3,715,752.42

Operating Accounts

Operating Reserve - UBS Checking RMA		3,385,060.43
Operating Reserve - UBS - Private Bank		<u>4,136,209.12</u>
Combined Operating Accounts		7,521,269.55

Strategic Initiative

Strategic Initiative - UBS Portfolio Mgmt.		338,569.53
Strategic Initiative - UBS RMA		1,495,640.64
Strategic Init. Savings - NWCUC		202,089.60
Strategic Initiative Checking - MIDFIRST		88,439.45
Combined Strategic Initiative Accounts		2,124,739.22

Issues Mobilization Accounts

Issues Mob - UBS RMA		561,157.26
Issues Mob - Portfolio Management		1,823,407.08
Issues Mob - UBS Private Bank		<u>3,299,857.84</u>
Combined Issues Mob Accounts		5,684,422.18

Arizona Homeownership Alliance - UBS RMA

	<u>100,300.06</u>	100,300.06
--	-------------------	------------

Political Survival Fund

	<u>3,229.98</u>	3,229.98
--	-----------------	----------

Property Management

Cash-AZ Bank & Trust - Preserve Property Management		<u>4,725.19</u>
		4,725.19

Total Checking/Savings		<u>24,030,234.67</u>
-------------------------------	--	-----------------------------

Accounts Receivable

**Arizona Association of REALTORS®
Grouped Balance Sheet
August 2018**

	<u>August 31, 2018</u>	
A/R - Trade		4,301.72
A/R - Regonline	17,905.34	
Due From PSF Fund to IM	0.00	
Total Accounts Receivable		<u>17,905.34</u>
Other Current Assets		
Prepaid Expenses and Deposits	63.09	
Monthly Prepaids	87,763.74	
Total Prepaid Expenses and Deposits		<u>87,826.83</u>
Total Other Current Assets		<u>105,732.17</u>
Total Current Assets		<u>24,140,268.56</u>
Fixed Assets		
Property and Equipment		
151 · A/D - Furn & Equipment	-173,899.26	
157 · A/D - Computer	-670,006.99	
161 · A/D - Leashold Imprvments	-794,892.13	
165 · A/D - Building Osborn	-941,535.36	
167 · A/D - Tenant Improvements	-72,903.91	
Total Accumulated Depreciation		<u>-2,653,237.65</u>
150 · Furniture & Equipment	221,975.62	
156 · Computer	905,397.65	
160 · Leasehold Improvements	1,448,861.03	
163 · Land - Osborn	617,737.40	
164 · Building - Osborn	1,995,153.78	
166 · Tenant Improvements	80,945.83	
Total Property and Equipment		<u>5,270,071.31</u>
Total Fixed Assets		<u>2,616,833.66</u>
Other Assets		
Loan Cost / Leasing Commissions		
Note Receivable	0.00	
Total Other Assets		<u>0.00</u>
TOTAL ASSETS		<u><u>26,757,102.22</u></u>

Arizona Association of REALTORS®
Grouped Balance Sheet
August 2018

August 31, 2018

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

Accounts Payable

33,019.71

Total Accounts Payable

33,019.71

Credit Cards

MidFirst Business Visa

16,351.21

Total Credit Cards

16,351.21

Other Current Liabilities

Due to NAR

0.00

Sales Tax Payable

0.00

Combined Current Liabilities

0.00

Accrued Salaries & P/R Taxes

11,910.65

Total Accrued Salaries & P/R Taxes

11,910.65

Security Deposits Payable - Osborn

15,668.10

Deferred Dues Income

0.00

Deferred Income - Other

0.00

Stale Dated Checks/Escheat

1,641.81

Arbitration Case Pending

-1,666.92

Current portion of LTD

14,634.74

30,277.73

Total Other Current Liabilities

42,188.38

Total Current Liabilities

91,559.30

Long Term Liabilities

Capital Lease Payable

6,473.25

Total Long Term Liabilities

6,473.25

TOTAL LIABILITIES

98,032.55

Equity

Temporarily restricted

304 · Fund Balance - Issues Mobilization

324,717.00

Total Temporarily restricted

324,717.00

Unrestricted/Designated

302 · Fund Balance - Operating Reserve

7,463,458.00

303 · Fund Balance - Capital

3,739,365.00

305 · Fund Balance - Issues Mobilization

6,345,674.00

307 · Fund Balance - Strategic Initiative

2,099,142.00

308 Fund Balance - AZ Homeownership

100,051.00

Total Unrestricted/Designated

19,747,690.00

3900 · Unrestricted/Undesignated

4,520,072.41

Net Income

2,066,590.26

Total Equity

26,659,069.67

TOTAL LIABILITIES & EQUITY

26,757,102.22

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FINANCIAL DETAILS

Balance Sheet

As of August 31, 2018

	Aug 31, 18
ASSETS	
Current Assets	
Checking/Savings	
1000 · Combined Operating Cash Account	
100.3 · Operating Acc. - MidFirst 2997	200,373.68
100.4 · AFLAC 125 Claims - MidFirst	6,579.07
101.3 · Operating Account - CHASE 1442	10,912.05
101.5 · UBS - AAR Main RMA	4,657,931.27
Total 1000 · Combined Operating Cash Account	4,875,796.07
1007 · Portfolio Management - UBS	
1007.1 · Strat Initiative Portfolio Mgmt	338,569.53
1007.2 · Capital Reserve Portfolio Mgmt	474,398.28
1007.3 · Issues Mob. Portfolio Mgmt	1,823,407.08
Total 1007 · Portfolio Management - UBS	2,636,374.89
1008 · Investment Accounts - UBS	
108.1 · Capital Purch UBS Private Bank	1,550,968.24
108.2 · Op. Reserve UBS Private Bank	4,136,209.12
108.3 · Issues Mob UBS Private Bank	3,299,857.84
Total 1008 · Investment Accounts - UBS	8,987,035.20
101.40 · Combined Strategic Initiative	
101.41 · Strategic Init. Savings - NWCUC	202,089.60
101.43 · Strategic Initiative - UBS	1,495,640.64
101.44 · Strategic Init Check - MidFirst	88,439.45
Total 101.40 · Combined Strategic Initiative	1,786,169.69
101.66 · Operating Reserve Net	
102 · Cash in Op Reserve - UBS	3,385,060.43
Total 101.66 · Operating Reserve Net	3,385,060.43
103 · Capital Reserve Checking RMA	1,690,385.90
104 · Issues Mob Accounts - UBS	
104.4 · Issues Mob Fund - UBS RMA	561,157.26
Total 104 · Issues Mob Accounts - UBS	561,157.26
105 · Cash-AZ Bank & Trust/Prop Mgmt	4,725.19
106.. · AZ Homeownership Alliance RMA	100,300.06
111 · PSF	
111 · Political Survival Fund	3,229.98
Total 111. · PSF	3,229.98
Total Checking/Savings	24,030,234.67
Accounts Receivable	
112 · A/R	4,301.72
Total Accounts Receivable	4,301.72
Other Current Assets	
Prepaid Expenses and Deposits	
123 · Monthly Prepays	
123.015 · September Pre-Pays	72,010.86
123.016 · October Pre-Pays	7,438.17
123.017 · November Pre-Pays	3,314.71
123.018 · December Pre-Pays	5,000.00
Total 123 · Monthly Prepays	87,763.74
124 · Prepaid Expenses	
124.2 · Prepaid Postage-Pitney Bowes	63.09
Total 124 · Prepaid Expenses	63.09
Total Prepaid Expenses and Deposits	87,826.83
112.110 · A/R Misc.	

Balance Sheet

As of August 31, 2018

	Aug 31, 18
113.10 · A/R - Regonline	17,905.34
Total 112.110 · A/R Misc.	17,905.34
Total Other Current Assets	105,732.17
Total Current Assets	24,140,268.56
Fixed Assets	
Property and Equipment	
Total Accumulated Depreciation	
151 · A/D - Furn & Equipment	-173,899.26
157 · A/D - Computer	-670,006.99
161 · A/D - Leasehold Imprvments	-794,892.13
165 · A/D - Building Osborn	-941,535.36
167 · A/D - Tenant Improvements	-72,903.91
Total Total Accumulated Depreciation	-2,653,237.65
150 · Furniture & Equipment	221,975.62
156 · Computer	905,397.65
160 · Leasehold Improvements	1,448,861.03
163 · Land - Osborn	617,737.40
164 · Building - Osborn	1,995,153.78
166 · Tenant Improvements	80,945.83
Total Property and Equipment	2,616,833.66
Total Fixed Assets	2,616,833.66
TOTAL ASSETS	26,757,102.22
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
200 · Accounts Payable	33,019.71
Total Accounts Payable	33,019.71
Credit Cards	
203.1 · MidFirst Business Credit Card	16,351.21
Total Credit Cards	16,351.21
Other Current Liabilities	
214 · Accrued Salaries & P/R Taxes	
2100 · Payroll Liabilities	7,052.49
214 · Accrued Salaries & P/R Taxes - Other	4,858.16
Total 214 · Accrued Salaries & P/R Taxes	11,910.65
215 · Security Deposits Payable - Osb	15,668.10
240 · Stale Dated Checks/Escheat	1,641.81
275 · Arbitration Case Pending	-1,666.92
295 · Current portion of LTD	14,634.74
Total Other Current Liabilities	42,188.38
Total Current Liabilities	91,559.30
Long Term Liabilities	
285 · Capital Lease Payable	6,473.25
Total Long Term Liabilities	6,473.25
Total Liabilities	98,032.55
Equity	
Temporarily restricted	
304 · Fund Bal - Issues Mobilization	324,717.00
Total Temporarily restricted	324,717.00
Unrestricted/Designated	
302 · Fund Bal - Operating Reserve	7,463,458.00

Balance Sheet

As of August 31, 2018

	Aug 31, 18
303 · Fund Bal - Capital	3,739,365.00
305 · Fund Bal - Issues Mobilization	6,345,674.00
307 · Fund Bal - Strategic Initiative	2,099,142.00
308 · Fund Bal - AZ Homeownership	100,051.00
Total Unrestricted/Designated	19,747,690.00
3900 · Unrestricted/Undesignated Net Income	4,520,072.41 2,066,590.26
Total Equity	26,659,069.67
TOTAL LIABILITIES & EQUITY	26,757,102.22

2018 Funds Analysis Operating Reserve

ACCOUNT	Acct #	Balance Forward	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	NET
AAR Operating Reserve - RMA	UX66383	\$ 3,367,047.80													
Dividend and Interest Income (including accrued)			\$2,395.94	\$2,788.55	\$2,725.86	\$4,947.84	\$4,769.34	\$4,308.18	\$4,523.85	\$4,620.60					\$ 3,367,047.80
Deposits															\$31,080.16
Withdrawals				(\$8,774.90)			(\$7,000.00)								\$0.00
Change in Market Value		\$0.01		(\$604.41)	(\$1,186.73)	(\$1,186.73)	\$990.00	\$774.00	\$946.00	\$1,888.50					(\$15,774.90)
Total															<u>\$2,707.37</u>
															<u>\$ 3,385,060.43</u>
AAR - Operating Reserve - Private Bank	Portfolio 705809	\$4,095,408.95													
Interest/Dividends			\$17,505.04	\$1,480.01	\$5,595.48	\$9,811.81	\$16,863.77	\$6,712.63	\$16,683.66	\$1,916.08					\$4,095,408.95
Deposits															\$0.00
Withdrawals															\$0.00
Prior Period Accruals		(\$26,202.00)	(\$21,459.27)	(\$28,877.79)	(\$31,664.93)	(\$32,191.86)	(\$26,318.22)	(\$31,149.51)	(\$31,149.51)	(\$24,850.08)					(\$222,713.66)
Current Period Accruals		\$21,459.27	\$28,877.79	\$31,664.93	\$32,194.87	\$26,318.22	\$31,149.51	\$24,850.08	\$30,504.72	\$30,504.72					\$227,019.39
Investment Appreciation/Depreciation		(\$10,352.70)	(\$8,658.85)	(\$3,973.78)	(\$3,229.77)	(\$7,107.74)	(\$206.05)	\$1,236.88	\$3,500.12	\$3,500.12					(\$28,791.89)
Fees		(\$4,095.15)			(\$4,096.35)				(\$4,080.65)						(\$12,272.15)
TOTAL															<u>\$7,521,269.55</u>

2018 Funds Analysis Issues Mobilization

ACCOUNT	Acct. #	Balance Forward	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	NET
Realtors Issues Mob. - RMA	UX68861	\$ 649,528.21													
Dividend and Interest Income (including accrued)			\$502.91	\$597.91	\$579.20	\$1,499.24	\$1,809.89	\$2,028.28	\$1,680.17	\$1,738.41					\$ 649,528.21
Deposits															\$10,426.01
Withdrawals			\$17,280.00	\$1,001,285.00	\$1,001,285.00	\$1,250.00	\$1,207,250.00	\$100.00	\$1,677,961.00	\$5,025.00					\$3,910,151.00
Change in Market Value			(\$6,500.00)	(\$201.46)			(\$1,500,000.00)	(\$2,450.00)	(\$2,500,000.00)						(\$4,008,950.00)
Fees										\$203.50					\$2.04
Total															\$0.00
															<u>\$ 561,157.26</u>
AAR - Issues Mob - Private Bank	382618	\$4,268,906.89													
Interest/Dividends			\$20,472.97	\$799.39	\$3,942.50	\$4,374.48	\$14,073.34	\$5,468.34	\$14,253.30	\$1,522.32					\$4,268,906.89
Deposits															\$64,906.64
Withdrawals															\$0.00
Prior Period Accruals			(\$28,004.00)	(\$20,751.74)	(\$20,457.73)	(\$22,893.28)	(\$25,478.52)	(\$20,174.31)	(\$23,563.26)	(\$18,539.28)					(\$1,000,000.00)
Current Period Accruals			\$20,751.74	\$20,457.73	\$22,893.28	\$25,481.81	\$20,174.31	\$23,563.26	\$18,539.28	\$23,077.25					\$174,938.66
Investment Appreciation/Depreciation			(\$10,656.79)	(\$633.17)	(\$3,132.73)	(\$338.97)	(\$501.29)	(\$4,827.82)	\$23.35	\$2,492.30					(\$17,576.12)
Fees			(\$4,267.66)			(\$3,934.86)			(\$3,254.57)						(\$11,457.11)
															<u>\$3,299,857.84</u>
TOTAL		<u>\$ 4,918,435.10</u>													<u>\$ 3,861,015.10</u>

2018 Funds Analysis Capital Reserve

ACCOUNT	Acct. #	Balance Forward	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	NET
Capital Purchase - RMA	UX68672	<u>\$ 1,748,758.38</u>													
Dividend and Interest Income (including account)			\$1,225.16	\$1,439.94	\$1,404.15	\$2,811.82	\$2,202.17	\$2,193.28	\$2,263.97	\$2,253.73					\$ 1,748,758.38
Deposits															\$0.00
Withdrawals			(\$18,672.31)	(\$5,131.53)	(\$3,305.33)	(\$13,553.91)	(\$6,627.21)	(\$17,430.15)	(\$3,250.00)	(\$7,662.12)					(\$75,632.56)
Change in Market Value				(\$503.67)		(\$645.22)		\$419.25	\$468.25	\$1,201.00					\$1,465.86
Fees															\$0.00
Total															<u>\$ 1,690,385.90</u>
AAR Capital Reserve - Private Bank	Portfolio 382582	<u>\$1,535,998.71</u>													
Net Contributions															\$0.00
Interest/Dividends			\$6,538.38	\$52.92	\$2,089.98	\$3,695.66	\$6,433.65	\$2,520.65	\$6,407.12	\$722.96					\$28,961.32
Prior Period Accruals			(\$9,800.00)	(\$8,002.73)	(\$10,872.34)	(\$11,937.95)	(\$12,109.94)	(\$9,956.11)	(\$11,764.82)	(\$9,258.44)					(\$83,702.33)
Current Period Accruals			\$8,002.73	\$10,872.34	\$11,937.95	\$12,111.04	\$9,956.11	\$11,764.82	\$9,258.44	\$11,379.19					\$85,282.62
Investment Appreciation/Depreciation			(\$3,813.68)	(\$3,300.56)	(\$1,500.49)	(\$1,179.86)	(\$265.17)	(\$2,689.59)	\$469.57	\$1,277.47					(\$10,972.31)
Fees			(\$1,535.51)			(\$1,536.02)			(\$1,528.24)						(\$4,599.77)
TOTAL															<u>\$ 3,284,757.09</u>

2018 Funds Analysis Strategic Initiative

ACCOUNT	Acct. #	Balance Forward	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	NET
AAR Strategic Initiative MIDFIRST Checking	xx-3020	\$ 88,449.45													
Deposits			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 88,449.45
Withdrawals									\$0.00	\$0.00					\$0.00
Transfers									(\$5.00)	(\$5.00)					(\$10.00)
Total															\$0.00
															<u>\$ 88,439.45</u>
Strategic Initiative - NWCU	5679	\$ 201,922.74													
Dividend and Interest Income (including accrued)			\$42.88	\$38.74	\$42.90	\$8.30	\$8.58	\$8.30	\$8.58	\$8.59					\$ 201,922.74
Deposits															\$166.66
Withdrawals															\$0.00
Transfers															\$0.00
Total															<u>\$ 202,089.60</u>
Strategic Initiative - UBS	UX27692	\$ 1,484,161.24													
Dividend and Interest Income (including accrued)			\$674.59	\$715.79	\$698.67	\$1,465.94	\$1,717.21	\$1,672.17	\$1,710.81	\$1,698.44					\$ 1,484,161.24
Deposits															10,363.62
Withdrawals															0.00
Change in Market Value			\$0.01	(\$327.39)	(\$497.53)		\$412.50	\$322.50	\$352.50	\$863.19					0.00
Fees															1,125.78
Total															<u>\$ 1,495,640.64</u>
															<u>\$ 1,765,169.69</u>

2018 Funds Analysis AAR and RAPAC

ACCOUNT	Acct. #	Balance Forward	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	NET
AAR General Checking - CHASE	xx-1442	\$ 12,795.66													\$ 12,795.66
Deposits															\$0.00
Withdrawals			(\$22.24)	(\$61.24)	(\$49.32)	(\$1,549.25)	(\$53.51)	(\$49.34)	(\$49.36)	(\$49.35)					(\$1,683.61)
Transfers															\$0.00
Total															<u>\$ 10,912.05</u>
AAR General Checking - MIDFIRST	xx-2997	\$ 222,123.44													\$ 222,123.44
Deposits			\$4,405,673.07	\$788,662.34	\$911,496.01	\$207,117.39	\$200,897.80	\$171,021.89	\$108,742.28	\$119,601.03					\$6,913,211.81
Withdrawals			(\$587,822.44)	(\$415,489.23)	(\$748,906.42)	(\$586,924.98)	(\$1,621,361.98)	(\$466,922.81)	(\$2,118,599.84)	(\$441,494.87)					(\$6,997,522.57)
Transfers			(\$3,660,000.00)	(\$560,000.00)	(\$135,000.00)	\$460,000.00	\$1,300,000.00	\$230,000.00	\$2,027,561.00	\$400,000.00					\$52,961.00
Total															<u>\$ 200,373.68</u>
AAR Main RMA	UX66381	\$ 4,646,398.39													\$ 4,646,398.39
Dividend and Interest Income (including accrued)			\$2,167.59	\$4,427.86	\$6,011.09	\$10,881.44	\$10,566.76	\$8,552.58	\$8,466.82	\$7,486.80					\$58,550.94
Transfers			\$3,860,000.00	\$660,000.00	\$135,000.00	(\$450,000.00)	(\$1,300,000.00)	(\$230,000.00)	(\$2,027,561.00)	(\$400,000.00)					(\$52,961.00)
Withdrawals															\$0.00
Change in Market Value			\$0.01	(\$352.57)		(\$1,055.03)	\$1,795.00	\$1,750.00	\$1,515.80	\$1,889.73					\$5,542.94
Total															<u>\$ 4,657,931.27</u>
RAPAC - RMA	UX68862	\$ 263,240.71													\$ 263,240.71
Dividend and Interest Income (including accrued)			\$356.99	\$324.63	\$325.06	\$735.80	\$831.07	\$898.05	\$916.18	\$883.75					\$5,271.53
Deposits															\$0.00
Transfers								(\$250,000.00)							\$160,000.00
Withdrawals															\$0.00
Change in Market Value				(\$226.65)											(\$226.65)
Total															<u>\$ 428,285.59</u>
TOTAL															<u>\$ 4,909,639.10</u>

Arizona Association of REALTORS®
All Funds Budget vs. Actual
 January through August 2018

	<u>Jan - Aug 18</u>
Ordinary Income/Expense	
Income	
410 · Interest Income	180,381.27
415 · Rental Income	89,329.36
417 · Gain on Investments	184,195.24
430 · Dues Income	9,491,398.33
433 · Forms Licensing	22,000.00
435 · Law Book	2,525.07
440 · Other Program Income	900.00
440.10 · Ethics Citation Fee	750.00
440.11 · Registration Fees	0.00
440.3 · Arbitration Deposits Retained	5,500.00
440.4 · Appeal Fees Retained	500.00
440.5 · Ethics Admin Fees	1,800.00
440.6 · Retained Fine	5,050.00
460 · Broker University	520.00
461 · Education Development	1,271.72
462 · Education Outreach	33,532.00
463 · Instructor Development	1,827.00
464 · Leadership Training	713.00
465 · MRE Society	700.00
466 · Member Communications	1,200.00
467 · REALTOR Institute	37,017.00
468 · rCRMS	42,119.00
469 · Spring Convention	118,647.10
471 · Industry Partners	35,580.00
472 · CRPM	37,243.59
491 · IM Contributions	28,090.00
497 · Misc Income	<u>1,678,222.44</u>
Total Income	<u>12,001,012.12</u>
Gross Profit	12,001,012.12
Expense	
500 · Salaries/Benefits	1,772,522.71
540 · Staff Development	3,301.68
551 · Auto Expense Reimbursement	105.51
605 · Awards/Gifts	18,728.45
612 · Issues Mobilization Expenses	4,004,450.00
620 · Building Expense	169,590.44
629 · Operating Reserve Contributions	7,000.00
630 · Catering/Hotel	262,123.30
631 · Computer Service and Expense	13,162.99
632 · Copying	4,511.88
633 · Furniture/Equipment Expense	1,861.85
639 · Dues & Commitments.	295,800.64

Arizona Association of REALTORS®
All Funds Budget vs. Actual
January through August 2018

	<u>Jan - Aug 18</u>
640 · Equipment Maintenance/Rental	11,911.60
690 · Credit Card & EFT Fees/Misc.	144,354.51
693 · Investment Banking Fees	36,190.96
750 · Reserve Funding	1,677,561.00
770 · Supplies	19,211.98
780 · Postage	5,952.64
781 · Printing	4,164.71
786 · Promotion	32,309.67
787 · Speaker Fees	124,264.27
788 · Staff Expense	49,270.26
790 · Subscriptions and Reference	11,218.82
800 · Taxes	0.00
810 · Contract Fees	1,143,020.66
850 · Telephone	28,207.62
855 · Transportation	1,444.27
867 · Travel	92,179.44
Total Expense	<u>9,934,421.86</u>
Net Ordinary Income	<u>2,066,590.26</u>
Net Income	<u><u>2,066,590.26</u></u>

Arizona Association of REALTORS®
Operating Budget vs. Actual
 January through August 2018

	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	49,392.27	7,725.00	41,667.27	639.4%
415 · Rental Income	89,329.36	89,219.00	110.36	100.1%
417 · Gain on Investments	14,701.61			
430 · Dues Income	9,491,398.33	9,127,600.00	363,798.33	104.0%
433 · Forms Licensing	22,000.00	16,000.00	6,000.00	137.5%
435 · Law Book	2,525.07	450.00	2,075.07	561.1%
440 · Other Program Income	900.00			
440.10 · Ethics Citation Fee	750.00	300.00	450.00	250.0%
440.11 · Registration Fees	0.00	900.00	-900.00	0.0%
440.3 · Arbitration Deposits Retained	5,500.00	2,320.00	3,180.00	237.1%
440.4 · Appeal Fees Retained	500.00	680.00	-180.00	73.5%
440.5 · Ethics Admin Fees	1,800.00	2,800.00	-1,000.00	64.3%
440.6 · Retained Fine	5,050.00	6,000.00	-950.00	84.2%
460 · Broker University	520.00	1,700.00	-1,180.00	30.6%
461 · Education Development	1,271.72	1,856.00	-584.28	68.5%
462 · Education Outreach	33,532.00	17,400.00	16,132.00	192.7%
463 · Instructor Development	1,827.00	1,715.00	112.00	106.5%
464 · Leadership Training	713.00	0.00	713.00	100.0%
465 · MRE Society	700.00	500.00	200.00	140.0%
467 · REALTOR Institute	37,017.00	21,213.00	15,804.00	174.5%
468 · rCRMS	42,119.00	28,755.00	13,364.00	146.5%
469 · Spring Convention	118,647.10	184,075.00	-65,427.90	64.5%
471 · Industry Partners	35,580.00	45,575.00	-9,995.00	78.1%
472 · CRPM	37,243.59	51,740.00	-14,496.41	72.0%
497 · Misc Income	661.44	2,350.00	-1,688.56	28.1%
Total Income	9,993,678.49	9,610,873.00	382,805.49	104.0%
Gross Profit	9,993,678.49	9,610,873.00	382,805.49	104.0%
Expense				
500 · Salaries/Benefits	1,772,522.71	1,917,000.00	-144,477.29	92.5%
540 · Staff Development	3,301.68	12,280.00	-8,978.32	26.9%
551 · Auto Expense Reimbursement	105.51	375.00	-269.49	28.1%
605 · Awards/Gifts	9,953.55	20,395.00	-10,441.45	48.8%
620 · Building Expense	169,495.44	186,988.00	-17,492.56	90.6%
630 · Catering/Hotel	262,123.30	352,962.00	-90,838.70	74.3%
631 · Computer Service and Expense	6,826.64	10,000.00	-3,173.36	68.3%
632 · Copying	4,511.88	12,350.00	-7,838.12	36.5%
639 · Dues & Commitments.	295,800.64	311,225.00	-15,424.36	95.0%
640 · Equipment Maintenance/Rental	11,911.60	12,000.00	-88.40	99.3%
690 · Credit Card & EFT Fees/Misc.	144,344.51	185,000.00	-40,655.49	78.0%
750 · Reserve Funding	1,677,561.00	1,677,561.00	0.00	100.0%
770 · Supplies	18,314.94	27,036.36	-8,721.42	67.7%
780 · Postage	5,952.64	6,984.00	-1,031.36	85.2%
781 · Printing	3,923.32	14,491.64	-10,568.32	27.1%
786 · Promotion	32,309.67	64,270.72	-31,961.05	50.3%
787 · Speaker Fees	124,264.27	147,231.00	-22,966.73	84.4%
788 · Staff Expense	47,839.01	97,181.86	-49,342.85	49.2%
790 · Subscriptions and Reference	10,756.21	15,319.12	-4,562.91	70.2%
800 · Taxes	0.00	500.00	-500.00	0.0%
810 · Contract Fees	1,075,456.46	1,390,651.21	-315,194.75	77.3%
850 · Telephone	28,207.62	30,100.00	-1,892.38	93.7%
855 · Transportation	1,444.27	1,126.00	318.27	128.3%
867 · Travel	92,179.44	129,494.32	-37,314.88	71.2%
Total Expense	5,799,106.31	6,622,522.23	-823,415.92	87.6%
Net Ordinary Income	4,194,572.18	2,988,350.77	1,206,221.41	140.4%
Net Income	4,194,572.18	2,988,350.77	1,206,221.41	140.4%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	Total 1500 Legislative & Pol. Affairs			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	8,975.47	18,820.00	-9,844.53	47.7%
630 · Catering/Hotel	83,139.95	98,185.00	-15,045.05	84.7%
639 · Dues & Commitments.	291,574.00	302,074.00	-10,500.00	96.5%
770 · Supplies	130.82	1,300.00	-1,169.18	10.1%
781 · Printing	892.31	6,000.00	-5,107.69	14.9%
786 · Promotion	10,807.53	25,866.72	-15,059.19	41.8%
787 · Speaker Fees	10,200.00	10,000.00	200.00	102.0%
788 · Staff Expense	10,953.67	40,485.86	-29,532.19	27.1%
790 · Subscriptions and Reference	4,889.89	6,254.12	-1,364.23	78.2%
810 · Contract Fees	103,414.00	206,466.64	-103,052.64	50.1%
867 · Travel	13,605.00	33,000.00	-19,395.00	41.2%
Total Expense	<u>538,582.64</u>	<u>748,452.34</u>	<u>-209,869.70</u>	<u>72.0%</u>
Net Ordinary Income	<u>-538,582.64</u>	<u>-748,452.34</u>	<u>209,869.70</u>	<u>72.0%</u>
Net Income	<u><u>-538,582.64</u></u>	<u><u>-748,452.34</u></u>	<u><u>209,869.70</u></u>	<u><u>72.0%</u></u>

**Arizona Association of REALTORS®
 Profit & Loss Budget vs. Actual
 January through August 2018**

	1501 Government Area Support (1500 Legislative & Pol. Affairs)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
630 · Catering/Hotel	578.56	5,185.00	-4,606.44	11.2%
639 · Dues & Commitments.	0.00			
770 · Supplies	0.00			
781 · Printing	811.65	2,000.00	-1,188.35	40.6%
786 · Promotion	144.97			
787 · Speaker Fees	0.00			
788 · Staff Expense	5,749.82	10,545.86	-4,796.04	54.5%
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00			
867 · Travel	0.00			
Total Expense	<u>7,285.00</u>	<u>17,730.86</u>	<u>-10,445.86</u>	<u>41.1%</u>
Net Ordinary Income	<u>-7,285.00</u>	<u>-17,730.86</u>	<u>10,445.86</u>	<u>41.1%</u>
Net Income	<u><u>-7,285.00</u></u>	<u><u>-17,730.86</u></u>	<u><u>10,445.86</u></u>	<u><u>41.1%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1510 Legislative Advocacy (1500 Legislative & Pol. Affairs)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	31.18			
630 · Catering/Hotel	1,770.21			
639 · Dues & Commitments.	10,650.00	22,065.00	-11,415.00	48.3%
770 · Supplies	0.00			
781 · Printing	0.00			
786 · Promotion	9,701.18	8,346.72	1,354.46	116.2%
787 · Speaker Fees	0.00			
788 · Staff Expense	1,894.77	19,540.00	-17,645.23	9.7%
790 · Subscriptions and Reference	4,889.89	6,254.12	-1,364.23	78.2%
810 · Contract Fees	100,564.00	90,566.64	9,997.36	111.0%
867 · Travel	124.75			
Total Expense	129,625.98	146,772.48	-17,146.50	88.3%
Net Ordinary Income	-129,625.98	-146,772.48	17,146.50	88.3%
Net Income	-129,625.98	-146,772.48	17,146.50	88.3%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1545 Local Lobbying Support (1500 Legislative & Pol. Affairs)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
630 · Catering/Hotel	0.00			
639 · Dues & Commitments.	0.00			
770 · Supplies	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00	2,000.00	-2,000.00	0.0%
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00			
867 · Travel	0.00			
Total Expense	0.00	2,000.00	-2,000.00	0.0%
Net Ordinary Income	0.00	-2,000.00	2,000.00	0.0%
Net Income	0.00	-2,000.00	2,000.00	0.0%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1550 Legislative Policy Dev. (1500 Legislative & Pol. Affairs)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
630 · Catering/Hotel	76,489.51	87,000.00	-10,510.49	87.9%
639 · Dues & Commitments.	0.00			
770 · Supplies	17.91	0.00	17.91	100.0%
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	10,200.00	10,000.00	200.00	102.0%
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00			
867 · Travel	268.97	0.00	268.97	100.0%
Total Expense	<u>86,976.39</u>	<u>97,000.00</u>	<u>-10,023.61</u>	<u>89.7%</u>
Net Ordinary Income	<u>-86,976.39</u>	<u>-97,000.00</u>	<u>10,023.61</u>	<u>89.7%</u>
Net Income	<u><u>-86,976.39</u></u>	<u><u>-97,000.00</u></u>	<u><u>10,023.61</u></u>	<u><u>89.7%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1560 Fundraising Support (1500 Legislative & Pol. Affairs)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	8,944.29	18,820.00	-9,875.71	47.5%
630 · Catering/Hotel	4,301.67	6,000.00	-1,698.33	71.7%
639 · Dues & Commitments.	279,759.00	280,009.00	-250.00	99.9%
770 · Supplies	112.91	1,300.00	-1,187.09	8.7%
781 · Printing	0.00			
786 · Promotion	537.58	10,020.00	-9,482.42	5.4%
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00	104,100.00	-104,100.00	0.0%
867 · Travel	0.00			
Total Expense	293,655.45	420,249.00	-126,593.55	69.9%
Net Ordinary Income	-293,655.45	-420,249.00	126,593.55	69.9%
Net Income	-293,655.45	-420,249.00	126,593.55	69.9%

**Arizona Association of REALTORS®
 Profit & Loss Budget vs. Actual
 January through August 2018**

	1575 Federal Liaison Support (1500 Legislative & Pol. Affairs)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
630 · Catering/Hotel	0.00			
639 · Dues & Commitments.	0.00			
770 · Supplies	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	3,309.08	6,400.00	-3,090.92	51.7%
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00			
867 · Travel	13,211.28	33,000.00	-19,788.72	40.0%
Total Expense	<u>16,520.36</u>	<u>39,400.00</u>	<u>-22,879.64</u>	<u>41.9%</u>
Net Ordinary Income	<u>-16,520.36</u>	<u>-39,400.00</u>	<u>22,879.64</u>	<u>41.9%</u>
Net Income	<u><u>-16,520.36</u></u>	<u><u>-39,400.00</u></u>	<u><u>22,879.64</u></u>	<u><u>41.9%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	1580 - Election Year Activities (1500 Legislative & Pol. Affairs)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
630 · Catering/Hotel	0.00			
639 · Dues & Commitments.	0.00			
770 · Supplies	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00	2,000.00	-2,000.00	0.0%
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00			
867 · Travel	0.00			
Total Expense	0.00	2,000.00	-2,000.00	0.0%
Net Ordinary Income	0.00	-2,000.00	2,000.00	0.0%
Net Income	0.00	-2,000.00	2,000.00	0.0%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1585 Governmental Communication (1500 Legislative & Pol. Affairs)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
630 · Catering/Hotel	0.00			
639 · Dues & Commitments.	1,165.00			
770 · Supplies	0.00			
781 · Printing	80.66	4,000.00	-3,919.34	2.0%
786 · Promotion	423.80	7,500.00	-7,076.20	5.7%
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	850.00	1,800.00	-950.00	47.2%
867 · Travel	0.00			
Total Expense	<u>2,519.46</u>	<u>13,300.00</u>	<u>-10,780.54</u>	<u>18.9%</u>
Net Ordinary Income	<u>-2,519.46</u>	<u>-13,300.00</u>	<u>10,780.54</u>	<u>18.9%</u>
Net Income	<u><u>-2,519.46</u></u>	<u><u>-13,300.00</u></u>	<u><u>10,780.54</u></u>	<u><u>18.9%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1596 Political Research (1500 Legislative & Pol. Affairs)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
630 · Catering/Hotel	0.00			
639 · Dues & Commitments.	0.00			
770 · Supplies	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	2,000.00	10,000.00	-8,000.00	20.0%
867 · Travel	0.00			
Total Expense	2,000.00	10,000.00	-8,000.00	20.0%
Net Ordinary Income	-2,000.00	-10,000.00	8,000.00	20.0%
Net Income	-2,000.00	-10,000.00	8,000.00	20.0%

**Arizona Association of REALTORS®
 Profit & Loss Budget vs. Actual
 January through August 2018**

	Total 1600 Risk Management			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	900.00			
440.10 · Ethics Citation Fee	750.00	300.00	450.00	250.0%
440.11 · Registration Fees	0.00	900.00	-900.00	0.0%
440.3 · Arbitration Deposits Retained	5,500.00	2,320.00	3,180.00	237.1%
440.4 · Appeal Fees Retained	500.00	680.00	-180.00	73.5%
440.5 · Ethics Admin Fees	1,800.00	2,800.00	-1,000.00	64.3%
440.6 · Retained Fine	5,050.00	6,000.00	-950.00	84.2%
Total Income	14,500.00	13,000.00	1,500.00	111.5%
Gross Profit	14,500.00	13,000.00	1,500.00	111.5%
Expense				
605 · Awards/Gifts	0.00	100.00	-100.00	0.0%
630 · Catering/Hotel	13,018.39	17,542.00	-4,523.61	74.2%
770 · Supplies	753.71	4,000.00	-3,246.29	18.8%
781 · Printing	0.00	200.00	-200.00	0.0%
786 · Promotion	177.20	5,250.00	-5,072.80	3.4%
787 · Speaker Fees	1,750.00	2,450.00	-700.00	71.4%
788 · Staff Expense	10,171.24	14,800.00	-4,628.76	68.7%
790 · Subscriptions and Reference	5,866.32	8,465.00	-2,598.68	69.3%
810 · Contract Fees	159,773.00	143,975.00	15,798.00	111.0%
867 · Travel	5,566.51	6,080.00	-513.49	91.6%
Total Expense	197,076.37	202,862.00	-5,785.63	97.1%
Net Ordinary Income	-182,576.37	-189,862.00	7,285.63	96.2%
Net Income	-182,576.37	-189,862.00	7,285.63	96.2%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1601 Risk Management Support (1600 Risk Management)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	0.00			
440.11 · Registration Fees	0.00			
440.3 · Arbitration Deposits Retained	0.00			
440.4 · Appeal Fees Retained	0.00			
440.5 · Ethics Admin Fees	0.00			
440.6 · Retained Fine	0.00			
Total Income	0.00			
Gross Profit	0.00			
Expense				
605 · Awards/Gifts	0.00			
630 · Catering/Hotel	1,144.19	1,340.00	-195.81	85.4%
770 · Supplies	753.71	3,000.00	-2,246.29	25.1%
781 · Printing	0.00			
786 · Promotion	177.20	750.00	-572.80	23.6%
787 · Speaker Fees	0.00			
788 · Staff Expense	9,246.24	12,800.00	-3,553.76	72.2%
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00			
867 · Travel	0.00			
Total Expense	11,321.34	17,890.00	-6,568.66	63.3%
Net Ordinary Income	-11,321.34	-17,890.00	6,568.66	63.3%
Net Income	-11,321.34	-17,890.00	6,568.66	63.3%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	1602 Legal Support (1600 Risk Management)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	0.00			
440.11 · Registration Fees	0.00			
440.3 · Arbitration Deposits Retained	0.00			
440.4 · Appeal Fees Retained	0.00			
440.5 · Ethics Admin Fees	0.00			
440.6 · Retained Fine	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
605 · Awards/Gifts	0.00			
630 · Catering/Hotel	0.00			
770 · Supplies	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	3,622.84	4,800.00	-1,177.16	75.5%
810 · Contract Fees	33,914.90	10,000.00	23,914.90	339.1%
867 · Travel	2,000.00	2,000.00	0.00	100.0%
Total Expense	<u>39,537.74</u>	<u>16,800.00</u>	<u>22,737.74</u>	<u>235.3%</u>
Net Ordinary Income	<u>-39,537.74</u>	<u>-16,800.00</u>	<u>-22,737.74</u>	<u>235.3%</u>
Net Income	<u><u>-39,537.74</u></u>	<u><u>-16,800.00</u></u>	<u><u>-22,737.74</u></u>	<u><u>235.3%</u></u>

Arizona Association of REALTORS®

Profit & Loss Budget vs. Actual

January through August 2018

	1605 PS Enforcement (1600 Risk Management)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	750.00	300.00	450.00	250.0%
440.11 · Registration Fees	0.00			
440.3 · Arbitration Deposits Retained	5,500.00	2,320.00	3,180.00	237.1%
440.4 · Appeal Fees Retained	500.00	680.00	-180.00	73.5%
440.5 · Ethics Admin Fees	1,800.00	2,800.00	-1,000.00	64.3%
440.6 · Retained Fine	5,050.00	6,000.00	-950.00	84.2%
Total Income	13,600.00	12,100.00	1,500.00	112.4%
Gross Profit	13,600.00	12,100.00	1,500.00	112.4%
Expense				
605 · Awards/Gifts	0.00	100.00	-100.00	0.0%
630 · Catering/Hotel	945.98	1,232.00	-286.02	76.8%
770 · Supplies	0.00	500.00	-500.00	0.0%
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	925.00	2,000.00	-1,075.00	46.3%
790 · Subscriptions and Reference	2,243.48	2,440.00	-196.52	91.9%
810 · Contract Fees	3,575.60	5,600.00	-2,024.40	63.9%
867 · Travel	2,628.19	3,080.00	-451.81	85.3%
Total Expense	10,318.25	14,952.00	-4,633.75	69.0%
Net Ordinary Income	3,281.75	-2,852.00	6,133.75	-115.1%
Net Income	3,281.75	-2,852.00	6,133.75	-115.1%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	1610 PS Training (1600 Risk Management)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	900.00			
440.10 · Ethics Citation Fee	0.00			
440.11 · Registration Fees	0.00	900.00	-900.00	0.0%
440.3 · Arbitration Deposits Retained	0.00			
440.4 · Appeal Fees Retained	0.00			
440.5 · Ethics Admin Fees	0.00			
440.6 · Retained Fine	0.00			
Total Income	<u>900.00</u>	<u>900.00</u>	<u>0.00</u>	<u>100.0%</u>
Gross Profit	900.00	900.00	0.00	100.0%
Expense				
605 · Awards/Gifts	0.00			
630 · Catering/Hotel	10,928.22	14,550.00	-3,621.78	75.1%
770 · Supplies	0.00	500.00	-500.00	0.0%
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	1,750.00	2,000.00	-250.00	87.5%
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00	1,225.00	-1,225.00	0.0%
810 · Contract Fees	0.00	750.00	-750.00	0.0%
867 · Travel	0.00			
Total Expense	<u>12,678.22</u>	<u>19,025.00</u>	<u>-6,346.78</u>	<u>66.6%</u>
Net Ordinary Income	<u>-11,778.22</u>	<u>-18,125.00</u>	<u>6,346.78</u>	<u>65.0%</u>
Net Income	<u><u>-11,778.22</u></u>	<u><u>-18,125.00</u></u>	<u><u>6,346.78</u></u>	<u><u>65.0%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	1615 Alt. Dispute Resolution (1600 Risk Management)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	0.00			
440.11 · Registration Fees	0.00			
440.3 · Arbitration Deposits Retained	0.00			
440.4 · Appeal Fees Retained	0.00			
440.5 · Ethics Admin Fees	0.00			
440.6 · Retained Fine	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
605 · Awards/Gifts	0.00			
630 · Catering/Hotel	0.00	0.00	0.00	0.0%
770 · Supplies	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00	450.00	-450.00	0.0%
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	1,423.78	1,500.00	-76.22	94.9%
867 · Travel	938.32	1,000.00	-61.68	93.8%
Total Expense	<u>2,362.10</u>	<u>2,950.00</u>	<u>-587.90</u>	<u>80.1%</u>
Net Ordinary Income	<u>-2,362.10</u>	<u>-2,950.00</u>	<u>587.90</u>	<u>80.1%</u>
Net Income	<u><u>-2,362.10</u></u>	<u><u>-2,950.00</u></u>	<u><u>587.90</u></u>	<u><u>80.1%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	1625 Risk Management Publicatns (1600 Risk Management)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	0.00			
440.11 · Registration Fees	0.00			
440.3 · Arbitration Deposits Retained	0.00			
440.4 · Appeal Fees Retained	0.00			
440.5 · Ethics Admin Fees	0.00			
440.6 · Retained Fine	0.00			
Total Income	0.00			
Gross Profit	0.00			
Expense				
605 · Awards/Gifts	0.00			
630 · Catering/Hotel	0.00			
770 · Supplies	0.00			
781 · Printing	0.00			
786 · Promotion	0.00	4,500.00	-4,500.00	0.0%
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00			
867 · Travel	0.00			
Total Expense	0.00	4,500.00	-4,500.00	0.0%
Net Ordinary Income	0.00	-4,500.00	4,500.00	0.0%
Net Income	0.00	-4,500.00	4,500.00	0.0%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	Total 1650 Forms Development and Sale (1600 Risk Management)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	0.00			
440.11 · Registration Fees	0.00			
440.3 · Arbitration Deposits Retained	0.00			
440.4 · Appeal Fees Retained	0.00			
440.5 · Ethics Admin Fees	0.00			
440.6 · Retained Fine	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
605 · Awards/Gifts	0.00			
630 · Catering/Hotel	0.00	420.00	-420.00	0.0%
770 · Supplies	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	537.00	5,625.00	-5,088.00	9.5%
867 · Travel	0.00			
Total Expense	<u>537.00</u>	<u>6,045.00</u>	<u>-5,508.00</u>	<u>8.9%</u>
Net Ordinary Income	<u>-537.00</u>	<u>-6,045.00</u>	<u>5,508.00</u>	<u>8.9%</u>
Net Income	<u><u>-537.00</u></u>	<u><u>-6,045.00</u></u>	<u><u>5,508.00</u></u>	<u><u>8.9%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1665 Legal Hotline (1600 Risk Management)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	0.00			
440.11 · Registration Fees	0.00			
440.3 · Arbitration Deposits Retained	0.00			
440.4 · Appeal Fees Retained	0.00			
440.5 · Ethics Admin Fees	0.00			
440.6 · Retained Fine	0.00			
Total Income	0.00			
Gross Profit	0.00			
Expense				
605 · Awards/Gifts	0.00			
630 · Catering/Hotel	0.00			
770 · Supplies	0.00			
781 · Printing	0.00	200.00	-200.00	0.0%
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	120,321.72	120,500.00	-178.28	99.9%
867 · Travel	0.00			
Total Expense	120,321.72	120,700.00	-378.28	99.7%
Net Ordinary Income	-120,321.72	-120,700.00	378.28	99.7%
Net Income	-120,321.72	-120,700.00	378.28	99.7%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	Total 1700 Business Services & Tech.			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
433 · Forms Licensing	22,000.00	16,000.00	6,000.00	137.5%
466 · Member Communications	1,200.00	4,800.00	-3,600.00	25.0%
Total Income	<u>23,200.00</u>	<u>20,800.00</u>	<u>2,400.00</u>	<u>111.5%</u>
Gross Profit	23,200.00	20,800.00	2,400.00	111.5%
Expense				
540 · Staff Development	0.00	9,000.00	-9,000.00	0.0%
630 · Catering/Hotel	717.81	900.00	-182.19	79.8%
631 · Computer Service and Expense	6,826.64	10,000.00	-3,173.36	68.3%
770 · Supplies	1,138.50	3,666.64	-2,528.14	31.1%
780 · Postage	0.00	200.00	-200.00	0.0%
781 · Printing	538.55	18,999.98	-18,461.43	2.8%
786 · Promotion	554.07	4,500.00	-3,945.93	12.3%
788 · Staff Expense	12,800.74	21,979.36	-9,178.62	58.2%
790 · Subscriptions and Reference	462.61	2,875.00	-2,412.39	16.1%
810 · Contract Fees	768,728.51	1,003,460.56	-234,732.05	76.6%
867 · Travel	1,634.11	5,058.32	-3,424.21	32.3%
Total Expense	<u>793,401.54</u>	<u>1,080,639.86</u>	<u>-287,238.32</u>	<u>73.4%</u>
Net Ordinary Income	<u>-770,201.54</u>	<u>-1,059,839.86</u>	<u>289,638.32</u>	<u>72.7%</u>
Net Income	<u><u>-770,201.54</u></u>	<u><u>-1,059,839.86</u></u>	<u><u>289,638.32</u></u>	<u><u>72.7%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	1701 Bus Services & Tech Suppt (1700 Business Services & Tech.)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
433 · Forms Licensing	0.00			
466 · Member Communications	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
540 · Staff Development	0.00	5,000.00	-5,000.00	0.0%
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
770 · Supplies	253.47	1,000.00	-746.53	25.3%
780 · Postage	0.00	200.00	-200.00	0.0%
781 · Printing	297.16	1,666.64	-1,369.48	17.8%
786 · Promotion	0.00			
788 · Staff Expense	11,369.49	16,969.00	-5,599.51	67.0%
790 · Subscriptions and Reference	0.00	600.00	-600.00	0.0%
810 · Contract Fees	0.00			
867 · Travel	630.48	1,785.00	-1,154.52	35.3%
Total Expense	<u>12,550.60</u>	<u>27,220.64</u>	<u>-14,670.04</u>	<u>46.1%</u>
Net Ordinary Income	<u>-12,550.60</u>	<u>-27,220.64</u>	<u>14,670.04</u>	<u>46.1%</u>
Net Income	<u><u>-12,550.60</u></u>	<u><u>-27,220.64</u></u>	<u><u>14,670.04</u></u>	<u><u>46.1%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1710 Software Development (1700 Business Services & Tech.)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
433 · Forms Licensing	0.00			
466 · Member Communications	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
540 · Staff Development	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	19.54	1,000.00	-980.46	2.0%
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	19,988.67	33,336.61	-13,347.94	60.0%
867 · Travel	0.00			
Total Expense	<u>20,008.21</u>	<u>34,336.61</u>	<u>-14,328.40</u>	<u>58.3%</u>
Net Ordinary Income	<u>-20,008.21</u>	<u>-34,336.61</u>	<u>14,328.40</u>	<u>58.3%</u>
Net Income	<u><u>-20,008.21</u></u>	<u><u>-34,336.61</u></u>	<u><u>14,328.40</u></u>	<u><u>58.3%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1730 IT Resource/Security Mgmt. (1700 Business Services & Tech.)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
433 · Forms Licensing	0.00			
466 · Member Communications	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
540 · Staff Development	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	6,807.10	9,000.00	-2,192.90	75.6%
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	163,950.77	250,278.64	-86,327.87	65.5%
867 · Travel	0.00			
Total Expense	<u>170,757.87</u>	<u>259,278.64</u>	<u>-88,520.77</u>	<u>65.9%</u>
Net Ordinary Income	<u>-170,757.87</u>	<u>-259,278.64</u>	<u>88,520.77</u>	<u>65.9%</u>
Net Income	<u><u>-170,757.87</u></u>	<u><u>-259,278.64</u></u>	<u><u>88,520.77</u></u>	<u><u>65.9%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1770 Business Services Dept. (1700 Business Services & Tech.)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
433 · Forms Licensing	22,000.00	16,000.00	6,000.00	137.5%
466 · Member Communications	0.00			
Total Income	<u>22,000.00</u>	<u>16,000.00</u>	<u>6,000.00</u>	<u>137.5%</u>
Gross Profit	22,000.00	16,000.00	6,000.00	137.5%
Expense				
540 · Staff Development	0.00			
630 · Catering/Hotel	717.81	900.00	-182.19	79.8%
631 · Computer Service and Expense	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	554.07	2,500.00	-1,945.93	22.2%
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	517,248.87	593,519.32	-76,270.45	87.1%
867 · Travel	1,003.63	3,273.32	-2,269.69	30.7%
Total Expense	<u>519,524.38</u>	<u>600,192.64</u>	<u>-80,668.26</u>	<u>86.6%</u>
Net Ordinary Income	<u>-497,524.38</u>	<u>-584,192.64</u>	<u>86,668.26</u>	<u>85.2%</u>
Net Income	<u><u>-497,524.38</u></u>	<u><u>-584,192.64</u></u>	<u><u>86,668.26</u></u>	<u><u>85.2%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1780 Communications (1700 Business Services & Tech.)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
433 · Forms Licensing	0.00			
466 · Member Communications	1,200.00	4,800.00	-3,600.00	25.0%
Total Income	1,200.00	4,800.00	-3,600.00	25.0%
Gross Profit	1,200.00	4,800.00	-3,600.00	25.0%
Expense				
540 · Staff Development	0.00	4,000.00	-4,000.00	0.0%
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
770 · Supplies	885.03	2,666.64	-1,781.61	33.2%
780 · Postage	0.00			
781 · Printing	241.39	17,333.34	-17,091.95	1.4%
786 · Promotion	0.00	2,000.00	-2,000.00	0.0%
788 · Staff Expense	1,431.25	5,010.36	-3,579.11	28.6%
790 · Subscriptions and Reference	462.61	2,275.00	-1,812.39	20.3%
810 · Contract Fees	67,540.20	126,325.99	-58,785.79	53.5%
867 · Travel	0.00			
Total Expense	70,560.48	159,611.33	-89,050.85	44.2%
Net Ordinary Income	-69,360.48	-154,811.33	85,450.85	44.8%
Net Income	-69,360.48	-154,811.33	85,450.85	44.8%

Arizona Association of REALTORS®

Profit & Loss Budget vs. Actual

January through August 2018

	Total 1800 Professional & Bus.Develop			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	520.00	1,700.00	-1,180.00	30.6%
461 · Education Development	1,271.72	1,856.00	-584.28	68.5%
462 · Education Outreach	33,532.00	17,400.00	16,132.00	192.7%
463 · Instructor Development	1,827.00	1,715.00	112.00	106.5%
464 · Leadership Training	713.00	0.00	713.00	100.0%
465 · MRE Society	700.00	500.00	200.00	140.0%
467 · REALTOR Institute	37,017.00	21,213.00	15,804.00	174.5%
468 · rCRMS	42,119.00	28,755.00	13,364.00	146.5%
469 · Spring Convention	118,647.10	184,075.00	-65,427.90	64.5%
471 · Industry Partners	35,580.00	45,575.00	-9,995.00	78.1%
472 · CRPM	37,243.59	51,740.00	-14,496.41	72.0%
Total Income	309,170.41	354,529.00	-45,358.59	87.2%
Gross Profit	309,170.41	354,529.00	-45,358.59	87.2%
Expense				
540 · Staff Development	1,065.00	1,300.00	-235.00	81.9%
630 · Catering/Hotel	145,092.44	204,685.00	-59,592.56	70.9%
632 · Copying	1,229.27	9,050.00	-7,820.73	13.6%
639 · Dues & Commitments.	1,492.54	3,840.00	-2,347.46	38.9%
770 · Supplies	5,309.59	5,765.00	-455.41	92.1%
781 · Printing	2,568.87	4,075.00	-1,506.13	63.0%
786 · Promotion	9,986.85	14,804.00	-4,817.15	67.5%
787 · Speaker Fees	112,314.27	134,781.00	-22,466.73	83.3%
788 · Staff Expense	7,196.48	10,695.00	-3,498.52	67.3%
810 · Contract Fees	60,573.12	102,587.00	-42,013.88	59.0%
855 · Transportation	1,444.27	1,126.00	318.27	128.3%
867 · Travel	1,644.70	3,456.00	-1,811.30	47.6%
Total Expense	349,917.40	496,164.00	-146,246.60	70.5%
Net Ordinary Income	-40,746.99	-141,635.00	100,888.01	28.8%
Net Income	-40,746.99	-141,635.00	100,888.01	28.8%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1801 Prof Dev Support (1800 Professional & Bus.Develop)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
464 · Leadership Training	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
540 · Staff Development	1,016.00	1,000.00	16.00	101.6%
630 · Catering/Hotel	675.79	800.00	-124.21	84.5%
632 · Copying	1,229.27	9,050.00	-7,820.73	13.6%
639 · Dues & Commitments.	1,490.62	2,605.00	-1,114.38	57.2%
770 · Supplies	139.45	150.00	-10.55	93.0%
781 · Printing	1,278.03	500.00	778.03	255.6%
786 · Promotion	111.45	1,100.00	-988.55	10.1%
787 · Speaker Fees	0.00			
788 · Staff Expense	2,249.81	5,058.00	-2,808.19	44.5%
810 · Contract Fees	6,028.76	13,965.00	-7,936.24	43.2%
855 · Transportation	0.00			
867 · Travel	636.02	1,000.00	-363.98	63.6%
Total Expense	<u>14,855.20</u>	<u>35,228.00</u>	<u>-20,372.80</u>	<u>42.2%</u>
Net Ordinary Income	<u>-14,855.20</u>	<u>-35,228.00</u>	<u>20,372.80</u>	<u>42.2%</u>
Net Income	<u><u>-14,855.20</u></u>	<u><u>-35,228.00</u></u>	<u><u>20,372.80</u></u>	<u><u>42.2%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	1815 REALTOR Institute (1800 Professional & Bus.Develop)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
464 · Leadership Training	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	37,017.00	21,213.00	15,804.00	174.5%
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>37,017.00</u>	<u>21,213.00</u>	<u>15,804.00</u>	<u>174.5%</u>
Gross Profit	37,017.00	21,213.00	15,804.00	174.5%
Expense				
540 · Staff Development	0.00			
630 · Catering/Hotel	159.33	1,000.00	-840.67	15.9%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
770 · Supplies	2,352.38	2,275.00	77.38	103.4%
781 · Printing	829.98	1,200.00	-370.02	69.2%
786 · Promotion	8,758.25	11,525.00	-2,766.75	76.0%
787 · Speaker Fees	3,704.26	3,900.00	-195.74	95.0%
788 · Staff Expense	0.00	220.00	-220.00	0.0%
810 · Contract Fees	7,335.00	7,660.00	-325.00	95.8%
855 · Transportation	348.28	160.00	188.28	217.7%
867 · Travel	0.00			
Total Expense	<u>23,487.48</u>	<u>27,940.00</u>	<u>-4,452.52</u>	<u>84.1%</u>
Net Ordinary Income	<u>13,529.52</u>	<u>-6,727.00</u>	<u>20,256.52</u>	<u>-201.1%</u>
Net Income	<u><u>13,529.52</u></u>	<u><u>-6,727.00</u></u>	<u><u>20,256.52</u></u>	<u><u>-201.1%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	1820 rCRMS (1800 Professional & Bus.Develop)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
464 · Leadership Training	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	42,119.00	28,755.00	13,364.00	146.5%
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>42,119.00</u>	<u>28,755.00</u>	<u>13,364.00</u>	<u>146.5%</u>
Gross Profit	42,119.00	28,755.00	13,364.00	146.5%
Expense				
540 · Staff Development	0.00			
630 · Catering/Hotel	84.95	90.00	-5.05	94.4%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
770 · Supplies	0.00			
781 · Printing	0.00			
786 · Promotion	129.40	200.00	-70.60	64.7%
787 · Speaker Fees	18,617.80	15,300.00	3,317.80	121.7%
788 · Staff Expense	25.17	72.00	-46.83	35.0%
810 · Contract Fees	10,737.21	4,311.00	6,426.21	249.1%
855 · Transportation	312.22	120.00	192.22	260.2%
867 · Travel	0.00			
Total Expense	<u>29,906.75</u>	<u>20,093.00</u>	<u>9,813.75</u>	<u>148.8%</u>
Net Ordinary Income	<u>12,212.25</u>	<u>8,662.00</u>	<u>3,550.25</u>	<u>141.0%</u>
Net Income	<u><u>12,212.25</u></u>	<u><u>8,662.00</u></u>	<u><u>3,550.25</u></u>	<u><u>141.0%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1825 Cert. Res. Prop. Manager (1800 Professional & Bus.Develop)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
464 · Leadership Training	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	37,243.59	51,740.00	-14,496.41	72.0%
Total Income	<u>37,243.59</u>	<u>51,740.00</u>	<u>-14,496.41</u>	<u>72.0%</u>
Gross Profit	37,243.59	51,740.00	-14,496.41	72.0%
Expense				
540 · Staff Development	0.00			
630 · Catering/Hotel	70.52	4,090.00	-4,019.48	1.7%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00	0.00	0.00	0.0%
770 · Supplies	100.00	300.00	-200.00	33.3%
781 · Printing	0.00			
786 · Promotion	384.66	479.00	-94.34	80.3%
787 · Speaker Fees	16,506.32	17,250.00	-743.68	95.7%
788 · Staff Expense	12.43	80.00	-67.57	15.5%
810 · Contract Fees	9,692.31	14,197.00	-4,504.69	68.3%
855 · Transportation	298.75	606.00	-307.25	49.3%
867 · Travel	0.00			
Total Expense	<u>27,064.99</u>	<u>37,002.00</u>	<u>-9,937.01</u>	<u>73.1%</u>
Net Ordinary Income	<u>10,178.60</u>	<u>14,738.00</u>	<u>-4,559.40</u>	<u>69.1%</u>
Net Income	<u><u>10,178.60</u></u>	<u><u>14,738.00</u></u>	<u><u>-4,559.40</u></u>	<u><u>69.1%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1840 Leadership Training/Conf. (1800 Professional & Bus.Develop)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
464 · Leadership Training	713.00	0.00	713.00	100.0%
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>713.00</u>	<u>0.00</u>	<u>713.00</u>	<u>100.0%</u>
Gross Profit	713.00	0.00	713.00	100.0%
Expense				
540 · Staff Development	0.00			
630 · Catering/Hotel	18,656.12	22,775.00	-4,118.88	81.9%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
770 · Supplies	876.09	0.00	876.09	100.0%
781 · Printing	0.00	375.00	-375.00	0.0%
786 · Promotion	0.00			
787 · Speaker Fees	22,018.42	28,131.00	-6,112.58	78.3%
788 · Staff Expense	27.00			
810 · Contract Fees	0.00	500.00	-500.00	0.0%
855 · Transportation	0.00			
867 · Travel	1,008.68	2,456.00	-1,447.32	41.1%
Total Expense	<u>42,586.31</u>	<u>54,237.00</u>	<u>-11,650.69</u>	<u>78.5%</u>
Net Ordinary Income	<u>-41,873.31</u>	<u>-54,237.00</u>	<u>12,363.69</u>	<u>77.2%</u>
Net Income	<u><u>-41,873.31</u></u>	<u><u>-54,237.00</u></u>	<u><u>12,363.69</u></u>	<u><u>77.2%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	1850 Partners Conference (1800 Professional & Bus.Develop)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
464 · Leadership Training	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	35,580.00	45,575.00	-9,995.00	78.1%
472 · CRPM	0.00			
Total Income	<u>35,580.00</u>	<u>45,575.00</u>	<u>-9,995.00</u>	<u>78.1%</u>
Gross Profit	35,580.00	45,575.00	-9,995.00	78.1%
Expense				
540 · Staff Development	0.00			
630 · Catering/Hotel	0.00	0.00	0.00	0.0%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
770 · Supplies	0.00			
781 · Printing	0.00			
786 · Promotion	0.00	0.00	0.00	0.0%
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
810 · Contract Fees	1,307.47	1,975.00	-667.53	66.2%
855 · Transportation	0.00			
867 · Travel	0.00			
Total Expense	<u>1,307.47</u>	<u>1,975.00</u>	<u>-667.53</u>	<u>66.2%</u>
Net Ordinary Income	<u>34,272.53</u>	<u>43,600.00</u>	<u>-9,327.47</u>	<u>78.6%</u>
Net Income	<u><u>34,272.53</u></u>	<u><u>43,600.00</u></u>	<u><u>-9,327.47</u></u>	<u><u>78.6%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	Total 1855 MRE Society (1800 Professional & Bus.Develop)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
464 · Leadership Training	0.00			
465 · MRE Society	700.00	500.00	200.00	140.0%
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>700.00</u>	<u>500.00</u>	<u>200.00</u>	<u>140.0%</u>
Gross Profit	700.00	500.00	200.00	140.0%
Expense				
540 · Staff Development	0.00			
630 · Catering/Hotel	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
770 · Supplies	400.00	950.00	-550.00	42.1%
781 · Printing	0.00			
786 · Promotion	0.00	100.00	-100.00	0.0%
787 · Speaker Fees	0.00	200.00	-200.00	0.0%
788 · Staff Expense	0.00			
810 · Contract Fees	0.00	240.00	-240.00	0.0%
855 · Transportation	0.00			
867 · Travel	0.00			
Total Expense	<u>400.00</u>	<u>1,490.00</u>	<u>-1,090.00</u>	<u>26.8%</u>
Net Ordinary Income	<u>300.00</u>	<u>-990.00</u>	<u>1,290.00</u>	<u>-30.3%</u>
Net Income	<u><u>300.00</u></u>	<u><u>-990.00</u></u>	<u><u>1,290.00</u></u>	<u><u>-30.3%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1860 Spring Convention (1800 Professional & Bus.Develop)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
464 · Leadership Training	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	118,647.10	184,075.00	-65,427.90	64.5%
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>118,647.10</u>	<u>184,075.00</u>	<u>-65,427.90</u>	<u>64.5%</u>
Gross Profit	118,647.10	184,075.00	-65,427.90	64.5%
Expense				
540 · Staff Development	0.00			
630 · Catering/Hotel	125,002.71	175,228.00	-50,225.29	71.3%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
770 · Supplies	1,140.43	750.00	390.43	152.1%
781 · Printing	460.86	2,000.00	-1,539.14	23.0%
786 · Promotion	603.09	1,400.00	-796.91	43.1%
787 · Speaker Fees	39,933.23	53,500.00	-13,566.77	74.6%
788 · Staff Expense	2,751.20	2,895.00	-143.80	95.0%
810 · Contract Fees	12,717.06	45,375.00	-32,657.94	28.0%
855 · Transportation	0.00			
867 · Travel	0.00			
Total Expense	<u>182,608.58</u>	<u>281,148.00</u>	<u>-98,539.42</u>	<u>65.0%</u>
Net Ordinary Income	<u>-63,961.48</u>	<u>-97,073.00</u>	<u>33,111.52</u>	<u>65.9%</u>
Net Income	<u><u>-63,961.48</u></u>	<u><u>-97,073.00</u></u>	<u><u>33,111.52</u></u>	<u><u>65.9%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1870 Education Outreach (1800 Professional & Bus.Develop)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	33,532.00	17,400.00	16,132.00	192.7%
463 · Instructor Development	0.00			
464 · Leadership Training	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>33,532.00</u>	<u>17,400.00</u>	<u>16,132.00</u>	<u>192.7%</u>
Gross Profit	33,532.00	17,400.00	16,132.00	192.7%
Expense				
540 · Staff Development	0.00			
630 · Catering/Hotel	246.21	120.00	126.21	205.2%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
770 · Supplies	279.68	240.00	39.68	116.5%
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	11,534.24	9,200.00	2,334.24	125.4%
788 · Staff Expense	0.00	12.00	-12.00	0.0%
810 · Contract Fees	9,352.55	5,325.00	4,027.55	175.6%
855 · Transportation	485.02	240.00	245.02	202.1%
867 · Travel	0.00			
Total Expense	<u>21,897.70</u>	<u>15,137.00</u>	<u>6,760.70</u>	<u>144.7%</u>
Net Ordinary Income	<u>11,634.30</u>	<u>2,263.00</u>	<u>9,371.30</u>	<u>514.1%</u>
Net Income	<u><u>11,634.30</u></u>	<u><u>2,263.00</u></u>	<u><u>9,371.30</u></u>	<u><u>514.1%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1871 Education Development (1800 Professional & Bus.Develop)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	1,271.72	1,856.00	-584.28	68.5%
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
464 · Leadership Training	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>1,271.72</u>	<u>1,856.00</u>	<u>-584.28</u>	<u>68.5%</u>
Gross Profit	1,271.72	1,856.00	-584.28	68.5%
Expense				
540 · Staff Development	49.00	300.00	-251.00	16.3%
630 · Catering/Hotel	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	1.92	1,235.00	-1,233.08	0.2%
770 · Supplies	21.56	0.00	21.56	100.0%
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
810 · Contract Fees	2,527.76	8,000.00	-5,472.24	31.6%
855 · Transportation	0.00			
867 · Travel	0.00			
Total Expense	<u>2,600.24</u>	<u>9,535.00</u>	<u>-6,934.76</u>	<u>27.3%</u>
Net Ordinary Income	<u>-1,328.52</u>	<u>-7,679.00</u>	<u>6,350.48</u>	<u>17.3%</u>
Net Income	<u><u>-1,328.52</u></u>	<u><u>-7,679.00</u></u>	<u><u>6,350.48</u></u>	<u><u>17.3%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1872 Instructor Development (1800 Professional & Bus.Develop)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	1,827.00	1,715.00	112.00	106.5%
464 · Leadership Training	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>1,827.00</u>	<u>1,715.00</u>	<u>112.00</u>	<u>106.5%</u>
Gross Profit	1,827.00	1,715.00	112.00	106.5%
Expense				
540 · Staff Development	0.00			
630 · Catering/Hotel	179.26	510.00	-330.74	35.1%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00	0.00	0.00	0.0%
770 · Supplies	0.00	200.00	-200.00	0.0%
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00	7,200.00	-7,200.00	0.0%
788 · Staff Expense	2,130.87	2,358.00	-227.13	90.4%
810 · Contract Fees	425.00	349.00	76.00	121.8%
855 · Transportation	0.00			
867 · Travel	0.00			
Total Expense	<u>2,735.13</u>	<u>10,617.00</u>	<u>-7,881.87</u>	<u>25.8%</u>
Net Ordinary Income	<u>-908.13</u>	<u>-8,902.00</u>	<u>7,993.87</u>	<u>10.2%</u>
Net Income	<u><u>-908.13</u></u>	<u><u>-8,902.00</u></u>	<u><u>7,993.87</u></u>	<u><u>10.2%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1875 Broker University (1800 Professional & Bus.Develop)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	520.00	1,700.00	-1,180.00	30.6%
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
464 · Leadership Training	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>520.00</u>	<u>1,700.00</u>	<u>-1,180.00</u>	<u>30.6%</u>
Gross Profit	520.00	1,700.00	-1,180.00	30.6%
Expense				
540 · Staff Development	0.00			
630 · Catering/Hotel	17.55	72.00	-54.45	24.4%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
770 · Supplies	0.00	900.00	-900.00	0.0%
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00	100.00	-100.00	0.0%
788 · Staff Expense	0.00	0.00	0.00	0.0%
810 · Contract Fees	450.00	690.00	-240.00	65.2%
855 · Transportation	0.00	0.00	0.00	0.0%
867 · Travel	0.00			
Total Expense	<u>467.55</u>	<u>1,762.00</u>	<u>-1,294.45</u>	<u>26.5%</u>
Net Ordinary Income	<u>52.45</u>	<u>-62.00</u>	<u>114.45</u>	<u>-84.6%</u>
Net Income	<u><u>52.45</u></u>	<u><u>-62.00</u></u>	<u><u>114.45</u></u>	<u><u>-84.6%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	Total 1900 Operations			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	49,392.27	7,725.00	41,667.27	639.4%
415 · Rental Income	89,329.36	89,219.00	110.36	100.1%
417 · Gain on Investments	14,701.61			
430 · Dues Income	9,491,398.33	9,127,600.00	363,798.33	104.0%
435 · Law Book	2,525.07	450.00	2,075.07	561.1%
497 · Misc Income	661.44	2,350.00	-1,688.56	28.1%
Total Income	<u>9,648,008.08</u>	<u>9,227,344.00</u>	<u>420,664.08</u>	<u>104.6%</u>
Gross Profit	9,648,008.08	9,227,344.00	420,664.08	104.6%
Expense				
500 · Salaries/Benefits	1,772,522.71	1,917,000.00	-144,477.29	92.5%
540 · Staff Development	2,236.68	5,980.00	-3,743.32	37.4%
551 · Auto Expense Reimbursement	105.51	375.00	-269.49	28.1%
605 · Awards/Gifts	978.08	1,475.00	-496.92	66.3%
620 · Building Expense	169,495.44	186,988.00	-17,492.56	90.6%
630 · Catering/Hotel	20,154.71	31,650.00	-11,495.29	63.7%
632 · Copying	3,282.61	3,300.00	-17.39	99.5%
639 · Dues & Commitments.	2,734.10	5,311.00	-2,576.90	51.5%
640 · Equipment Maintenance/Rental	11,911.60	12,000.00	-88.40	99.3%
690 · Credit Card & EFT Fees/Misc.	144,344.51	185,000.00	-40,655.49	78.0%
750 · Reserve Funding	1,677,561.00	1,677,561.00	0.00	100.0%
770 · Supplies	11,867.35	14,971.36	-3,104.01	79.3%
780 · Postage	5,952.64	6,784.00	-831.36	87.7%
781 · Printing	164.98	2,550.00	-2,385.02	6.5%
786 · Promotion	10,784.02	15,850.00	-5,065.98	68.0%
788 · Staff Expense	8,148.13	14,232.00	-6,083.87	57.3%
800 · Taxes	0.00	500.00	-500.00	0.0%
810 · Contract Fees	50,508.03	60,488.00	-9,979.97	83.5%
850 · Telephone	28,207.62	30,100.00	-1,892.38	93.7%
867 · Travel	69,729.12	81,900.00	-12,170.88	85.1%
Total Expense	<u>3,990,688.84</u>	<u>4,254,015.36</u>	<u>-263,326.52</u>	<u>93.8%</u>
Net Ordinary Income	<u>5,657,319.24</u>	<u>4,973,328.64</u>	<u>683,990.60</u>	<u>113.8%</u>
Net Income	<u>5,657,319.24</u>	<u>4,973,328.64</u>	<u>683,990.60</u>	<u>113.8%</u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	1000 General Overhead (1900 Operations)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	49,392.27	7,725.00	41,667.27	639.4%
415 · Rental Income	0.00			
417 · Gain on Investments	14,701.61			
430 · Dues Income	0.00			
435 · Law Book	2,525.07	450.00	2,075.07	561.1%
497 · Misc Income	661.44	2,350.00	-1,688.56	28.1%
Total Income	<u>67,280.39</u>	<u>10,525.00</u>	<u>56,755.39</u>	<u>639.2%</u>
Gross Profit	67,280.39	10,525.00	56,755.39	639.2%
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	2,236.68	5,980.00	-3,743.32	37.4%
551 · Auto Expense Reimbursement	105.51	375.00	-269.49	28.1%
605 · Awards/Gifts	978.08	1,475.00	-496.92	66.3%
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	2,511.10	2,020.00	491.10	124.3%
640 · Equipment Maintenance/Rental	11,911.60	12,000.00	-88.40	99.3%
690 · Credit Card & EFT Fees/Misc.	144,344.51	185,000.00	-40,655.49	78.0%
750 · Reserve Funding	0.00			
770 · Supplies	11,742.95	14,721.36	-2,978.41	79.8%
780 · Postage	0.00			
781 · Printing	164.98	2,550.00	-2,385.02	6.5%
786 · Promotion	0.00			
788 · Staff Expense	0.00	400.00	-400.00	0.0%
800 · Taxes	0.00	500.00	-500.00	0.0%
810 · Contract Fees	36,468.03	35,560.00	908.03	102.6%
850 · Telephone	28,207.62	30,100.00	-1,892.38	93.7%
867 · Travel	0.00			
Total Expense	<u>238,671.06</u>	<u>290,681.36</u>	<u>-52,010.30</u>	<u>82.1%</u>
Net Ordinary Income	<u>-171,390.67</u>	<u>-280,156.36</u>	<u>108,765.69</u>	<u>61.2%</u>
Net Income	<u>-171,390.67</u>	<u>-280,156.36</u>	<u>108,765.69</u>	<u>61.2%</u>

**Arizona Association of REALTORS®
 Profit & Loss Budget vs. Actual
 January through August 2018**

	1100 Reserve Funding (1900 Operations)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	0.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
551 · Auto Expense Reimbursement	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
750 · Reserve Funding	1,677,561.00	1,677,561.00	0.00	100.0%
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
800 · Taxes	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
867 · Travel	0.00			
Total Expense	<u>1,677,561.00</u>	<u>1,677,561.00</u>	<u>0.00</u>	<u>100.0%</u>
Net Ordinary Income	<u>-1,677,561.00</u>	<u>-1,677,561.00</u>	<u>0.00</u>	<u>100.0%</u>
Net Income	<u><u>-1,677,561.00</u></u>	<u><u>-1,677,561.00</u></u>	<u><u>0.00</u></u>	<u><u>100.0%</u></u>

**Arizona Association of REALTORS®
 Profit & Loss Budget vs. Actual
 January through August 2018**

	1402 Individual Dues (1400 Dues)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	19,255.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>19,255.00</u>			
Gross Profit	19,255.00			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
551 · Auto Expense Reimbursement	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
750 · Reserve Funding	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
800 · Taxes	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
867 · Travel	0.00			
Total Expense	<u>0.00</u>			
Net Ordinary Income	<u>19,255.00</u>			
Net Income	<u><u>19,255.00</u></u>			

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	1404 NAR Institute Affiliates (1400 Dues)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	8,983.33			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>8,983.33</u>			
Gross Profit	8,983.33			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
551 · Auto Expense Reimbursement	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
750 · Reserve Funding	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
800 · Taxes	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
867 · Travel	0.00			
Total Expense	<u>0.00</u>			
Net Ordinary Income	<u>8,983.33</u>			
Net Income	<u><u>8,983.33</u></u>			

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	1400 Dues - Other (1400 Dues)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	9,463,160.00	9,127,600.00	335,560.00	103.7%
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>9,463,160.00</u>	<u>9,127,600.00</u>	<u>335,560.00</u>	<u>103.7%</u>
Gross Profit	9,463,160.00	9,127,600.00	335,560.00	103.7%
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
551 · Auto Expense Reimbursement	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
750 · Reserve Funding	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
800 · Taxes	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
867 · Travel	0.00			
Total Expense	<u>0.00</u>			
Net Ordinary Income	<u>9,463,160.00</u>	<u>9,127,600.00</u>	<u>335,560.00</u>	<u>103.7%</u>
Net Income	<u><u>9,463,160.00</u></u>	<u><u>9,127,600.00</u></u>	<u><u>335,560.00</u></u>	<u><u>103.7%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	Total 1400 Dues (1900 Operations)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	9,491,398.33	9,127,600.00	363,798.33	104.0%
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>9,491,398.33</u>	<u>9,127,600.00</u>	<u>363,798.33</u>	<u>104.0%</u>
Gross Profit	9,491,398.33	9,127,600.00	363,798.33	104.0%
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
551 · Auto Expense Reimbursement	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
750 · Reserve Funding	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
800 · Taxes	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
867 · Travel	0.00			
Total Expense	<u>0.00</u>			
Net Ordinary Income	<u>9,491,398.33</u>	<u>9,127,600.00</u>	<u>363,798.33</u>	<u>104.0%</u>
Net Income	<u><u>9,491,398.33</u></u>	<u><u>9,127,600.00</u></u>	<u><u>363,798.33</u></u>	<u><u>104.0%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	1901 Operations & Strategic Sup (1900 Operations)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	0.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	0.00			
Gross Profit	0.00			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
551 · Auto Expense Reimbursement	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	529.41	600.00	-70.59	88.2%
632 · Copying	3,282.61	3,300.00	-17.39	99.5%
639 · Dues & Commitments.	223.00	3,291.00	-3,068.00	6.8%
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
750 · Reserve Funding	0.00			
770 · Supplies	0.00			
780 · Postage	5,952.64	6,784.00	-831.36	87.7%
781 · Printing	0.00			
786 · Promotion	7,148.73	10,000.00	-2,851.27	71.5%
788 · Staff Expense	43.04	532.00	-488.96	8.1%
800 · Taxes	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
867 · Travel	0.00			
Total Expense	17,179.43	24,507.00	-7,327.57	70.1%
Net Ordinary Income	-17,179.43	-24,507.00	7,327.57	70.1%
Net Income	-17,179.43	-24,507.00	7,327.57	70.1%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1903 Association Relations (1900 Operations)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	0.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
551 · Auto Expense Reimbursement	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	7,847.68	8,300.00	-452.32	94.6%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
750 · Reserve Funding	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	3,339.05	3,350.00	-10.95	99.7%
788 · Staff Expense	439.05	1,150.00	-710.95	38.2%
800 · Taxes	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
867 · Travel	0.00			
Total Expense	<u>11,625.78</u>	<u>12,800.00</u>	<u>-1,174.22</u>	<u>90.8%</u>
Net Ordinary Income	<u>-11,625.78</u>	<u>-12,800.00</u>	<u>1,174.22</u>	<u>90.8%</u>
Net Income	<u><u>-11,625.78</u></u>	<u><u>-12,800.00</u></u>	<u><u>1,174.22</u></u>	<u><u>90.8%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	1905 National Meetings (1900 Operations)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	0.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
551 · Auto Expense Reimbursement	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	3,236.66	3,300.00	-63.34	98.1%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00	0.00	0.00	0.0%
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
750 · Reserve Funding	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	7,492.53	7,550.00	-57.47	99.2%
800 · Taxes	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
867 · Travel	36,861.54	41,700.00	-4,838.46	88.4%
Total Expense	<u>47,590.73</u>	<u>52,550.00</u>	<u>-4,959.27</u>	<u>90.6%</u>
Net Ordinary Income	<u>-47,590.73</u>	<u>-52,550.00</u>	<u>4,959.27</u>	<u>90.6%</u>
Net Income	<u>-47,590.73</u>	<u>-52,550.00</u>	<u>4,959.27</u>	<u>90.6%</u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	1920 EXCOM & Director Support (1900 Operations)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	0.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
551 · Auto Expense Reimbursement	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	8,540.96	19,450.00	-10,909.04	43.9%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
750 · Reserve Funding	0.00			
770 · Supplies	124.40	250.00	-125.60	49.8%
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	173.51	4,600.00	-4,426.49	3.8%
800 · Taxes	0.00			
810 · Contract Fees	5,000.00	12,500.00	-7,500.00	40.0%
850 · Telephone	0.00			
867 · Travel	32,867.58	40,200.00	-7,332.42	81.8%
Total Expense	<u>46,706.45</u>	<u>77,000.00</u>	<u>-30,293.55</u>	<u>60.7%</u>
Net Ordinary Income	<u>-46,706.45</u>	<u>-77,000.00</u>	<u>30,293.55</u>	<u>60.7%</u>
Net Income	<u><u>-46,706.45</u></u>	<u><u>-77,000.00</u></u>	<u><u>30,293.55</u></u>	<u><u>60.7%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1955 Public Relations (1900 Operations)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	0.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	0.00			
Gross Profit	0.00			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
551 · Auto Expense Reimbursement	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
750 · Reserve Funding	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	296.24	2,500.00	-2,203.76	11.8%
788 · Staff Expense	0.00			
800 · Taxes	0.00			
810 · Contract Fees	2,000.00	2,000.00	0.00	100.0%
850 · Telephone	0.00			
867 · Travel	0.00			
Total Expense	2,296.24	4,500.00	-2,203.76	51.0%
Net Ordinary Income	-2,296.24	-4,500.00	2,203.76	51.0%
Net Income	-2,296.24	-4,500.00	2,203.76	51.0%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2018

	1990 Personnel (1900 Operations)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	0.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	0.00			
Gross Profit	0.00			
Expense				
500 · Salaries/Benefits	1,772,522.71	1,917,000.00	-144,477.29	92.5%
540 · Staff Development	0.00			
551 · Auto Expense Reimbursement	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
750 · Reserve Funding	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
800 · Taxes	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
867 · Travel	0.00			
Total Expense	1,772,522.71	1,917,000.00	-144,477.29	92.5%
Net Ordinary Income	-1,772,522.71	-1,917,000.00	144,477.29	92.5%
Net Income	-1,772,522.71	-1,917,000.00	144,477.29	92.5%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2018

	6000 Building (1900 Operations)			
	Jan - Aug 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	89,329.36	89,219.00	110.36	100.1%
417 · Gain on Investments	0.00			
430 · Dues Income	0.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>89,329.36</u>	<u>89,219.00</u>	<u>110.36</u>	<u>100.1%</u>
Gross Profit	89,329.36	89,219.00	110.36	100.1%
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
551 · Auto Expense Reimbursement	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	169,495.44	186,988.00	-17,492.56	90.6%
630 · Catering/Hotel	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
750 · Reserve Funding	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
800 · Taxes	0.00			
810 · Contract Fees	7,040.00	10,428.00	-3,388.00	67.5%
850 · Telephone	0.00			
867 · Travel	0.00			
Total Expense	<u>176,535.44</u>	<u>197,416.00</u>	<u>-20,880.56</u>	<u>89.4%</u>
Net Ordinary Income	<u>-87,206.08</u>	<u>-108,197.00</u>	<u>20,990.92</u>	<u>80.6%</u>
Net Income	<u><u>-87,206.08</u></u>	<u><u>-108,197.00</u></u>	<u><u>20,990.92</u></u>	<u><u>80.6%</u></u>

2018 AAR CAPITAL BUDGET
(As of 8/31/18)

	<u>Budget</u>	<u>Actual</u>
<u>Computer</u>		
Network Infrastructure: Replacements & Upgrades	\$25,000	\$0
Network Infrastructure: Disaster Recovery	\$5,000	\$0
Network Infrastructure: Security	\$45,000	\$11,675
ExCom Tablet Reimbursements	\$6,000	\$4,786
Website, Software, and Hardware Upgrades	\$14,650	\$8,856
New and Replacement Workstations/Laptops	\$32,000	\$28,582
	<u>\$127,650</u>	<u>\$53,899</u>
<u>Furniture & Equipment</u>		
Audio/Video	\$5,000	\$0
Replacement Desk & Office Furniture	\$5,250	\$0
Miscellaneous	\$2,000	\$1,862
	<u>\$12,250</u>	<u>\$1,862</u>
<u>Building</u>		
HVAC	\$20,780	\$0
Meeting Center	\$15,000	\$0
Interior Repairs & Improvements	\$20,500	\$0
Exterior Repairs & Improvements	\$60,000	\$29,699
	<u>\$116,280</u>	<u>\$29,699</u>
Total Yr. 2018	<u><u>\$256,180</u></u>	<u><u>\$85,460</u></u>



PROPOSED 2019 Operating Budget

2018 Budget	2018 Projections	Primary Committee	2019 Budget
\$ (864,916.94)	\$ (797,193.87)	Legislative & Political Affairs	\$ (906,495.94)
\$ (268,056.00)	\$ (269,182.93)	Risk Management	\$ (298,481.00)
\$ (1,529,834.63)	\$ (1,313,464.00)	Business Services & Technology	\$ (1,315,385.53)
\$ (321,827.00)	\$ (312,889.89)	Professional & Business Development	\$ (443,723.00)
\$ 3,058,497.94	\$ 3,708,642.46	Operations & Strategic Initiatives	\$ 3,106,793.02
\$73,863.37	\$ 1,015,911.77	* Net (Expense)/Income Totals *	\$ 142,707.55

LEGISLATIVE & POLITICAL AFFAIRS							
2018 Approved	2018 Projections	Code					2019
PROJECTED INCOME							
\$ -							
\$ -		TOTAL PROJECTED INCOME					\$ -
PROJECTED DIRECT (EXPENSES)							
\$ (18,820.00)	\$ (14,100.00)	605	AWARDS/GIFTS				\$ (18,820.00)
\$ (135,285.00)	\$ (125,007.25)	630	CATERING/HOTEL				\$ (144,535.00)
\$ -	\$ -	632	COPYING				\$ (1,000.00)
\$ (302,074.00)	\$ (305,824.00)	639	DUES/COMMITMENTS				\$ (333,413.00)
\$ (1,750.00)	\$ (1,690.00)	770	SUPPLIES				\$ (1,750.00)
\$ (6,000.00)	\$ (2,100.00)	781	PRINTING				\$ (6,000.00)
\$ (32,540.00)	\$ (23,140.00)	786	PROMOTION				\$ (32,540.00)
\$ (10,000.00)	\$ (10,000.00)	787	SPEAKER FEES				\$ (10,000.00)
\$ (48,383.82)	\$ (23,643.50)	788	STAFF EXPENSE				\$ (2,000.00)
\$ (8,264.12)	\$ (8,239.12)	790	SUBSCRIPTIONS/REFERENCE				\$ (8,254.12)
\$ (259,800.00)	\$ (249,450.00)	810	PROFESSIONAL/CONTRACT FEES				\$ (259,800.00)
\$ -	\$ -	860	CONFERENCES				\$ (29,800.00)
\$ (42,000.00)	\$ (34,000.00)	867	TRAVEL/OTHER				\$ (58,583.82)
\$ (864,916.94)	\$ (797,193.87)	TOTAL DIRECT (EXPENSES)					\$ (906,495.94)
\$ (864,916.94)	\$ (797,193.87)	TOTAL NET (EXPENSES)/INCOME					\$ (906,495.94)

LEGISLATIVE AND POLITICAL AFFAIRS

A	B	C	D	E	F	G	H	I	J	K	L
Code	Category	2018 Approved	2018 Projections		Rate	Item	Qty	Item	Qty	Item	2019 Total
GOVERNMENTAL AREA SUPPORT - 1501											
630	Catering/Hotel	\$ (370.00)	\$ (130.00)	Work Group Lunches	\$ (9.25)	each	5 meetings	8 members		\$ (370.00)	
		\$ (315.00)	\$ (315.00)	Legislative Committee	\$ (1.50)	each	7 meetings	30 members		\$ (315.00)	
		\$ (1,500.00)	\$ (1,500.00)	Legislative Committee Thank You Lunch	\$ (1,500.00)	annual	1 meetings	30 members		\$ (1,500.00)	
		\$ (1,000.00)	\$ (1,000.00)	RAPAC Trustees Thank You Lunch	\$ (1,000.00)	annual	1 meetings	20 members		\$ (1,000.00)	
		\$ (1,000.00)	\$ (1,000.00)	RIMC Thank You Lunch	\$ (1,000.00)	annual	1 meetings	20 members		\$ (1,000.00)	
		\$ (1,000.00)	\$ (1,000.00)	LPAC Thank You Lunch	\$ (1,000.00)	annual	1 meetings	25 members		\$ (1,000.00)	
632	Copying	\$ -	\$ -	Copying	\$ (1,000.00)	annual	1	1		\$ (1,000.00)	
781	Printing	\$ (2,000.00)	\$ (1,100.00)	In-house Printing	\$ (2,000.00)	annual	1	1		\$ (2,000.00)	
788	Staff Expense	\$ (460.00)		Arizona REALTOR® Conference - Mileage	\$ -		1 trip	4 staff		\$ -	
		\$ (780.00)	\$ (240.00)	Arizona REALTOR® Conference - Daily Expense	\$ -	per diem	4 days	3 staff		\$ -	
		\$ (750.00)		Arizona REALTOR® Conference (NAR Staff) - Hotel	\$ -	night	2 nights	2 staff		\$ -	
		\$ (2,500.08)	\$ (2,000.00)	Local Association Visits - Hotel	\$ -	night	3 nights	4 staff		\$ -	
		\$ (2,730.00)	\$ (1,500.00)	Local Association Visits - Daily Expense	\$ -	per diem	14 trips	3 staff		\$ -	
		\$ (7,603.74)	\$ (3,720.00)	Local Association Visits - Mileage	\$ -	per mile	1 trip	14081 miles		\$ -	
860	Conferences	\$ -		Arizona REALTOR® Conference - Mileage	\$ (115.00)		1 trip	4 staff		\$ (460.00)	
		\$ -	\$ -	Arizona REALTOR® Conference - Daily Expense	\$ (65.00)	per diem	4 days	3 staff		\$ (780.00)	
867	Travel	\$ -		Arizona REALTOR® Conference (NAR Staff) - Hotel	\$ (187.50)	night	2 nights	2 staff		\$ (750.00)	
867.2	Staff Travel	\$ -	\$ -	Local Association Visits - Hotel	\$ (208.34)	night	3 nights	4 staff		\$ (2,500.08)	
		\$ -	\$ -	Local Association Visits - Daily Expense	\$ (65.00)	per diem	14 trips	3 staff		\$ (2,730.00)	
		\$ -	\$ -	Local Association Visits - Mileage	\$ (0.54)	per mile	1 trip	14081 miles		\$ (7,603.74)	
		\$ (22,008.82)	\$ (13,505.00)							\$ (23,008.82)	
LEGISLATIVE ADVOCACY - 1510											
639	Dues /Commitments	\$ (1,065.00)	\$ (1,065.00)	Phoenix Chamber of Commerce	\$ (1,065.00)	annual	1	1		\$ (1,065.00)	
		\$ (11,000.00)	\$ (15,000.00)	Arizona Chamber of Commerce	\$ (20,000.00)	annual	1 time	1 staff		\$ (20,000.00)	
		\$ (10,000.00)	\$ (10,000.00)	Arizona Tax Research Association	\$ (10,000.00)	annual	1 time	1 staff		\$ (10,000.00)	
786	Promotion	\$ (10,000.00)	\$ (10,000.00)	Promotion Fund	\$ (10,000.00)	annual	1	1		\$ (10,000.00)	
		\$ (2,520.00)	\$ (2,520.00)	Cellular Device	\$ (105.00)	staff	12 months	2 staff		\$ (2,520.00)	
788	Staff Expense	\$ (1,160.00)	\$ (1,160.00)	American Legislative Economic Council (ALEC) Conference - Sponsorship	\$ -	sponsorship	1 annual	2 sponsorships		\$ -	
		\$ (1,100.00)	\$ (600.00)	American Legislative Economic Council (ALEC) Conference - Airfare	\$ -	airfare	1 trip	2 staff		\$ -	
		\$ (2,000.00)	\$ (1,200.00)	American Legislative Economic Council (ALEC) Conference - Hotel	\$ -	night	4 days	2 staff		\$ -	
		\$ (1,000.00)	\$ (1,000.00)	American Legislative Economic Council (ALEC) Conference - Daily Expense	\$ -	per diem	5 days	2 staff		\$ -	
		\$ (1,000.00)	\$ (400.00)	GAD Seminar - Daily Expense	\$ -	per diem	5 days	2 staff		\$ -	
		\$ (3,000.00)	\$ (700.00)	GAD Seminar - Hotel	\$ -	night	5 days	2 staff		\$ -	
		\$ (1,000.00)	\$ (650.00)	GAD Seminar - Airfare	\$ -	airfare	1 time	2 staff		\$ -	
		\$ (900.00)	\$ (450.00)	GAD Seminar - Registration	\$ -	registration	1 time	2 staff		\$ -	
		\$ (900.00)	\$ (900.00)	NAR EXPO (San Francisco, CA) - Airfare	\$ -	airfare	1 time	2 staff		\$ -	
		\$ (900.00)	\$ (900.00)	NAR EXPO (San Francisco, CA) - Registration	\$ -	registration	1 time	2 staff		\$ -	
		\$ (3,500.00)	\$ (2,400.00)	NAR EXPO (San Francisco, CA) - Hotel	\$ -	night	5 nights	2 staff		\$ -	
		\$ (2,000.00)	\$ (1,000.00)	NAR EXPO (San Francisco, CA) - Daily Expense	\$ -	per diem	5 days	2 staff		\$ -	
		\$ (500.00)		NCSL Conference - National Council of State Governments - Daily Expense	\$ -	per diem	5 days	1 staff		\$ -	
		\$ (550.00)		NCSL Conference - National Council of State Governments - Airfare	\$ -	airfare	1 time	1 staff		\$ -	
		\$ (500.00)	\$ (1,000.00)	NCSL Conference - National Council of State Governments - Sponsorship	\$ -	annual	1 time	1 sponsorship		\$ -	
		\$ (1,000.00)		NCSL Conference - National Council of State Governments - Hotel	\$ -	night	4 nights	1 staff		\$ -	
		\$ (300.00)		NAR Campaign School - Daily Expense	\$ -	per diem	3 days	1 staff		\$ -	
		\$ (400.00)		NAR Campaign School - Hotel	\$ -	night	2 days	1 staff		\$ -	
		\$ (100.00)		NAR Campaign School - Registration	\$ -	registration	1 time	1 staff		\$ -	
		\$ (350.00)		NAR Campaign School - Airfare	\$ -	airfare	1 time	1 staff		\$ -	
790	Subscriptions/Reference	\$ (110.00)	\$ (110.00)	Phoenix Business Journal	\$ (100.00)	annual	1 year	1 subscription		\$ (100.00)	
		\$ (3,450.00)	\$ (3,450.00)	AZ News/Leg. Report	\$ (575.00)	annual	6 months	1 subscription		\$ (3,450.00)	
		\$ (900.00)	\$ (900.00)	AZ New Service Legislative Subscription	\$ (900.00)	annual	1 copy	1 subscription		\$ (900.00)	
		\$ (159.12)	\$ (159.12)	Arizona Capitol Times (Weekly)	\$ (3.06)	annual	52 weeks	1 year		\$ (159.12)	

LEGISLATIVE AND POLITICAL AFFAIRS

A	B	C	D	E	F	G	H	I	J	K	L	
56		\$ (25.00)		AZ Capitol Times Mobile App	\$ (25.00)	time		1 app		1 time	\$ (25.00)	
57		\$ (3,420.00)	\$ (3,420.00)	AZ News Svc/Yellow Sheets (1 annual)	\$ (285.00)	annual		12 months		1 subscription	\$ (3,420.00)	
58		\$ (200.00)	\$ (200.00)	Miscellaneous	\$ (200.00)	annual		1 time		1 time	\$ (200.00)	
59	810	Professional/Contract Fees	\$ (130,000.00)	\$ (130,000.00)	Contract Lobbyist Fees	\$ (130,000.00)	annual	1		1	\$ (130,000.00)	
60		\$ (3,900.00)	\$ (3,900.00)	LOLA Access	\$ (3,900.00)	annual		1		1	\$ (3,900.00)	
61	860	Conferences	\$ -	\$ -	American Legislative Economic Council (ALEC) Conference - Sponsorship	\$ (580.00)	sponsorship	1 annual		2 sponsorships	\$ (1,160.00)	
62		\$ -	\$ -	American Legislative Economic Council (ALEC) Conference - Airfare	\$ (550.00)	airfare		1 trip		2 staff	\$ (1,100.00)	
63		\$ -	\$ -	American Legislative Economic Council (ALEC) Conference - Hotel	\$ (250.00)	night		4 days		2 staff	\$ (2,000.00)	
64		\$ -	\$ -	American Legislative Economic Council (ALEC) Conference - Daily Expense	\$ (100.00)	per diem		5 days		2 staff	\$ (1,000.00)	
65		\$ -	\$ -	GAD Seminar - Daily Expense	\$ (100.00)	per diem		5 days		2 staff	\$ (1,000.00)	
66		\$ -	\$ -	GAD Seminar - Hotel	\$ (300.00)	night		5 days		2 staff	\$ (3,000.00)	
67		\$ -	\$ -	GAD Seminar - Airfare	\$ (500.00)	airfare		1 time		2 staff	\$ (1,000.00)	
68		\$ -	\$ -	GAD Seminar - Registration	\$ (450.00)	registration		1 time		2 staff	\$ (900.00)	
69		\$ -	\$ -	NAR EXPO (San Francisco, CA) - Airfare	\$ (450.00)	airfare		1 time		2 staff	\$ (900.00)	
70		\$ -	\$ -	NAR EXPO (San Francisco, CA) - Registration	\$ (450.00)	registration		1 time		2 staff	\$ (900.00)	
71		\$ -	\$ -	NAR EXPO (San Francisco, CA) - Hotel	\$ (350.00)	night		5 nights		2 staff	\$ (3,500.00)	
72		\$ -	\$ -	NAR EXPO (San Francisco, CA) - Daily Expense	\$ (200.00)	per diem		5 days		2 staff	\$ (2,000.00)	
73		\$ -	\$ -	NCSL Conference - National Council of State Governments - Daily Expense	\$ (100.00)	per diem		5 days		1 staff	\$ (500.00)	
74		\$ -	\$ -	NCSL Conference - National Council of State Governments - Airfare	\$ (550.00)	airfare		1 time		1 staff	\$ (550.00)	
75		\$ -	\$ -	NCSL Conference - National Council of State Governments - Sponsorship	\$ (500.00)	annual		1 time		1 sponsorship	\$ (500.00)	
76		\$ -	\$ -	NCSL Conference - National Council of State Governments - Hotel	\$ (250.00)	night		4 nights		1 staff	\$ (1,000.00)	
77		\$ -	\$ -	NAR Campaign School - Daily Expense	\$ (100.00)	per diem		3 days		1 staff	\$ (300.00)	
78		\$ -	\$ -	NAR Campaign School - Hotel	\$ (200.00)	night		2 days		1 staff	\$ (400.00)	
79		\$ -	\$ -	NAR Campaign School - Registration	\$ (100.00)	registration		1 time		1 staff	\$ (100.00)	
80		\$ -	\$ -	NAR Campaign School - Airfare	\$ (350.00)	airfare		1 time		1 staff	\$ (350.00)	
81		\$ (198,909.12)	\$ (193,084.12)								\$ (207,899.12)	
82												
83				LOCAL LOBBYING SUPPORT - 1545								
84	788	Staff Expense	\$ (3,000.00)	\$ (1,000.00)	In-state & National Meetings	\$ -		1		1 staff	\$ -	
85	867.2	Staff Travel	\$ -	\$ -	In-state & National Meetings	\$ (3,000.00)		1		1 staff	\$ (3,000.00)	
86		\$ (3,000.00)	\$ (1,000.00)								\$ (3,000.00)	
87												
88				LEGISLATIVE POLICY DEVELOPMENT - 1550								
89	630	Catering/Hotel	\$ (600.00)	\$ (300.00)	REALTOR Caucus Miscellaneous	\$ (600.00)		1 time		1	\$ (600.00)	
90		\$ (1,500.00)	\$ (1,500.00)	REALTOR Caucus - Audio/Visual	\$ (1,500.00)	audio/visual		1 event		1	\$ (1,500.00)	
91		\$ (4,000.00)	\$ (4,000.00)	REALTOR Caucus - Room Rental	\$ (800.00)	per room		5 rooms		1	\$ (4,000.00)	
92		\$ (17,000.00)	\$ (17,000.00)	REALTOR Caucus - Catering	\$ (85.00)			1 time		250 attendees	\$ (21,250.00)	
93		\$ (80,000.00)	\$ (75,762.25)	Legislative Events (REALTOR Day, other event(s))	\$ (80,000.00)			1 events		1	\$ (80,000.00)	
94		\$ (2,000.00)	\$ (1,500.00)	Legislative Industry Partners Event	\$ (2,000.00)	annual		1 events		1	\$ (2,000.00)	
95		\$ (5,000.00)	\$ (5,000.00)	Legislative Play Date	\$ (5,000.00)	annual		1 time		1	\$ (5,000.00)	
96	770	Supplies	\$ (150.00)	\$ (150.00)	Miscellaneous Supplies	\$ (150.00)		1 time		1	\$ (150.00)	
97	787	Speaker	\$ (10,000.00)	\$ (10,000.00)	REALTOR Caucus - Speaker Fees	\$ (10,000.00)	annual	1 time		1	\$ (10,000.00)	
98	867	Travel	\$ (9,000.00)	\$ (9,000.00)	REALTOR Caucus Mileage Reimbursements	\$ (9,000.00)		1 event		1 time	\$ (9,000.00)	
99		\$ (129,250.00)	\$ (119,212.25)								\$ (133,500.00)	
100												
101				FUNDRAISING/GRASSROOTS SUPPORT - 1560								
102	605	Awards/Gifts	\$ (4,050.00)	\$ (4,000.00)	Local Association Year-End Awards	\$ (4,050.00)	award	1		1	\$ (4,050.00)	
103		\$ (4,320.00)	\$ (3,000.00)	RAPAC Recognition Pins	\$ (4,320.00)	order		1		1	\$ (4,320.00)	
104		\$ (6,750.00)	\$ (4,000.00)	Major Investor Gift	\$ (6,750.00)	order		1 time		5000 members	\$ (6,750.00)	
105		\$ (2,700.00)	\$ (2,500.00)	President Circle Gift	\$ (2,700.00)	order		1 time		2000 members	\$ (2,700.00)	
106		\$ (1,000.00)	\$ (600.00)	RAPAC Promotion Materials	\$ (1,000.00)	order		1 time		1000 members	\$ (1,000.00)	
107	630	Catering/Hotel	\$ (20,000.00)	\$ (20,000.00)	RAPAC Rally Ride	\$ (25,000.00)	annual	1 time		1 members	\$ (25,000.00)	
108	639	Dues/Commitments	\$ (250.00)	\$ (250.00)	SOS Standing Committee Renewal	\$ (250.00)	annual	1 time		1	\$ (250.00)	
109		\$ (269,759.00)	\$ (269,509.00)	REALTOR® Party PSF Allocation at \$6 per member plus	\$ (292,098.00)	annual		1 time		1	\$ (292,098.00)	
110		\$ (10,000.00)	\$ (10,000.00)	Platinum R	\$ (10,000.00)	annual		1 each		1	\$ (10,000.00)	

LEGISLATIVE AND POLITICAL AFFAIRS

	A	B	C	D	E	F	G	H	I	J	K	L
111	770	Supplies	\$ (300.00)	\$ (340.00)	Arizona REALTOR® Conference Supplies	\$ (300.00)	annual	1		1		\$ (300.00)
112			\$ (300.00)	\$ (200.00)	October Leadership Supplies	\$ (300.00)	annual	1		1		\$ (300.00)
113			\$ (1,000.00)	\$ (1,000.00)	RAPAC Rally Ride Supplies	\$ (1,000.00)	annual	1	time	1		\$ (1,000.00)
114	786	Promotion	\$ (1,020.00)	\$ (1,020.00)	October Leadership Fundraiser	\$ (1,020.00)	drawing	1	each	1		\$ (1,020.00)
115			\$ (1,500.00)	\$ (1,100.00)	Arizona REALTOR® Conference RAPAC Promotion	\$ (1,500.00)	drawing	1	each	1		\$ (1,500.00)
116			\$ (1,500.00)	\$ (500.00)	Online Fundraising Program	\$ (1,500.00)	drawing	1	each	1		\$ (1,500.00)
117			\$ (6,000.00)	\$ (6,000.00)	Statewide RAPAC Planning Session	\$ (6,000.00)	training	1	each	1		\$ (6,000.00)
118	810	Professional/Contract Fees	\$ (9,100.00)	\$ (9,100.00)	Annual Audit	\$ (9,100.00)	audit	1	audit	1		\$ (9,100.00)
119			\$ (95,000.00)	\$ (95,000.00)	REALTOR® Party Plus	\$ (95,000.00)	annual	1	each	1		\$ (95,000.00)
120			\$ (434,549.00)	\$ (428,119.00)								\$ (461,888.00)
121												
122					FEDERAL LIAISON SUPPORT - 1575							
123	788	Staff Expense	\$ (2,000.00)	(\$700.00)	NAR Legislative (D.C.) - Daily Expense	\$ -	per diem	5	days	2	staff	\$ -
124			\$ (3,200.00)	(\$1,473.50)	NAR Legislative (D.C.) - Hotel	\$ -	night	5	nights	2	staff	\$ -
125			\$ (1,200.00)	(\$650.00)	NAR Legislative (D.C.) - Airfare	\$ -	airfare	1	time	2	staff	\$ -
126	860	Conferences	\$ -	\$0.00	NAR Legislative (D.C.) - Daily Expense	\$ (200.00)	per diem	5	days	2	staff	\$ (2,000.00)
127			\$ -	\$0.00	NAR Legislative (D.C.) - Hotel	\$ (320.00)	night	5	nights	2	staff	\$ (3,200.00)
128			\$ -	\$0.00	NAR Legislative (D.C.) - Airfare	\$ (600.00)	airfare	1	time	2	staff	\$ (1,200.00)
129	867	Travel/Other	\$ (33,000.00)	(\$25,000.00)	FPC NAR DC Meetings	\$ (3,000.00)	per member	1	time	11	members	\$ (33,000.00)
130			\$ (39,400.00)	\$ (27,823.50)								\$ (39,400.00)
131												
132					ELECTION YEAR ACTIVITIES - 1580							
133	788	Staff Expense	\$ (2,000.00)	-	Get Out The Vote Campaign	\$ (2,000.00)		1		1	staff	\$ (2,000.00)
134			\$ (2,000.00)	\$ -								\$ (2,000.00)
135												
136					GOVERNMENTAL COMMUNICATIONS - 1585							
137	781	Printing	\$ (4,000.00)	\$ (1,000.00)	Governmental Programs Communications (Print/Audio/Video)	\$ (4,000.00)		1	time	1	time	\$ (4,000.00)
138	786	Promotion	\$ (10,000.00)	\$ (2,000.00)	CFA Outreach Services	\$ (10,000.00)		1	time	1	time	\$ (10,000.00)
139	810	Professional/Contract Fees	\$ (400.00)	\$ (300.00)	AZ News Service Trade and Professional Association	\$ (400.00)		1		1		\$ (400.00)
140			\$ (700.00)	\$ (600.00)	AZ Capitol Times Book of Lobbyists	\$ (350.00)		1	time	2	ads	\$ (700.00)
141			\$ (700.00)	\$ (550.00)	AZ News Service Citizen Government Directory	\$ (700.00)		1		1		\$ (700.00)
142			\$ (15,800.00)	\$ (4,450.00)								\$ (15,800.00)
143												
144					POLITICAL RESEARCH - 1596							
145	810	Professional/Contract Fees	\$ (20,000.00)	\$ (10,000.00)	Research, Policy	\$ (20,000.00)		1		1	fee	\$ (20,000.00)
146			\$ (20,000.00)	\$ (10,000.00)								\$ (20,000.00)
147												
148			\$ (864,916.94)	\$ (797,193.87)								\$ (906,495.94)
149												\$ -
150			\$ (864,916.94)	\$ (797,193.87)								\$ (906,495.94)

RISK MANAGEMENT							
2018 Approved	2018 Projections	Code					2019
PROJECTED INCOME							
\$ 18,200.00	\$ 18,200.00	440	PS ENFORCEMENT INCOME				\$ 19,700.00
\$ 900.00	\$ -	440	REGISTRATION FEES				\$ -
\$ 19,100.00	\$ 18,200.00	TOTAL PROJECTED INCOME					\$ 19,700.00
PROJECTED DIRECT (EXPENSES)							
\$ (200.00)	\$ (200.00)	605	AWARDS/GIFTS				\$ (200.00)
\$ (20,028.00)	\$ (16,070.33)	630	CATERING/HOTEL				\$ (20,428.00)
\$ (4,750.00)	\$ (900.00)	770	SUPPLIES				\$ (4,750.00)
\$ (200.00)	\$ -	781	PRINTING				\$ (200.00)
\$ (5,500.00)	\$ (100.00)	786	PROMOTION				\$ (4,750.00)
\$ (2,900.00)	\$ (2,650.00)	787	SPEAKER FEES				\$ (3,400.00)
\$ (22,183.00)	\$ (16,237.25)	788	STAFF EXPENSE				\$ -
\$ (11,665.00)	\$ (9,915.00)	790	SUBSCRIPTIONS/REFERENCE				\$ (10,965.00)
\$ (211,600.00)	\$ (233,430.35)	810	PROFESSIONAL/CONTRACT FEES				\$ (240,200.00)
\$ -	\$ -	860	CONFERENCES				\$ (16,158.00)
\$ (8,130.00)	\$ (7,880.00)	867	TRAVEL/OTHER				\$ (17,130.00)
\$ (287,156.00)	\$ (287,382.93)	TOTAL DIRECT (EXPENSES)					\$ (318,181.00)
\$ (268,056.00)	\$ (269,182.93)	TOTAL NET (EXPENSES)/INCOME					\$ (298,481.00)

RISK MANAGEMENT

1	A	B	C	D	E	F	G	H	I	J	K	L
1	Code		2018 Approved	2018 Projections		Rate	Item	Qty	Item	Qty	Item	2019 Total
2	RISK MANAGEMENT/TASK FORCE/WORK GROUP SUPPORT - 1601 (Dues)											
3												
4	630	Catering/Hotel	\$ (2,000.00)	\$ (2,000.00)	Group Meetings	\$ (500.00)	meal	4	times	1		\$ (2,000.00)
5	770	Supplies	\$ (3,750.00)		General (Copies)	\$ (3,750.00)	supplies	1		1		\$ (3,750.00)
6	786	Promotion	\$ (1,000.00)	\$ (100.00)	Member expenses	\$ (750.00)		1		1		\$ (750.00)
7	788	Staff Expense	\$ (63.00)	\$ (14,387.25)	Arizona REALTOR® Conference - Mileage	\$ -	mileage	3	days	1	staff	\$ -
8			\$ (225.00)		General Counsel Meeting - Daily Expense	\$ -	per diem	3	days	1	staff	\$ -
9			\$ (600.00)		General Counsel Meeting - Airfare	\$ -	airfare	1	time	1	staff	\$ -
10			\$ (750.00)		General Counsel Meeting - Hotel	\$ -	night	2	nights	1	staff	\$ -
11			\$ (200.00)		General Counsel Meeting - Room Rentals	\$ -	conf room	1	fee	1	time	\$ -
12			\$ (750.00)		AE Institute (Austin) - Hotel	\$ -	per diem	5	nights	1	staff	\$ -
13			\$ (600.00)		AE Institute (Austin) - Airfare	\$ -	airfare	1	time	1	staff	\$ -
14			\$ (225.00)		AE Institute (Austin) - Daily Expense	\$ -	per diem	6	days	1	staff	\$ -
15			\$ (300.00)		AE Institute (Austin) - Registration	\$ -	registration	1	time	1	staff	\$ -
16			\$ (4,000.00)		In-state Travel & Expense (outreach activities and RM related issues)	\$ -	travel	1	pool	1	staff	\$ -
17			\$ (3,200.00)		NAR EXPO (San Francisco, CA) - Hotel	\$ -	night	5	nights	2	staff	\$ -
18			\$ (1,200.00)		NAR EXPO (San Francisco, CA) - Airfare	\$ -	airfare	1	time	2	staff	\$ -
19			\$ (2,000.00)		NAR EXPO (San Francisco, CA) - Daily Expense	\$ -	per diem	5	days	2	staff	\$ -
20			\$ (900.00)		NAR EXPO (San Francisco, CA) - Registration	\$ -	registration	1	time	2	staff	\$ -
21			\$ (1,920.00)		NAR Legislative (D.C.) - Hotel	\$ -	night	6	nights	1	staff	\$ -
22			\$ (1,200.00)		NAR Legislative (D.C.) - Daily Expense	\$ -	per diem	6	days	1	staff	\$ -
23			\$ (450.00)		NAR Legislative (D.C.) - Registration	\$ -		1	time	1	staff	\$ -
24			\$ (600.00)		NAR Legislative (D.C.) - Airfare	\$ -	airfare	1	time	1	staff	\$ -
25	860	Conferences	\$ -	\$ -	Arizona REALTOR® Conference - Mileage	\$ (21.00)	mileage	3	days	1	staff	\$ (63.00)
26			\$ -		General Counsel Meeting - Daily Expense	\$ (75.00)	per diem	3	days	1	staff	\$ (225.00)
27			\$ -		General Counsel Meeting - Airfare	\$ (600.00)	airfare	1	time	1	staff	\$ (600.00)
28			\$ -		General Counsel Meeting - Hotel	\$ (300.00)	night	2	nights	1	staff	\$ (600.00)
29			\$ -		General Counsel Meeting - Room Rentals	\$ (200.00)	conf room	1	fee	1	time	\$ (200.00)
30			\$ -		AE Institute (Austin) - Hotel	\$ (250.00)	per diem	5	nights	1	staff	\$ (1,250.00)
31			\$ -		AE Institute (Austin) - Airfare	\$ (700.00)	airfare	1	time	1	staff	\$ (700.00)
32			\$ -		AE Institute (Austin) - Daily Expense	\$ (75.00)	per diem	6	days	1	staff	\$ (450.00)
33			\$ -		AE Institute (Austin) - Registration	\$ (600.00)	registration	1	time	1	staff	\$ (600.00)
34			\$ -		NAR EXPO (San Francisco, CA) - Hotel	\$ (320.00)	night	5	nights	2	staff	\$ (3,200.00)
35			\$ -		NAR EXPO (San Francisco, CA) - Airfare	\$ (600.00)	airfare	1	time	2	staff	\$ (1,200.00)
36			\$ -		NAR EXPO (San Francisco, CA) - Daily Expense	\$ (200.00)	per diem	5	days	2	staff	\$ (2,000.00)
37			\$ -		NAR EXPO (San Francisco, CA) - Registration	\$ (450.00)	registration	1	time	2	staff	\$ (900.00)
38			\$ -		NAR Legislative (D.C.) - Hotel	\$ (320.00)	night	6	nights	1	staff	\$ (1,920.00)
39			\$ -		NAR Legislative (D.C.) - Daily Expense	\$ (200.00)	per diem	6	days	1	staff	\$ (1,200.00)
40			\$ -		NAR Legislative (D.C.) - Registration	\$ (450.00)		1	time	1	staff	\$ (450.00)
41			\$ -		NAR Legislative (D.C.) - Airfare	\$ (600.00)	airfare	1	time	1	staff	\$ (600.00)
42					PS Administrator Training - Hotel		night		nights		staff	\$ -
43					PS Administrator Training - Daily Expense		per diem		days		staff	\$ -
44					PS Administrator Training - Registration		registration		time		staff	\$ -
45					PS Administrator Training - Airfare		airfare		time		staff	\$ -
46	867.2	Staff Travel	\$ -		In-state Travel & Expense (outreach activities and RM related issues)	\$ (4,000.00)	travel	1	pool	1	staff	\$ (4,000.00)
47			\$ (25,933.00)	\$ (16,487.25)								\$ (26,658.00)

RISK MANAGEMENT

	A	B	C	D	E	F	G	H	I	J	K	L
48												
49	LEGAL SUPPORT - 1602											
50	790	Subscriptions/Reference	\$ (750.00)	\$ (7,475.00)	Legal Publications	\$ (750.00)	subscriptions	1		1		\$ (750.00)
51			\$ (4,550.00)		Legal Research - West Law	\$ (4,750.00)	subscriptions	1		1		\$ (4,750.00)
52			\$ (2,500.00)		County/State Bar Dues/CLE/ACC	\$ (2,500.00)	dues	1		1		\$ (2,500.00)
53			\$ (200.00)		WCR	\$ (200.00)	dues	1		1		\$ (200.00)
54	810	Professional/Contract Fees	\$ (15,000.00)	\$ (40,000.00)	Outside Legal	\$ (40,000.00)			1		1	\$ (40,000.00)
55	867	Travel/Other	\$ (2,000.00)	\$ (2,000.00)	RMC Chair/Vice Chair	\$ (2,000.00)	travel	1		1		\$ (2,000.00)
56			\$ (25,000.00)	\$ (49,475.00)								\$ (50,200.00)
57												
58	PROFESSIONAL STANDARDS ENFORCEMENT - 1605 (Dues)											
59	INCOME											
60	440	PS Enforcement	\$ -		Code of Ethics & Arbitration Manual Sales		per manual	2	manuals	1	time	\$ -
61			\$ 1,000.00	\$ 18,200.00	Appeal Fees Retained	\$ 500.00	appeals	2	hearings	1	time	\$ 1,000.00
62			\$ 3,500.00		Arbitration Deposits Retained	\$ 500.00	deposits	9	hearings	1	time	\$ 4,500.00
63			\$ 500.00		Ethics Citation Fee	\$ 250.00	fee	4	violations	1	time	\$ 1,000.00
64			\$ 4,200.00		Ethics Administrative Fees	\$ 300.00	fee	14	fees	1	time	\$ 4,200.00
65			\$ 9,000.00		Ethics Retained Fines/Deposits	\$ 1,000.00		9	fees	1		\$ 9,000.00
66			\$ 18,200.00	\$ 18,200.00								\$ 19,700.00
67	EXPENSE											
68	605	Awards/Gifts	\$ (200.00)	\$ (200.00)	Committee Recognition	\$ (200.00)	recognition	1		1		\$ (200.00)
69	630	Catering/Hotel	\$ (840.00)	\$ (840.00)	Lunches (GVC)	\$ (100.00)	lunch	12	lunches	1	meetings	\$ (1,200.00)
70			\$ (1,008.00)	\$ (1,008.00)	Lunches (PS Panels)	\$ (6.00)	lunch	6	lunches	28	hearings	\$ (1,008.00)
71	770	Supplies	\$ (500.00)	\$ (400.00)	General	\$ (500.00)		1		1		\$ (500.00)
72	788	Staff Expense	\$ (825.00)	\$ (350.00)	Hotel	\$ -	night	5	nights	1	time	\$ -
73			\$ (2,175.00)	\$ (1,500.00)	Car Rental & Gas	\$ -	rental	15	days	1	time	\$ -
74	790	Subscriptions/Reference	\$ (40.00)	\$ (2,440.00)	CEAM (for AAR GVC & PSC members & staff) - Shipping	\$ (40.00)	shipping	1		1		\$ (40.00)
75			\$ (1,300.00)		CEAM (for AAR GVC & PSC members & staff)	\$ (20.00)	CEAM	65	books	1		\$ (1,300.00)
76			\$ (1,080.00)		Professionalism in Real Estate	\$ (6.00)	booklet	180	books	1		\$ (1,080.00)
77			\$ (20.00)		Professionalism in Real Estate - Shipping	\$ (20.00)		1		1		\$ (20.00)
78	810	Professional/Contract Fees	\$ (5,600.00)	\$ (6,500.00)	Court Reporter	\$ (200.00)	court reporter	28	hearings	1	time	\$ (5,600.00)
79	867	Travel/Other	\$ (135.00)	\$ (4,630.00)	Meals	\$ (27.00)	meal	5	meals	1		\$ (135.00)
80			\$ (2,750.00)		Panel Member Mileage	\$ (2,750.00)	mileage	1	miles	1	hearing	\$ (2,750.00)
81			\$ (1,250.00)		Hearing Panel Chair Travel (Mileage)	\$ (1,250.00)	mileage	1	miles	1	hearing	\$ (1,250.00)
82			\$ (495.00)		Hotel (Panel Chairs)	\$ (165.00)	night	3	nights	1		\$ (495.00)
83	867.2	Staff Travel	\$ -	\$ -	Hotel	\$ (165.00)	night	5	nights	1	time	\$ (825.00)
84			\$ -	\$ -	Car Rental & Gas	\$ (145.00)	rental	15	days	1	time	\$ (2,175.00)
85			\$ (18,218.00)	\$ (17,868.00)								\$ (18,578.00)

RISK MANAGEMENT

	A	B	C	D	E	F	G	H	I	J	K	L
86												
87	PROFESSIONAL STANDARDS TRAINING - 1610											
88	INCOME											
89	440	Registration Fees	\$ 900.00		Workshop Registration		registration		registrants		time	\$ -
90			\$ 900.00									\$ -
91												
92	EXPENSE											
93	630	Catering/Hotel	\$ (1,100.00)	\$ (11,222.33)	Workshop Room Charges (Audio/Visual, Projector, Microphones)	\$ (1,100.00)		1		1		\$ (1,100.00)
94			\$ (450.00)		Hearing Panel Chair Training (includes 19 comps, lunch & breaks)	\$ (15.00)	catering	30	meals	1		\$ (450.00)
95			\$ (13,000.00)		Workshop Breaks & Lunch (includes 200 AAR comps)	\$ (65.00)	catering	200	meals	1		\$ (13,000.00)
96	770	Supplies	\$ (500.00)	\$ (500.00)	General	\$ (500.00)		1		1		\$ (500.00)
97	787	Speaker Fees	\$ (2,000.00)	\$ (1,750.00)	PS Workshop	\$ (2,500.00)	speaker fee	1		1		\$ (2,500.00)
98	790	Subscriptions/Reference	\$ (325.00)		NAR Materials/Code for Training Courses	\$ (325.00)	subscription	1		1		\$ (325.00)
99			\$ (900.00)		Online Registration Fees	\$ -	fee	200	attendees	1		\$ -
100	810	Professional/Contract Fees	\$ (1,500.00)	\$ (1,500.00)	Videographer	\$ (1,500.00)		1		1		\$ (1,500.00)
101	867	Travel	\$ -		PS Workshop Instructor Travel (airfare, hotel, expenses)	\$ (2,000.00)		1		1		\$ (2,000.00)
102			\$ (19,775.00)	\$ (14,972.33)								\$ (21,375.00)
103												
104	ALTERNATIVE DISPUTE RESOLUTION - 1615											
105	630	Catering/Hotel	\$ (1,000.00)	\$ (1,000.00)	Mediation/Ombudsman Training	\$ (25.00)	catering	50	attendees	1	time	\$ (1,250.00)
106	787	Speaker Fees	\$ (900.00)	\$ (900.00)	Mediation/Ombudsman Training	\$ (900.00)	speaker fee	1		1		\$ (900.00)
107	810	Professional/Contract Fees	\$ (1,500.00)	\$ (1,430.35)	Ombudsman Insurance Policy	\$ (1,500.00)	policy	1		1		\$ (1,500.00)
108	867	Travel/Other	\$ (1,500.00)	\$ (1,250.00)	Mediator travel	\$ (150.00)	travel	10	mediations	1	time	\$ (1,500.00)
109			\$ (4,900.00)	\$ (4,580.35)								\$ (5,150.00)
110												
111	RISK MANAGEMENT PUBLICATIONS - 1625 (Primarily Fees)											
112	786	Promotion	\$ (4,500.00)	\$ -	Text Alert System	\$ (4,000.00)		1		1		\$ (4,000.00)
113			\$ (4,500.00)	\$ -								\$ (4,000.00)
114												
115	FORMS DEVELOPMENT - 1650											
116	630	Catering/Hotel	\$ (630.00)		Forms Workgroup Meeting	\$ (14.00)	catering	15	lunches	2	meetings	\$ (420.00)
117	810	Professional/Contract Fees	\$ (7,500.00)	\$ (3,500.00)	Translation Fees/Copyright Fees (8) Forms	\$ (6,000.00)		1		1		\$ (6,000.00)
118			\$ (8,130.00)	\$ (3,500.00)								\$ (6,420.00)
119												
120	LEGAL HOTLINE - 1665 (Dues)											
121	781	Printing	\$ (200.00)		Legal Hotline Letterhead	\$ (200.00)	printing	1		1		\$ (200.00)
122	810	Professional/Contract Fees	\$ (180,000.00)	\$ (180,000.00)	Legal Services	\$ (185,000.00)	fee	1	year	1		\$ (185,000.00)
123			\$ (500.00)	\$ (500.00)	Other Fees (postage/copying, etc. costs)	\$ (50.00)		12	months	1		\$ (600.00)
124			\$ (180,700.00)	\$ (180,500.00)								\$ (185,800.00)
125			\$ (287,156.00)	\$ (287,382.93)	TOTAL (EXPENSE)							\$ (318,181.00)
126			\$ 19,100.00	\$ 18,200.00	TOTAL INCOME							\$ 19,700.00
127			\$ (268,056.00)	\$ (269,182.93)	TOTAL NET (EXPENSE)/INCOME							\$ (298,481.00)

BUSINESS SERVICES & TECHNOLOGY								
2018 Approved	2018 Projections	Code						2019
PROJECTED INCOME								
\$ 24,000.00	\$ 31,000.00	433	FORMS LICENSING					\$ 48,000.00
\$ 7,200.00	\$ 8,400.00	466	COMMUNICATIONS					\$ 7,200.00
\$ 31,200.00	\$ 39,400.00		TOTAL PROJECTED INCOME					\$ 55,200.00
PROJECTED DIRECT (EXPENSES)								
\$ (9,000.00)	\$ (9,000.00)	540	STAFF DEVELOPMENT					\$ (9,000.00)
\$ (1,200.00)	\$ (1,100.00)	630	CATERING/HOTEL					\$ (1,200.00)
\$ (16,000.00)	\$ (16,000.00)	631	COMPUTER EXPENSE					\$ (16,000.00)
\$ (5,250.00)	\$ (5,250.00)	770	SUPPLIES					\$ (5,250.00)
\$ (250.00)	\$ (250.00)	780	POSTAGE					\$ (250.00)
\$ (28,500.00)	\$ (27,500.00)	781	PRINTING					\$ (28,500.00)
\$ (7,000.00)	\$ (7,000.00)	786	PROMOTION					\$ (7,000.00)
\$ (36,210.20)	\$ (27,233.00)	788	STAFF EXPENSE					\$ -
\$ (3,225.00)	\$ (3,125.00)	790	SUBSCRIPTIONS/REFERENCE					\$ (3,225.00)
\$ (1,451,864.43)	\$ (1,253,871.00)	810	PROFESSIONAL/CONTRACT FEES					\$ (1,271,754.68)
\$ -	\$ -	860	CONFERENCES					\$ (17,635.85)
\$ (2,535.00)	\$ (2,535.00)	867	TRAVEL					\$ (10,770.00)
\$ (1,561,034.63)	\$ (1,352,864.00)		TOTAL DIRECT (EXPENSES)					\$ (1,370,585.53)
\$ (1,529,834.63)	\$ (1,313,464.00)		TOTAL NET (EXPENSES)/INCOME					\$ (1,315,385.53)

BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY

A	B	C	D	E	F	G	H	I	J	K	L		
1	Code	2018 Approved	2018 Projections		Rate	Item	Qty	Item	Qty	Item	2019 Total		
2		BUSINESS SERVICES AND TECHNOLOGY SUPPORT - 1701											
3	540	Staff Development	\$ (5,000.00)	\$ (5,000.00)		Technical Training/Education (CES, Defcon, Interop)	\$ (5,000.00)	training	1	year	1	time	\$ (5,000.00)
4	770	Supplies	\$ (1,500.00)	\$ (1,500.00)		Miscellaneous Supplies	\$ (1,500.00)	supplies	1		1		\$ (1,500.00)
5	780	Postage	\$ (250.00)	\$ (250.00)		All Programs	\$ (250.00)						\$ (250.00)
6		Printing	\$ (2,500.00)	\$ (2,500.00)		Printing/Copies	\$ (2,500.00)						\$ (2,500.00)
7	788	Staff Expense	\$ (300.00)	\$ (100.00)		Leadership Conference - Daily Expense	\$ -	per diem	3	days	2	staff	\$ -
8			\$ (16.20)	\$ (16.00)		Leadership Conference - Mileage	\$ -	per mile	15	miles	2	staff	\$ -
9			\$ (27.00)	\$ (25.00)		Arizona REALTOR® Conference - Mileage	\$ -	miles	50	miles	1	staff	\$ -
10			\$ (500.00)	\$ (500.00)		IT Directors Conference - Airfare	\$ -	airfare	1	flight	1	staff	\$ -
11			\$ (750.00)	\$ (750.00)		IT Directors Conference - Hotel	\$ -	night	3	nights	1	staff	\$ -
12			\$ (225.00)	\$ (225.00)		IT Directors Conference - Daily Expense	\$ -	per diem	3	days	1	staff	\$ -
13			\$ (540.00)	\$ (350.00)		Miscellaneous In-state Travel	\$ -	per mile	1000	miles	1		\$ -
14			\$ (600.00)	\$ (600.00)		NAR EXPO (San Francisco, CA) - Airfare	\$ -	airfare	1	flight	1	staff	\$ -
15			\$ (800.00)	\$ (800.00)		NAR EXPO (San Francisco, CA) - Daily Expense	\$ -	per diem	4	nights	1	staff	\$ -
16			\$ (1,280.00)	\$ (1,280.00)		NAR EXPO (San Francisco, CA) - Hotel	\$ -	night	4	nights	1	staff	\$ -
17			\$ (450.00)	\$ (450.00)		NAR EXPO (San Francisco, CA) - Registration	\$ -	registration	1		1	staff	\$ -
18			\$ (600.00)	\$ (600.00)		NAR Legislative (D.C.) - Airfare	\$ -	airfare	1		1	staff	\$ -
19			\$ (1,000.00)	\$ (1,000.00)		NAR Legislative (D.C.) - Daily Expense	\$ -	per diem	5	nights	1	staff	\$ -
20			\$ (1,600.00)	\$ (1,600.00)		NAR Legislative (D.C.) - Hotel	\$ -	night	5	nights	1	staff	\$ -
21			\$ (450.00)	\$ (450.00)		NAR Legislation (D.C.) - Registration	\$ -	registration	1		1	staff	\$ -
22			\$ -	\$ -		RAMCON - Airfare	\$ -	airfare	1	flight	2	staff	\$ -
23			\$ -	\$ -		RAMCON - Daily Expense	\$ -	per diem	4	nights	2	staff	\$ -
24			\$ -	\$ -		RAMCON - Hotel	\$ -	night	4	nights	2	staff	\$ -
25			\$ (10,000.00)	\$ -		RAMCON - 2018 Conference Deposits	\$ -						\$ -
26			\$ (325.00)	\$ (325.00)		RE Connect Conference - Airfare	\$ -	airfare	1	flight	1	staff	\$ -
27			\$ (750.00)	\$ (750.00)		RE Connect Conference - Registration	\$ -	night	1		1	staff	\$ -
28			\$ (1,260.00)	\$ (1,260.00)		RE Connect Conference - Hotel	\$ -	hotel	4	nights	1	staff	\$ -
29			\$ (300.00)	\$ (300.00)		RE Connect Conference - Daily Expense	\$ -	per diem	4	nights	1	staff	\$ -
30	790	Subscriptions/Reference	\$ (750.00)	\$ (650.00)		Books, Periodicals and Reference Texts	\$ (750.00)	subscriptions	1		1		\$ (750.00)
31	860	Conferences	\$ -	\$ -		Leadership Conference - Daily Expense	\$ (50.00)	per diem	3	days	2	staff	\$ (300.00)
32			\$ -	\$ -		Leadership Conference - Mileage	\$ (0.55)	per mile	15	miles	2	staff	\$ (16.35)
33			\$ -	\$ -		Arizona REALTOR® Conference - Mileage	\$ (0.55)	miles	50	miles	1	staff	\$ (27.25)
34			\$ -	\$ -		IT Directors Conference - Airfare	\$ (500.00)	airfare	1	flight	1	staff	\$ (500.00)
35			\$ -	\$ -		IT Directors Conference - Hotel	\$ (250.00)	night	3	nights	1	staff	\$ (750.00)
36			\$ -	\$ -		IT Directors Conference - Daily Expense	\$ (75.00)	per diem	3	days	1	staff	\$ (225.00)
37			\$ -	\$ -		NAR EXPO (San Francisco, CA) - Airfare	\$ (600.00)	airfare	1	flight	1	staff	\$ (600.00)
38			\$ -	\$ -		NAR EXPO (San Francisco, CA) - Daily Expense	\$ (200.00)	per diem	4	nights	1	staff	\$ (800.00)
39			\$ -	\$ -		NAR EXPO (San Francisco, CA) - Hotel	\$ (320.00)	night	4	nights	1	staff	\$ (1,280.00)
40			\$ -	\$ -		NAR EXPO (San Francisco, CA) - Registration	\$ (450.00)	registration	1		1	staff	\$ (450.00)
41			\$ -	\$ -		NAR Legislative (D.C.) - Airfare	\$ (600.00)	airfare	1		1	staff	\$ (600.00)
42			\$ -	\$ -		NAR Legislative (D.C.) - Daily Expense	\$ (200.00)	per diem	5	nights	1	staff	\$ (1,000.00)
43			\$ -	\$ -		NAR Legislative (D.C.) - Hotel	\$ (320.00)	night	5	nights	1	staff	\$ (1,600.00)
44			\$ -	\$ -		NAR Legislation (D.C.) - Registration	\$ (450.00)	registration	1		1	staff	\$ (450.00)
45			\$ -	\$ -		RAMCON - Airfare	\$ (600.00)	airfare	1	flight	2	staff	\$ (1,200.00)
46			\$ -	\$ -		RAMCON - Daily Expense	\$ (200.00)	per diem	4	nights	2	staff	\$ (1,600.00)
47			\$ -	\$ -		RAMCON - Hotel	\$ (320.00)	night	4	nights	2	staff	\$ (2,560.00)
48	867	Travel	\$ (325.00)	\$ (325.00)		RE Connect Conference - Airfare	\$ -	airfare	1		1	chair	\$ -
49			\$ (750.00)	\$ (750.00)		RE Connect Conference - Registration	\$ -	registration	1		1	chair	\$ -
50			\$ (1,160.00)	\$ (1,160.00)		RE Connect Conference - Hotel	\$ -	night	4	nights	1	chair	\$ -
51			\$ (300.00)	\$ (300.00)		RE Connect Conference - Daily Expense	\$ -	per diem	4	nights	1	chair	\$ -
52	867.2	Staff Travel	\$ -	\$ -		Miscellaneous In-state Travel	\$ (0.55)	per mile	1000	miles	1		\$ (545.00)
53			\$ (34,308.20)	\$ (23,816.00)		1701 Total							\$ (24,503.60)
54													

BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY

A	B	C	D	E	F	G	H	I	J	K	L			
55														
56				SOFTWARE DEVELOPMENT - 1710										
57	631	Computer Service & Expense	\$ (1,000.00)	\$ (1,000.00)	Memory/Drives	\$ (1,000.00)	total	1	total	1	yearly	\$ (1,000.00)		
58	810	Professional/Contract Fees	\$ (2,000.00)	\$ (2,000.00)	Telerek License	\$ (2,000.00)	renewal	1	license	1	yearly	\$ (2,000.00)		
59			\$ (1,188.00)	\$ (1,188.00)	Telerek Platform	\$ (1,188.00)	renewal	1	license	1	yearly	\$ (1,188.00)		
60			\$ (150.00)	\$ (150.00)	Auth0	\$ (150.00)		1	license	1	yearly	\$ (150.00)		
61			\$ (1,795.00)	\$ (1,795.00)	SQL Redgate	\$ (1,795.00)	renewal	1		1	yearly	\$ (1,795.00)		
62			\$ (1,000.00)	\$ (750.00)	Avangate SkyVia.com	\$ (1,000.00)						\$ (1,000.00)		
63			\$ (20,000.00)	\$ (20,000.00)	Outsourced Consulting	\$ (20,000.00)	consulting		1	license	1	yearly	\$ (20,000.00)	
64			\$ (10,000.00)	\$ (8,000.00)	Microsoft Azure Subscription	\$ (10,000.00)	protection		1	license	1	yearly	\$ (10,000.00)	
65			\$ (870.33)	\$ (800.00)	Domains	\$ (870.33)	total		1	total	1	yearly	\$ (870.33)	
66			\$ (38,003.33)	\$ (35,683.00)	1710 Total								\$ (38,003.33)	
67														
68														
69					IT RESOURCES AND SECURITY MANAGEMENT - 1730									
70	631	Computer Expense	\$ (15,000.00)	\$ (15,000.00)	Desktop/Laptop Maintenance & Support	\$ (15,000.00)			1		1	\$ (15,000.00)		
71	810	Professional/Contract Fees	\$ (1,250.00)	\$ (1,250.00)	Infrastructure Server Imaging Veritas/Symantec	\$ (1,250.00)						\$ (1,250.00)		
72			\$ (1,500.00)	\$ (1,500.00)	Infrastructure - SSL Licenses	\$ (1,500.00)	renewal		1	license	1	yearly	\$ (1,500.00)	
73			\$ (3,000.00)	\$ (3,000.00)	Infrastructure - ExaGrid Licensing	\$ (3,000.00)	renewal		1	units	1	yearly	\$ (3,000.00)	
74			\$ (70.00)	\$ (70.00)	Doodle.com	\$ (70.00)			1	units	1	yearly	\$ (70.00)	
75			\$ (1,500.00)	\$ (1,500.00)	Infrastructure - Webex Web/Video Conferencing	\$ (125.00)	service		12	months	1	\$ (1,500.00)		
76			\$ (99.00)	\$ (99.00)	MindJet	\$ (99.00)						\$ (99.00)		
77			\$ -	\$ (6,000.00)	Vipre	\$ (500.00)	per month		12	months	1	office	\$ (6,000.00)	
78			\$ (12,500.00)	\$ (15,000.00)	Office 365	\$ (15,000.00)						\$ (15,000.00)		
79			\$ (60,000.00)	\$ (60,000.00)	Managed Service Provider	\$ (70,000.00)			1	Year		\$ (70,000.00)		
80			\$ (40,000.00)	\$ (15,000.00)	Managed Service Provider - Projects	\$ (40,000.00)			1	Year		\$ (40,000.00)		
81			\$ (54,000.00)	\$ (30,000.00)	Infrastructure - RAMCO AMS Licensing	\$ (2,500.00)	per month		12	months	1	office	\$ (30,000.00)	
82			\$ (5,000.00)	\$ (5,000.00)	Infrastructure - Domain and Hosting Fees	\$ (5,000.00)	fee		1		1	\$ (5,000.00)		
83			\$ (10,000.00)	\$ (9,500.00)	Infrastructure - BlueJeans Videoconference Fees	\$ (10,000.00)	license		1		1	\$ (10,000.00)		
84			\$ (10,000.00)	\$ (10,000.00)	Infrastructure - IVCI	\$ (10,000.00)	license		1		1	\$ (10,000.00)		
85			\$ (15,000.00)	\$ (15,000.00)	Infrastructure - IVCI (Svc Maint Agree)	\$ (15,000.00)						\$ (15,000.00)		
86			\$ (5,000.00)	\$ (5,000.00)	Infrastructure - Cisco Switch SmartNet	\$ (5,000.00)			1		1	\$ (5,000.00)		
87			\$ (3,000.00)	\$ (3,000.00)	Infrastructure - Cisco Main Switch Maint.	\$ (3,000.00)			1		1	\$ (3,000.00)		
88			\$ (10,000.00)	\$ (10,000.00)	Infrastructure Cisco - Firewall - Lic	\$ (10,000.00)			1	Year		\$ (10,000.00)		
89			\$ (3,000.00)	\$ (3,000.00)	Infrastructure - Fax Service	\$ (3,000.00)	annual		1	year		\$ (3,000.00)		
90			\$ (1,500.00)	\$ (1,500.00)	Infrastructure - UPS Maintenance	\$ (1,500.00)						\$ (1,500.00)		
91			\$ (750.00)	\$ (750.00)	GoDaddy - Hosting (6 live active)	\$ (750.00)	renewal				1	yearly	\$ (750.00)	
92			\$ (3,000.00)	\$ (3,000.00)	GoDaddy - Domains	\$ (3,000.00)	renewal				1	yearly	\$ (3,000.00)	
93			\$ -	\$ (1,800.00)	Adobe Subscriptions	\$ (200.00)	per month		12	months	1	office	\$ (2,400.00)	
94			\$ -	\$ (2,500.00)	QuickBooks Consultant	\$ (3,000.00)	annual		1	year		1	\$ (3,000.00)	
95			\$ -	\$ (500.00)	TechSmith (Snagit)	\$ (500.00)	renewal				1	yearly	\$ (500.00)	
96			\$ (295.00)	\$ (295.00)	HostTracker	\$ (295.00)			1		1	\$ (295.00)		
97			\$ (120.00)	\$ (120.00)	WeTransfer	\$ (120.00)						\$ (120.00)		
98			\$ (60.00)	\$ (60.00)	Sharefile	\$ (60.00)						\$ (60.00)		
99			\$ (125.00)	\$ (125.00)	Siber RoboForm@ Goodsync	\$ (125.00)						\$ (125.00)		
100			\$ (72.00)	\$ (72.00)	Add Event	\$ (6.00)			12	months	1	\$ (72.00)		
101			\$ (150.00)	\$ (150.00)	REALTOR® Assn. - Michelle Domain	\$ (150.00)						\$ (150.00)		
102			\$ (240.00)	\$ (240.00)	Ninte Pro	\$ (240.00)						\$ (240.00)		
103			\$ (900.00)	\$ (900.00)	Cox Communications - Rm 4 Line	\$ (75.00)			12	months	1	\$ (900.00)		
104			\$ (4,800.00)	\$ (4,800.00)	Citrix - GoToWebinar	\$ (400.00)			12	months	1	\$ (4,800.00)		
105			\$ (24,000.00)	\$ (24,000.00)	ViaWest (Rack + Internet)	\$ (2,000.00)			12	months	1	\$ (24,000.00)		
106			\$ (20,000.00)	\$ (20,000.00)	Security - Network Layer Vulnerability Scan	\$ (10,000.00)	Every other year - next 2018					\$ (10,000.00)		
107			\$ (750.00)	\$ (750.00)	Temperature Alert	\$ (750.00)			1		1	\$ (750.00)		
108			\$ (3,000.00)	\$ (3,000.00)	Trans-West Phone Warranty	\$ (3,000.00)			1		1	\$ (3,000.00)		
109			\$ (2,900.00)	\$ (2,900.00)	Security - WebSense Triton (Mailboxes)	\$ (2,900.00)						\$ (2,900.00)		
110			\$ (1,300.00)	\$ (1,300.00)	Security - WebSense Web (Internet)	\$ (1,300.00)						\$ (1,300.00)		
111			\$ (10,000.00)	\$ (10,000.00)	Consulting - Security Systems and Procedures	\$ -	consulting		1		1	\$ -		
112			\$ (10,000.00)	\$ (10,000.00)	Consulting - Network Architecture	\$ -	development		1		1	\$ -		
113			\$ (333,881.00)	\$ (297,681.00)	1730 Total								\$ (304,281.00)	

BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY

	A	B	C	D	E	F	G	H	I	J	K	L
114												
115												
116	BUSINESS SERVICES DEPARTMENT - 1770											
117	INCOME											
118	433	Forms Licensing	\$ 12,000.00	\$ 12,000.00	Forms Licensing - DotLoop	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
119			\$ -	\$ -	Forms Licensing - Brokermint	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
120			\$ -	\$ 7,000.00	Forms Licensing - Instanet Solutions	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
121			\$ 12,000.00	\$ 12,000.00	Forms Licensing - Reesio	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
122			\$ 24,000.00	\$ 31,000.00	1770 INCOME							\$ 48,000.00
123												
124	EXPENSE											
125	630	Catering/Hotel	\$ (1,200.00)	\$ (1,100.00)	Catering	\$ (1,200.00)	session	1	session	1	time	\$ (1,200.00)
126	786	Promotion	\$ (5,000.00)	\$ (5,000.00)	Promotional Expense	\$ (5,000.00)	promotion	1		1		\$ (5,000.00)
127	788	Staff Expense	\$ (500.00)	\$ (1,000.00)	Miscellaneous Travel	\$ -	travel	1		1		\$ -
128			\$ (1,350.00)	\$ (2,725.00)	Mileage	\$ -	miles	5000	miles	1	annual	\$ -
129			\$ (780.00)	\$ (1,300.00)	Daily Expense	\$ -	per diem	20	days	1	staff	\$ -
130			\$ (900.00)	\$ (500.00)	Auto Rental	\$ -	rental	4	rentals	1	staff	\$ -
131			\$ (1,380.00)	\$ (2,300.00)	Hotel/Lodging	\$ -	night	20	nights	1	staff	\$ -
132	810	Professional/Contract Fees	\$ (204,468.60)	\$ (197,056.00)	GoPaperless	\$ (4.20)	\$/Yr/Member	1	annual	50143	members	\$ (210,600.60)
133			\$ (304,268.75)	\$ (309,375.00)	zipForm Fees (Standard & Mobile)		\$/Yr/Member		annual		members	\$ -
134			\$ (10,000.00)	\$ (5,000.00)	zipForm® Form Change Fees		per page		pages			\$ -
135					Forms Provider	\$ (323,393.75)		1	annual	1	annual	\$ (323,393.75)
136			\$ (50,000.00)	\$ (50,000.00)	ClickDimensions	\$ (50,000.00)	5 Million Emails	1	annual			\$ (50,000.00)
137			\$ (8,880.00)	\$ (8,800.00)	Abacus Law	\$ (1,125.00)	3 Yr renew	12	months			\$ (13,500.00)
138			\$ (109,536.75)	\$ (107,000.00)	TechHelpline	\$ (2.00)	\$/Yr/Member	1	annual	50143	members	\$ (88,000.00)
139			\$ (45,000.00)	\$ (40,000.00)	Clareity SSO Implementation	\$ -		1	one-time			\$ -
140			\$ (173,000.00)	\$ (150,000.00)	Clareity SSO	\$ (185,000.00)		1	annual			\$ (185,000.00)
141	867.2	Staff Travel	\$ -	\$ -	Miscellaneous Travel	\$ (1,000.00)	travel	1		1		\$ (1,000.00)
142			\$ -	\$ -	Mileage	\$ (0.55)	miles	5000	miles	1	annual	\$ (2,725.00)
143			\$ -	\$ -	Daily Expense	\$ (65.00)	per diem	20	days	1	staff	\$ (1,300.00)
144			\$ -	\$ -	Auto Rental	\$ (225.00)	rental	4	rentals	1	staff	\$ (900.00)
145			\$ -	\$ -	Hotel/Lodging	\$ (115.00)	night	20	nights	1	staff	\$ (2,300.00)
146			\$ (916,264.10)	\$ (881,156.00)	1770 Expense							\$ (884,919.35)
147			\$ (892,264.10)	\$ (850,156.00)	1770 Net							\$ (836,919.35)
148												
149												
150	COMMUNICATIONS - 1780											
151	INCOME											
152	466.2	Advertising Income	\$ 7,200.00	\$ 7,200.00	Ads (AAR Email Blasts)	\$ 7,200.00		1		1		\$ 7,200.00
153	466.3	Income	\$ -	\$ 1,200.00	Website Banner Ads	\$ -						\$ -
154			\$ 7,200.00	\$ 8,400.00	1780 INCOME							\$ 7,200.00
155												
156	EXPENSE											
157	540	Staff Development	\$ (4,000.00)	\$ (4,000.00)	Training/Seminars	\$ (2,000.00)		1		2	staff	\$ (4,000.00)
158	770	Supplies	\$ (750.00)	\$ (750.00)	Miscellaneous Art Supplies	\$ (750.00)		1		1		\$ (750.00)
159			\$ (2,500.00)	\$ (2,500.00)	Recording Studio Supplies	\$ (2,500.00)		1		1		\$ (2,500.00)
160			\$ (500.00)	\$ (500.00)	President's Scrapbook	\$ (500.00)		1		1		\$ (500.00)
161	781	Printing	\$ (26,000.00)	\$ (25,000.00)	Promotional Materials - Member Booklets	\$ (26,000.00)		1		1		\$ (26,000.00)
162	786	Promotion	\$ (2,000.00)	\$ (2,000.00)	Contest Prizes	\$ (2,000.00)		1		1		\$ (2,000.00)
163	788	Staff Expense	\$ (1,600.00)	\$ (1,600.00)	NAR EXPO - (San Francisco, CA) - Hotel	\$ -	night	5	nights	1	staff	\$ -
164			\$ (1,200.00)	\$ (1,200.00)	NAR EXPO - (San Francisco, CA) - Daily Expense	\$ -	per diem	6	days	1	staff	\$ -
165			\$ (600.00)	\$ (600.00)	NAR EXPO - (San Francisco, CA) - Airfare	\$ -	airfare	1	time	1	staff	\$ -
166			\$ (450.00)	\$ (450.00)	NAR EXPO - (San Francisco, CA) - Registration	\$ -	registration	1	time	1	staff	\$ -
167			\$ (500.00)	\$ (500.00)	NAR Comm. Director Institute - Travel	\$ -		1	time	1	staff	\$ -
168			\$ (300.00)	\$ (300.00)	NAR Comm. Director Institute - Daily Exp	\$ -	night	4	days	1	staff	\$ -
169			\$ (900.00)	\$ (900.00)	NAR Comm. Director Institute - Hotel	\$ -		3	nights	1	staff	\$ -
170			\$ (125.00)	\$ (125.00)	NAR Comm. Director Institute - Reg	\$ -		1	time	1	staff	\$ -
171			\$ (500.00)	\$ (500.00)	NAREE Comm. Director - Travel	\$ -		1	time	1	staff	\$ -
172			\$ (300.00)	\$ (300.00)	NAREE Comm. Director - Daily Exp.	\$ -	night	4	days	1	staff	\$ -
173			\$ (900.00)	\$ (900.00)	NAREE Comm. Director - Hotel	\$ -		3	nights	1	staff	\$ -

BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY

A	B	C	D	E	F	G	H	I	J	K	L
174		\$ (125.00)	\$ (125.00)	NAREE Comm. Director - Reg.	\$ -		1	time	1	staff	\$ -
175		\$ (27.00)	\$ (27.00)	Arizona REALTOR® Conference - Mileage	\$ -	per mile	50	miles	1	staff	\$ -
176		\$ (2,000.00)	\$ (500.00)	Outreach Travel	\$ -		1		1		\$ -
177	790	Subscriptions/Reference	\$ (500.00)	\$ (500.00)	References and Texts	\$ (500.00)	1		1		\$ (500.00)
178		\$ (170.00)	\$ (170.00)	Feedblitz	\$ (170.00)		1		1		\$ (170.00)
179		\$ (300.00)	\$ (300.00)	Business Intelligence Subscription	\$ (300.00)		1		1		\$ (300.00)
180		\$ (780.00)	\$ (780.00)	Survey Monkey Subscription	\$ (780.00)		1		1		\$ (780.00)
181		\$ (600.00)	\$ (600.00)	Uberflip	\$ (600.00)		1		1		\$ (600.00)
182		\$ (125.00)	\$ (125.00)	Hootsuite	\$ (125.00)		1		1		\$ (125.00)
183	810	Professional/Contract Fees	\$ (3,000.00)	\$ (2,800.00)	Website Hosting	\$ (3,000.00)	1		1		\$ (3,000.00)
184		\$ (10,000.00)	\$ (12,500.00)	Web Consulting	\$ (12,500.00)		1		1		\$ (12,500.00)
185		\$ (18,000.00)	\$ (18,000.00)	Website Maintenance	\$ (1,500.00)		12		1		\$ (18,000.00)
186		\$ (3,000.00)	\$ (3,000.00)	Web Plug-ins/Software	\$ (3,000.00)		1		1		\$ (3,000.00)
187		\$ (66,000.00)	\$ -	Social Media Mgt	\$ -						\$ -
188		\$ (25,000.00)	\$ (20,000.00)	Video Production	\$ (25,000.00)		1		1		\$ (25,000.00)
189		\$ (36,000.00)	\$ -	PR - PR firm retainer fee	\$ -						\$ -
190		\$ (15,000.00)	\$ -	PR - Annual Special Project	\$ -						\$ -
191		\$ (1,350.00)	\$ -	PR - Media monitoring and clips	\$ -						\$ -
192		\$ (1,500.00)	\$ (1,000.00)	Social Media Ads	\$ (1,500.00)		1		1		\$ (1,500.00)
193		\$ (500.00)	\$ (500.00)	Headshot Photos (President)	\$ (500.00)		1		1		\$ (500.00)
194		\$ (2,500.00)	\$ (2,500.00)	GroupTexting	\$ (2,500.00)		1		1		\$ (2,500.00)
195		\$ (396.00)	\$ (396.00)	UBIT	\$ (396.00)		1		1		\$ (396.00)
196		\$ (2,500.00)	\$ (2,500.00)	Getty Images	\$ (2,500.00)		1		1		\$ (2,500.00)
197		\$ (2,500.00)	\$ (2,500.00)	Clipart Subscription	\$ (2,500.00)		1		1		\$ (2,500.00)
198		\$ (900.00)	\$ (900.00)	Font Packages	\$ (900.00)		1		1		\$ (900.00)
199		\$ (1,680.00)	\$ (1,680.00)	Adobe Creative Suite (annual)	\$ (840.00)		2	licenses	1		\$ (1,680.00)
200		\$ (1,000.00)	\$ (1,000.00)	Creative Manager Software	\$ (1,000.00)		1		1		\$ (1,000.00)
201	860	Conferences	\$ -	\$ -	NAR Comm. Director Institute - Travel	\$ (500.00)	1	time	1	staff	\$ (500.00)
202		\$ -	\$ -	NAR Comm. Director Institute - Daily Exp	\$ (75.00)	night	4	days	1	staff	\$ (300.00)
203		\$ -	\$ -	NAR Comm. Director Institute - Hotel	\$ (300.00)		3	nights	1	staff	\$ (900.00)
204		\$ -	\$ -	NAR Comm. Director Institute - Reg	\$ (125.00)		1	time	1	staff	\$ (125.00)
205		\$ -	\$ -	NAREE Comm. Director - Travel	\$ (500.00)		1	time	1	staff	\$ (500.00)
206		\$ -	\$ -	NAREE Comm. Director - Daily Exp.	\$ (75.00)	night	4	days	1	staff	\$ (300.00)
207		\$ -	\$ -	NAREE Comm. Director - Hotel	\$ (300.00)		3	nights	1	staff	\$ (900.00)
208		\$ -	\$ -	NAREE Comm. Director - Reg.	\$ (125.00)		1	time	1	staff	\$ (125.00)
209		\$ -	\$ -	Arizona REALTOR® Conference - Mileage	\$ (0.55)	per mile	50	miles	1	staff	\$ (27.25)
210	867.2	Staff Travel	\$ -	\$ -	Outreach Travel	\$ (2,000.00)	1		1		\$ (2,000.00)
211		\$ (238,578.00)	\$ (114,528.00)	1780 Expense							\$ (118,878.25)
212		\$ (231,378.00)	\$ (106,128.00)	1780 Net							\$ (111,678.25)
213											
214											
215		\$ (1,561,034.63)	\$ (1,352,864.00)	GRAND TOTAL (EXPENSE)							\$ (1,370,585.53)
216		\$ 31,200.00	\$ 39,400.00	GRAND TOTAL INCOME							\$ 55,200.00
217		\$ (1,529,834.63)	\$ (1,313,464.00)	GRAND TOTAL NET							\$ (1,315,385.53)
218											
219											

PROFESSIONAL & BUSINESS DEVELOPMENT							
2018 Approved	2018 Projections	Code					2019
PROJECTED INCOME							
\$ 28,762.00	\$ 22,605.00		INCOME (MRE, REALTOR Institute, Ed. Development)				\$ 28,437.00
\$ 404,655.00	\$ 321,764.90		REGISTRATION				\$ 318,820.00
\$ 1,000.00	\$ 1,000.00		SPONSORSHIP				\$1,000.00
\$ 434,417.00	\$ 345,369.90		TOTAL PROJECTED INCOME				\$348,257.00
PROJECTED DIRECT (EXPENSES)							
\$ (2,000.00)	\$ (1,992.00)	540	STAFF DEVELOPMENT				\$ (2,000.00)
\$ -	\$ -	605	AWARDS/GIFTS				\$ (475.00)
\$ (296,522.00)	\$ (245,575.00)	630	CATERING/HOTEL				\$ (335,235.00)
\$ (13,000.00)	\$ (9,400.00)	632	COPYING				(\$13,000.00)
\$ (7,363.00)	\$ (5,986.00)	639	DUES/COMMITMENTS				(\$5,319.00)
\$ (12,837.00)	\$ (13,032.00)	770	SUPPLIES				\$ (12,517.00)
\$ -	\$ -	780	POSTAGE				\$ (3,592.00)
\$ (5,275.00)	\$ (4,235.00)	781	PRINTING				\$ (7,275.00)
\$ (20,879.00)	\$ (18,801.00)	786	PROMOTION				\$ (29,900.00)
\$ (206,831.00)	\$ (208,190.00)	787	SPEAKER FEES				\$ (189,650.00)
\$ (13,193.00)	\$ (10,188.79)	788	STAFF EXPENSE				\$ -
\$ (171,838.00)	\$ (134,328.00)	810	PROFESSIONAL/CONTRACT FEES				(\$164,159.00)
\$ (2,050.00)	\$ (2,076.00)	855	TRANSPORTATION				\$ -
\$ -	\$ -	860	CONFERENCES				\$ (10,869.00)
\$ (4,456.00)	\$ (4,456.00)	867	TRAVEL				\$ (17,989.00)
\$ (756,244.00)	\$ (658,259.79)		TOTAL DIRECT (EXPENSES)				\$ (791,980.00)
\$ (321,827.00)	\$ (312,889.89)		TOTAL NET (EXPENSES)/INCOME				\$ (443,723.00)

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
1	Code		2018 Approved	2018 Projections	Program Detail	Rate	Item	Qty	Item	Qty	Item	2019 Total
PROFESSIONAL & BUSINESS DEVELOPMENT SUPPORT - 1801												
EXPENSE												
4	540	Staff Development	\$ (1,000.00)	\$ (992.00)	Staff Training - promotion/marketing	\$ (1,000.00)		1	training	1	time	\$ (1,000.00)
5	630	Catering/Hotel	\$ (800.00)	\$ (800.00)	Workgroups/Committee	\$ (800.00)		1	time	1	time	\$ (800.00)
6	632	Copying	\$ (13,000.00)	\$ (9,400.00)	Workgroups/Conferences/Classes/General	\$ (13,000.00)		1		1		\$ (13,000.00)
7	639	Dues/Commitments	\$ (1,000.00)	\$ (395.00)	eLearning Guild Membership	\$ (395.00)	annual fee	1	time	1	time	\$ (395.00)
8			\$ (325.00)	\$ (325.00)	RAPPD Summit - Registration	\$ -	registration fee	1	fee	1	time	\$ -
9			\$ (475.00)	\$ (475.00)	NAR EXPO (San Francisco, CA) - Registration	\$ -	registration fee	1	fee	1	time	\$ -
10			\$ (295.00)	\$ (295.00)	ASAE Education dues	\$ (295.00)	annual	1	fee	1	time	\$ (295.00)
11			\$ (229.00)	\$ (259.00)	TD membership	\$ (259.00)	annual	1	fee	1	time	\$ (259.00)
12			\$ (129.00)	\$ (99.00)	Live Streaming class platform (Zoom)	\$ (99.00)	fee	1	fee	1	time	\$ (99.00)
13			\$ (249.00)	\$ (264.00)	Animoto	\$ (264.00)	annual	1	fee	1	time	\$ (264.00)
14			\$ (599.00)	\$ (649.00)	GoAnimate video	\$ (649.00)	annual	1	fee	1	time	\$ (649.00)
15			\$ (711.00)	\$ (95.00)	Poll Everywhere	\$ (19.00)	fee	12	months	1	time	\$ (228.00)
16			\$ (397.00)	\$ (397.00)	Social Media Examiner subscription	\$ (397.00)	annual	1	fee	1	year	\$ (397.00)
17			\$ (199.00)	\$ (199.00)	Vimeo subscription	\$ (199.00)	annual	1	fee	1	year	\$ (199.00)
18			\$ (360.00)	\$ (389.00)	ASCAP music license	\$ (389.00)	year	1	months	1		\$ (389.00)
19			\$ (250.00)		State Education Director conference registration	\$ -	registration fee	1	time	1	time	\$ -
20	770	Supplies	\$ (300.00)	\$ (300.00)	Supplies	\$ (300.00)		1		1		\$ (300.00)
21			\$ (600.00)	\$ (600.00)	Reference and tools	\$ (600.00)		1		1		\$ (600.00)
22			\$ (692.00)	\$ (692.00)	Thermal binding supplies	\$ (692.00)		1		1		\$ (692.00)
23	781	Printing	\$ (1,000.00)	\$ (1,000.00)	Brochure/Flyers	\$ (1,500.00)		1	time	1	time	\$ (1,500.00)
24	786	Promotion	\$ (1,500.00)	\$ (500.00)	Event Tables - local association expos	\$ (500.00)		3	events	1	time	\$ (1,500.00)
25			\$ (600.00)	\$ (600.00)	Event Tables - educational promotional materials	\$ (400.00)		3	events	1	time	\$ (1,200.00)
26					Facebook class boosted posts	\$ (25.00)	per post	4	classes	12	months	\$ (1,200.00)
27					Education program Facebook ads/boost posts	\$ (100.00)	per ad/post	20	ads	1	time	\$ (2,000.00)
28	788	Staff Expense	\$ (960.00)	\$ (320.00)	NAR EXPO (San Francisco, CA) - Hotel	\$ -	night	3	nights	1	time	\$ -
29			\$ (600.00)	\$ (200.00)	NAR EXPO (San Francisco, CA) - Daily Expense	\$ -	per diem	3	days	1	staff	\$ -
30			\$ (600.00)	\$ (600.00)	NAR EXPO (San Francisco, CA) - Airfare	\$ -	airfare	1	time	1	staff	\$ -
31			\$ (600.00)	\$ (396.00)	NAR Legislative (D.C.) - Daily Expense	\$ -	per diem	3	days	1	staff	\$ -
32			\$ (960.00)	\$ (783.00)	NAR Legislative (D.C.) - Hotel	\$ -	night	3	nights	1	staff	\$ -
33			\$ (600.00)	\$ (472.00)	NAR Legislative (D.C.) - Airfare	\$ -	airfare	1	time	1	staff	\$ -
34			\$ (300.00)		State Ed. Director Conference - Airfare	\$ -	airfare	1	time	1	staff	\$ -
35			\$ (150.00)		State Ed. Director Conference - Daily Expense	\$ -	per diem	2	days	1	staff	\$ -
36			\$ (498.00)		State Ed. Director Conference - Hotel	\$ -	night	2	nights	1	staff	\$ -
37			\$ (500.00)	\$ (500.00)	In-state travel	\$ -	mileage	1	pool	1	staff	\$ -
38			\$ (900.00)	\$ (900.00)	RAPDD - Hotel	\$ -	night	4	nights	1	staff	\$ -
39			\$ (400.00)	\$ (400.00)	RAPDD - Airfare	\$ -	airfare	1	time	1	staff	\$ -
40			\$ (300.00)	\$ (300.00)	RAPDD - Daily Expense	\$ -	night	4	nights	1	staff	\$ -
41	810	Professional/Contract Fees		\$ (345.00)	Canva, Dropbox, Amazon Prime	\$ (345.00)	annual	1	time	1	time	(\$345.00)
42			\$ (3,000.00)	\$ (3,000.00)	Online Registration System Enhancements	\$ (3,000.00)		1	time	1	time	\$ (3,000.00)
43			\$ (1,000.00)	\$ (1,000.00)	REBAC License	\$ (1,000.00)		1	time	1	time	\$ (1,000.00)
44			\$ (325.00)	\$ (325.00)	Thermal Binding Machine Maintenance	\$ (325.00)		1	time	1	time	\$ (325.00)
45			\$ (240.00)	\$ (360.00)	Survey Monkey	\$ (360.00)		1	time	1	time	\$ (360.00)
46			\$ (2,000.00)	\$ (2,000.00)	Education Video Development	\$ (2,000.00)		1		1		\$ (2,000.00)
47			\$ (11,000.00)	\$ (11,000.00)	EFT credit card fees for education programs	\$ (11,000.00)	fees	1		1		\$ (11,000.00)
48			\$ (2,500.00)	\$ (2,500.00)	Reteach.us website enhancements/maintenance	\$ (2,500.00)		1	time	1	time	\$ (2,500.00)
49	860	Conferences	\$ -	\$ -	NAR EXPO (San Francisco, CA) - Registration	\$ (475.00)	registration fee	1	fee	1	time	\$ (475.00)
50			\$ -	\$ -	NAR EXPO (San Francisco, CA) - Hotel	\$ (320.00)	night	3	nights	1	time	\$ (960.00)
51			\$ -	\$ -	NAR EXPO (San Francisco, CA) - Daily Expense	\$ (200.00)	per diem	3	days	1	staff	\$ (600.00)

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
52			\$ -	\$ -	NAR EXPO (San Francisco, CA) - Airfare	\$ (600.00)	airfare	1	time	1	staff	\$ (600.00)
53			\$ -	\$ -	NAR Legislative (D.C.) - Daily Expense	\$ (200.00)	per diem	3	days	1	staff	\$ (600.00)
54			\$ -	\$ -	NAR Legislative (D.C.) - Hotel	\$ (320.00)	night	3	nights	1	staff	\$ (960.00)
55			\$ -	\$ -	NAR Legislative (D.C.) - Airfare	\$ (600.00)	airfare	1	time	1	staff	\$ (600.00)
56			\$ -		State Education Director conference registration	\$ (275.00)	registration fee	1	time	1	time	\$ (275.00)
57			\$ -		State Ed. Director Conference - Airfare	\$ (400.00)	airfare	1	time	1	staff	\$ (400.00)
58			\$ -		State Ed. Director Conference - Daily Expense	\$ (75.00)	per diem	2	days	1	staff	\$ (150.00)
59			\$ -		State Ed. Director Conference - Hotel	\$ (325.00)	night	2	nights	1	staff	\$ (650.00)
60	867	Travel	\$ (2,000.00)	\$ (2,000.00)	PBD Chair travel	\$ (2,000.00)		1		1		\$ (2,000.00)
61	867.2	Staff Travel	\$ -	\$ -	In-state travel	\$ (750.00)	mileage	1	pool	1	staff	\$ (750.00)
62			\$ (54,143.00)	\$ (46,126.00)	TOTAL							\$ (56,516.00)
63												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
64	REALTOR INSTITUTE - 1815											
65	INCOME											
66	467	Registration	\$ 7,375.00	\$ 15,545.00	Live Streamed Classes - Remote site	\$ 59.00	registration fee	30	students	4	classes	\$ 7,080.00
67	467.1	Income	\$ 19,500.00	\$ 13,400.00	GRI Class Provider Per Student Fee	\$ 15.00	royalty fee	1300	students	1		\$ 19,500.00
68	467.2	Income	\$ 750.00	\$ 480.00	Retest	\$ 25.00	retest fee	15	students	1	time	\$ 375.00
69	467.3	Income	\$ 4,000.00	\$ 4,900.00	Learning Library Business Plan Class Revenue Share	\$ 40.00	fee	100	students	1	time	\$ 4,000.00
70	467.4	Income	\$ 1,500.00	\$ 1,500.00	New GRI Designee Fee	\$ 25.00	fee	70	students	1	time	\$ 1,750.00
71			\$ 33,125.00	\$ 35,825.00	TOTAL							\$ 32,705.00
72												
73	EXPENSE											
74	605	Awards/Gifts	\$ -	\$ -	Gift card for survey response drawing	\$ (150.00)	gift card	1	survey	1	time	\$ (150.00)
75	630	Catering/Hotel	\$ (125.00)	\$ (180.00)	Live Streamed Class Instructor Lunch	\$ (25.00)	lunch	4	classes	1	time	\$ (100.00)
76			\$ (500.00)	\$ (500.00)	Ambassador Orientation	\$ -	lunch	0	attendees	0	time	\$ -
77			\$ (800.00)	\$ (800.00)	Workgroup/Audition Meetings	\$ (800.00)	meeting	1	meeting	1	time	\$ (800.00)
78	770	Supplies	\$ (200.00)	\$ (200.00)	Office supplies	\$ (300.00)		1		1		\$ (300.00)
79			\$ (900.00)	\$ (900.00)	GRI pins	\$ (6.00)	per pin	150	designees	1		\$ (900.00)
80			\$ (600.00)	\$ (605.00)	Certificate paper	\$ (600.00)		1		1		\$ (600.00)
81			\$ (475.00)	\$ (475.00)	Class Monitor Appreciation	\$ (5.00)	per card	95	classes	1		\$ (475.00)
82			\$ (100.00)	\$ (100.00)	Refer a Friend Contest	\$ -		0	survey	0	time	\$ -
83			\$ (150.00)	\$ (150.00)	Gift card for survey response drawing	\$ -	gift card	1	survey	1	time	\$ -
84	780	Postage	\$ -	\$ -	Live Streamed Location Class Material Packets	\$ (120.00)	shipping	4	classes	1	time	\$ (480.00)
85	781	Printing	\$ (1,500.00)	\$ (2,000.00)	Live Stream student workbooks	\$ (2,000.00)		1		1		\$ (2,000.00)
86	786	Promotion	\$ (15,000.00)	\$ (15,000.00)	Scholarships	\$ (15,000.00)		1		1		\$ (15,000.00)
87			\$ (200.00)	\$ (200.00)	Promotion activities	\$ (200.00)	per ad	1	ads	1	time	\$ (200.00)
88			\$ (300.00)	\$ (300.00)	Promotion materials (GRI ribbons/buttons)	\$ (300.00)		1		1		\$ (300.00)
89			\$ (300.00)	\$ (300.00)	Promotional materials for AAR tables	\$ (300.00)		1		1		\$ (300.00)
90	787	Speaker Fees	\$ (3,750.00)	\$ (3,750.00)	Live Streaming Class Instructor Fee	\$ (900.00)	fee	1	time	4	classes	\$ (3,600.00)
91			\$ (750.00)	\$ (750.00)	Live Streaming Class Instructor Travel Expenses	\$ -		1		4	classes	\$ -
92			\$ (300.00)	\$ (300.00)	Instructor Teaching Tip Webinars	\$ (100.00)	honorarium	1	time	3	classes	\$ (300.00)
93			\$ (3,000.00)	\$ (3,000.00)	GRI Designee/MRES class	\$ (3,000.00)		1		1		\$ (3,000.00)
94	788	Staff Expense	\$ (330.00)	\$ (330.00)	Staff Travel to GRI classes	\$ -	mileage	2	times	1		\$ -
95	810	Professional/Contract Fees	\$ (2,250.00)	\$ (2,400.00)	NAR Graduate Fee	\$ (20.00)		1	time	150	designees	\$ (3,000.00)
96			\$ (1,250.00)	\$ (3,800.00)	Live Stream Revenue Share	\$ (10.00)	share	4	classes	30	registrants	\$ (1,200.00)
97			\$ (3,000.00)	\$ (3,000.00)	Online Learning Platform Updates	\$ (3,000.00)	fees	1		1		\$ (3,000.00)
98			\$ (3,000.00)	\$ (3,000.00)	GRI Website Enhancements/Maintenance	\$ (1,500.00)	fees	1		1		\$ (1,500.00)
99			\$ (720.00)		Instructor Intro Videos - editing	\$ (60.00)	per hour	6	classes	2	hours	\$ (720.00)
100	855	Transportation	\$ (200.00)	\$ (480.00)	Live Streamed Location Class Material Packets		shipping	4	classes	1	time	\$ -
101	867	Travel	\$ -	\$ -	Live Streaming Class Instructor Travel Expenses	\$ (375.00)		1		4	classes	\$ (1,500.00)
102	867.2	Staff Travel	\$ -	\$ -	Staff Travel to GRI classes	\$ (200.00)	mileage	2	times	1		\$ (400.00)
103			\$ (39,700.00)	\$ (42,520.00)	TOTAL							\$ (39,825.00)
104			\$ (6,575.00)	\$ (6,695.00)								\$ (7,120.00)
105												
106	rCRMS - 1820											
107	INCOME											
108	468.1	Registration	\$ 3,555.00	\$ 5,511.00	Live Two-day Contract Class	\$ 79.00	registration fee	1	classes	35	registrants	\$ 2,765.00
109			\$ 29,205.00	\$ 23,679.00	Live Classes - 1 Day	\$ 59.00	registration fee	9	classes	35	registrants	\$ 18,585.00
110	468.2	Registration	\$ 11,025.00		Live Streaming Classes	\$ 49.00	registration fee	4	classes	30	registrants	\$ 5,880.00
111			\$ 43,785.00	\$ 29,190.00	TOTAL							\$ 27,230.00
112												
113	EXPENSE											
114	630	Catering/Hotel	\$ (150.00)	\$ (96.00)	Live Streamed Classes - instructor lunch	\$ (12.00)	lunch	4	classes	2	instructors	\$ (96.00)

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
115	780	Postage	.		Live Locations	\$ (16.00)	per class	9	classes	1	time	(\$144.00)
116			\$ -	\$ -	Live Streamed locations	\$ (75.00)	per class	4	classes	1	time	\$ (300.00)
117	786	Promotion	\$ (200.00)	\$ (200.00)	Social Media Ads	\$ -		0	ads	0	time	\$ -
118	787	Speaker Fees	\$ (5,400.00)	\$ (6,750.00)	Live Classes - 1 Day (1 Instructor)	\$ (750.00)	per day	1	instructors	4	classes	\$ (3,000.00)
119			\$ (9,000.00)	\$ (15,000.00)	Live Classes - 1 Day (2 Instructors)	\$ (750.00)	per day	2	instructors	6	classes	\$ (9,000.00)
120			\$ (3,600.00)	\$ (4,500.00)	Live Class Contract - 2 Day	\$ (1,500.00)	per class	2	instructors	1	classes	\$ (3,000.00)
121			\$ (4,500.00)	\$ (6,750.00)	Live Streamed Classes	\$ (125.00)	per hours	6	hours	4	days	\$ (3,000.00)
122	788	Staff Expense	\$ (108.00)	\$ (56.00)	Mileage (materials to local sites)	\$ -	mileage	0	classes	0	staff	\$ -
123	810	Professional/Contract Fees	\$ (2,250.00)	\$ (2,700.00)	Live Streamed Class Fee Share	\$ (10.00)	fee	4	classes	30	registrants	\$ (1,200.00)
124			\$ (4,653.00)	\$ (3,780.00)	Live 1-day Class Revenue Share	\$ (342.00)	share	9	classes	1	time	\$ (3,078.00)
125					Live 2-day Class Revenue Share	\$ -		0		0		\$0.00
126	855	Transportation	\$ (200.00)	\$ (200.00)	Live Streamed locations	\$ -	per class	4	classes	1	time	\$ -
127			\$ (30,061.00)	\$ (40,032.00)	TOTAL							\$ (22,818.00)
128			\$ 13,724.00	\$ (10,842.00)								\$ 4,412.00
129												
130	CERTIFIED RESIDENTIAL PROPERTY MANAGEMENT CERTIFICATION - 1825											
131	INCOME											
132	472	Registration	\$ 33,180.00	\$ 22,120.00	Live PM Bootcamp	\$ 79.00	reg fees	40	attendees	5	classes	\$ 15,800.00
133			\$ 3,000.00	\$ 7,500.00	Live 3-hour classes	\$ 25.00	reg fees	30	attendees	5	classes	\$ 3,750.00
134			\$ 5,175.00	\$ 5,175.00	Property Management Summit	\$ 69.00	reg fees	75	attendees	1	time	\$ 5,175.00
135			\$ 16,695.00	\$ 9,280.00	Live Streamed C/E classes	\$ 35.00	reg pkg (2 classes)	53	attendees	5	days	\$ 9,275.00
136			\$ 6,120.00	\$ 4,645.00	Live Streamed C/E classes	\$ 20.00	reg fee singles	17	attendees	10	classes	\$ 3,400.00
137			\$ 64,170.00	\$ 48,720.00	TOTAL							\$ 37,400.00
138												
139	EXPENSE											
140	605	Awards/Gifts	\$ -	\$ -	Webinar Honorariums	\$ (25.00)	gift card	2	webinars	1	time	\$ (50.00)
141	630	Catering	\$ (135.00)	\$ (120.00)	Live Streamed Classes - instructor lunch	\$ (15.00)	meal	5	days	2	instructors	\$ (150.00)
142			\$ (4,000.00)	\$ (4,000.00)	Property Management Summit	\$ (50.00)	meals	80	attendees	1	time	\$ (4,000.00)
143	639	Dues/Commitments	\$ (195.00)	\$ (195.00)	NARPM dues	\$ (195.00)	membership	1	fee	1	time	\$ (195.00)
144	770	Supplies	\$ (200.00)	\$ (200.00)	Pins	\$ (200.00)		1		1		\$ (200.00)
145			\$ (100.00)	\$ (100.00)	Certificate paper	\$ (100.00)		1	time	1	time	\$ (100.00)
146	780	Postage	\$ -	\$ -	Live Streamed class materials	\$ (1,600.00)	delivery/UPS	1	fee	1	time	\$ (1,600.00)
147	786	Promotion	\$ (179.00)	\$ (179.00)	Table Banner	\$ -	banner	0	time	0	time	\$ -
148			\$ (200.00)	\$ (200.00)	FaceBook Ads	\$ -	ad	0	ads	0	time	\$ -
149			\$ (100.00)	\$ (100.00)	Facebook Ads - Summit	\$ (100.00)	ad	2	ads	1	time	\$ (200.00)
150	787	Speaker Fees	\$ (12,600.00)	\$ (10,500.00)	PM Bootcamp	\$ (900.00)	per instructor	2	instructors	5	classes	\$ (9,000.00)
151			\$ (4,050.00)	\$ (3,375.00)	Live Streamed C/E classess	\$ (750.00)	per hour	2	instructors	5	days	\$ (7,500.00)
152			\$ (1,500.00)	\$ (4,875.00)	Live 3-hour classes	\$ (125.00)	per hour	3	hours	5	classes	\$ (1,875.00)
153			\$ (100.00)	\$ (50.00)	Webinar Honorariums	\$ -	gift card	2	webinars	1	time	\$ -
154			\$ (1,000.00)	\$ (1,000.00)	Property Management Summit	\$ (1,000.00)	speaker	1	speaker	1	time	\$ (1,000.00)
155	788	Staff Expense	\$ (110.00)	\$ (117.00)	Live Class material delivery	\$ -	mileage	0	classes	0	time	\$ -
156	810	Professional Contract Fees	\$ (4,770.00)	\$ (2,630.00)	Live Streamed C/E class fee share	\$ (10.00)	pkg fee	53	students	5	days	\$ (2,650.00)
157			\$ (3,060.00)	\$ (1,320.00)	Live Streamed C/E class fee share	\$ (10.00)	single class	17	students	5	days	\$ (850.00)
158			\$ (700.00)	\$ (3,900.00)	Live 3-hour class revenue share	\$ (175.00)	share	4	classes	1	time	\$ (700.00)
159			\$ (8,554.00)	\$ (5,600.00)	PM Bootcamp revenue shares	\$ (1,344.00)	share	5	classes	1	time	\$ (6,720.00)
160			\$ (240.00)	\$ (150.00)	Webinar recording edits	\$ (75.00)	hour	2	webinars	1	time	\$ (150.00)
161	855	Transportation	\$ (990.00)	\$ (365.00)	Live Streamed class materials	\$ -	delivery/UPS	1	fee	1	time	\$ -
162			\$ (42,783.00)	\$ (38,976.00)	TOTAL		\$ -					\$ (36,940.00)
163			\$ 21,387.00	\$ 9,744.00								\$ 460.00
164												
165	LEADERSHIP TRAINING - 1840											

PROFESSIONAL AND BUSINESS DEVELOPMENT

A	B	C	D	E	F	G	H	I	J	K	L	
166	INCOME											
167	464	Registration	\$ 12,500.00	\$ 12,500.00	Conference Registration	\$ 125.00	registration fee	100	registrants	1	time	\$12,500.00
168					Comps - Past Pres., ExCom, speakers, staff, guests							
169			\$ 7,840.00	\$ 7,840.00	Conference Dinner Tickets	\$ 80.00	ticket fee	98	registrants	1	time	\$7,840.00
170	440.9	Sponsorship	\$ 1,000.00	\$ 1,000.00	Dinner Wine Sponsorship	\$ 1,000.00	sponsorship	1	time	1	time	\$1,000.00
171			\$ 21,340.00	\$ 21,340.00	TOTAL							\$ 21,340.00
172												
173	EXPENSE											
174	630	Catering/Hotel	\$ (12,000.00)	\$ (12,000.00)	Conference audio/visual	\$ (12,000.00)		1	time	1	time	\$ (12,000.00)
175			\$ (1,800.00)	\$ (1,800.00)	Conference dinner wine	\$ (45.00)	per bottle	20	tables	2	per table	\$ (1,800.00)
176			\$ (3,000.00)	\$ (3,000.00)	Conference room rental	\$ (3,000.00)	fee	1	time	1	time	\$ (3,000.00)
177			\$ (3,000.00)	\$ (3,000.00)	Conference Day 2 Continental	\$ (30.00)	breakfast	1	time	100	registrants	\$ (3,000.00)
178			\$ (10,000.00)	\$ (10,000.00)	Conference Meal Package Day 1 (breakfast, breaks, lunch)	\$ (100.00)	meal cost	1	time	100	registrants	\$ (10,000.00)
179			\$ (5,000.00)	\$ (5,000.00)	Conference Meal Package Day 1 (comps)	\$ (100.00)	meal cost	1	time	50	comps	\$ (5,000.00)
180			\$ (10,290.00)	\$ (10,290.00)	Conference Installation Dinner	\$ (110.00)	dinner tickets	1	time	98	registrants	\$ (10,780.00)
181			\$ (9,450.00)	\$ (9,450.00)	Conference Installation Dinner Comps (past pres., ExCom, guests, staff, speakers)	\$ (110.00)	dinner tickets	1	time	90	comps	\$ (9,900.00)
182			\$ (2,300.00)	\$ (2,300.00)	Conference Reception	\$ (2,300.00)		1		1		\$ (2,300.00)
183			\$ (4,600.00)	\$ (4,600.00)	LTA Module 1 (January)	\$ (5,100.00)	meal pkg	1		1		\$ (5,100.00)
184			\$ (4,600.00)	\$ (4,600.00)	LTA Module 2 (February)	\$ (5,100.00)	meal pkg	1		1		\$ (5,100.00)
185			\$ (4,600.00)	\$ (4,600.00)	LTA Module 3 (March)	\$ (5,100.00)	meal pkg	1		1		\$ (5,100.00)
186			\$ (4,600.00)	\$ (4,600.00)	LTA Module 4 (April)	\$ (5,100.00)	meal pkg	1		1		\$ (5,100.00)
187			\$ (600.00)	\$ (600.00)	LTA Event at Convention	\$ (600.00)		1		1		\$ (600.00)
188			\$ (2,400.00)	\$ (2,400.00)	LTA Room Rental, audio/visual	\$ (600.00)	fee	1	time	4	times	\$ (2,400.00)
189			\$ (500.00)	\$ (500.00)	Leadership Open Workshop room rental	\$ (500.00)	rate	1	time	1		\$ (500.00)
190			\$ (875.00)	\$ (875.00)	Leadership Open Workshop (breakfast/lunch)	\$ (35.00)	meal pkg	1	time	25	registrants	\$ (875.00)
191	770	Supplies	\$ (300.00)	\$ (300.00)	Miscellaneous	\$ (300.00)		1	time	1	time	\$ (300.00)
192			\$ (1,000.00)	\$ (1,000.00)	LTA Supplies	\$ (1,000.00)		1	time	1	time	\$ (1,000.00)
193			\$ (2,400.00)	\$ (2,400.00)	Conference Attendee packet/portfolio	\$ (2,400.00)		1	time	1	time	\$ (2,400.00)
194	781	Printing	\$ (400.00)	\$ (400.00)	Conference Printing	\$ (400.00)	banner	1	time	1	time	\$ (400.00)
195			\$ (375.00)	\$ (375.00)	LTA student journals	\$ (15.00)	per book	1	time	25	registrants	\$ (375.00)
196	787	Speaker Fees	\$ (30,000.00)	\$ (30,000.00)	Conference Speakers	\$ (30,000.00)	fee	1	time	1	time	\$ (30,000.00)
197			\$ (4,000.00)	\$ (4,000.00)	LTA 1: Speaker fee	\$ (2,000.00)	fee	2	speakers	1	time	\$ (4,000.00)
198			\$ (800.00)	\$ (800.00)	LTA 1: Speaker lodging	\$ -	rate	2	speakers	2	nights	\$ -
199			\$ (364.00)	\$ (364.00)	LTA 1: Speaker mileage	\$ -	mileage	1	pool	1	time	\$ -
200			\$ (4,000.00)	\$ (4,000.00)	LTA 2: Speaker fee	\$ (2,000.00)		2	speakers	1	time	\$ (4,000.00)
201			\$ (800.00)	\$ (800.00)	LTA 2: Speaker lodging	\$ -	rate	2	speakers	2	nights	\$ -
202			\$ (364.00)	\$ (364.00)	LTA 2: Speaker mileage	\$ -	mileage	1	pool	1	time	\$ -
203			\$ (4,000.00)	\$ (4,000.00)	LTA 3: Speaker fee	\$ (2,000.00)	fee	2	speakers	1	time	\$ (4,000.00)
204			\$ (800.00)	\$ (800.00)	LTA 3: Speaker lodging	\$ -	rate	2	speakers	2	nights	\$ -
205			\$ (364.00)	\$ (364.00)	LTA 3: Speaker mileage	\$ -	mileage	1	pool	1	time	\$ -
206			\$ (4,000.00)	\$ (4,000.00)	LTA 4: Speaker fee	\$ (2,000.00)	fee	2	speakers	1	time	\$ (4,000.00)
207			\$ (800.00)	\$ (800.00)	LTA 4: Speaker lodging	\$ -	rate	2	speakers	2	nights	\$ -
208			\$ (364.00)	\$ (364.00)	LTA 4: Speaker mileage	\$ -	mileage	1	pool	1	time	\$ -
209			\$ (600.00)	\$ (600.00)	LTA Guest Speaker	\$ (600.00)	rate	1	speaker	1	time	\$ (600.00)
210			\$ (6,000.00)	\$ (6,000.00)	Leadership Open Workshop speaker	\$ (6,000.00)	fee	1	speaker	1	time	\$ (6,000.00)
211			\$ (600.00)	\$ (600.00)	Leadership Open Workshop speaker travel	\$ -	mileage	1	pool	1	time	\$ -
212			\$ (275.00)	\$ (275.00)	Leadership Open Workshop speaker lodging	\$ -	rate	1	speakers	1	night	\$ -
213	810	Professional/Contract Fees	\$ (4,000.00)	\$ (4,000.00)	Table centerpieces	\$ (4,500.00)	fee	1	time	1	time	\$ (4,500.00)
214			\$ (375.00)	\$ (375.00)	LTA Assessment	\$ (15.00)		1		25	assessments	\$ (375.00)
215			\$ (15,000.00)	\$ (15,000.00)	Production	\$ (22,000.00)		1	time	1	time	\$ (22,000.00)
216			\$ (800.00)	\$ (800.00)	Conference RegOnline Fees	\$ (5.00)	fee	160	registrants	1	time	\$ (800.00)

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L	
217			\$ (1,200.00)	\$ (1,200.00)	Conference Photographer	\$ (1,200.00)	fee	1	time	1	time	\$ (1,200.00)	
218			\$ (125.00)	\$ (125.00)	ASCAP/BMI music license - Conference	\$ (125.00)	fee	1	time	1	time	\$ (125.00)	
219			\$ (125.00)	\$ (125.00)	ASCAP/BMI music icense - LTA	\$ (125.00)	fee	1	time	1	time	\$ (125.00)	
220	867	Travel			LTA President-elect travel	\$ (450.00)	travel/hotel	4	modules	1	time	\$ (1,800.00)	
221					LTA Treasurer travel	\$ (450.00)	travel/hotel	4	modules	1	time	\$ (1,800.00)	
222			\$ (856.00)	\$ (856.00)	LTA First Vice President travel	\$ (200.00)	hotel	4	modules	1	time	\$ (800.00)	
223			\$ (1,600.00)	\$ (1,600.00)	LTA First VP lodging	\$ -	rate	0	modules	0	days	\$ -	
224			\$ -	\$ -	LTA 1: Speaker lodging	\$ (200.00)	rate	2	speakers	2	nights	\$ (800.00)	
225			\$ -	\$ -	LTA 1: Speaker mileage	\$ (364.00)	mileage	1	pool	1	time	\$ (364.00)	
226			\$ -	\$ -	LTA 2: Speaker lodging	\$ (200.00)	rate	2	speakers	2	nights	\$ (800.00)	
227			\$ -	\$ -	LTA 2: Speaker mileage	\$ (364.00)	mileage	1	pool	1	time	\$ (364.00)	
228			\$ -	\$ -	LTA 3: Speaker lodging	\$ (200.00)	rate	2	speakers	2	nights	\$ (800.00)	
229			\$ -	\$ -	LTA 3: Speaker mileage	\$ (364.00)	mileage	1	pool	1	time	\$ (364.00)	
230			\$ -	\$ -	LTA 4: Speaker lodging	\$ (200.00)	rate	2	speakers	2	nights	\$ (800.00)	
231			\$ -	\$ -	LTA 4: Speaker mileage	\$ (364.00)	mileage	1	pool	1	time	\$ (364.00)	
232			\$ -	\$ -	Leadership Open Workshop speaker travel	\$ (600.00)	mileage	1	pool	1	time	\$ (600.00)	
233			\$ -	\$ -	Leadership Open Workshop speaker lodging	\$ (200.00)	rate	1	speakers	1	night	\$ (200.00)	
234	867.2	Staff Travel			LTA and LC Travel	\$ (12.00)	mileage	5	sessions	1	staff	\$ (60.00)	
235			\$ (166,302.00)	\$ (166,302.00)	TOTAL							\$ (178,671.00)	
236			\$ (144,962.00)	\$ (144,962.00)								\$ (157,331.00)	
237													
238					INDUSTRY PARTNERS CONFERENCE - 1850								
239					INCOME								
240	471	Registration	\$ 33,375.00	\$ 33,375.00	Registration Fees	\$ 89.00	fee	375	attendees	1		\$ 33,375.00	
241			\$ 1,000.00	\$ 1,000.00	Breakfast sponsor	\$ 1,000.00	fee	1	sponsor	1		\$ 1,000.00	
242			\$ 1,400.00	\$ 1,400.00	Break sponsors	\$ 1,400.00	fee	1		1		\$ 1,400.00	
243			\$ 9,800.00	\$ 9,800.00	Vendor Tables	\$ 700.00	fee	14	vendor	1		\$ 9,800.00	
244			\$ 45,575.00	\$ 45,575.00	TOTAL							\$ 45,575.00	
245													
246					EXPENSE								
247	630	Catering/Hotel	\$ (22,940.00)	\$ (22,940.00)	Meals, audio/visual	\$ (62.00)	F&B	370	attendees	1	time	\$ (22,940.00)	
248			\$ (750.00)	\$ (750.00)	Audio/Visual	\$ (750.00)		1	pool	1	time	\$ (750.00)	
249	786	Promotion	\$ (800.00)	\$ (800.00)	Prizes	\$ (800.00)		1	time	1	time	\$ (800.00)	
250	810	Professional/Contract Fees	\$ (11,966.00)	\$ (11,966.00)	Partner Revenue Share	\$ (5,983.00)		2	shares	1	time	\$ (11,966.00)	
251			\$ (1,875.00)	\$ (1,875.00)	Regonline fees	\$ (5.00)		375	attendees	1	time	\$ (1,875.00)	
252			\$ (200.00)	\$ (200.00)	Facebook ads	\$ (100.00)	ad	2	ads	1	time	\$ (200.00)	
253			\$ (38,531.00)	\$ (38,531.00)	TOTAL							\$ (38,531.00)	
254			\$ 7,044.00	\$ 7,044.00								\$ 7,044.00	
255													
256					MRES SOCIETY - 1855								
257					INCOME								
258	465	Income	\$ 500.00	\$ 725.00	MRE Society New Member Dues	\$ 25.00	dues	20	new mbrs	1	time	\$ 500.00	
259			\$ 500.00	\$ 725.00	TOTAL							\$ 500.00	
260													
261					EXPENSE								
262	605	Awards/Gifts	\$ -	\$ -	Gift card drawing	\$ (50.00)	gift card	1	survey	1	drawing	\$ (50.00)	
263	770	Supplies	\$ (400.00)	\$ (400.00)	Certificates	\$ (400.00)		1		1		\$ (400.00)	
264			\$ (50.00)	\$ (50.00)	Gift card drawing	\$ -	gift card	1	survey	1	drawing	\$ -	
265			\$ (500.00)	\$ (500.00)	Brochures/Flyers	\$ (500.00)		1	time	1	time	\$ (500.00)	
266	786	Promotion	\$ (100.00)	\$ (100.00)	Facebook ads	\$ -	per ad	0	ads	0		\$ -	
267	787	Speaker Fees	\$ (300.00)	\$ (300.00)	Value of Education/Paths videos	\$ -	honorarium	0	videos	0		\$ -	

PROFESSIONAL AND BUSINESS DEVELOPMENT

A	B	C	D	E	F	G	H	I	J	K	L		
268		\$ (2,000.00)	\$ (2,000.00)	MRES/GRI Special Class Instructor	\$ (2,000.00)	fee	1	time	1	time	\$ (2,000.00)		
269	810	Professional/Contract Fees	\$ (360.00)	\$ (360.00)	Video editing	\$ -	hour	0	videos	0	\$ -		
270		\$ (3,710.00)	\$ (3,710.00)	TOTAL							\$ (2,950.00)		
271		\$ (3,210.00)	\$ (2,985.00)								\$ (2,450.00)		
272													
273				CONVENTION - 1860									
274				INCOME									
275	469	Registration	\$ 108,375.00	\$ 60,551.90	Registration Fees - Full	\$ 199.00	registration fee	550	registrants	1	time	\$ 109,450.00	
276			\$ 53,700.00	\$ 11,653.00	Registration Fees - Single Day	\$ -	registration fee	0	registrants	0	time	\$ -	
277					Comp Registrations (staff, speaker, leadership, Past Pres)		comp fee		registrants		time		
278		\$ 12,000.00	\$ 42,664.00	Vendor tables	\$ 1,500.00	vendor table	20	tables	1	time	\$ 30,000.00		
279		\$ 10,000.00		Sponsors	\$ 5,000.00	sponsorships fee	2	sponsors	1		\$ 10,000.00		
280			\$ 3,779.00	Cocktails w/Champions/Tailgate Party									
281		\$ 184,075.00	\$ 118,647.90	TOTAL	\$ -						\$ 149,450.00		
282													
283				EXPENSE									
284	630	Catering/Hotel	\$ (8,000.00)	\$ (124,651.00)	Audio/Visual	\$ (10,000.00)		1	time	1	\$ (10,000.00)		
285			\$ (2,500.00)		Presidents Reception	\$ (2,500.00)		1	time	1	\$ (2,500.00)		
286		\$ (24,500.00)		Reception	\$ (35.00)	F&B	350	attendees	2	evenings	\$ (24,500.00)		
287				All Day Meal Package - Day 1	\$ (178.00)	breaks/lunch	450	attendees	1	day	\$ (80,100.00)		
288		\$ (600.00)		AAR Business: Executive Committee & Officer Meeting	\$ (600.00)		1		1		\$ (600.00)		
289		\$ (26,520.00)		All Day Beverage Service - Day 1	\$ -	beverages	0	attendees	0		\$ -		
290		\$ (5,000.00)		AAR Business: Breaks - Day 3	\$ (2,000.00)	morning break	1	break	1	time	\$ (2,000.00)		
291		\$ (106,800.00)		All Day Meal Package - Day 2	\$ (178.00)	beverages	500	attendees	1	time	\$ (89,000.00)		
292		\$ (1,308.00)		AAR Business: BOD and Caucus Coffee Svc.	\$ (109.00)	gallon	12	gallons	1		\$ (1,308.00)		
293	770	Supplies	\$ (750.00)	\$ (940.00)	Materials	\$ (750.00)		1		1	\$ (750.00)		
294	781	Printing	\$ (2,000.00)	\$ (460.00)	Flyers/Posters/Logo items	\$ (3,000.00)		1		1	\$ (3,000.00)		
295	786	Promotion	\$ (600.00)	\$ (322.00)	Contest prizes	\$ (300.00)		2	prizes	1	\$ (600.00)		
296		\$ (200.00)		Facebook ads	\$ (2,000.00)	ad	3	ads	1		\$ (6,000.00)		
297		\$ (600.00)		Promotional items	\$ (600.00)		1		1		\$ (600.00)		
298	787	Speaker Fees	\$ (17,500.00)	\$ (39,934.00)	National Speakers	\$ (3,000.00)		6	speakers	1	\$ (18,000.00)		
299		\$ (20,000.00)		Keynote Speakers	\$ (10,000.00)	fee	3	speakers	1	time	\$ (30,000.00)		
300		\$ (10,000.00)		Keynote speaker	\$ -	fee	0	speakers	0		\$ -		
301		\$ (6,000.00)		Local C/E Speakers	\$ (125.00)	per hour	3	hours	8	classes	\$ (3,000.00)		
302	788	Staff Expense	\$ (2,700.00)	\$ (2,751.00)	Lodging	\$ -	night	3	nights	1	staff	\$ -	
303		\$ (75.00)		Daily Expense	\$ -	daily expense	1	time	3	staff	\$ -		
304		\$ (80.00)		Mileage	\$ -	mileage	1	time	4	staff	\$ -		
305		\$ (40.00)		Site meeting	\$ -	mileage	0	meetings	0	time	\$ -		
306	810	Professional/Contract Fees	\$ (3,750.00)	\$ (12,698.00)	RegOnline fees	\$ (5.00)	fee	1	fee	600	attendees	\$ (3,000.00)	
307		\$ (3,500.00)		Videographer (video for future promotions)	\$ -	fee	0		0		\$ -		
308				Marketing Firm	\$ (18,000.00)	fee	1	firm	1	time	\$ (18,000.00)		
309		\$ (20,000.00)		Production	\$ (25,000.00)	fee	1	time	1	time	\$ (25,000.00)		
310				DJ for session	\$ (1,000.00)	fee	2	days	1	session	\$ (2,000.00)		
311				Photobooth for receptions	\$ (750.00)	fee	2	receptions	1	time	\$ (1,500.00)		
312		\$ (125.00)		ASCAP/BMI fee	\$ (125.00)	fee	1		1		\$ (125.00)		
313		\$ (10,000.00)		REBAC Royalty Fees - Day 1	\$ -	fee	0	time	0	attendees	\$ -		
314		\$ (8,000.00)		Meme and Snapchat GEO filter development	\$ -	fee	0	time	0	time	\$ -		
315	867.2	Staff Travel	\$ -	\$ -	Lodging	\$ (280.00)	night	3	nights	1	staff	\$ (840.00)	
316		\$ -		Daily Expense	\$ (25.00)	daily expense	1	time	3	staff	\$ (75.00)		
317		\$ -		Mileage	\$ (12.00)	mileage	1	time	4	staff	\$ (48.00)		
318		\$ (281,148.00)	\$ (181,756.00)	TOTAL							\$ (322,546.00)		

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
319			\$ (97,073.00)	\$ (63,108.10)								\$ (173,096.00)
320												
321	EDUCATION OUTREACH - 1870											
322	INCOME											
323	462	Registration		\$ 2,950.00	1-Day REBAC - Live Classes	\$ 59.00		3	classes	25	students	\$ 4,425.00
324			\$ 4,770.00	\$ 6,360.00	ABR - Live Streamed Classes	\$ 159.00	registration fees	0	class	0	students	\$ -
325			\$ 18,900.00	\$ 18,000.00	C/E - Live Streamed Classes	\$ 35.00	registration pkg	11	days	25	students	\$ 9,625.00
326			\$ 7,200.00	\$ 7,200.00	C/E - Live Streamed Classes	\$ 20.00	registration single	22	classes	20	students	\$ 8,800.00
327					Trends Summit		registration fees		summit		students	\$ -
328			\$ 30,870.00	\$ 34,510.00	TOTAL							\$ 22,850.00
329												
330	EXPENSE											
331	605	Awards/Gifts	\$ -	\$ -	Monitor Appreciation	\$ (5.00)	gift cards	25	monitors	1	time	\$ (125.00)
332	630	Catering/Hotel	\$ (180.00)	\$ (180.00)	Live Streamed Class - instructor lunches	\$ (15.00)	lunch	11	days	2	time	\$ (330.00)
333			\$ (30.00)		REBAC Live Streamed Class - instructor lunch	\$ (15.00)	lunch	3	days	1	time	\$ (45.00)
334			\$ (4,960.00)	\$ (4,960.00)	Trends Summit	\$ (62.00)	meal pkg	80	attendees	1	time	\$ (4,960.00)
335					Education Chair Meetings	\$ (100.00)	meal pkg	4	meetings	1	time	\$ (400.00)
336	770	Supplies	\$ (850.00)	\$ (850.00)	Live Streaming Class Supplies	\$ (850.00)	supplies	1	time	1	time	\$ (850.00)
337			\$ (120.00)	\$ (120.00)	Monitor Appreciation	\$ -	gift cards	25	monitors	1	time	\$ -
338	780	Postage	\$ -	\$ -	C/E Live Streamed Class materials	\$ (60.00)	shipment	11	days	1	time	\$ (660.00)
339			\$ -	\$ -	REBAC Class Materials	\$ (16.00)	shipment	3	classes	1	locations	\$ (48.00)
340	788	Staff Expense	\$ (12.00)		Mileage to Live Classes	\$ -	mileage	1	time	3	classess	\$ -
341	787	Speaker Fees		\$ (3,000.00)	ABR class speaker							
342				\$ (1,500.00)	REBAC Class - Speaker	\$ (125.00)	per hours	6	hours	3	classes	\$ (2,250.00)
343			\$ (1,625.00)	\$ (1,500.00)	REBAC Live Streamed Classes - Instructor Fees	\$ -	per hours	0	hours	0	class	\$ -
344			\$ (10,800.00)	\$ (10,800.00)	C/E Live Streamed - Fee	\$ (150.00)	per hours	6	hours	11	days	\$ (9,900.00)
345			\$ (2,400.00)	\$ (2,400.00)	C/E Live Streamed - Travel	\$ -	mileage/hotel	6	days	1	time	\$ -
346			\$ (20,000.00)	\$ (20,000.00)	Trends Summit	\$ (20,000.00)	summit	1	days	1	time	\$ (20,000.00)
347	810	Professional/Contract Fees	\$ (4,000.00)		Trends Summit Live Streaming	\$ -	fee	1	class	1	time	\$ -
348				\$ (800.00)	REBAC Royalty Fees	\$ (30.00)	fee	3	classes	25	students	\$ (2,250.00)
349			\$ (300.00)	\$ (400.00)	ABR live streamed fee share	\$ -	fee	0	classes	0	students	\$ -
350			\$ -	\$ (1,359.00)	REBAC Revenue Share (no profit projected)	\$ -		0		0		\$ -
351			\$ (1,800.00)	\$ (1,200.00)	ABR class royalty fees	\$ -	fee	0	time	0	students	\$ -
352			\$ (5,400.00)	\$ (5,400.00)	C/E Revenue Share	\$ (10.00)	fee	11	days	45	students	\$ (4,950.00)
353			\$ (3,600.00)	\$ (3,600.00)	C/E Revenue Share	\$ -	fee	0	classes	0	students	\$ -
354	855	Transportation	\$ (360.00)	\$ (825.00)	C/E Live Streamed Class materials	\$ -	shipment	11	days	1	time	\$ -
355			\$ (150.00)	\$ (56.00)	REBAC Class Materials	\$ -	shipment	3	classes	1	locations	\$ -
356	867	Travel	\$ -	\$ -	C/E Live Streamed - Travel	\$ (400.00)	mileage/hotel	6	days	1	time	\$ (2,400.00)
357	867.2	Staff Travel	\$ -		Mileage to Live Classes	\$ (12.00)	mileage	1	time	3	classess	\$ (36.00)
358			\$ (56,587.00)	\$ (58,950.00)	TOTAL							\$ (49,204.00)
359			\$ (25,717.00)	\$ (24,440.00)								\$ (26,354.00)
360												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
361	EDUCATION DEVELOPMENT - 1871											
362	INCOME											
363	461.1	Income	\$ 112.00		Online CE Affinity Partnership Share	\$ 28.00	income	4	times	1	time	\$ 112.00
364	461.2	Income	\$ 2,400.00	\$ 1,600.00	Online Affinity Partnership Income	\$ 550.00	income	4	times	1	time	\$ 2,200.00
365			\$ 2,512.00	\$ 1,600.00	TOTAL							\$ 2,312.00
366												
367	EXPENSE											
368	540	Staff Development	\$ (1,000.00)	\$ (1,000.00)	Education program webinars/classes	\$ (1,000.00)		1		1		\$ (1,000.00)
369	639	Dues/Commitments	\$ (1,000.00)	\$ (1,000.00)	Industry Association Dues/Subscriptions			1		1		\$ -
370			\$ (800.00)	\$ (800.00)	Education software	\$ (800.00)	subscriptions	1	license	1	time	\$ (800.00)
371					Digital Badge Platform License	\$ (1,000.00)	license	1	license	1	time	\$ (1,000.00)
372	770	Supplies	\$ (750.00)	\$ (750.00)	Resources and Supplies	\$ (750.00)	fee	1	time	1		\$ (750.00)
373	810	Professional/Contract Fees	\$ (6,000.00)	\$ (6,000.00)	Curriculum Development Fees	\$ (3,000.00)	fee	2	classes	1	time	\$ (6,000.00)
374			\$ (1,200.00)	\$ (1,200.00)	Curriculum activity class enhancements	\$ (300.00)	honorarium	4	classes	1	time	\$ (1,200.00)
375			\$ (3,000.00)	\$ (3,000.00)	Online Platform License	\$ (3,000.00)	license	1	license	1	time	\$ (3,000.00)
376			\$ (3,600.00)	\$ (3,600.00)	Contract Conversation - video editing	\$ (475.00)	per video	3	videos	1	time	\$ (1,425.00)
377			\$ (100.00)		ADRE Instructor Expedited (add course)	\$ (10.00)	fee	10	instructors	1		\$ (100.00)
378			\$ (150.00)		ADRE Course License Fees - Courses	\$ (15.00)	fee	10	courses	1		\$ (150.00)
379			\$ (300.00)		ADRE Course License Fees - Remote Courses	\$ (25.00)	fee	12	courses	1		\$ (300.00)
380			\$ (2,000.00)	\$ (2,000.00)	Gamification Development/software	\$ (2,270.00)	subscriptions	1	license	1	time	\$ (2,270.00)
381			\$ (19,900.00)	\$ (19,350.00)	TOTAL							\$ (17,995.00)
382			\$ (17,388.00)	\$ (17,750.00)								\$ (15,683.00)
383												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
384	INSTRUCTOR DEVELOPMENT - 1872											
385	INCOME											
386	463.2	Registration	\$ 585.00	\$ 585.00	Instructor Forum (3 hours)	\$ 39.00	registration fee	15	registrants	1	class	\$ 585.00
387			\$ 395.00		Instructor Skills IDW	\$ 79.00	registration fee	5	registrants	1	class	\$ 395.00
388			\$ 735.00	\$ 2,022.00	Instructor Skills IDW	\$ 49.00	AAR reg. fee	15	registrants	1	class	\$ 735.00
389			\$ 1,715.00	\$ 2,607.00	TOTAL							\$ 1,715.00
390	EXPENSE											
391	EXPENSE											
392	630	Catering/Hotel	\$ (420.00)	\$ (142.00)	Instructor Skills IDW - snacks	\$ (10.00)	lunch	20	registrants	1	class	\$ (200.00)
393			\$ (90.00)	\$ (90.00)	Instructor Forum - snacks	\$ (10.00)	coffee/snack	15	registrants	1	forum	\$ (150.00)
394	639	Dues	\$ (150.00)	\$ (150.00)	REEA membership	\$ (150.00)	annual	1	membership	1	annual	\$ (150.00)
395	770	Supplies	\$ (500.00)	\$ (500.00)	Materials/Resources	\$ (500.00)	annual	1	time	1	time	\$ (500.00)
396	787	Speaker Fees	\$ (3,000.00)	\$ (2,500.00)	Instructor Skills IDW	\$ (2,500.00)	fee	1	class	1	time	\$ (2,500.00)
397			\$ (400.00)	\$ (400.00)	Teaching Tip Webinar Recording	\$ (100.00)	honorary	4	webinars	1		\$ (400.00)
398			\$ (3,500.00)	\$ (3,500.00)	Live Streaming Trainer Workshop	\$ (3,500.00)	fee	1	seminar	1		\$ (3,500.00)
399			\$ (300.00)	\$ (300.00)	Instructor Forum	\$ (100.00)	honorary	1	time	1	time	\$ (100.00)
400	788	Staff Expense	\$ (8.00)	\$ (8.00)	Instructor Forum - Mileage	\$ -	mileage	1	mileage	2	staff	\$ -
401			\$ (600.00)	\$ (600.00)	REEA Convention - Hotel	\$ -	per night	2	nights	1		\$ -
402			\$ (150.00)	\$ (150.00)	REEA Convention - Daily Expense	\$ -	per day	2	days	1		\$ -
403			\$ (225.00)	\$ (225.00)	REEA Convention - Airfare	\$ -	airfare	1		1		\$ -
404			\$ (825.00)	\$ (468.24)	Training Magazine Conference - Hotel	\$ -	room	3	nights	1	staff	\$ -
405			\$ (400.00)	\$ (491.55)	Training Magazine Conference - Airfare	\$ -	flight	1	flight	1	staff	\$ -
406			\$ (150.00)	\$ (109.00)	Training Magazine Conference - Daily Expense	\$ -	per day	2	days	1	staff	\$ -
407	810	Professional/Contract Fees			Scholarship to Bob Pike Bootcamp	\$ (1,500.00)	scholarship	1	instructor	1	time	\$ (1,500.00)
408			\$ (3,190.00)	\$ (2,950.00)	Training Programs/Webinars/Conferences	\$ (1,000.00)		1	time	1	time	\$ (1,000.00)
409	860	Conferences			Training Magazine Conference - Registration	\$ (1,600.00)	fee	1	webinars	1	time	\$ (1,600.00)
410					REEA Convention - registration	\$ (450.00)	fee	1	registration	1	time	\$ (450.00)
411			\$ -	\$ -	Instructor Forum - Mileage	\$ (12.00)	mileage	1	mileage	2	staff	\$ (24.00)
412			\$ -	\$ -	REEA Convention - Hotel	\$ (300.00)	per night	2	nights	1		\$ (600.00)
413			\$ -	\$ -	REEA Convention - Daily Expense	\$ (75.00)	per day	2	days	1		\$ (150.00)
414			\$ -	\$ -	REEA Convention - Airfare	\$ (400.00)	airfare	1		1		\$ (400.00)
415			\$ -	\$ -	Training Magazine Conference - Hotel	\$ (275.00)	room	3	nights	1	staff	\$ (825.00)
416			\$ -	\$ -	Training Magazine Conference - Airfare	\$ (400.00)	flight	1	flight	1	staff	\$ (400.00)
417			\$ -	\$ -	Training Magazine Conference - Daily Expense	\$ (75.00)	per day	2	days	1	staff	\$ (150.00)
418			\$ (13,908.00)	\$ (12,583.79)	TOTAL							\$ (14,599.00)
419			\$ (12,193.00)	\$ (9,976.79)								\$ (12,884.00)
420	BROKER UNIVERSITY - 1875											
421	INCOME											
422	460.1	Registration	\$ 1,100.00	\$ 1,100.00	BMC (package) live streaming	\$ 55.00	registration fee	1	offering	30	students	\$ 1,650.00
423					BMC (single class) live streaming	\$ 25.00	registration fee		offering		students	
424			\$ 120.00		Broker Profitability Revenue Share (Florida)		royalty share		offerings		attendees	\$ -
425			5530	\$ 5,530.00	Broker Summit (live attendees)	\$ 79.00	registration fee	1	offering	70	attendees	\$ 5,530.00
426			\$ 6,750.00	\$ 6,630.00	TOTAL							\$ 7,180.00
427	EXPENSE											
428	EXPENSE											
429	605	Awards/Gifts	\$ -	\$ -	Broker Webinar Appreciation	\$ (25.00)	gift cards	2	webinars	2	guests	\$ (100.00)
430	630	Catering/Hotel	\$ (144.00)	\$ (96.00)	Broker Brief Webinars - speaker lunch	\$ (12.00)	meal	2	webinars	4	speakers	\$ (96.00)
431			\$ (30.00)	\$ (30.00)	BMC Live Streamed - instructor lunch	\$ (15.00)	meal	2	days	1	seminar	\$ (30.00)
432			\$ (4,125.00)	\$ (4,125.00)	Broker Summit - Meal Package	\$ (55.00)	meal	75	attendees	1	time	\$ (4,125.00)
433			\$ (1,500.00)	\$ (1,500.00)	Broker Summit - Audio/Visual, Room Rental	\$ (2,500.00)	fee	1	days	1	time	\$ (2,500.00)
434					Workgroup/Task Force Meetings	\$ (50.00)	meeting	4	meetings	1	time	\$ (200.00)
435	770	Supplies	\$ (600.00)	\$ (600.00)	Broker Outreach	\$ (600.00)	each	1	time	1	brokers	\$ (600.00)
436			\$ (300.00)	\$ (300.00)	Summit Supplies	\$ (300.00)	yearly	1	time	1	time	\$ (300.00)

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
437	780	Postage	\$ -	\$ -	Ship Materials to Remote Locations	\$ (60.00)	shipments	6	locations	1	time	\$ (360.00)
438	787	Speaker Fees	\$ (1,125.00)	\$ (1,125.00)	BMC - Speaker Fee	\$ (125.00)	per hours	9	hours	1	offering	\$ (1,125.00)
439			\$ (200.00)	\$ (200.00)	Broker Webinar Appreciation	\$ -	gift cards	2	webinars	2	guests	\$ -
440	788	Staff Expense	\$ (12.00)	\$ (12.00)	Mileage to Broker Summit Location	\$ -	mileage	1	time	2	staff	\$ -
441	810	Professional/Contract Fees	\$ (720.00)	\$ (720.00)	Mack in Minute - Video Editing	\$ (75.00)	per hour	12	videos	1	time	\$ (900.00)
442			\$ (200.00)	\$ (200.00)	BMC Live Streamed Revenue Fee Share	\$ (10.00)	fee	30	students	1	pkg	\$ (300.00)
443			\$ (240.00)	\$ (240.00)	Broker Webinar Recording Edits	\$ (75.00)	hour	2	webinars	1	hour	\$ (150.00)
444			\$ (125.00)	\$ (125.00)	ASCAP/BMI Music License for Summit	\$ (125.00)	license	1	time	1	summit	\$ (125.00)
445			\$ -	\$ -	Video promo commercial production	\$ (450.00)	fee	1	time	1	time	\$ (450.00)
446	855	Transportation	\$ (150.00)	\$ (150.00)	Ship Materials to Remote Locations	\$ -	shipments	6	locations	1	time	\$ -
447	867.2	Staff Travel	\$ -	\$ -	Mileage to Broker Summit Location	\$ (12.00)	mileage	1	time	2	staff	\$ (24.00)
448			\$ (9,471.00)	\$ (9,423.00)	TOTAL							\$ (11,385.00)
449			\$ (2,721.00)	\$ (2,793.00)								\$ (4,205.00)
450			\$ (756,244.00)	\$ (658,259.79)	TOTAL (EXPENSE)							\$ (791,980.00)
451			\$ 434,417.00	\$ 345,369.90	TOTAL INCOME							\$ 348,257.00
452			\$ (321,827.00)	\$ (312,889.89)	TOTAL NET (EXPENSE)/INCOME							\$ (443,723.00)

OPERATIONS & STRATEGIC INITIATIVES SUMMARY						
2018 Approved	2018 Projections	Code				2019
PROJECTED INCOME						
\$ 10,000.00	\$ 21,500.00	410	INTEREST			\$ 10,000.00
\$ 119,930.92	\$ 134,987.86	415	RENTS			\$ 102,834.40
\$ 9,257,770.00	\$ 9,567,778.00	430	INCOME			\$ 9,535,170.00
\$ 600.00	\$ 3,500.00	435	LAW BOOK SALES			\$ 1,000.00
\$ 4,500.00	\$ 1,500.00	497	MISCELLANEOUS INCOME			\$ 4,500.00
\$ 9,392,800.92	\$ 9,729,265.86		TOTAL PROJECTED INCOME			\$ 9,653,504.40
PROJECTED DIRECT (EXPENSES)						
\$ (3,155,961.00)	\$ (2,998,234.00)	500	SALARIES/BENEFITS			\$ (3,256,500.00)
\$ (11,140.00)	\$ (9,330.00)	540	STAFF DEVELOPMENT			\$ (7,000.00)
\$ (500.00)	\$ (300.00)	551	AUTO			\$ -
\$ (10,275.00)	\$ (10,275.00)	605	AWARDS/GIFTS			\$ (11,275.00)
\$ (124,388.88)	\$ (95,000.00)	621	REPAIRS/MAINTENANCE			\$ (106,600.32)
\$ (108,208.62)	\$ (114,492.00)	623	UTILITIES			\$ (121,950.06)
\$ (6,500.00)	\$ (5,925.00)	624	INSURANCE			\$ (6,500.00)
\$ (63,000.00)	\$ (58,815.00)	625	DEBT RETIREMENT/TAXES			\$ (63,000.00)
\$ (47,900.00)	\$ (38,290.00)	630	CATERING/HOTEL			\$ (46,350.00)
\$ (5,000.00)	\$ (500.00)	632	COPYING			\$ (2,500.00)
\$ (45,891.40)	\$ (45,661.40)	639	DUES/COMMITMENTS			\$ (60,103.00)
\$ (21,400.00)	\$ (23,000.00)	640	EQUIPMENT MAINTENANCE/RENTAL			\$ (43,710.00)
\$ (265,350.00)	\$ (230,000.00)	690	EFT/CREDIT CARD FEES (MISCELLANEOUS)			\$ (267,000.00)
\$ (303,622.00)	\$ (303,622.00)	700	DEPRECIATION			\$ (300,912.00)
\$ (1,774,927.00)	\$ (1,774,927.00)	750	RESERVE FUNDING			\$ (1,755,005.00)
\$ (26,520.08)	\$ (19,670.00)	770	SUPPLIES			\$ (28,560.00)
\$ (8,664.00)	\$ (8,664.00)	780	POSTAGE			\$ (8,664.00)
\$ (4,150.00)	\$ (1,200.00)	781	PRINTING			\$ (4,000.00)
\$ (37,500.00)	\$ (37,500.00)	786	PROMOTION			\$ (42,500.00)
\$ (20,700.00)	\$ (13,840.00)	788	STAFF EXPENSE			\$ (600.00)
\$ (1,000.00)	\$ -	800	TAXES/PERSONAL PROPERTY TAX			\$ (4,000.00)
\$ (500.00)	\$ (500.00)	804	RENTAL TAXES			\$ (500.00)
\$ (78,190.00)	\$ (67,690.00)	810	PROFESSIONAL/CONTRACT FEES			\$ (143,245.00)
\$ (45,000.00)	\$ (45,000.00)	850	TELEPHONE			\$ (73,000.00)
\$ -	\$ -	860	CONFERENCES			\$ (24,649.00)
\$ (168,015.00)	\$ (118,188.00)	867	TRAVEL (CEO/EXCOM/Officer/Other)			\$ (168,588.00)
\$ (6,334,302.98)	\$ (6,020,623.40)		TOTAL DIRECT (EXPENSES)			\$ (6,546,711.38)
\$ 3,058,497.94	\$ 3,708,642.46		TOTAL NET (EXPENSES)/INCOME			\$ 3,106,793.02

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L
1	Code		2018 Approved	2018 Projections	Program Detail	Rate	Item	Qty	Item	Qty	Item	2019 Total
2	GENERAL OVERHEAD - 1000											
3	INCOME											
4	410	Gain on investments	\$ 10,000.00	\$ 21,500.00	RMA - Money Market Holding Account	\$ 10,000.00	interest	1	time	1	year	\$ 10,000.00
5	435	Law book sales	\$ 600.00	\$ 3,500.00	Law Book Sales	\$ 1,000.00		1		1		\$ 1,000.00
6	497	Miscellaneous Income	\$ 4,500.00	\$ 1,500.00	Miscellaneous Income	\$ 4,500.00		1		1		\$ 4,500.00
7			\$ 15,100.00	\$ 26,500.00	TOTAL							\$ 15,500.00
8	EXPENSE											
10	540	Staff Development	\$ (6,060.00)	\$ (9,330.00)	General Training - Workshop (CMLS Convention, etc.)	\$ (7,000.00)	miscellaneous	1	time	1	time	\$ (7,000.00)
11			\$ (1,280.00)		Operations Staff - NAR EXPO - Nov. (San Francisco, CA) - Hotel	\$ -	night	4	nights	1	staff	\$ -
12			\$ (1,000.00)		Operations Staff - NAR EXPO - Nov. (San Francisco, CA) - Daily Expense	\$ -	per diem	5	days	1	staff	\$ -
13			\$ (600.00)		Operations Staff - NAR EXPO - Nov. (San Francisco, CA) - Airfare	\$ -	airfare	1	time	1	staff	\$ -
14			\$ (450.00)		Operations Staff - NAR EXPO - Nov. (San Francisco, CA) - Registration	\$ -	registration	1	time	1	staff	\$ -
15			\$ (700.00)		State AE Meeting - June - Hotel	\$ -	night	2	nights	1	CEO	\$ -
16			\$ (200.00)		State AE Meeting - June - Daily Expense	\$ -	per diem	2	days	1	CEO	\$ -
17			\$ (600.00)		State AE Meeting - June - Airfare	\$ -	airfare	1	time	1	CEO	\$ -
18			\$ (250.00)		State AE Meeting - June - Registration	\$ -	registration	1	time	1	CEO	\$ -
19	551	Auto	\$ (500.00)	\$ (300.00)	Staff Mileage	\$ -		1		1		\$ -
20	605	Awards/Gifts	\$ (3,000.00)	\$ (4,000.00)	Staff Recognition (Birthdays, Holiday party, etc.)	\$ (3,500.00)		1		1		\$ (3,500.00)
21			\$ (1,000.00)		Miscellaneous/Members (flowers, funerals, etc.)	\$ (1,000.00)		1		1		\$ (1,000.00)
22	639	Dues/Commitments	\$ (60.00)	\$ (2,790.00)	Miscellaneous (Notary Bond , etc.) - Renew in 2021	\$ -		1		1		\$ -
23			\$ (50.00)		AZ Corporation Commission (fee/letters of good standing)	\$ (100.00)		1		1		\$ (100.00)
24			\$ (50.00)		Phoenix Privilege Fee	\$ (50.00)		1		1		\$ (50.00)
25			\$ (135.00)		Costco Membership	\$ (135.00)		1		1		\$ (135.00)
26			\$ (325.00)		ASAE Dues	\$ (350.00)		1		1		\$ (350.00)
27			\$ (1,400.00)		Law Book Royalties	\$ (1,400.00)		1		1		\$ (1,400.00)
28			\$ -		Surety Bond - Renewes June 2019	\$ (3,000.00)		1		1		\$ (3,000.00)
29	640	Equipment Maintenance/Rental	\$ (1,000.00)	\$ (23,000.00)	Non-agreement Repairs	\$ (1,000.00)		1		1		\$ (1,000.00)
30			\$ (400.00)		Postage Machine	\$ (410.00)		1		1		\$ (410.00)
31			\$ (20,000.00)		Copier and Printer Leases	\$ (42,300.00)		1		1		\$ (42,300.00)
32	690	EFT/Credit Card Fees (Miscellaneous)	\$ (250,000.00)	\$ (230,000.00)	NAR EFT Fees (2.45% of \$190 *50,143 members) + RAPAC billing	\$ (250,000.00)		1		1		\$ (250,000.00)
33			\$ (15,000.00)		Electronic Check Fees for Dues Paid Through eCommerce	\$ (16,500.00)		1		1		\$ (16,500.00)
34			\$ (350.00)		Stop Payment Fees, NSF Items	\$ (500.00)		1		1		\$ (500.00)
35	770	Supplies	\$ (18,000.00)	\$ (19,570.00)	General (labels, scantron, badges, soda, paper, etc.)	\$ (19,000.00)		1		1		\$ (19,000.00)
36			\$ (1,300.08)		Coffee (Parks & Co.)	\$ (130.00)		12		1		\$ (1,560.00)
37			\$ (2,220.00)		Bottled Water/Coolers (Ready Refresh by Nestle)	\$ (275.00)		12		1		\$ (3,300.00)
38			\$ (2,300.00)		Checks/Invoices	\$ (2,000.00)		1		1		\$ (2,000.00)
39	781	Printing	\$ (150.00)	\$ (1,200.00)	Law eBook Conversion Fees	\$ -		1		1		\$ -
40			\$ (4,000.00)		Business Cards/Notes, Letterhead, Envelopes	\$ (4,000.00)		1		1		\$ (4,000.00)
41	788	Staff Expense	\$ (600.00)	\$ (275.00)	Employee Headshots	\$ (600.00)		1		1		\$ (600.00)
42	800	Taxes/Personal Property	\$ (1,000.00)	\$ -	Personal Property Tax/Use Tax	\$ (4,000.00)		1		1		\$ (4,000.00)
43	810	Professional/Contract Fees	\$ (675.00)	\$ (36,465.00)	Paper Shredding	\$ (50.00)		12	months	1		\$ (600.00)
44			\$ (33,750.00)		Annual Audit	\$ (34,500.00)		1		1		\$ (34,500.00)
45					Organizational Assessment	\$ (7,500.00)		1		1		\$ (7,500.00)
46			\$ (1,620.00)		125 Plan Admin. (Wage Works)	\$ (135.00)	month	12	months	1	time	\$ (1,620.00)
47			\$ (420.00)		Basecamp Fees	\$ (450.00)		1		1		\$ (450.00)
48	850	Telephone	\$ (45,000.00)	\$ (45,000.00)	Long Distance, Data Lines, Mobile, Monthly Lines, & Internet	\$ (73,000.00)		1		1		\$ (73,000.00)
49	867.2	Staff Travel	\$ -	\$ -	Staff Mileage	\$ (500.00)		1		1		\$ (500.00)
50			\$ (415,445.08)	\$ (371,930.00)	TOTAL							\$ (479,875.00)
51												

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L
52	RESERVE FUNDING - 1100											
53	EXPENSE											
54	700	Depreciation	\$ (303,622.00)	\$ (303,622.00)	2018 Capital Depreciation 3100 (based on 100% of 2017 Audit)	\$ (300,912)	depreciation	1	time	1	time	\$ (300,912.00)
55	750	Reserve Funding	\$ (1,580,195.00)	\$ (1,580,195.00)	Issues Mobilization (Realtor Party)	\$ (35.00)		50,143	members	1	time	\$ (1,755,005.00)
56			\$ (97,366.00)	\$ (97,366.00)	Operating Reserve	\$ -		50,143	members			\$ -
57			\$ (97,366.00)	\$ (97,366.00)	Issues Mobilization	\$ -			members			\$ -
58			\$ (2,078,549.00)	\$ (2,078,549.00)								\$ (2,055,917.00)
59												
60	DUES - 1400											
61	INCOME											
62	430	Income	\$ 9,249,770.00	\$ 9,567,778.00	Represents +3% from 2018 budget	\$ 190.00	year	50,143	members	1	time	\$ 9,527,170.00
63					FPU's of 48,683 to 50,143 FPU's							
64			\$ 8,000.00		Affiliate Dues	\$ 8,000.00		1	time	1	time	\$ 8,000.00
65			\$ 9,257,770.00	\$ 9,567,778.00								\$ 9,535,170.00
66												
67												
68	OPERATIONS SUPPORT - 1901											
69	EXPENSE											
70	630	Catering/Hotel	\$ (2,000.00)	\$ (2,000.00)	Staff Meetings	\$ (2,000.00)		1		1	staff	\$ (2,000.00)
71	632	Copying	\$ (5,000.00)	\$ (500.00)	Operations Copies	\$ (2,500.00)	annually	1	time	1	time	\$ (2,500.00)
72	639	Dues/Commitments	\$ (4,000.00)	\$ (3,925.00)	CEO State Bar Dues/CLE Fees	\$ (4,000.00)	annually	1	time	1	CEO	\$ (4,000.00)
73			\$ (925.00)		CMLS Membership	\$ (925.00)	annually	1	time	1	CEO	\$ (925.00)
74	780	Postage	\$ (1,664.00)	\$ (8,664.00)	UPS (weekly pick-up fee)	\$ (32.00)	week	52	weeks	1	svc chg	\$ (1,664.00)
75			\$ (7,000.00)		Postage (all programs and general office)	\$ (7,000.00)	annually	1	time	1	time	\$ (7,000.00)
76	786	Promotion	\$ (5,000.00)	\$ (10,000.00)	AAR Events/Incentives	\$ (5,000.00)	fee	1	time	1	time	\$ (5,000.00)
77			\$ -		Flair	\$ (2,500.00)	annually	1	time	1	time	\$ (2,500.00)
78			\$ (5,000.00)		Sponsorships	\$ (5,000.00)		1	time	1	time	\$ (5,000.00)
79	788	Staff Expense	\$ (800.00)	\$ (400.00)	In-state Travel	\$ -	travel	1	time	1	staff	\$ -
80	867.2	Staff Travel	\$ -	\$ -	In-state Travel	\$ (800.00)	travel	1	time	1	staff	\$ (800.00)
81			\$ (31,389.00)	\$ (25,489.00)								\$ (31,389.00)
82												
83	ASSOCIATION RELATIONS - 1903											
84	EXPENSE											
85	630	Catering/Hotel	\$ (900.00)	\$ (17,300.00)	AE Workshop - AAR Staff Hotel	\$ -	night	1	nights	6	staff	\$ -
86			\$ (900.00)		AE Workshop - AAR Staff Mileage (Senior VPs)	\$ -		1	time	6	staff	\$ -
87			\$ (5,000.00)		AE Workshop - Catering	\$ (5,000.00)	breakfast/dinner	1	time	1	workshop	\$ (5,000.00)
88			\$ (2,000.00)		AE Lunches/Breakfasts at AAR Meetings	\$ (1,000.00)	lunch	2	lunches	1	time	\$ (2,000.00)
89			\$ (2,500.00)		AEI State Night Out Dinner	\$ (2,500.00)	dinner	1	time	1	dinner	\$ (2,500.00)
90			\$ (6,000.00)		Past Presidents Dinner	\$ (6,000.00)		1		1		\$ (6,000.00)
91	786	Promotion	\$ (5,000.00)	\$ (5,000.00)	Association Relations/Promotion/Line Officer Hosting	\$ (5,000.00)		1		1		\$ (5,000.00)
92	788	Staff Expense	\$ (2,000.00)	\$ (1,000.00)	Office/Staff to Association Events	\$ -		1		1		\$ -
93	810	Professional/Contracts	\$ (2,500.00)	\$ (2,500.00)	NAR Mandatory Core Standards Support	\$ -		1		1		\$ -
94	867.2	Staff Travel	\$ -	\$ -	AE Workshop - AAR Staff Hotel	\$ (150.00)	night	1	nights	6	staff	\$ (900.00)
95			\$ -		AE Workshop - AAR Staff Mileage (Senior VPs)	\$ (150.00)		1	time	6	staff	\$ (900.00)
96			\$ -	\$ -	Office/Staff to Association Events	\$ (2,000.00)		1		1		\$ (2,000.00)
97			\$ (26,800.00)	\$ (25,800.00)								\$ (24,300.00)
98												

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L
99	NATIONAL MEETINGS - 1905											
100	EXPENSE											
101	630	Catering/Hotel	\$ (3,300.00)	\$ (3,240.00)	AZ Reception at Region XI Conference (Litchfield Park, AZ)	\$ (110.00)	attendees	30	each	1	event	\$ (3,300.00)
102	639	Dues/Commitments	\$ (38,946.40)	\$ (38,946.40)	Region XI dues (pay in Dec. 2018 for 2019)	\$ (1.00)		50143	members	1	time	\$ (50,143.00)
103	788	Staff Expense	\$ (2,000.00)	\$ (11,030.00)	Operations Staff - NAR AEI - March (Austin, TX) - Hotel	\$ -	night	4	nights	2	staff	\$ -
104			\$ (1,000.00)		Operations Staff - NAR AEI - March (Austin, TX) - Daily Expense	\$ -	per diem	5	days	2	staff	\$ -
105			\$ (960.00)		Operations Staff - NAR AEI - March (Austin, TX) - Airfare	\$ -	airfare	1	traveler	2	staff	\$ -
106			\$ (1,050.00)		Operations Staff - NAR AEI - March (Austin, TX) - Registration	\$ -	registration	1	registration	2	staff	\$ -
107			\$ (1,600.00)		Operations Staff - NAR Legislative - May (Washington, D.C.) - Hotel	\$ -	night	5	nights	2	staff	\$ -
108			\$ (1,200.00)		Operations Staff - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ -	per diem	6	days	2	staff	\$ -
109			\$ (600.00)		Operations Staff - NAR Legislative - May (Washington, D.C.) - Airfare	\$ -	airfare	1	traveler	2	staff	\$ -
110			\$ (1,280.00)		Operations Staff - NAR EXPO - November (San Francisco, CA) - Hotel	\$ -	night	4	nights	2	staff	\$ -
111			\$ (1,000.00)		Operations Staff - NAR EXPO - November (San Francisco, CA) - Daily Expense	\$ -	per diem	5	days	2	staff	\$ -
112			\$ (600.00)		Operations Staff - NAR EXPO - November (San Francisco, CA) - Airfare	\$ -	airfare	1	traveler	2	staff	\$ -
113			\$ (450.00)		Operations Staff - NAR EXPO - November (San Francisco, CA) - Registration	\$ -	registration	1	registration	2	staff	\$ -
114	860	Conferences	\$ -	\$ -	Operations Staff - NAR AEI - March (Austin, TX) - Hotel	\$ (300.00)	night	4	nights	2	staff	\$ (2,400.00)
115			\$ -		Operations Staff - NAR AEI - March (Austin, TX) - Daily Expense	\$ (100.00)	per diem	5	days	2	staff	\$ (1,000.00)
116			\$ -		Operations Staff - NAR AEI - March (Austin, TX) - Airfare	\$ (350.00)	airfare	1	traveler	2	staff	\$ (700.00)
117			\$ -		Operations Staff - NAR AEI - March (Austin, TX) - Registration	\$ (525.00)	registration	1	registration	2	staff	\$ (1,050.00)
118			\$ -		Operations Staff - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	5	nights	2	staff	\$ (3,200.00)
119			\$ -		Operations Staff - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	6	days	2	staff	\$ (2,400.00)
120			\$ -		Operations Staff - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	1	traveler	2	staff	\$ (1,200.00)
121			\$ -		Operations Staff - NAR EXPO - November (San Francisco, CA) - Hotel	\$ (320.00)	night	4	nights	2	staff	\$ (2,560.00)
122			\$ -		Operations Staff - NAR EXPO - November (San Francisco, CA) - Daily Expense	\$ (200.00)	per diem	5	days	2	staff	\$ (2,000.00)
123			\$ -		Operations Staff - NAR EXPO - November (San Francisco, CA) - Airfare	\$ (600.00)	airfare	1	traveler	2	staff	\$ (1,200.00)
124			\$ -		Operations Staff - NAR EXPO - November (San Francisco, CA) - Registration	\$ (450.00)	registration	1	registration	2	staff	\$ (900.00)
125	867	Travel	\$ (1,000.00)	\$ (75,318.00)	Airfare Increase Pool - National Travel	\$ (1,000.00)	miscellaneous	1	pool	1	pool	\$ (1,000.00)
126			\$ (1,000.00)		AE Institute - March (Austin, TX) - Hotel	\$ (300.00)	night	4	nights	1	CEO	\$ (1,200.00)
127			\$ (500.00)		AE Institute - March (Austin, TX) - Daily Expense	\$ (100.00)	per diem	5	days	1	CEO	\$ (500.00)
128			\$ (480.00)		AE Institute - March (Austin, TX) - Airfare	\$ (350.00)	airfare	1	traveler	1	CEO	\$ (350.00)
129			\$ (575.00)		AE Institute - March (Austin, TX) - Registration	\$ (575.00)	registration	1	time	1	CEO	\$ (575.00)
130			\$ (400.00)		Meeting with NAR CEO - Daily Expense	\$ (200.00)	per diem	2	days	1	CEO	\$ (400.00)
131			\$ (600.00)		Region XI Conference - April (Litchfield Park, AZ) - Hotel	\$ (245.00)	night	2	nights	1	CEO	\$ (490.00)
132			\$ (300.00)		Region XI Conference - April (Litchfield Park, AZ) - Daily Expense	\$ (50.00)	per diem	3	days	1	CEO	\$ (150.00)
133			\$ (350.00)		Region XI Conference - April (Litchfield Park, AZ) - Airfare	\$ -	airfare	1	traveler	1	CEO	\$ -
134			\$ (2,240.00)		NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	CEO	\$ (2,240.00)
135			\$ (1,600.00)		NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	CEO	\$ (1,600.00)
136			\$ (1,200.00)		NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	CEO	\$ (1,200.00)
137			\$ -		State AE Meeting - June - Hotel	\$ (350.00)	night	2	nights	1	CEO	\$ (700.00)
138			\$ -		State AE Meeting - June - Daily Expense	\$ (100.00)	per diem	2	days	1	CEO	\$ (200.00)
139			\$ -		State AE Meeting - June - Airfare	\$ (600.00)	airfare	1	traveler	1	CEO	\$ (600.00)
140			\$ -		State AE Meeting - June - Registration	\$ (250.00)	registration	1	time	1	CEO	\$ (250.00)
141			\$ (450.00)		NAR Leadership Summit - August (Chicago) - Daily Expense	\$ (150.00)	per diem	3	days	1	CEO	\$ (450.00)
142			\$ (450.00)		NAR Leadership Summit - August (Chicago) - Airfare	\$ (450.00)	airfare	1	traveler	1	CEO	\$ (450.00)
143			\$ (1,920.00)		NAR EXPO - November (San Francisco, CA) - Hotel	\$ (320.00)	night	6	nights	1	CEO	\$ (1,920.00)
144			\$ (1,200.00)		NAR EXPO - November (San Francisco, CA) - Daily Expense	\$ (200.00)	per diem	6	days	1	CEO	\$ (1,200.00)
145			\$ (1,200.00)		NAR EXPO - November (San Francisco, CA) - Airfare	\$ (600.00)	airfare	2	travelers	1	CEO	\$ (1,200.00)
146			\$ (450.00)		NAR EXPO - November (San Francisco, CA) - Registration	\$ (450.00)	registration	1	time	1	CEO	\$ (450.00)
147			\$ (1,500.00)		President - Misc. (registration fees, function tickets, etc.)	\$ (1,500.00)	miscellaneous	1	pool	1	Pres	\$ (1,500.00)
148			\$ (600.00)		President - Region XI Conf. - April (Litchfield Park, AZ) - Hotel	\$ (245.00)	night	2	nights	1	Pres	\$ (490.00)
149			\$ (200.00)		President - Region XI Conf. - April (Litchfield Park, AZ) - Daily Expense	\$ (50.00)	per diem	3	days	1	Pres	\$ (150.00)
150			\$ (350.00)		President - Region XI Conf. - April (Litchfield Park, AZ) - Airfare	\$ -	airfare	1	traveler	1	Pres	\$ -
151			\$ (2,240.00)		President - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Pres	\$ (2,240.00)
152			\$ (1,600.00)		President - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	Pres	\$ (1,600.00)
153			\$ (1,200.00)		President - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	Pres	\$ (1,200.00)
154			\$ (1,920.00)		President - NAR EXPO - November (San Francisco, CA) - Hotel	\$ (320.00)	night	6	nights	1	Pres	\$ (1,920.00)
155			\$ (1,200.00)		President - NAR EXPO - November (San Francisco, CA) - Daily Expense	\$ (200.00)	per diem	6	days	1	Pres	\$ (1,200.00)
156			\$ (1,200.00)		President - NAR EXPO - November (San Francisco, CA) - Airfare	\$ (600.00)	airfare	2	travelers	1	Pres	\$ (1,200.00)
157			\$ (1,200.00)		President-elect - Misc. (registration fees, function tickets, etc.)	\$ (1,200.00)	miscellaneous	1	pool	1	Pres-elect	\$ (1,200.00)
158			\$ (600.00)		President-elect - Region XI Conf. - April (Litchfield Park, AZ) - Hotel	\$ (245.00)	night	2	nights	1	Pres-elect	\$ (490.00)
159			\$ (200.00)		President-elect - Region XI Conf. - April (Litchfield Park, AZ) - Daily Expense	\$ (50.00)	per diem	3	days	1	Pres-elect	\$ (150.00)
160			\$ (350.00)		President-elect - Region XI Conf. - April (Litchfield Park, AZ) - Airfare	\$ -	airfare	1	traveler	1	Pres-elect	\$ -
161			\$ (2,240.00)		President-elect - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Pres-elect	\$ (2,240.00)
162			\$ (1,600.00)		President-elect - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	Pres-elect	\$ (1,600.00)
163			\$ (1,200.00)		President-elect - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	Pres-elect	\$ (1,200.00)
164			\$ (450.00)		President-elect - NAR Leadership Summit - Aug. (Chicago) - Daily Expense	\$ (150.00)	per diem	3	days	1	Pres-elect	\$ (450.00)

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L
165			\$ (450.00)		President-elect - NAR Leadership Summit - Aug. (Chicago) - Airfare	\$ (450.00)	airfare	1	traveler	1	Pres-elect	\$ (450.00)
166			\$ (1,920.00)		President-elect - NAR EXPO - November (San Francisco, CA) - Hotel	\$ (320.00)	night	6	nights	1	Pres-elect	\$ (1,920.00)
167			\$ (1,200.00)		President-elect - NAR EXPO - November (San Francisco, CA) - Daily Expense	\$ (200.00)	per diem	6	days	1	Pres-elect	\$ (1,200.00)
168			\$ (1,200.00)		President-elect - NAR EXPO - November (San Francisco, CA) - Airfare	\$ (600.00)	airfare	2	travelers	1	Pres-elect	\$ (1,200.00)
169			\$ (1,200.00)		First VP - Misc. (registration fees & function tickets)	\$ (1,200.00)	miscellaneous	1	pool	1	First VP	\$ (1,200.00)
170			\$ (600.00)		First VP - Region XI Conference - April (Litchfield Park, AZ) - Hotel	\$ (245.00)	night	2	nights	1	First VP	\$ (490.00)
171			\$ (200.00)		First VP - Region XI Conference - April (Litchfield Park, AZ) - Daily Expense	\$ (50.00)	per diem	3	days	1	First VP	\$ (150.00)
172			\$ (350.00)		First VP - Region XI Conference - April (Litchfield Park, AZ) - Airfare	\$ -	airfare	1	traveler	1	First VP	\$ -
173			\$ (2,240.00)		First VP - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	First VP	\$ (2,240.00)
174			\$ (1,600.00)		First VP - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	First VP	\$ (1,600.00)
175			\$ (1,200.00)		First VP - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	First VP	\$ (1,200.00)
176			\$ (1,920.00)		First VP - NAR EXPO - November (San Francisco, CA) - Hotel	\$ (320.00)	night	6	nights	1	First VP	\$ (1,920.00)
177			\$ (1,200.00)		First VP - NAR EXPO - November (San Francisco, CA) - Daily Expense	\$ (200.00)	per diem	6	days	1	First VP	\$ (1,200.00)
178			\$ (1,200.00)		First VP - NAR EXPO - November (San Francisco, CA) - Airfare	\$ (600.00)	airfare	2	travelers	1	First VP	\$ (1,200.00)
179			\$ (1,200.00)		Treasurer - Misc. (registration fees & function tickets)	\$ (1,200.00)	miscellaneous	1	pool	1	Treasurer	\$ (1,200.00)
180			\$ (600.00)		Treasurer - Region XI Conference - April (Litchfield Park, AZ) - Hotel	\$ (245.00)	night	2	nights	1	Treasurer	\$ (490.00)
181			\$ (200.00)		Treasurer - Region XI Conference - April (Litchfield Park, AZ) - Daily Expense	\$ (50.00)	per diem	3	days	1	Treasurer	\$ (150.00)
182			\$ (350.00)		Treasurer - Region XI Conference - April (Litchfield Park, AZ) - Airfare	\$ -	airfare	1	traveler	1	Treasurer	\$ -
183			\$ (2,240.00)		Treasurer - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Treasurer	\$ (2,240.00)
184			\$ (1,600.00)		Treasurer - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	Treasurer	\$ (1,600.00)
185			\$ (1,200.00)		Treasurer - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	Treasurer	\$ (1,200.00)
186			\$ (1,920.00)		Treasurer - NAR EXPO - November (San Francisco, CA) - Hotel	\$ (320.00)	night	6	nights	1	Treasurer	\$ (1,920.00)
187			\$ (1,200.00)		Treasurer - NAR EXPO - November (San Francisco, CA) - Daily Expense	\$ (200.00)	per diem	6	days	1	Treasurer	\$ (1,200.00)
188			\$ (1,200.00)		Treasurer - NAR EXPO - November (San Francisco, CA) - Airfare	\$ (600.00)	airfare	2	travelers	1	Treasurer	\$ (1,200.00)
189					Immediate Past President - NAR Legislative - May (D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Past Pres	\$ (2,240.00)
190					Immediate Past President - NAR Legislative - May (D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	Past Pres	\$ (1,600.00)
191			\$ (4,400.00)		Immediate Past President - NAR Legislative - May (D.C.) - Airfare	\$ (600.00)	airfare	1	traveler	1	Past Pres	\$ (600.00)
192					Immediate Past President - NAR EXPO - November (San Francisco, CA) - Hotel	\$ (320.00)	night	6	nights	1	Past Pres	\$ (1,920.00)
193					Immediate Past President - NAR EXPO - November (San Francisco, CA) - Daily Expense	\$ (200.00)	per diem	6	days	1	Past Pres	\$ (1,200.00)
194			\$ (3,800.00)		Immediate Past President - NAR EXPO - November (San Francisco, CA) - Airfare	\$ (600.00)	airfare	1	traveler	1	Past Pres	\$ (600.00)
195					Immediate Past President - NAR EXPO - November (San Francisco, CA) - Registration	\$ (450.00)	registration	1	time	1	Past Pres	\$ (450.00)
196			\$ (15,000.00)		Region XI 2019 RVP travel expenses	\$ (8,650.00)		1	year	1	RVP	\$ (8,650.00)
197					NAR Director(s) - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Director	\$ (2,240.00)
198					NAR Director(s) - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	Director	\$ (1,600.00)
199			\$ (4,400.00)		NAR Director(s) - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	1	traveler	1	Director	\$ (600.00)
200					NAR Director(s) - NAR EXPO - November (San Francisco, CA) - Hotel	\$ (320.00)	night	6	nights	1	Director	\$ (1,920.00)
201					NAR Director(s) - NAR EXPO - November (San Francisco, CA) - Daily Expense	\$ (200.00)	per diem	6	days	1	Director	\$ (1,200.00)
202			\$ (3,800.00)		NAR Director(s) - NAR EXPO - November (San Francisco, CA) - Airfare	\$ (600.00)	airfare	1	traveler	1	Director	\$ (600.00)
203			\$ (450.00)		NAR Director(s) - NAR EXPO - November (San Francisco, CA) - Registration	\$ (450.00)	registration	1	time	1	Director	\$ (450.00)
204			\$ (400.00)		Region 11 VP - Leadership Conference	\$ (192.00)	hotel	2	nights	1	member	\$ (384.00)
205			\$ (800.00)		Region 11 VP - Arizona REALTOR® Convention	\$ (305.00)	hotel	4	nights	1	member	\$ (1,220.00)
206			\$ (1,000.00)		National/Regional Expenses	\$ (1,000.00)		1	pool	1	pool	\$ (1,000.00)
207			\$ (151,991.40)	\$ (128,534.40)	TOTAL							\$ (163,652.00)
208												

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L
209	EXECUTIVE COMMITTEE SUPPORT - 1920											
210	EXPENSE											
211	605	Awards/Gifts	\$ (175.00)	\$ (6,275.00)	Permanent Plaque Plates	\$ (175.00)			1	1		\$ (175.00)
212			\$ (1,500.00)		DSA & Vision Award	\$ (1,500.00)			1	1		\$ (1,500.00)
213			\$ (2,000.00)		President's Gift/Plaque	\$ (2,500.00)			1	1		\$ (2,500.00)
214			\$ (100.00)		President-elect's Gavel	\$ (100.00)			1	1		\$ (100.00)
215			\$ (2,500.00)		Recognition	\$ (2,500.00)			1	1		\$ (2,500.00)
216	630	Catering/Hotel	\$ (2,200.00)	\$ (15,750.00)	Planning Session - April (Audio/Visual, Room Rental, Internet)	\$ (2,200.00)			1	1		\$ (2,200.00)
217			\$ (600.00)		Planning Session - April (Resort Charge)	\$ (600.00)			1	1		\$ (600.00)
218			\$ (12,000.00)		Planning Session - April (Meals)	\$ (12,000.00)			1	1		\$ (12,000.00)
219			\$ (2,000.00)		Planning Session Deposit	\$ (2,000.00)			1	1		\$ (2,000.00)
220			\$ (2,000.00)		Planning Session for 2021 Deposit - Pay in December 2019	\$ (2,000.00)			1	1		\$ (2,000.00)
221			\$ (1,750.00)		ExCom Meeting - Lunches	\$ (450.00)			5 meetings	1		\$ (2,250.00)
222			\$ (250.00)		ExCom Meeting - Snacks	\$ -			5 meetings	1		\$ -
223			\$ (4,500.00)		ExCom Thank You Dinner - October (Leadership Conference)	\$ (4,500.00)			1	1		\$ (4,500.00)
224	770	Supplies	\$ (2,700.00)	\$ (100.00)	Swanepoel Reports	\$ (108.00)			25 books	1		\$ (2,700.00)
225	788	Staff Expense	\$ (900.00)	\$ (1,135.00)	Operations Staff - Arizona REALTOR® Convention - March - Hotel	\$ -	night		3 nights	1 staff		\$ -
226			\$ (200.00)		Operations Staff - Arizona REALTOR® Convention - March - Daily Expense	\$ -	per diem		2 days	2 staff		\$ -
227			\$ (100.00)		Operations Staff - Arizona REALTOR® Convention - March - Mileage	\$ -	day		1 day	2 staff		\$ -
228			\$ (1,600.00)		Arizona REALTORS® Staff - Planning Session - April - Hotel	\$ -	night		1 night	8 staff		\$ -
229			\$ (800.00)		Arizona REALTORS® Staff - Planning Session - April - Daily Expense	\$ -	per diem		2 days	8 staff		\$ -
230			\$ (1,000.00)		Arizona REALTORS® Staff - Planning Session - April - Mileage	\$ -	day		1 day	8 staff		\$ -
231			\$ (460.00)		Operations Staff - Leadership Conference - October - Hotel	\$ -	night		2 nights	1 staff		\$ -
232			\$ (300.00)		Operations Staff - Leadership Conference - October - Daily Expense	\$ -	per diem		3 days	2 staff		\$ -
233			\$ (200.00)		Operations Staff - Leadership Conference - October - Mileage	\$ -	day		2	2 staff		\$ -
234	810	Professional/Contract Fees	\$ (12,500.00)	\$ (5,000.00)	National Facilitator for 2019 Planning Session April	\$ (12,500.00)	fee		1	1		\$ (12,500.00)
235	860	Conferences	\$ -	\$ -	Operations Staff - Arizona REALTOR® Convention - March - Hotel	\$ (305.00)	night		3 nights	1 staff		\$ (915.00)
236			\$ -		Operations Staff - Arizona REALTOR® Convention - March - Daily Expense	\$ (50.00)	per diem		2 days	2 staff		\$ (200.00)
237			\$ -		Operations Staff - Arizona REALTOR® Convention - March - Mileage	\$ (40.00)	day		1 day	2 staff		\$ (80.00)
238			\$ -		Arizona REALTORS® Staff - Planning Session - April - Hotel	\$ (275.00)	night		1 night	8 staff		\$ (2,200.00)
239			\$ -		Arizona REALTORS® Staff - Planning Session - April - Daily Expense	\$ (50.00)	per diem		2 days	8 staff		\$ (800.00)
240			\$ -		Arizona REALTORS® Staff - Planning Session - April - Mileage	\$ (125.00)	day		1 day	8 staff		\$ (1,000.00)
241			\$ -		Operations Staff - Leadership Conference - October - Hotel	\$ (192.00)	night		2 nights	1 staff		\$ (384.00)
242			\$ -		Operations Staff - Leadership Conference - October - Daily Expense	\$ (50.00)	per diem		3 days	2 staff		\$ (300.00)
243			\$ -		Operations Staff - Leadership Conference - October - Mileage	\$ (40.00)	day		2	2 staff		\$ (160.00)
244	867	Travel	\$ (900.00)	\$ (42,120.00)	Arizona REALTOR® Convention - March - Hotel	\$ (305.00)	night		3 nights	1 CEO		\$ (915.00)
245			\$ (400.00)		Arizona REALTOR® Convention - March - Daily Expense	\$ (50.00)	per diem		4 days	1 CEO		\$ (200.00)
246			\$ (40.00)		Arizona REALTOR® Convention - March - Mileage	\$ (40.00)	day		1 rental	1 CEO		\$ (40.00)
247			\$ (460.00)		Leadership Conference - October - Hotel	\$ (192.00)	night		2 nights	1 CEO		\$ (384.00)
248			\$ (150.00)		Leadership Conference - October - Daily Expense	\$ (50.00)	per diem		3 days	1 CEO		\$ (150.00)
249			\$ (60.00)		Leadership Conference - October - Mileage	\$ (40.00)	day		1 rental	1 CEO		\$ (40.00)
250			\$ (1,500.00)		CEO Update Travel	\$ (1,500.00)	misc expense		1 pool	1 CEO		\$ (1,500.00)
251			\$ (9,900.00)		Arizona REALTOR® Convention - March - Hotel	\$ (305.00)	night		3 nights	11 members		\$ (10,065.00)
252			\$ (2,200.00)		Arizona REALTOR® Convention - March - Daily Expense	\$ (50.00)	per diem		4 days	11 members		\$ (2,200.00)
253			\$ (5,060.00)		Leadership Conference - October - Hotel	\$ (192.00)	night		2 nights	11 members		\$ (4,224.00)
254			\$ (1,650.00)		Leadership Conference - October - Daily Expense	\$ (50.00)	per diem		3 days	11 members		\$ (1,650.00)
255			\$ (8,550.00)		Mileage Pool for all ExCom Meetings and Conferences	\$ (0.57)	mile	1000 miles		15 members		\$ (8,550.00)
256			\$ (3,600.00)		Arizona REALTOR® Convention - March - Hotel	\$ (305.00)	night		3 nights	4 officers		\$ (3,660.00)
257			\$ (800.00)		Arizona REALTOR® Convention - March - Daily Expense	\$ (50.00)	per diem		4 days	4 officers		\$ (800.00)
258			\$ (1,840.00)		Leadership Conference - October - Hotel	\$ (192.00)	night		2 nights	4 officers		\$ (1,536.00)
259			\$ (600.00)		Leadership Conference - October - Daily Expense	\$ (50.00)	per diem		3 days	4 officers		\$ (600.00)
260			\$ (8,000.00)		Line Officers - Local Association Visits - Mileage	\$ (8,000.00)	mileage pool		1 pool	1 pool		\$ (8,000.00)
261			\$ (9,000.00)		Line Officers - In State Travel - Hotel	\$ (150.00)	night		15 nights	4 officers		\$ (9,000.00)
262			\$ (2,500.00)		Line Officers - Retreat	\$ (2,500.00)	day		1 day	1 day		\$ (2,500.00)
263			\$ (4,800.00)		Planning Session for 2019 - April - Hotel	\$ (275.00)	night		1 night	25 members		\$ (6,875.00)
264			\$ (4,500.00)		Planning Session for 2019 - April - Mileage	\$ (4,500.00)	mileage pool		1 pool	1 pool		\$ (4,500.00)
265			\$ (1,000.00)		RVPs - Local Association Visits - Mileage	\$ (2,000.00)	mileage pool		1 pool	1 pool		\$ (2,000.00)
266			\$ (119,845.00)	\$ (70,380.00)	TOTAL							\$ (122,953.00)
267												

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L
268	CONSUMER OUTREACH - 1955											
269	EXPENSE											
270	786	Promotion	\$ (20,000.00)	\$ (22,500.00)	Community Involvement/Community Service Awards	\$ (20,000.00)		1		1		\$ (20,000.00)
271			\$ (2,500.00)		Homeless Initiative	\$ (5,000.00)		1		1		\$ (5,000.00)
272	810	Professional/Contract Fees	\$ (6,000.00)	\$ (2,000.00)	Spokesperson Training - Officers	\$ (3,000.00)		1		1		\$ (3,000.00)
273					Public Relations - Firm Retainer (moved from BS&T)	\$ (36,000.00)		1		1		\$ (36,000.00)
274					Public Relations - Annual Special Project (moved from BS&T)	\$ (25,000.00)		1		1		\$ (25,000.00)
275					Public Relations - Media Monitoring and Clips (moved from BS&T)	\$ (1,350.00)		1		1		\$ (1,350.00)
276	867	Travel/Other	\$ (2,500.00)	\$ (750.00)	Miscellaneous Travel (Officers)	\$ (2,500.00)		1		1		\$ (2,500.00)
277			\$ (31,000.00)	\$ (25,250.00)	TOTAL							\$ (92,850.00)
278	PERSONNEL - 1990											
279	EXPENSE											
281	501	Salaries/Benefits	\$ (2,475,942.00)	\$ (2,389,316.00)	Salaries (28)	\$ (2,525,000.00)	salaries	1	time	1	time	\$ (2,525,000.00)
282	503	Payroll Taxes	\$ (212,967.00)	\$ (186,908.00)	Payroll Taxes/Fees	\$ (220,000.00)	taxes	1	time	1	time	\$ (220,000.00)
283	510	Group Medical/Dental/Life Ins.	\$ (269,429.00)	\$ (230,117.00)	Insurance	\$ (280,000.00)	fee	1	time	1	time	\$ (280,000.00)
284	525	Workers Comp Ins.	\$ (9,937.00)	\$ (6,325.00)	Workers Compensation	\$ (10,000.00)	fee	1	time	1	time	\$ (10,000.00)
285	530	Pension Plan Contributions	\$ (187,686.00)	\$ (185,568.00)	401K	\$ (215,000.00)	contributions	1	time	1	time	\$ (215,000.00)
286	531	Pension Plan Admin	\$ -		TPA	\$ (3,000.00)	fee	1	time	1	time	\$ (3,000.00)
287	535	Payroll Fees/Expenditures	\$ -		Payroll Fees	\$ (3,500.00)	fee	1	time	1	time	\$ (3,500.00)
288			\$ (3,155,961.00)	\$ (2,998,234.00)	TOTAL							\$ (3,256,500.00)
289	BUILDING - 6000											
290	INCOME											
292	415	Rents	\$ 33,619.68	\$ 51,190.72	AHCC (expires 8/31/2021)	\$ 4,392.76	month		8	months	1	\$ 35,142.08
293					AHCC (expires 8/31/2021)	\$ 4,524.54	month		4	months	1	\$ 18,098.16
294			\$ 5,763.66	\$ 11,359.44	Dr. Sun (expires 6/30/2019)		month			months	1	\$ -
295			\$ 5,936.58		Dr. Sun (expires 6/30/2019)	\$ 989.43	month		12	months	1	\$ 11,873.16
296			\$ 6,249.24	\$ 18,565.72	Assoc. of Golf Merchandisers (expires 4/30/2020) (1/1/18-4/30/18)	\$ 1,657.46	month		8	months	1	\$ 13,259.68
297			\$ 12,873.44		Assoc. of Golf Merchandisers (expires 4/30/2020) (5/1/18-12/31/18)	\$ 1,609.18	month		4	months	1	\$ 6,436.72
298			\$ 16,554.10	\$ 19,382.72	Southwest Institute (expires 10/31/18) (1/1/18-10/31/18)		month			months	1	\$ -
299			\$ 3,410.14		Southwest Institute (expires 10/31/18) (11/1/18 - 12/31/18)		month			months	1	\$ -
300			\$ 17,499.48	\$ 34,489.26	Urban Fabric Builders (expires 6/30/2019)		month			months	1	\$ -
301			\$ 18,024.60		Urban Fabric Builders (expires 6/30/2019)	\$ 3,004.10	month		6	months	1	\$ 18,024.60
302					Rental Tax Receipts							\$ -
303			\$ 119,930.92	\$ 134,987.86	TOTAL							\$ 102,834.40
304	EXPENSE											
306	621	Repairs/Maintenance	\$ (3,500.00)	\$ (95,000.00)	General Upkeep (lights, air filters, etc.)	\$ (3,500.00)		1		1		\$ (3,500.00)
307			\$ (2,100.00)		Pest Control	\$ (1,587.20)		1		1		\$ (1,587.20)
308			\$ (4,934.00)		Elevator	\$ (2,710.80)		1		1		\$ (2,710.80)
309			\$ (6,500.00)		Building/General	\$ (6,500.00)		1		1		\$ (6,500.00)
310			\$ (5,362.56)		HVAC - AZ Control Specialist Contract	\$ (5,640.00)		1		1		\$ (5,640.00)
311			\$ (7,740.00)		HVAC Service Contract - O'Neil	\$ (7,500.00)		1		1		\$ (7,500.00)
312			\$ (7,519.32)		HVAC Miscellaneous Repairs	\$ (3,919.32)		1		1		\$ (3,919.32)
313			\$ (3,724.00)		Security/Fire Alarm/Extinguishers	\$ (2,710.00)		1		1		\$ (2,710.00)
314			\$ (10,400.00)		Exterior Repairs/Maintenance	\$ (6,700.00)		1		1		\$ (6,700.00)
315			\$ (429.00)		Security Monitoring	\$ (393.00)		1		1		\$ (393.00)
316			\$ (23,780.00)		Interior Repairs/Maintenance	\$ (11,890.00)		1		1		\$ (11,890.00)
317			\$ (36,800.00)		Janitorial/Window Cleaning	\$ (38,850.00)		1		1		\$ (38,850.00)
318			\$ (5,000.00)		Pictures/Furnishings	\$ (5,000.00)		1		1		\$ (5,000.00)
319			\$ (6,600.00)		Landscaping - Maintenance	\$ (9,700.00)		1		1		\$ (9,700.00)
320	623	Utilities	\$ (99,725.00)	\$ (107,000.00)	Electricity	\$ (112,900.00)		1		1		\$ (112,900.00)
321			\$ (7,179.50)	\$ (6,371.00)	Sewer/Water	\$ (7,714.50)		1		1		\$ (7,714.50)
322			\$ (1,304.12)	\$ (1,121.00)	Trash	\$ (1,335.56)		1		1		\$ (1,335.56)
323	624	Insurance	\$ (6,500.00)	\$ (5,925.00)	Property Insurance (Osborn)	\$ (6,500.00)		1		1		\$ (6,500.00)
324	625	Real Estate Taxes	\$ (63,000.00)	\$ (58,815.00)	Property Taxes	\$ (63,000.00)		1		1		\$ (63,000.00)
325	804	Rental taxes	\$ (500.00)	\$ (500.00)	Rental Taxes	\$ (500.00)		1		1		\$ (500.00)
326	810	Professional/Contract Fees	\$ (10,560.00)	\$ (10,560.00)	Management Fees	\$ (10,560.00)		1		1		\$ (10,560.00)
327			\$ (40.00)	\$ (40.00)	Permits/Fees	\$ (40.00)		1		1		\$ (40.00)
328			\$ (125.00)	\$ (125.00)	Check Fees	\$ (125.00)		1		1		\$ (125.00)
329			\$ (10,000.00)	\$ (11,000.00)	Leasing Agent Commission	\$ (10,000.00)		1		1		\$ (10,000.00)
330			\$ (323,322.50)	\$ (296,457.00)	TOTAL	\$ (228,550.38)						\$ (319,275.38)
331			\$ (6,334,302.98)	\$ (6,020,623.40)	TOTAL (EXPENSE)							\$ (6,546,711.38)
332			\$ 9,392,800.92	\$ 9,729,265.86	TOTAL INCOME							\$ 9,653,504.40
333			\$ 3,058,497.94	\$ 3,708,642.46	TOTAL NET (EXPENSE)/INCOME							\$ 3,106,793.02

2019 AAR CAPITAL BUDGET
(Proposed)

	<u>Budget</u>	<u>Actual</u>
<u>Computer</u>		
Network Infrastructure: Replacements & Upgrades	\$50,000	\$0
Network Infrastructure: Disaster Recovery	\$5,000	\$0
Network Infrastructure: Security	\$12,000	\$0
ExCom Tablet Reimbursements	\$6,600	\$0
Website, Software, and Hardware Upgrades	\$10,450	\$0
New and Replacement Workstations/Laptops	\$35,000	\$0
	<u>\$119,050</u>	<u>\$0</u>
<u>Furniture & Equipment</u>		
Audio/Video	\$3,000	\$0
Replacement Desk & Office Furniture	\$5,250	\$0
Miscellaneous	\$200	\$0
	<u>\$8,450</u>	<u>\$0</u>
<u>Building</u>		
HVAC	\$20,780	\$0
Meeting Center	\$20,000	\$0
Interior Repairs & Improvements	\$0	\$0
Exterior Repairs & Improvements	\$0	\$0
	<u>\$40,780</u>	<u>\$0</u>
Total Yr. 2019	<u><u>\$168,280</u></u>	<u><u>\$0</u></u>



2019 Strategic Plan
For Board of Directors
Approval

Introduction:

The strategic objectives in the Arizona REALTORS® Strategic Plan are the parameters in which the primary committees will develop strategies to deliver programs, products, services and activities (PPSAs). Specific PPSA planning must be tested against the association vision, purpose and customer.

The Arizona REALTORS® Vision is:

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

The Arizona REALTORS® Purpose is:

To serve its members by providing and promoting services to enhance members' abilities to conduct their businesses with integrity and competency and to promote the extension and preservation of private property rights.

The Arizona REALTORS® Customer is:

The association has diverse customers who are the direct recipients of the association's PPSAs: members in good standing and local member associations.

Strategic Plan Development:

This plan is the result of an intensive Planning Session held on April 27, 2018 in Phoenix. The participants included Arizona REALTORS® officers, directors, committee chairs/vice chairs, local association leaders and key Arizona REALTORS® personnel. The 2018 Strategic Plan created a solid foundation for the 2019 Strategic Plan so that the participants concentrated on specific questions posed to create programs and initiatives that support the association's culture.

The Arizona REALTORS® President-Elect Patrick Lewis and Jeff Turner facilitated the planning process. Within our vision and purpose, we will intentionally manage or create an experience for our members and staff.

Global Discussion:

The participants discussed whether the Arizona REALTORS® have a role in global real estate that falls within the Arizona REALTORS® purpose, and if so, identifying the Arizona REALTORS® global Strategic Objective. The participants determined that a Presidential Advisory Group should be formed to examine the merits of a future global Strategic Objective in the Arizona REALTORS® Strategic Plan.

AREA 1: GOVERNANCE AND OPERATIONS

PURPOSE: The Arizona REALTORS® is a professional REALTOR® association that functions within a fluid operational structure and responsive governance model to accomplish its purpose and vision.

Strategic Objective 1.A: The Arizona REALTORS® is an effective member directed, fiscally responsible, non-profit corporation.

Actions:

1. Continue to proactively research and review options for the Arizona REALTORS® efficiency improvement.
2. Maintain a staff succession plan.
3. Evaluate the need for additional bylaws and policies that define success/behaviors/standards for association primary committees and implement as advisable.
4. Evaluate the need for a more formalized system for primary committees to annually evaluate programs and communicate recommendations to incoming primary committee chairs and implement as advisable.

Strategic Objective 1.B: The Arizona REALTORS® offers a value package that enhances members' abilities to conduct their businesses with integrity and competency.

Actions:

1. Influence members to utilize REALTOR® brands (products and services).
2. Promote the value and the “why” of the REALTOR® brand to our members and consumers.
3. Promote REALTORS® as professionals.

Strategic Objective 1.C: The Arizona REALTORS® partners and collaborates with local member associations to accomplish mutual goals.

Actions:

1. Assist and certify local associations in core standards compliance.
2. Partner with local associations to provide new REALTOR® orientation resources to include Arizona REALTORS®.
3. Be a resource and provide tools for local associations to communicate their relevance to members.
4. 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.

Strategic Objective 1.C.1: The Arizona REALTORS® leadership engages with local association leadership to strengthen the strategic partnership.

Actions:

1. Empower leadership with the tools to increase face-to-face conversations/training/education with the competent middle member where they live in their brokerages (Project “Belly-to-Belly”).
2. Provide a vehicle for feedback obtained from Project “Belly-to-Belly” on what is and is not working.

3. Develop the systems required to measure the success of Project “Belly-to-Belly.”
4. Develop and deliver monthly “talking points” on association activities to association RVPs and leadership.

Strategic Objective 1.D: The Arizona REALTORS® is regarded as an influential voice and partner to the NATIONAL ASSOCIATION OF REALTORS®.

Strategic Objective 1.E: The Arizona REALTORS® cultivates strategic alliances and partners with MLSs, institutes, societies, councils and other homeownership entities on endeavors that benefit the membership.

Actions:

1. Encourage communication and collaboration with associations and MLSs regarding the member experience.
2. Maintain a collaborative working relationship with ADRE.
3. Maintain MLS regional consolidation resources for local associations.

AREA 2: LEGISLATIVE & POLITICAL AFFAIRS OVERSIGHT - ADVOCACY

PURPOSE: The Arizona REALTORS® is the most powerful and influential political force in Arizona.

Strategic Objective 2.A: The Arizona REALTORS® proactively advocates and protects private property rights and real property ownership.

Actions:

1. Articulate NAR's and/or Arizona REALTORS® legislative/political successes to members with emphasis on how it affects their day-to-day business.
2. Continue to follow the Legislative Policy Statements.
3. Proactively advance or defeat legislation to benefit private property rights and REALTORS®
4. Maintain and promote a mechanism by which members can relay, on a year round basis, legislative comments and proposals.

Strategic Objective 2.B: The Arizona REALTORS® advocates and capitalizes on the REALTOR® Party.

Actions:

1. Provide resources to members to help them understand the value of RAPAC.
2. Educate and encourage members to share the value of RAPAC.
3. Utilize the NAR stipend to promote the available REALTOR® NAR programs.

Strategic Objective 2.B.1: The Arizona REALTORS® leverages and maintains influential relationships.

Strategic Objective 2.B.2: The Arizona REALTORS® serves as a resource for local associations to take advantage of REALTOR® Party opportunities.

Strategic Objective 2.C: The Arizona REALTORS® strives to achieve NAR RPAC fundraising goals and Calls for Action participation rates.

Actions:

1. Continue to provide assistance, examples, fundraising ideas and messaging to achieve and sustain 100% of our RAPAC goals.
2. Articulate RAPAC successes to members with emphasis on how it affects their day-to-day business.
3. Establish an emphasis on previous RAPAC investors with a focus on retention and continued investment.

AREA 3: RISK MANAGEMENT

PURPOSE: The Arizona REALTORS® provides members with unsurpassed risk management tools.

Strategic Objective 3.A: The Arizona REALTORS® forms establish the standard of care in the industry.

Strategic Objective 3.A.1: The Arizona REALTORS® maintains the most up-to-date forms, develops new forms as circumstances warrant, and protects forms' copyrights.

Strategic Objective 3.B: The Arizona REALTORS® monitors claims statistics to identify liability trends.

Strategic Objective 3.C: The Arizona REALTORS® maintains comprehensive and accessible legal information for member use.

Actions:

1. Continue to monitor marijuana legal conflicts, solar, marketing service agreements and comfort animals; and keep members informed as these issues evolve.
2. Continue promotion and education of federal regulatory changes and enforcement; respond to changes and monitor
3. Continue to monitor cyber-fraud and cyber-security issues and keep members informed of the risks, as well as maintain policies and procedures members can implement to mitigate those risks.

Strategic Objective 3.D: The Arizona REALTORS® provides programs for early and effective dispute resolution.

Strategic Objective 3.E: The Arizona REALTORS® is proactive in promoting laws (legislative and case law), regulations, and standards of practice that reduce member liability.

Strategic Objective 3.F: The Arizona REALTORS® proactively provides timely and relevant risk management information, education and tools via both “bite-size” and “in-depth” content across varied communication platforms.

Actions:

1. Maintain the educational tool kit for teams and brokers on best practices and guidelines for management of teams.
2. Promote and continue to develop resources that assist brokers in operating a brokerage that is of value to the public, agents and the real estate industry (i.e. risk management, legal hotline, etc.).
3. Investigate and make a recommendation regarding the implementation of a Business Hotline for brokers to assist them in better business management.
4. Direct agents to their brokers.
5. Direct members to AARonline.com for relevant risk management resources.

Strategic Objective 3.F.1: The Arizona REALTORS® collaborates with local associations, regional vice presidents and multiple listing services to identify risk management needs for members, associations and regions.

Strategic Objective 3.F.2: The Arizona REALTORS® acts as a conduit between associations on the national, state and local levels.

Strategic Objective 3.G: The Arizona REALTORS® maintains an effective Legal Hotline and publishes meaningful legal information for the benefit of its members.

Actions:

1. Share with agents the dangers posed by social media.
2. Educate agents on potential ethical and legal liabilities associated with off-market listings.

Strategic Objective 3.H: The Arizona REALTORS® provides unsurpassed Professional Standards enforcement and ongoing Professional Standards training programs for hearing panel members, grievance committee members, mediators and ombudsmen while reinforcing, on a continuing basis, Arizona REALTORS® Professional Standards benefits and results.

AREA 4: PROFESSIONAL & BUSINESS DEVELOPMENT

PURPOSE: The Arizona REALTORS® sets the standard in quality and meaningful professional development that positions the REALTOR® member to succeed, and delivered to members in their moment of need.

Strategic Objective 4A: To be the most trusted source and delivery partner of professional development and information resources for REALTOR® members and local REALTOR® associations.

Actions:

1. Cultivate an environment that emphasizes the benefits and value of lifelong learning.
2. Provide low cost or no cost subsidized educational programs as needed,
3. Integrate national speakers into Arizona REALTORS® conferences and conventions to provide a broad scope in national business practices, trends and techniques.
4. Create content that articulates the REALTOR® value to the consumer – both on the agent and broker level. Deliver content to Business Services & Technology for creation of an online tool.

Strategic Objective 4.A.1: The Arizona REALTORS® works through appropriate channels to influence ADRE to permit c/e credit for business-skill related topics.

Strategic Objective 4.B: The Arizona REALTORS® provides comprehensive, reliable, and accessible professional development that is learner-centered to REALTOR® members.

Actions:

1. Provide resources to brokers that address the needs of the diverse brokerage community and actively promote existing education resources to the broker member.
2. Design educational programs that focus on building member success.
3. Provide materials to instructors to promote professionalism at every education opportunity.
4. Evaluate how an immersive learning experience can be incorporated into Arizona REALTORS® programs.
5. Identify the attributes of professionalism and explore the feasibility of developing educational programs/resources.

Strategic Objective 4.C: The Arizona REALTORS® develops new volunteer leaders.

Actions:

1. Create educational events, classes and opportunities to enhance leadership skills.

Strategic Objective 4.C.1: The Arizona REALTORS® delivers a leadership training program for on-going development of future local and state association leaders.

Strategic Objective 4.D: The Arizona REALTORS® employs technologies and resources to create a state of the art learning environment available to members.

Actions:

1. Investigate the feasibility of developing a mentorship in a box template for agents that brokerages can use.

Strategic Objective 4.E: The Arizona REALTORS® provides partnership opportunities with local associations, the brokerage communities and allied industries to deliver education programs and resources.

Strategic Objective 4.F: The Arizona REALTORS® attracts, retains and develops instructors who have exceptional skills and embrace modern teaching techniques.

Strategic Objective 4.G: The Arizona REALTORS® offers a premier annual REALTOR® event that: (1) energizes members and leaves them full of passion for the real estate industry and their business; (2) provides an opportunity for members to build their networks; (3) provides an opportunity to discover best practices; and (4) helps members understand the Arizona REALTORS® value proposition.

Actions:

1. Promote the date a year in advance
2. Provide sessions that assist members in enhancing their business, such as lead generation, top producer panels, best practices and business planning.
3. Provide sessions that assist members in understanding the Arizona REALTORS® value proposition and benefits, such as use of association business tools, risk management resources, legal updates, and legislative/political advocacy efforts.
4. Provide energizing networking opportunities.
5. Investigate partnership/promotion opportunities with brokerages, builders, and other real estate related organizations.
6. Investigate third party marketing with RFP and retain if advisable.

AREA 5: BUSINESS SERVICES & TECHNOLOGY

PURPOSE: The Arizona REALTORS® support the success of REALTOR® members with business services.

Strategic Objective 5.A: The Arizona REALTORS® controls and provides the delivery of Arizona REALTORS® forms to the members as a member benefit.

Strategic Objective 5.B: The Arizona REALTORS® provides technology tools, other than forms delivery, as a member benefit only if: the Arizona REALTORS® is in a unique position to provide the tool; the tool creates value statewide; or the tool advances the real estate industry and the Arizona REALTORS® Vision.

Actions:

1. Pursue partnership and collaboration opportunities to teach members how to use business technologies.

Strategic Objective 5.C: The Arizona REALTORS® investigates and provides information on member or staff recommended products and services that increase efficiency, profitability and digital security of member business operations.

Actions:

1. Research and inform members on how to choose the right technologies for business through multiple channels of communication.

Strategic Objective 5.D: The Arizona REALTORS® negotiates discounts for products and services that benefit members and consistently market those offerings.

Strategic Objective 5.E: The Arizona REALTORS® develops and maintains data, beginning with an enhanced member profile, to better understand member needs; communicate more effectively with members; and maximize adoption of Arizona REALTORS® programs and services.

Actions:

1. Research and inform members on how to choose the right technologies for business through multiple channels of communication.
2. Investigate strategies for member communications via the Single Sign-On platform using targeted pop-up messaging based on criteria from the enhanced member profile data within RAMCO.

Strategic Objective 5.F: The Arizona REALTORS® explores, identifies and recruits members who are technologically adept to enhance the goals of the committee.

Actions:

1. Create a mechanism for consistent member generated content regarding technology related issues and practices.

AREA 6: COMMUNICATIONS AND CONSUMER OUTREACH

PURPOSE: The Arizona REALTORS® communicates the right message to the right people at the right time in methods that listen, reach out, inform, connect and engage with the membership and local associations.

Strategic Objective 6.A: The Arizona REALTORS® disseminates pertinent, relevant and timely industry information.

Strategic Objective 6.B: The Arizona REALTORS® engages in regular outreach to members and local associations to offer shared communication services and identify unique needs.

Strategic Objective 6.C: The Arizona REALTORS® reviews, on an ongoing basis, best practices in website navigation, search and user interface and integrates these practices into Arizona REALTORS® blogs and websites, including researching the feasibility of customizing website content for individual users based on user-selected topics and actual use of the site.

Actions:

1. Organize information on the website for easy search and access by members.
2. Create an online tool that will build a “listing” presentation sheet/slide/flyer that may be used by members to articulate the REALTOR® value to the consumer utilizing content developed by the Professional & Business Development Committee.

Strategic Objective 6.C.1: The Arizona REALTORS® investigates the feasibility of a system that allows members to choose preferred communication methods, topics and frequency of push communications.

Actions:

1. Implement a system to find out the preferred communications methods of our members and communicate with our members via segmented content.
2. Develop a system to measure segmented responses.
3. Investigate and make recommendations regarding the use of text as a primary source of member communication.

Strategic Objective 6.D: The Arizona REALTORS® will engage in not less than four consumer outreach activities.

Strategic Objective 6.D.1: The Arizona REALTORS® will be the “Voice for Real Estate” in Arizona.

Strategic Objective 6.D.2: The Arizona REALTORS® will invest in and promote community involvement activities.

Strategic Objective 6.D.3: The Arizona REALTORS® will consistently communicate advocacy efforts.

Actions:

1. Provide a consistent Arizona REALTORS® voice which will speak to advocacy efforts with a focus on consumer outreach and education to the public and members.

Strategic Objective 6.E: The Arizona REALTORS® promotes the value of using REALTORS®.

Actions:

1. Communicate the value and successes of the REALTOR® association throughout the state.

Strategic Objective 6.F: The Arizona REALTORS® solicits community outreach efforts conducted by REALTOR® members and recognizes them through an annual award.

Strategic Objective 6.G: The Arizona REALTORS® develops a system to listen (via social channels) for the purpose of delivering timely and relevant content for member associations to foster discussion.

Actions:

1. Investigate the value of a social media policy for members serving on Primary Committees and make a recommendation to the Executive Committee if advisable.
2. Regularly communicate association initiatives and work in progress to members.

Strategic Objective 6.H: The Arizona REALTORS® increases diversity among its members by developing a communication campaign that promotes real estate as an inclusive profession.

Actions:

1. The Arizona REALTORS® promotes real estate as a first-time profession to high schools, junior colleges and colleges.

Strategic Objective 6.I: Investigate retaining a third-party marketing firm to assist in identifying, defining, creating and accomplishing measurable member communication efforts.

Note: The above Objectives and Actions are not in priority order.

ARIZONA REALTORS®

STRATEGIC PLAN CERTIFICATION

This Strategic Plan includes Advocacy and Consumer Outreach components, and has been officially adopted by the Board of Directors of the Association. It will be reviewed annually by the Board of Directors and submitted to NAR for approval.

Board of Directors approval on:

Date

President's signature

Date

President-Elect's signature

Date

CEO's signature

Date

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.

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

EXECUTIVE COMMITTEE

AAR is an effective member directed, fiscally responsible, non-profit corporation. AAR offers a value package that enhances members' abilities to conduct their businesses with integrity and competency.

Measurable Objectives	Status
Assist leadership engagement with local association leadership to strengthen the strategic partnership.	On-going Planning for attendance at local association installations.
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 th Motion approved during the March 19 th ExCom meeting and March 22 nd BOD meeting for RMC Chair and AE Representative changes. Motion approved during June 6th meeting for LPA Chair and Vice Chair change. On October 17th BOD agenda for approval.
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 th 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. Proposed 2019 Strategic Plan, Operating and Capital Budgets, and Primary Committee Business plans approved during September 7th budget meeting. On October 17th BOD agenda for final approval.
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 nd BOD Agenda. Approved by BOD on March 22 nd 2019 Committee received updated position descriptions during September 7th Orientation.
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, September 7th 2019 budget 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"> • 86 % - January meeting • 100 % - March meeting. • 100 % - June meeting • 100 % - 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. Compliance form for 2018 being completed.
Assist and certify local associations in NAR mandatory core standards compliance.	18 Certified in December 2017. Report Cards sent to each local association 9/18.
Plan and conduct annual Arizona AE Workshop.	Completed successful workshop presented with Rebecca Grossman July 29 & 30th
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.	Joanne Glaudini, SE AZ and Kerry Dempsey, Kingman to serve 2019
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. Video completed September 4th and posted on association website and local association AE Basecamp.
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 th IREM/CCIM Event. AAR Sponsorship of April 19 th VAREP event. CEO appointed to serve on ARMLS Board of Directors.
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.	11 earned media spots this year (3 since May 6th). See www.aaronline.com/press/
Promote the value proposition of using a REALTOR [®] and/or engaging in community activities which enhance the image of REALTORS [®] .	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 [®] brand to our members and consumers.	On-going with PR firm Facebook Live event held on May 3 rd , June 7th, July 12th, August 2nd, September 13th
Promote REALTORS [®] 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. Received more than 400,000 signatures, submitted signed ballots on July 2nd, Campaign underway.
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 [®] 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[®].

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	Officers registered

REGION 11

AAR, as a member of Region 11, plays a vital role in its influence on NAR policy and decision making. AAR is regarded as an influential voice and partner to the NATIONAL ASSOCIATION OF REALTORS®.

Measurable Objectives	Status
Remain active in all NAR Region 11 activities (Caucus, Nominating Committee, and Strategic Planning Committee).	On-going
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 th
Assist Arizona's 2019 RVP	On-going. 2019 Region XI Conference which will be held at the Wigwam Resort in Litchfield Park April 10-12.

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.	Dues collected from 49,657 members through July 31st
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.	Motion to reallocate LPA budget to donate to Senator John McCain's funeral.
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. Meetings with UBS Financial advisor on February 13 th and February 20 th . 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 th
Assist with the annual audits (AAR, ARDAF, ARFHCO, RAPAC).	AAR audit began January 23-26 Meeting with auditors held on February 20 th . ARDAF, ARFHCO, and RAPAC audits completed August 15th .
Prepare and finalize 2019 Operating and Capital budget with the 2019 Executive Committee and Board of Directors.	Proposed 2019 Operating and Capital budgets approved by Executive Committee on September 7th, on October 17th BOD agenda for approval.

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

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

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.	Completed August 15th
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 – April and July reports completed.

**ARIZONA REALTORS® FOUNDATION FOR HOUSING AND
COMMUNITY OUTREACH (ARFHCO)**

The Foundation is a separate 501(c)(3) corporation. The Foundation provides education opportunities to AAR members as well as an EAH program to state and local association employees.

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

2018 PBD Measureable Objective Update

From: Professional and Business Development (PBD) Committee
Chair: Susan Slattery
Staff Liaison: Barb Freestone
Date: September 14, 2018

REALTOR® - The best prepared real estate professional with the highest standards.

The following are programs, products, services and activities (PPSA's) with Professional and Business Development oversight.

Current Top Priorities

- Leadership Conference
- Instructor Development – October 3
- Broker Summit – October 15
- 2019 Convention Planning
- 2019 Education class scheduling
- MRES Society Membership Drive
- GRI course curriculum review

Recommendations

- None at this time

Groups Formed

- GRI Oversight Workgroup – Sindy Ready
- Broker University Workgroup – Keri Means
- CRPM Advisory Workgroup – Sue Flucke
- 2018 Convention Planning – James Adams

Program, Product, Service or Activity (PPSA):

Broker University

This program involves:

- *Broker Summit*
- *Broker Management Clinic classes*
- *Mack In A Minute video series*
- *Broker Brief webinars*
- *Branch Manager resources*

Measurable objectives	
Design and deliver a broker summit that addresses the needs of the diverse brokerage community.	October 3 ADRE Update – Commissioner Lowe Legal Update – Scott Drucker/ Nikki Salgat Cybersecurity Panel Broker Panel – open Q&A
Develop, partner and/or provide programs that focus on broker and operational competencies.	Florida Association discontinued Operations webinar series Researching CRB program feasibility – affordability & interest
Communicate educational opportunities to brokers with messages that demonstrate the value of the programs to the broker and their agents.	Contract Conversation, Mack In Minute information included in 2 nd and 3 rd Quarterly Broker/Manager Newsletter
Student feedback is favorable regarding quality and relevance	
Redesign and deliver engaging and practical-based Broker Management Clinics	BMC 2 and 3 held during the AAR convention Broker University Workgroup agenda item.
Maintain, and update as needed, a Broker University webpage that compiles professional development resources:	Ongoing Workgroup in process of recommending ta Broker button on AAR’s homepage o Risk Management & BS&T
Provide opportunities for brokers/managers to stay abreast of issues, trends and AAR activities delivered through timely webinars and videos.	Broker Brief Webinars – 2018 Tax webinar held in August Contract Conversation and Mack In a Minute videos
Explore and engage in opportunities to provide professional development programs or resources to branch managers.	Forwarded recommendation to BS&T to include article or links of interest to Branch Managers in periodic Voice issues.
Continue to produce and distribute the Mack In A Minute video series.	On-going. Mack In a Minute videos are sent out via email to brokers/managers the first Monday of every month. Archived videos are housed on AARonline.com/Increase-Knowledge

Identify the needs of the diverse brokerages for use in developing professional development programs.	
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Program, Product, Service or Activity (PPSA):

rCRMS (Certified Risk Management Specialist)

This program involves:

- rCRMS Program development, administration, delivery and marketing

Measurable objectives	
Members will have access to rCRMS classes offered in partnership and live streamed at a competitive and affordable price	<p>24classes (live and live-streamed) scheduled to date in partnership with local associations</p> <p>January Federal Legal Issues – 46 attendees January Essential Skills – 25 attendees February Disclosure – 32 Attendees February Res Contract – 20 Attended March Agency (Remote) – 42 Attended April Disclosure – 17 Attended April Agency- 22 Attended April Essential Skills – 41 Attended May Disclosure (Remote) – 36 Attended June Essential Skills – 54 Attended June Federal Legal – 63 Attended July Res Contract (Remote) – 65 Attended August Agency – 38 attended August Leasing Essentials – 37 attended August Contract – 47 attended</p>
Monitor and update curriculum as needed.	On-going
Explore opportunities to incorporate or increase engagement activities into the curriculum.	On-going
Maintain and monitor a cadre of qualified instructors	On-going

Provide an easy to find master calendar and path earn the certification on rCRMS webpage	Done
Maintain a dedicated instructor page to house course materials.	Done (password protected)
Offer rCRMS certification holders discounted class registration fees.	Registration fee discounted by \$25 for current rCRMS Cert holders
Employ communication strategies to market upcoming courses and program value, including social media and video.	Inventory of instructor invitation videos will be conducted and reviewed by the end of March to identify needed updates
Recognize newly certified members on CRMS webpage, AAR Facebook page and announced to local associations.	Ongoing January – 1 Graduate February – 5 Graduates March - 6 Graduates April – 8 Graduates June – 1 Graduate

Program, Product, Service or Activity (PPSA):

Education Outreach

This program involves:

1. Delivery, admin and resources for live and live-streamed REBAC classes
2. Live-streamed c/e classes
3. Annual Trends Summit
4. Development of micro-learning segments
5. New agent resource

Measurable objectives	
AAR will engage instructors who have practitioner experience in the topic area and who adapt to learner-centered teaching with preference given to instructors who assist in marketing effort requests.	On-going Three new instructors added to the live streamed cadre
Provide partnership and revenue share opportunities to local associations, brokerages and NARPM who want to offer REBAC and AAR classes.	12 local associations participating in the AAR live streamed courses 3 local associations offering REBAC classes through AAR partnership 3 firms offering AAR c/e classes in through AAR
Live Stream one day of c/e classes with local associations each month.	Courses scheduled, instructors booked January CE class – 150 students

	<p>February CE Class – 53 Students March CE Class – 51 Students April CE Class – 35 Students (May CE Class cancelled) June CE Class – 65 Students July CE Class – 56 Students August CE Class – 82 Students</p>
<p>Collaborate with instructors to identify how to incorporate (or increase) engagement/ activities into the curriculum they teach.</p>	<p>Workshop held to teach Kahoot platform to instructors</p> <p>Library containing short videos in development highlighting engagement activities</p>
<p>Members will have access to education programs offered through AAR at a competitive and affordable price.</p>	<p>Completed</p> <p>3 hour c/e registration fees set at \$20</p> <p>3 hour CRPM registration fee set at \$25</p> <p>6 hour CRPM course registration fee set at \$79</p> <p>6-hour REBAC registration fee set at \$59</p> <p>6 hour rCRMS course registration fee set at \$59 (registration for live streaming set at \$49)</p> <p>12 hour rCRMS course registration fee set at \$79</p>
<p>AAR will provide local associations with an Education Chairman’s manual and Live Streaming Administrative Guide.</p>	<p>Completed</p>
<p>Deliver an Annual Trends Summit featuring national speakers for changing trends and business practices in the industry.</p>	<p>Target: December</p>
<p>Assist instructors who meet AAR’s criteria, in obtaining approval to teach REBAC classes</p>	<p>New REBAC instructor Mandy Neat</p>
<p>Grow the cadre of well-trained live streaming instructors.</p>	<p>New instructors added to the live streaming cadre for 2018 include: Jesi Wolnik, Jimmy V, Patrick Ritchie, Melinda Eslinger</p>
<p>Engage in opportunities to provide new agent resources/training opportunities.</p>	<p>Partnership with the Paperless Agent to provide monthly webinar series and online coaching geared for members in the business 5 years or less</p>

	Training topics include: lead generation, marketing, branding, listing appointments, buyer tours, sales mastery, technology, social media
Research education needs within the commercial membership segment and identify what AAR's role should be.	
Explore opportunities to take current content and convert into micro-learning training.	Ongoing

Program, Product, Service or Activity (PPSA):

Education Development

This program involves:

- *Resources, reference material and training expenses to stay abreast of education trends and technologies*
- *Course development/updates*
- *Contract Conversation videos*

Measurable objectives	
Maintain and update learning management platform license.	Completed
Monitor and enhance live streaming platform to continually provide an effective learning experience and adhere to ADRE regulations.	Upgraded TV monitor for Instructor's view in December 3 new laptops for host classroom Conference call with remote site AE's held Meeting and Host Classroom tour held with AE's in August
Explore gamification opportunities that can be incorporated into education programs.	Instructor workshop held in March on Kahoot October IDW focuses on engagement activities
Staff has access to the necessary curriculum development and delivery resources to develop quality programs	On-going Staff attended Training Magazine conference in February
Explore development of a professionalism certification program or research/license available programs when that is more feasible.	Committee defined professionalism as: Attitude, how one carries and conducts him/herself

	<p>Committee identified key attributes of a professional:</p> <ul style="list-style-type: none"> • Responsive • Transparent • Ethical • Honest • Knowledgeable • Open minded • Fair • Positive perspective • Level-headed • Problem solver • Educated • Excellent communication skills • Reputation
Produce a minimum of 4 Contract Conversation videos.	Planning stages for a video featuring Jan Leighton and the AAR Land Purchase Contract
Research and evaluate how an immersive learning experience can be incorporated into AAR's programs.	
Explore possibility of developing or making available retirement workshops, videos or resources for members.	<p>NAR's retirement class, "Building Wealth, Representing Investors, and Becoming One Yourself" offered at the Convention</p> <p>Information regarding NAR's Financial Wellness to be distributed at upcoming events</p>

Program, Product, Service or Activity (PPSA):

Instructor Development

This program involves:

- *Instructor Development programs and opportunities*
- *Attendance at trainer conference*
- *Research and Resources (training/subscriptions) to share, incorporate and monitor presentation trends*

- *Video production*
- *Uniform Instructor Standards*

Measurable objectives	
Provide AAR instructors with opportunities to continually grow their skills and understanding of the needs of the modern learner.	December 2017 webinar: Look Who's Talking - Classroom Management IDW – January 19 with Len Elder (26 attended) IDW and Instructor Forum scheduled for October 3
Provide resources and guidance to new instructors coming into AAR cadre.	Classroom Management videos will be available by the end of the year Gary Nelson and Mandy Neat completed the Bob Pike Trainer Bootcamp in December
Provide training and resources to AAR's instructors who teach AAR's live streaming classes.	Instructor Tip Sheet in development
Develop teaching tip/best practice video snippets for GRI classes.	Snippits developed to date include: <ul style="list-style-type: none"> • Effective Strategies • GRi Technology • GRI Market Essentials
Monitor emerging trends in instructor skills which can aid instructors in enhancing their skills. (share distribute with PBD and instructors)	ongoing
Develop and provide materials to instructors to promote professionalism at every education opportunity	On-going
Utilize Instructor Standards to guide and strengthen instructor quality and performance.	On-going
Provide one scholarship to the Bob Pike Train the Trainer for one new AAR instructor who could benefit from the program.	Completed – Mandy Neat attended program in January

Program, Product, Service or Activity (PPSA):

Industry Partners Conference

This program involves:

- Partnership role in planning, presenting and administering the annual Partners Conference

Measurable objectives	
Participate as a partner with AMLA and ASEA, to offer a program designed to help members understand each other's role in the real estate transaction.	September 14, 2018 As of 9/13/18 – 322 Registrations
Positive feedback is received to ensure it meets the needs of our members.	Excellent - 66 Good - 32 Fair – 3 100% of surveys filled out indicated they learned something that will help with their business or clarify transaction issues (note: the attendees who rated the conference as fair (3) also indicated they learned something that will help with their business or clarify transaction issues.

Program, Product, Service or Activity (PPSA):

Leadership Training & Development

This program involves:

- Annual Leadership Conference
- LTA program
- The Art of Leadership Webinar series
- Leadership Workshop

Measurable objectives	
Offer an annual conference for incoming leadership and members who wish to become leaders.	October 15-17, 2018
Program feedback received is favorable regarding quality and relevance.	Excellent feedback from LTA sessions

Offer a leadership development program (LTA) specifically for incoming local association presidents-elect.	LTA dates: April 18-19; May 31-June1; July 10-11, August 20-21 13 local associations represented in this year's LTA program
Develop and offer educational events, classes and opportunities to enhance leadership skills.	<p>Storytelling Workshop – January 22, 2018 with Karel Murray -7 attendees</p> <p>Art of Leadership 5-Part Webinar Series focusing on Influence – January 17, 24, 31, February 7, 14. (Marketing target: brokers/Managers) (22 registered/4-6 average attendees)</p> <p>In discussion with AMLA and Jeff Richards to present John Maxwell's Live2Lead program in early February 2019</p>

Program, Product, Service or Activity (PPSA):

MRES Society

This program involves:

- Administration and marketing of MRES program
- New agent training/resources
- Education program for MRES Society members
- Communication efforts emphasizing value of education/learning
- Video production
- Development of learning path resources

Measurable objectives	
Recognize members' lifelong learning commitment through a membership-based program connected to educational accomplishments	<p>MRES Society membership</p> <p>2018-2019 Term: New: 28 Renewing: 13 Gold: 10</p>
Distribute MRES Society information through eblasts and social media channels	<p>Facebook ad scheduled for Fall</p> <p>Eblast sent to membership in October 2017 and December 2017 (average open rate 22%)</p>
Increase MRES Society membership by 10%.	

Develop a strategy to create topical learning paths/infographics to assist new agent or members looking to take their career to the next level.	On hold – waiting to review NAR’s Commitment to Excellence program
Produce a minimum of 4 videos featuring members discussing the impact education courses had on their business success. (minimum of 4)	
Provide MRES Society membership information to students in the GRI, rCRMS and CRPM classes (show them the path to the MRES Society membership and how the classes they are taking fit in)	On going
Solicit feedback from MRES members to evaluate membership value	Scheduled for the fall
Explore and implement, if feasible, a lifetime member Platinum level category.	PBD Committee approved new category, effective 2019
Provide MRES Society members with access to a special education program.	Done – webinar week to be scheduled for September-October

Program, Product, Service or Activity (PPSA):

Property Management Certification

This program involves:

- Administration, delivery and marketing of CRPM certification program
- Timely Webinars
- Property Management Summit

Measurable objectives	
Members will have access to property management classes and the CRPM certification program at competitive and affordable fees through partnership and live streaming.	24 classes scheduled to date live/live streamed in partnership with local associations and NARPM January PM Bootcamp – 42 attended January How to Evict Tenant c/e class – 71 attended February Acc FH/The Anatomy of AAR Lease Agreement (REMOTE) -79 Attended February Legal Hotline Issues – 40 Attended

	<p>February PM Adv Trust Accting – 50 Attended March PMBC – 34 Attended April Agency in PM – 45 Attended April PM NAR COE – 39 Attended April How to Evict/RLOPD Statement (REMOTE) – 101 Attended April Overview of PM Forms – 35 Attended May Legal Hotline Issues/PM NAR COE -56 Attended / 50 Attended May Adv PMBC (REMOTE) – 53 Attended May PM NAR COE – 31 Attended May PM The Rules – 46 Attended May PM NAR COE – 18 Attended June Adv PMBC – 45 Attended July Adv PMBC – 26 Attended July PM the Rules – 40 Attended July Agency in PM – 38 Attended August ARLTA (REMOTE) – 76 attended August Advanced PM Bootcamp – 29 attended</p>
Maintain a cadre of qualified instructors who meet the AAR adopted Instructor Standards and bring practical experience to the program	On-going
Receive favorable feedback regarding quality and relevance.	On-going. Favorable feedback received to date
Provide an easy to find master calendar and path earn the certification on CRPM webpage.	Course calendar on AAR website calendar and on the CRPM webpage
Offer timely webinars focusing on property management issues	2018 webinars tentatively scheduled for May, August and November
Offer a summit that addresses property management issues and topics.	
Communicate upcoming classes to members and target area utilizing eblasts, video and social media.	A monthly “Upcoming class” eblast is done monthly in addition to targeted eblasts
Announce and maintain a list of members who earned the CRPM certification.	On-going

Program, Product, Service or Activity (PPSA):

REALTOR Institute: GRI Designation

This program involves:

- Program administration and maintenance
- Curriculum maintenance and enhancements
- Education course for designees
- Dedicated website enhancements and maintenance
- Marketing collateral and strategies
- Scholarship program

Measurable objectives	
The GRI program is available and accessible to members throughout the state through live and live streamed classes.	Done 54 native GRI classes scheduled to date February Safe RE (Remote) – 76 Attended April Eff Strategies (Remote / Rescheduled for 6/27) June Mkt Essentials (Remote) – 65 Attended June Eff Strategies (Remote) – 56 Attended August Transaction Technology (Remote) – 47 attended
Partnerships are utilized to deliver GRI Classes	Partnerships with local associations - 9 local associations are offering GRI classes in 2018 1 firm offering GRI classes in 2018
Provide GRI designees with access to a special education program.	Webinar Summit targeted for the Fall
Communicate the value of the GRI program through eblasts, video, social media.	Facebook ads scheduled for April/July/October
Maintain and enhance the GRI website as needed	On-going
Evaluate the program annually to ensure it is responsive to the changing industry.	Survey sent to GRI candidates in August. 112 candidates' respondents (out of 400)
Student feedback is favorable regarding quality and relevance	On-going. To date, favorable class/instructor feedback received
Survey designees who earned the GRI designation to measure how and what they	Survey sent to GRI graduates in August. 53 respondents (out of 117).

implemented into their business practice as a result of what they learned in the GRI program	
Maintain, monitor and grow a cadre of qualified instructors who meet the established GRI instructor criteria, AAR Instructor standards and embrace learner-centered teaching styles.	1 new instructor added to the GRI Instructor Cadre to date.
Provide sufficient resources to update and refresh the Online Business Planning course	On-going
Marketing messages focus on the value/benefits - connection to building a successful career	On-going
Communication to Brokers emphasizes the value of the program brings to their agents' business success and available scholarships	Broker eblasts regarding scholarships
Provide GRI Administrative Guide to course providers.	Available on the GRI website-Admin portal
Recognize new designees through social media and announcements and provide resources to help them promote their accomplishment.	Ongoing 10 graduates in January 16 graduates in February 4 graduates in March 9 graduates in April 13 graduates in May 18 graduates in June 6 graduates in July
Provide a financial scholarship program to members.	\$15,000 approved I the 2018 budget 44 scholarships awarded in the 1 st quarter 67 scholarships awarded in the 2 nd quarter 60 scholarships awarded in the 3 rd quarter 4 th quarter request period opens on September 12th
Monitor national trends in the GRI programs to keep AAR's GRI program growing and evolving.	On-going
Monitor Student demographics.	2017 Profile completed in August Years in Business: 16% less than 1 year 35% 1-3 years 12% 4-6 years 14% 7-10 years 23% over 10 years

	<p>Age</p> <p>1% under 25 years old</p> <p>4% 25-34 years old</p> <p>27% 35-44 years old</p> <p>36% 45-54 years old</p> <p>33% over 55 years old</p> <p>Side note: 39% said someone encouraged them to start the program (61% said no)</p> <p>6% of members who earned the GRI designation between 2014-2017 are no longer in the business</p>
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Program, Product, Service or Activity (PPSA):

REALTOR Convention

This program involves planning, delivery and marketing of annual convention

Measurable objectives	
Offer a statewide conference that addresses the trends and challenges of the current market and provides information on best practices to help members learn how to adapt and succeed as well as networking opportunities.	<p>March 20-22, 2018</p> <p>Total pre-registered: 446 (includes all registration types)</p> <p>Total attended: 405</p> <p>DATE FOR 2019 (Scottsdale Plaza Resort) – March 25-28, 2019</p>
Feature national speakers to provide a broad scope in national business practices, trends and techniques.	Sean Carpenter, Jeff Chalmers, Maurice Hampton, Cheryl Knowlton, Gee Dunsten, Bill Lublin, Brian Copeland, Jaime Casup, Melisa Zimbleman
Provide retirement type session or workshop during convention	Offered NAR's Building Wealth-Investing class

Utilize a variety of marketing efforts to inform members of the convention and its value	Facebook ad in February, eblasts, video invitations from speakers drip campaign General membership eblast in January and February, targeted eblasts to GRI candidates, new members, past convention attendees and Valley members. Convention flyer sent to local associations encouraging their help in promoting to their members 2019 Convention Ad in 2 nd and 3 rd Quarter Broker Manager Newsletter Facebook ad in August
Positive feedback is received.	Done
Explore and evaluate areas/locations for convention in 2019	Done - Scottsdale

Program, Product, Service or Activity (PPSA):

Support & Resources

This program includes support programs including:

- Printing, copying and postage
- Committee, workgroup and task force support
- Reteach.us platform maintenance and enhancements
- Registration platform maintenance and enhancements
- Resources, tools, subscriptions and license fees for programs support activities
- Promotion and marketing efforts
- Video commercial production
- Program registration fee ETF expenses
- Conferences/training events

Measurable objectives	
Appropriate groups are formed and kept updated throughout the year.	On-going
Provide the necessary equipment, supplies, subscriptions, licenses and tools to implement	On-going

the business plans, host/house online program and registration functions	
Production and editing of video commercials emphasizing the value of lifelong learning.	
Participate in local association and firm events, where available to promote AAR's educational programs and resources	AAR table at Coldwell Banker's March event. Plans for AAR table at Coldwell Banker's June event
Review program messages and enhance where needed to connect message to business success.	Ongoing
Develop easy to follow paths to earn the rCRMS, CRPM and GRI using infographic format.	Rollout in October
Develop and distribute printed collateral at AAR and/or local events.	On-going
Work through appropriate committees to influence ADRE to permit C/E Credit for business-skill related topics	Opportunity not available to date
Promote the use of the Reteach.us site.	On-going. Information included in class materials and in student communications
Employ technologies and resources to create and retain a state of the art learning environment available to members.	On-going
Staff attends AAR, NAR and-Education-related conferences/forums.	Training Magazine Conference – February Digital Marketing Conference – February Social Media Marketing World Virtual Conference

AAR Business Services & Technology 2018 Business Plan

From: Business Services and Technology
Chair: Carlos Ramos
Staff Liaison: Nick Catanesi
Meeting Date: March 19, 2018

REALTOR® - The best prepared real estate professional with the highest standards.

The following are programs, products, services and activities (PPSA's) with Business Services and Technology oversight.

BUSINESS SERVICES

AAR provides technology tools other than forms delivery as a member benefit only if AAR is in a unique position to provide the tool, or the tool create value statewide, or if the tool advances the real estate industry and the AAR vision. AAR explores, identifies and recruits members who are technologically adept to enhance the goals of the committee. (Strategic Objectives 5.B and 5.F)

Brief description of how the PPSA contributes to achieving AAR's vision: AAR's Business Services provide tangible products members use every day in increasing their professionalism and providing a higher quality of service to consumers.

Importance of PPSA to the critical-to-serve customer: Business Services enhances member's professionalism and prepares them to better serve tomorrow's consumers.

Strategic Focus Points:

Measurable Objectives	Status
Negotiate discounts for products and services that benefit members and consistently market those offerings.	Discounts on products and services in the Tech Marketplace as well as member benefits.
Market for member awareness and increased use	Marketing via the Voice at least once/month.
Pursue partnership and collaboration opportunities to the members how to use business technologies.	Pending
Research and inform members on how to choose the right technologies for business through channels of communication.	Tech Marketplace provides members the options for the technologies that make sense for their individual needs.
Create a mechanism for consistent member generated content regarding technology related issues and practices.	Pending

Tech Helpline®

AAR provides technology tools, other than forms delivery, as a member benefit only if: AAR is in a unique position to provide the tool; the tool creates value statewide; or the tool advances the real estate industry and the AAR vision. AAR investigates and provides information on member or staff recommended products and services that increase efficiency, profitability and digital security of member business operations. AAR negotiates discounts for products and services that benefit members. (Strategic Objectives 5.B, 5.C and 5.D)

Brief description of how the PPSA contributes to achieving AAR's vision: Provides members with a source to minimize computer and device issues with a trusted REALTOR® friendly resource.

Importance of PPSA to the critical-to-serve customer: Provides members with an inexpensive resource for computer and device technical assistance as a benefit.

Strategic Focus Points:

Measurable Objectives	Status
Usage statistics are compiled and shared monthly.	Statistics are shared monthly with the Communications Workgroup and the BS&T Committee
Market for member awareness and increased use	Internally promoted by the Voice email and externally through Tech Helpline monthly mailing
Pursue partnership and collaboration opportunities to the members how to use business technologies.	Internally promoted by the Voice email and externally through Tech Helpline monthly mailing
Maintain positive member responses	All feedback from membership has been positive

zipForm®

AAR controls and provides the delivery of AAR’s forms to the members as a member benefit. AAR negotiates discounts for products and services that benefit members. (Strategic Objectives 5.A and 5.D)

Brief description of how the PPSA contributes to achieving AAR’s vision: zipForm® controls the delivery of AAR’s forms and provides the delivery of AAR’s forms to the members as a member benefit. zipForm® Plus is provided to members as a benefit from NAR while zipForm® Standard and Mobile are provided as benefits from AAR.

Importance of PPSA to the critical-to-serve customer: zipForm® controls risk and enhances member’s professionalism, preparing them to better serve tomorrow’s consumers.

Strategic Focus Points:

Measurable Objectives	Status
Usage statistics are compiled and shared monthly.	Statistics are shared monthly with the Communications Workgroup and the BS&T Committee
Conduct trainings on a monthly/bi-weekly basis	Ongoing
Pursue partnership and collaboration opportunities to the members how to use business technologies.	Ongoing
Maintain positive member responses	Feedback from membership is mixed

AAR eSign

AAR provides technology tools, other than forms delivery, as a member benefit only if: AAR is in a unique position to provide the tool; the tool creates value statewide; or the tool advances the real estate industry and the AAR vision. AAR investigates and provides information on member or staff recommended products and services that increase efficiency, profitability and digital security of member business operations. AAR negotiates discounts for products and services that benefit members. (Strategic Objective 5.B, 5.C and 5.D)

Brief description of how the PPSA contributes to achieving AAR’s vision: AAR eSign provides members with a technology tool through AAR’s unique position to provide the tool. AAR eSign creates value statewide and advances the real estate industry.

Importance of PPSA to the critical-to-serve customer: AAR eSign controls risk and enhances member’s professionalism, preparing them to better serve tomorrow’s consumers.

Strategic Focus Points:

Measurable Objectives	Status
Usage statistics are compiled and shared monthly.	Statistics are shared monthly with the Communications Workgroup and the BS&T Committee
Conduct trainings on a monthly/bi-weekly basis	Ongoing
Pursue partnership and collaboration opportunities to the members how to use business technologies.	Ongoing
Maintain positive member responses	Feedback from membership is generally positive

AAR Single Sign-On

AAR provides technology tools, other than forms delivery, as a member benefit only if: AAR is in a unique position to provide the tool; the tool creates value statewide; or the tool advances the real estate industry and the AAR vision. AAR investigates and provides information on member or staff recommended products and services that increase efficiency, profitability and digital security of member business operations. AAR negotiates discounts for products and services that benefit members. (Strategic Objectives 5.B, 5.C and 5.D)

Brief description of how the PPSA contributes to achieving AAR’s vision: AAR Single Sign-On provides members with a technology tool through AAR’s unique position to provide the tool. AAR eSign creates value statewide and advances the real estate industry.

Importance of PPSA to the critical-to-serve customer: AAR Single Sign-On controls risk and enhances member’s professionalism, preparing them to better serve tomorrow’s consumers.

Strategic Focus Points:

Measurable Objectives	Status
Usage statistics are compiled and shared monthly.	Ongoing
Conduct trainings on a monthly/bi-weekly basis	Ongoing; these trainings are combined with zipForm® and AAR eSign training
Pursue partnership and collaboration opportunities to the members how to use business technologies.	Ongoing
Maintain positive member responses	Ongoing

SOFTWARE DEVELOPMENT

AAR will develop and monitor software that will help AAR maintain data to better understand member needs, communicate more effectively with members and maximize adoption of AAR programs and services.

Brief description of how the PPSA contributes to achieving AAR’s vision: AAR’s Business Services provide tangible products members use every day in increasing their professionalism and providing a higher quality of service to consumers.

Importance of PPSA to the critical-to-serve customer: Applications provided by AAR allow members to work effectively and efficiently.

Strategic Focus Points:

Measurable Objectives	Status
Develop and maintain data and access to data for AAR purposes.	“Search A REALTOR®” functionality has been moved to the RAMCO platform accessing more accurate information in a platform that we control.

Enhanced Member Profile

AAR develops and maintains data, beginning with an enhanced member profile, to better understand member needs, communicate more effectively with members and maximize adoption of AAR programs and services (SP: 5.E).

Brief description of how the PPSA contributes to achieving AAR’s vision: The Enhanced Member Profile provides the tools to communicate the right message to the right people in methods that reach out, inform and engage the membership.

Importance of PPSA to the critical-to-serve customer: The Enhanced Member Profile is a necessary tool to provide information on members to effectively communicate and coordinate information.

Strategic Focus Points:

Measurable Objectives	Status
Provide data analytics of AAROnline.com members logged-in.	Data on members is continually being collected via VOICE and educational emails
Develop “Enhanced Member Profile” through RAMCO AMS.	Ongoing
Maintain RAMCO as the data warehouse for the Enhanced Member Profile	Ongoing

IT RESOURCES AND SECURITY MANAGEMENT

AAR will develop and monitor software that will help members' access to AAR's forms as a member benefit (SP: 5.A) and maintain data to better understand member needs, communicate more effectively with members and maximize adoption of AAR programs and services (SP: 5.E).

Brief description of how the PPSA contributes to achieving AAR's vision: This program contains basic support items for the network and communications infrastructure of the association.

Importance of PPSA to the critical-to-serve customer: This is an "enabling" program that provides for development and delivery of essential customer benefits.

Strategic Focus Points:

Measurable Objectives	Status
Data and voice systems uptime is better than 99%, excluding planned maintenance periods	Meeting objectives
Security exploits conducted against AAR receive urgent attention and appropriate measure taken to prevent reoccurrence	Meeting objectives
Build an effective disaster recovery infrastructure to allow immediate phone and email recovery	Meeting objectives for email, phone system pending moving of server to colocation

Phone

AAR's Information Technology resources will ensure that phone communications are secure and reliable, allowing AAR to communicate more effectively with members (SP: 5.E).

Brief description of how the PPSA contributes to achieving AAR's vision: The phone system is an integral part necessary to communicate with members. The system is essential to each area of AAR, providing a direct link to/from members, ensuring AAR's ability to fulfilling its vision.

Importance of PPSA to the critical-to-serve customer: The phone system is a necessary tool to provide members with a channel to effectively communicate and coordinate information.

Strategic Focus Points:

Measurable Objectives	Status
Enhance disaster recovery infrastructure to maintain phone system in event of local physical failure	Pending moving of server to colocation
Maintain a secure and reliable phone system	Meeting objectives
Troubleshoot problems in a quick and efficient manner.	Meeting objectives

Network

AAR's Information Technology resources will ensure that the network infrastructure is secure and reliable, allowing AAR to communicate more effectively with members and each other (SP: 5.E).

Brief description of how the PPSA contributes to achieving AAR's vision: Provide resources which support the entire network and infrastructure of the association. A major part of this is securing AAR's networks against unauthorized access, physical damage/failure and providing for restoring the infrastructure in the event of a major disaster. Components of this program include AAR's Internet connections, data backup and restoration, maintenance of Internet firewalls and switches, support for our membership system, and consulting fees for technology and security issues.

Importance of PPSA to the critical-to-serve customer: This program provides resources that enable nearly all programs within AAR.

Strategic Focus Points:

Measurable Objectives	Status
Establish disaster recovery infrastructure in event of local physical failure	Ongoing; moved email and Abacus to cloud successfully.
Maintain the network to ensure it remains secure and reliable	Meeting objectives
Conduct vulnerability study and remediation by June 2018	Pending

BUSINESS SERVICES AND TECHNOLOGY SUPPORT

AAR's Business Services and Technology area will provide top notch technical and customer support to its members.

Brief description of how the PPSA contributes to achieving AAR's vision: This program contains basic support items for other programs within this committee, as well as programs in other areas. Included are things such as copying, postage, subscriptions and supplies. It supports the vision indirectly by providing resources critical to accomplishing the goals of other programs, products, services, and activities. Specialized training/continuing education of staff and travel of staff to meetings and conferences are included in this budget.

Importance of PPSA to the critical-to-serve customer: This is an "enabling" program that provides for development and delivery of essential customer benefits.

Strategic Focus Points:

Measurable Objectives	Status
Staff and committee leadership review use of resources via monthly financials	Meeting objectives
At year-end, income and expense for this committee's overall budget are within 10%	Meeting objectives

MEMBER COMMUNICATIONS

AAR creates and maintains a consistent, coordinated system of communication management for all areas of the association. Efforts in this area include investigating and implementing communication methods to increase the effectiveness of AAR's efforts to inform, engage and reach out to the membership.

Strategic Focus Points:

Measurable Objectives	Status
Disseminate pertinent, relevant and timely industry and association information, (i.e.; social networks, website, video, newsletters, etc.).	Meeting objectives through VOICE, Facebook, YouTube, and educational emails
Create and update Communications and Public Relations plans for the organization based on members' interests and the coordinated efforts with area managers, local associations, and the Executive Committee by January 2019.	Ongoing through subscription lists offered through ClickDimensions.
Customize website content for individual users based on user-selected topics and actual use of the site.	Meeting objectives
Print and digital collateral adheres to the AAR brand and is member centric and speaks to AAR's value proposition.	Meeting objectives
Communication statistics are compiled and shared monthly.	Statistics are shared monthly with the Communications Workgroup and the BS&T Committee
Organize information on the website for easy search and access by members.	Ongoing: "Find A REALTOR®" now uses RAMCO giving members more control over content.
Implement a system to determine the preferred communications methods of our members and communicate with our members via segmented content by May 2018.	Ongoing: collaborated with ClickDimensions to develop subscription list for member feedback on communication preferences
Provide a consistent voice at AAR which will speak to advocacy efforts with a focus on consumer outreach and education to the public and members by making at least two posts to HomeOwnershipMatters.com/Arizona in 2018.	Pending
Solicit community outreach efforts conducted by REALTOR® members and recognize them through an annual award.	Community Outreach Award winners to be announced during the Leadership Conference on Oct. 16, 2018.
Promote the value and the "why" of the REALTOR® brand to our members by conducting a statewide consumer-directed event in 2018.	Ongoing; through "Ask a REALTOR®" monthly Facebook Live broadcasts.
Social media channels are managed and monitored to ensure a steady rise in engagement and alternate sources for members to receive information.	Meeting objectives
Develop a system to foster discussions with member association for the purpose of delivering timely and relevant content by April 2018.	Basecamp messaging and discussions are held on a regular basis.
Engage in regular outreach to members to elicit discussions by posing monthly questions on social media.	Ongoing; through "Ask a REALTOR®" monthly Facebook Live broadcasts.
Meet or exceed real estate industry email open and click-through rates with The Voice.	Meeting objectives
Conduct member and consumer research as needed to provide information to decision makers by fielding at least two email surveys in 2018.	Pending
Communicate the value and success of REALTOR® associations throughout the state by placing at least ten mentions in print or broadcast media in 2018.	On track to meeting objectives

**AAR Risk Management Committee
2018 Business Plan**

FROM: Risk Management Committee (RMC)
Chairman: Beth Adams
Vice Chairman: Lisa Paffrath
RMC Liaison: Scott M. Drucker
DATE: October 15, 2018

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

The following are programs, products, services and activities (PPSA's) with Risk Management Committee oversight.

CURRENT TOP PRIORITIES

- **Continue Grievance Committee and Professional Standards support**
 - Maintain and enhance Ethics hearing and Arbitration hearing process
 - Quarterly Professional Standards Newsletter – 7/3/18
- **Enhance dispute resolution services**
 - Administer the Buyer/Seller Dispute Resolution Program
 - Administer the Mediation and Ombudsman Programs
 - Professional Standards Workshop - 2/7/18
 - Professional Standards Mediator and Ombudsman training - 10/25/18
- **Forms**
 - Release revised Buyer Contingency Addendum
 - Revise Commercial Real Estate Purchase Contract
- **Legal Hotline Support**
 - Continue promotion efforts
- **Regulatory Issues**
 - Continue to work with ADRE
 - ADRE Advisory Board meetings - met on 7/25/18
 - ADRE Partner's meetings – met on 8/20/18
 - ADRE Real Estate Teams Workgroup – 9/17/18
- **Risk management education and information**
 - AZ REALTOR® Voice articles
 - AAR website articles and blogs
 - Scams & Frauds, Short Sales
 - Arizona Broker/Manager Quarterly – 8/29/18
 - Update Advisories – Revised Buyer Advisory – 6/18

RECOMMENDATIONS

NONE

GROUPS CURRENTLY FORMED

- **Buyer Contingency Addendum Workgroup**
- **Commercial Real Estate Purchase Contract Workgroup**
- **Forms Provider Replacement Workgroup**

PROFESSIONAL STANDARDS

Professional Standards Administration is the processing of ethics complaints and arbitration requests. This program involves:

- **Grievance Committee (GVC):** Process complaints/monthly meetings
- **Professional Standards Committee (PSC):** Schedule and staff hearings
- **Professional Standards Policy and Training Workgroup:** Reviews policies and implements training
- **Mediation Program**
- **Ombudsman Program**

Measurable Goals:

Measurable objectives	Status
<ul style="list-style-type: none"> • GVC: Prompt review of complaints 	2nd Quarter 2018 Filings Ethics = 42 Arbitration = 4
<ul style="list-style-type: none"> • PSC: Complete ethics cases promptly 	2nd Quarter 2018 Ethics Hearings Held = 6
<ul style="list-style-type: none"> • PSC: Complete arbitrations promptly 	2nd Quarter 2018 Arbitration Hearings Held = 2
<ul style="list-style-type: none"> • Update PS policy adaptations as necessary 	On-Going
<ul style="list-style-type: none"> • Reinforce, on a continuing basis, AAR PS benefits and results 	On-Going

Mediation Program This program involves facilitating mediations to resolve ethics complaints and arbitration requests.

Measurable Goals:

Measurable objectives	Status
<ul style="list-style-type: none"> • Facilitate mediation requests on a timely basis 	2nd Quarter 2018 Mediations Requested = 23 Held = 8 Successful = 6
<ul style="list-style-type: none"> • Receive positive feedback from mediation evaluations 	On-Going
<ul style="list-style-type: none"> • Maintain list of qualified mediators 	19 mediators for 2nd Quarter 2018
<ul style="list-style-type: none"> • Update mediation policies and procedures as necessary 	On-Going

Ombudsman Program This program involves taking complaint calls/emails and facilitating Ombudsman contact to attempt resolution.

Measurable Goals:

Measurable objectives	Status
<ul style="list-style-type: none"> • Facilitate ombudsman requests on a timely basis 	2nd Quarter 2018 Ombudsman requests Filed = 20 Out of Scope = 3 Unsuccessful = 6 Successful = 11

<ul style="list-style-type: none"> Receive positive feedback from ombudsman evaluations 	On-Going
<ul style="list-style-type: none"> Maintain list of qualified ombudsmen 	15 Ombudsman for 2nd Quarter 2018
<ul style="list-style-type: none"> Update PS policy adaptations as necessary 	On-Going

Professional Standards, Mediation, and Ombudsman Education and Training

This program includes training for members of Grievance and Professional Standards Committees and AAR Mediators and Ombudsmen.

Measurable Goals:

Measurable objectives	Status
<ul style="list-style-type: none"> Offer PS Training for GVC and PS Committee 	Professional Standards Workshop held on February 7, 2018
<ul style="list-style-type: none"> PS Policy & Training Workgroup meeting 	Held when needed
<ul style="list-style-type: none"> Offer Mediator training 	October 25, 2018
<ul style="list-style-type: none"> Offer Ombudsman training 	October 25, 2018
<ul style="list-style-type: none"> Offer hearing panel chair training 	April 18, 2018
<ul style="list-style-type: none"> Publish PS, Mediation and Ombudsman information 	Quarterly Newsletter sent July 3, 2018
<ul style="list-style-type: none"> PS outreach to members 	On-Going

Buyer-Seller Dispute Resolution This program provides alternative dispute resolution options (mediation or arbitration) for buyers and sellers to resolve disputes or claims arising out of the AAR purchase contract.

Measurable Goals:

Measurable objectives	Status
<ul style="list-style-type: none"> Offer an effective Buyer-Seller Dispute Resolution program 	On-Going
<ul style="list-style-type: none"> Recruit effective Buyer-Seller Dispute Resolution providers 	On-Going
<ul style="list-style-type: none"> Ensure compliance of Buyer-Seller Dispute providers with program's directives 	On-Going
<ul style="list-style-type: none"> Receive positive feedback from Buyer-Seller Dispute Resolution program evaluations 	On-Going

RISK MANAGEMENT

Forms Development This program involves:

Creation of workgroups

Drafting - Draft new forms as needed and revise current forms

Education - Forms information updates on website, emails and other communication vehicles

Measurable Goals:

Measurable objectives	Status
<ul style="list-style-type: none"> Workgroups formed as necessary 	<ul style="list-style-type: none"> - Buyer Contingency Addendum Workgroup - Commercial Purchase Contract Workgroup

	<ul style="list-style-type: none"> - Forms Provider Replacement Workgroup
<ul style="list-style-type: none"> • Protect our forms copyright 	On-Going <ul style="list-style-type: none"> - Lawsuit filed 3/2/18
<ul style="list-style-type: none"> • Forms drafted or revised for introduction in February, June and October 2018 	<ul style="list-style-type: none"> - Residential Lease Owner's Property Disclosure Statement 2/18 - Additional Clause Addendum 2/18 - On-Site Wastewater Treatment Facility Addendum 6/18 - Notice of Abandonment 8/18 <i>(Special release date.)</i> - Buyer Contingency Addendum - Critical Date List
<ul style="list-style-type: none"> • Deliver timely forms information/education 	<ul style="list-style-type: none"> - Post articles on aaronline.com, AAR Blog and The Voice - Maintain Short Sale webpage - Maintain Scams and Frauds webpage
<ul style="list-style-type: none"> • Promote and update the educational tool kit for teams and brokers on best practices and guidelines for management of teams 	On-Going
<ul style="list-style-type: none"> • Promote and update a webpage that includes safety education, incident recordation and contemporaneous incident notification via a REALTOR® text alert system (ASAP) 	On-Going

Legal Hotline This program allows designated brokers/managers to call in to the Hotline attorneys for answers to real estate-related legal questions, and includes:

- Program maintenance and monitoring
- Review of letters of opinion/articles for publication

Measurable Goals:

Measurable objectives	Status
<ul style="list-style-type: none"> • Promote Hotline usage 	On-Going
<ul style="list-style-type: none"> • Hotline to prepare ten Q&As on current issues/current "hot topics" six times per year for the Arizona REALTOR® Voice and AAR website 	On-Going
<ul style="list-style-type: none"> • Hotline to maintain statistics on number and types of calls in cooperation with AAR staff 	On-Going
<ul style="list-style-type: none"> • Hotline attorney to attend AAR Risk Management Committee or Workgroup meetings as requested 	On-Going
<ul style="list-style-type: none"> • Hotline attorney to review new or revised AAR forms and notify AAR of any legal concerns or recommendations 	On-Going
<ul style="list-style-type: none"> • Hotline attorney to consult with AAR General Counsel on legal issues as requested 	On-Going

<ul style="list-style-type: none"> Evaluate Hotline program by surveying members 	To be performed in 2018
<ul style="list-style-type: none"> Form Hotline Workgroup to evaluate program 	To be performed in 2018

Industry Issues This program involves addressing current industry issues.

Measurable Goals:

Measurable objectives	Status
<ul style="list-style-type: none"> Maintain claims statistics to identify liability trends 	On-Going
<ul style="list-style-type: none"> Foster alliances with defense attorneys and E&O carriers and mediators 	On-Going
<ul style="list-style-type: none"> As of 2018, monitor marijuana legal conflicts, solar, marketing service agreements, and comfort animals - Keep members informed as these issues evolve 	On-Going
<ul style="list-style-type: none"> Educate agents on potential ethical and legal liabilities associated with off-market listings 	On-Going
<ul style="list-style-type: none"> Share with agents the dangers posed by social media 	On-Going
<ul style="list-style-type: none"> Increase promotion and education of federal regulatory changes and enforcement; respond to changes and monitor 	On-Going
<ul style="list-style-type: none"> Monitor cyber-fraud and cyber-security issues and keep members informed of risks, as well as policies and procedures members can implement to mitigate those risks 	On-Going <ul style="list-style-type: none"> - Cyber Security Task Force formed - Wire Fraud Advisory drafted and released - Cyber Security Broker Policies and Procedures drafted and released - A flyer on steps to take if a victim of wire transfer fraud drafted and released - Cyber Insurance Guide being prepared
<ul style="list-style-type: none"> Monitor the Americans with Disabilities Act website accessibility issues and keep members informed as the issue evolves 	On-Going
<ul style="list-style-type: none"> Collaborate with local associations, regional vice presidents and multiple listing services to identify risk management needs for members, associations and regions 	On-Going <ul style="list-style-type: none"> - RVPs contacted on February 8, 2018 and August 7,2018 - Numerous speaking engagements

Legal & Industry Publications This program includes:

- Risk Management articles for AAR publications, ASREB Journal and other publications
- Articles on emerging legal issues for AAR publications, ASREB Journal and other publications
- Arizona Real Estate: A Professional's Guide to Law and Practice*
- AZ Broker/Manager Quarterly
- Buyer Advisory

- Short Sale Seller Advisory
- Lease Owner’s Advisory
- Tenant Advisory
- Legal information and risk management information on website (Short Sales blog, Scams & Frauds webpage)
- Spanish translations
- Risk Management brochures

Measurable Goals:

Measurable objectives	Status
<ul style="list-style-type: none"> • Distribution of time sensitive legal and risk management information and articles 	<p>Articles recently published on:</p> <ul style="list-style-type: none"> - Fixing and Flipping by REALTORS® - Seller Concessions - DOJ and HUD Combat Sexual Harassment - Abandoned Property Law Change - HB 2651; Changes to ARLTA - Guide to Selling Mobile and Manufactured Homes - Renewal of Protecting Tenants at Foreclosure Act - AIR CRE member discount - Shady Brady; Statute of Frauds - Notice of Abandonment Release - Contract Guidelines for Commercial Forms - Communicating with an Appraiser
<ul style="list-style-type: none"> • Deliver Arizona Broker/Manager Quarterly 	<p>On-Going</p>
<ul style="list-style-type: none"> • Maintain advisories as necessary: Buyer Advisory, Short Sale Seller Advisory, Lease Owners Advisory, Tenant Advisory 	<p>On-Going</p>
<ul style="list-style-type: none"> • Maintain and update legal, risk management, fair housing, and international real estate content on AAR’s website and in publications, as necessary 	<p>On-Going</p>
<ul style="list-style-type: none"> • Promote and continue to develop resources that assist brokers in operating a brokerage that is of value to the public, agents, and the real estate industry (i.e. risk management, legal hotline, etc.) 	<p>On-Going</p>
<ul style="list-style-type: none"> • Direct agents to their brokers 	<p>On-Going</p>
<ul style="list-style-type: none"> • Direct members to AARonline.com for relevant risk management resources 	<p>On-Going</p>

Legal and Legislative Outreach and Education This program includes:

- Speaking/teaching at local associations and member firms on legal issues and new legislation
- Program participant in legal components of Winter Conference, Broker University, Partners Conference, Leadership Conference, educational outreach and other association programs

Measurable Goals:

Measurable objectives	Status
<ul style="list-style-type: none">• Participation in legal and legislative programs	On-Going

Legislative Support This program includes:

- Provide input on industry issues
- Assist AAR lobbyist in drafting legislation
- Promote laws that reduce member liability
- Testify at the legislature as needed on legislative issues
- Inform members of legislative issues and changes in conjunction with the Legislative and Political Affairs Committee

Measurable Goals:

Measurable objectives	Status
<ul style="list-style-type: none">• Successful outcome in legislation supported and successful defeat of legislation opposed	Advise on legislation pertaining to: <ul style="list-style-type: none">- Sign ordinances- The sale of new mobile/manufactured homes by real estate licensees- Sober living facilities- The use of mandatory eviction action forms- HOA licensing and related HOA issues- Awarding attorneys' fees in construction defect cases
<ul style="list-style-type: none">• Promote laws (legislative and case law), regulations, and standards of practice that reduce member liability	On-Going

REGULATORY ISSUES This plan includes:

- Communicate with ADRE and other administrative agencies such as ADEQ, ADWR, DFI, and BTR on regulatory issues
- Review and make recommendations on proposed administrative rules or policy changes
- Serve on ADRE or other state agency committees, when available and appropriate
- Assist AAR CEO and lobbyist in drafting and testifying on proposed rules

Measurable Goals:

Measurable objectives	Status
<ul style="list-style-type: none">• Negotiation of reasonable regulatory rules and policies that are acceptable to AAR members and do not hinder their success	- Appointed to assist ADRE in drafting Substantive Policy Statement on Teams
<ul style="list-style-type: none">• Maintain contact with ADRE Advisory Board	Met on July 25, 2018

General Programs

Support: This program includes support programs including:

- Continuing education

- State and County Bar dues
- Resource subscriptions
- Staff attendance at legal, legislative and industry meetings
- Copying and postage

Measurable Goals:

Measurable objectives	Status
<ul style="list-style-type: none"> • All tasks assigned by the Committee are completed, updates and information provided to members after Professional Standards, continuing legal education class or industry meetings. General printing/postage/supply funds provide the tools to accomplish the area's PPSAs 	On-Going

Related Activities without Direct Committee Oversight

Legal Counsel

- Provide guidance to leadership and CEO on association legal concerns
- Review and advise on building/tenant issues and related contracts
- Review and advise on affinity agreements
- Prepare memoranda on legal issues as they arise
- Provide limited advice and guidance to local associations
- Respond to member inquires as appropriate

Measurable Goals:

Measurable objectives	Status
<ul style="list-style-type: none"> • CEO, state leadership, committees, and local association executives are informed on legal issues and questions satisfactorily answered. 	On-Going

Litigation Support Related activities without direct committee oversight:

- Draft Amicus Briefs and monitor litigation and potential litigation or disputes in which AAR has an interest
- Legal research and evaluation of claims or issues
- Preparation of pleadings, memos and correspondence relating to claims or issues
- Coordinate with outside counsel in the representation of AAR on any claims or issues

Measurable Goals:

Measurable objectives	Status
<ul style="list-style-type: none"> • Successful outcome in litigation and dispute resolution. 	On-Going - Copyright infringement lawsuit filed by Arizona REALTORS® on March 2, 2018

AAR LEGISLATIVE AND POLITICAL AFFAIRS
2018 Business Plan

Committee: Legislative and Political Affairs
Chair: Kent Simpson
Staff Liaison: Nicole LaSlavic
DATE: 9/11/2018

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The following are programs, products, services and activities (PPSA's) with Legislative and Political Affairs oversight.

CURRENT TOP PRIORITIES

- Achievement of the 2018 REALTOR® Party Goals
- Service tax ballot measure

RECOMMENDATIONS

GROUPS FORMED

Federal Liaison Support

AAR proactively advocates and protects private property rights and real property ownership. AAR advocates and capitalizes on the REALTOR® Party. AAR leverages and maintains influential relationships.

Strategic Focus Points: Indicate which focus point is addressed by the PPSA.

- 1. AAR is a professional REALTOR® association that functions within a fluid operational structure and responsive governance model to accomplish its purpose and vision.
- 2. AAR is the most powerful and influential political force in Arizona.
- 3. AAR provides members unsurpassed risk management tools.
- 4. AAR sets the standard in quality and meaningful professional development that positions the REALTOR® member to succeed, and delivered to members in their moment of need.
- 5. AAR supports the success of REALTOR® members with business services.
- 6. AAR communicates the right message to the right people at the right time in methods that listen, reach out, inform, connect and engage with the membership and local associations.

Measurable Objective	Target Date	Status
Communicate quarterly with NAR political staff and FPC's on federal issues and the positions taken by each Arizona Member of Congress to enhance our FPC efforts while at Washington, D.C. meetings and throughout the year	Quarterly	Weekly communication occurs between VPGA and NAR Arizona Legislative Liaison. Additional communication has occurred due to Mid-year visits and upcoming elections. Increased conversations occurring due to election season.
Register all FPCs with NAR's REALTOR® Action Center	1/18	Completed in 2017. Will occur again post elections.

Oversee the FPCs quality contact with their representative or their staff within D.C. or Arizona, ensuring attendance at required meetings, training sessions and fundraisers	Quarterly	Ongoing.
Ensure FPCs attend required Mid-Year meetings	5/18	FPC's met with all available Arizona members of Congress or their staff during appointments set at Mid-Year.
Ensure compliance that all FPCs attend required NAR training session on their roles and responsibilities	2/19	FPC's attended NAR required online and in person training sessions prior to their meetings with MOC's during Mid-Year.
Oversee that each FPC team will hold one meeting locally or attend a fundraiser with their congressman/senator or their staff during the year	12/18	Ongoing. FPC's with RPAC checks have delivered for the Primary and will deliver for the General shortly.
Maintain strong communication with Congressional staff through ongoing contacts on issues important to Arizona	12/18	As needed.
Attendance at meetings with Members of Congress during the NAR Mid-Year Hill Visits is by invitation only	5/18	AE's identified attendees for meetings with FPC's and their MOC's. AAR also had staff present at all meetings.
Ensure compliance that FPCs meet any NAR requirements	12/18	

Recommendations:

- Continue basically as-is**
- Continue with the following modifications**
- Discontinue**

Fundraising/Grassroots Support

AAR proactively advocates and protects private property rights and real property ownership. AAR articulates NAR's and/or AAR's legislative/political successes to members with emphasis on how it affects their day-to-day business. AAR advocates and capitalizes on the REALTOR® Party. AAR provides resources to members to help them understand the value of RAPAC and educates and encourages members to share the value of RAPAC. AAR leverages and maintains influential relationships. AAR serves as a resource for local associations to take advantage of REALTOR® Party opportunities. AAR strives to achieve NAR RPAC fundraising goals and Calls for Action participation rates.

Strategic Focus Points: Indicate which focus point is addressed by the PPSA.

- 1. AAR is a professional REALTOR® association that functions within a fluid operational structure and responsive governance model to accomplish its purpose and vision.
- 2. AAR is the most powerful and influential political force in Arizona.
- 3. AAR provides members unsurpassed risk management tools.
- 4. AAR sets the standard in quality and meaningful professional development that positions the REALTOR® member to succeed, and delivered to members in their moment of need.
- 5. AAR supports the success of REALTOR® members with business services.

X 6. AAR communicates the right message to the right people at the right time in methods that listen, reach out, inform, connect and engage with the membership and local associations.

Measurable Objective	Target Date	Status
Finalize the political activities fundraising plan by December 31st by the previous plan year	12/18	The 2018/2019 plan was finalized in October 2017.
Identify members to participate in the annual REALTOR® Party training	6/18	60 AE's, GAD's, RAPAC Chairs, Line Officers, and RVP's attended the annual REALTOR® Party Training held Sep. 5th.
Provide fundraising tips, tools and promotional materials for local associations	9/18	Ongoing via email and in-person distribution as the AZ REALTOR® Party Director attends local association events. REALTOR® Party Training assisted in providing tips and tools.
Distribute REALTOR® Party updates with local associations and the REALTOR® Party Director and provide Statewide RAPAC graphs	Monthly	Ongoing monthly via email.
Visit, at a minimum of one time annually, with each local association to promote fundraising activities	10/18	Ongoing activity with the AZ REALTOR® Party Director, with SEVRAR, Scottsdale, Western Pinal, Prescott, Sedona, Tucson, Yuma, Bullhead City, and Lake Havasu having been visited thus far in 2018. VPGA has visited with Sedona, Lake Havasu, Prescott, Payson, Northern AZ, WEMAR, and Scottsdale.
Utilize the NAR RAPAC Grant stipend for promotion of RAPAC	12/18	Grant has been approved and current expenses have been reimbursed.
Utilize the Major Investor Program NAR stipend to host an AAR Major Investor Event	12/18	AZ REALTOR® Party Director hosted a Major Investor event on April 24th, where \$12,000 was raised and 4 new MI's were added and 2 PC members.
Achieve percent participation of local associations in Major Investor Events	12/18	
Achieve 100% level of RAPAC participation from state and NAR directors, AEs, Presidents, Presidents-elect, RVPs, RIMC, LPAC, Legislative	12/18	NAR Directors – 89.65% AEs – 66.67% 2018 Presidents – 100% RVPs – 100% RIMC Committee – 100%

Committee, RAPAC Trustees, EXCOM, BOD, and local RAPAC Chairs		LPAC – 100% Legislative Committee –100% RAPAC Committee – 100% EXCOM – 100% BODs – 83.72%
Achieve 100% or NAR Major Investor Goal for 2018. Benchmarks: 50% of goal by April; 75% of goal by June; 100% by September 30.	12/18	2018 Goal – 265 Major Investors As of 08/01/2018 – 115 MIs and 72 Installment Plans
Recognize Major Investors with gift	12/18	Major Investor Fleece’s have been ordered in Men’s and Women’s sizes and are being distributed throughout the year.
Recognize President Circle members with gift	12/18	President’s Circle Yeti Tumblers have been ordered and are being distributed throughout the year.
Communicate state and federal election law requirements to local associations in order for RAPAC to remain in compliance at the state and federal level	12/18	Ongoing.
Host a fundraising event at the Spring Conference/Convention	4/18	Multiple Spring Convention fundraising events were held with \$1,280 raised by the Cornhole Tournament, \$42,180 from the Silent Auction, and \$16,040 from WCR’s Cocktails with Champions for a total of \$58,500.
Host a fundraising event at the Leadership Conference	10/18	Will host a drawing for the October Leadership.
Recognize RAPAC Major Investors on aaronline.com	12/18	Updated at the end of 2017 to reflect that year’s MIs. 2018 MIs recognized monthly.
Recognize RAPAC Major Investors with special recognition at Capitol Day	1/18	Special registration, meal lines, and seating are being established for REALTOR® Day. Members will also receive Major Investor badge ribbons.
Recognize RAPAC Major Investors with special recognition at REALTOR® Caucus	9/18	MI video ran at the Caucus acknowledging the MIs.
Maintain Leadership Appreciation Program to connect AAR leaders with Major Investors for recognition of investment	12/18	Thank-you cards being sent from Leadership to MIs- Ongoing.
Increase use of Placemaking and Smartgrowth grants by 50% over 2017 utilization by local associations	12/18	Grant program being restructured by NAR. Will evaluate usage post NAR restructuring.

Utilize REALTOR® Party Plus fundraising analytics and predictive models to identify likely and high dollar donors for use in achieving RAPAC goal	12/18	Use of RPP data is ongoing and the local associations are encouraged to utilize the data. AAR proactively offers RPP data to local associations.
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Recommendations:

- Continue basically as-is
- Continue with the following modifications
- Discontinue

- Utilize REALTOR® Party Plus fundraising analytics and predictive models to identify likely and high dollar donors for use in achieving RAPAC goal.

Governmental Communications

AAR articulates NAR’s and/or AAR’s legislative/political successes to members with emphasis on how it affects their day-to-day business. AAR maintains and promotes a mechanism by which members can relay, on a year-round basis, legislative comments and proposals. AAR provides resources to members to help them understand the value of RAPAC. AAR educates and encourages members to share the value of RAPAC.

Strategic Focus Points: Indicate which focus point is addressed by the PPSA.

- 1. AAR is a professional REALTOR® association that functions within a fluid operational structure and responsive governance model to accomplish its purpose and vision.
- 2. AAR is the most powerful and influential political force in Arizona.
- 3. AAR provides members unsurpassed risk management tools.
- 4. AAR sets the standard in quality and meaningful professional development that positions the REALTOR® member to succeed, and delivered to members in their moment of need.
- 5. AAR supports the success of REALTOR® members with business services.
- 6. AAR communicates the right message to the right people at the right time in methods that listen, reach out, inform, connect and engage with the membership and local associations.

Measurable Objective	Target Date	Status
Provide REALTOR® Party updates and legislative updates to the Communications and Technology Department for use in the REALTOR® Voice, AAR blog and alternative forms of media distribution.	12/18	Ongoing updates are provided on a twice-monthly basis as well as needed for specific events such as REALTOR® Day at the Capitol.
Produce quarterly videos for membership outreach on Legislative and Political Affairs topics to include, but not limited to, the REALTOR® Party.	Quarterly	
Provide Calls to Action responses, when necessary, for targeted and effective immediate member communication with Arizona legislators and Members of Congress on critical issues	As Required	Conducted a statewide Call to Action on HB 2507. Responses for membership were provided for outreach to Arizona Legislators.

Establish a system to enroll and automatically respond on members behalf to state and national Calls to Action	12/18	Program no longer legal. Pursuit of this objective ended.
Work with REALTOR® Party Plus to increase opt-in for text response Calls for Action	12/18	Worked with RPP to enroll individuals in the text response for Calls to Action.
Utilize digital advertising and technologies to push federal CFAs to members	12/18	Utilized social media digital advertising in thanking a state legislator on the state Call to Action. Geofencing was utilized in HB 2507 CFA for targeted messaging at the Capitol.
Maintain current information on each governmental program at aaronline.com	12/18	Ongoing.
Communicate with Big Yam for press releases when large successes occur or the consumer needs to be educated on the associations wins	12/18	Big Yam has been contacted about promoting the REALTOR® Day at the Capitol. Big Yam assisted with publication in Arizona Capitol Times on op-ed piece opposing HB 2507.
Communicate how Issues Mobilization and RAPAC reserves can enhance local association political objectives	12/18	Ongoing. During the Statewide REALTOR® Party Training an NAR Representative discussed the basics of running an issues campaign.
Communicate the importance of AAR's legislative/political successes to members	12/18	Ongoing via The Voice, emails, and in-person presentations.
Continue to communicate the mechanism by which members can relay, on a year-round basis, legislative comments and proposals	12/18	This is placed on the legislative affairs page of the website at the very top for anyone that wishes to submit comments and proposals.
Utilize the broker involvement program/stipend to identify and train local brokers for grassroots education efforts on participation in NAR calls for action	12/18	The Arizona REALTOR® Party Director is working closely with the State BIP Chair to develop a new but simple approach to enrolling brokers in the BIP. NAR has approved a BIP Phone Bank using existing grant funds.
Work with REALTOR® Party Plus to identify a predictive model to target members for increased activism on legislative issues and advocacy initiatives	12/18	Ongoing.
Explore the use of geofencing, beacon and direct one-to-one digital advertising	12/18	Geofencing technology was utilized in specific targeted

technologies for concentrated message delivery		messages to legislators regarding HB 2507.
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Recommendations:

- Continue basically as-is
- Continue with the following modifications
- Discontinue

- Combine REALTOR® Party updates and timely legislative updates to be provided to the Communications and Technology Department for use in the REALTOR® Voice, AAR blog and alternative forms of media distribution.
- Expand the production of quarterly videos for membership outreach on Legislative and Political Affairs topics to also include, but not limited to the REALTOR® Party.
- Work with REALTOR® Party Plus to increase opt-in for text response Calls for Action.
- Utilize digital advertising and technologies to push federal CFAs to members.
- Work with REALTOR® Party Plus to identify a predictive model to target members for increased activism on legislative issues and advocacy initiatives.
- Explore the use of geofencing, beacon and direct one-to-one digital advertising technologies for concentrated message delivery.

Governmental Area Support

AAR is the most powerful and influential political force in Arizona. Continue to follow the Legislative Policy Statements. Proactively advance or defeat legislation to benefit private property rights and REALTORS®.

Strategic Focus Points: Indicate which focus point is addressed by the PPSA.

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Measurable Objective	Target Date	Status
Assign tasks to all governmental area work groups within approved budget parameters	12/18	Ongoing.
Implement a “Thank You” for each of the four government affairs committees.	12/18	Locations for thank you lunch identified and will be completed by the end of September.

Recommendations:

- Continue basically as-is
- Continue with the following modifications
- Discontinue

Legislative Advocacy

AAR is the most powerful and influential political force in Arizona. Continue to follow the Legislative Policy Statements. Proactively advance or defeat legislation to benefit private property rights and REALTORS®. AAR advocates and capitalizes on the REALTOR® Party. AAR leverages and maintains influential relationships.

Strategic Focus Points: Indicate which focus point is addressed by the PPSA.

1. AAR is a professional REALTOR® association that functions within a fluid operational structure and responsive governance model to accomplish its purpose and vision.
2. AAR is the most powerful and influential political force in Arizona.
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Measurable Objective	Target Date	Status
Activate broad-based AAR membership representation in lobbying activities through legislative committee appointments and related committee activities	12/18	Involvement from membership of various legislative committees on the ballot initiative.
Encourage application to state boards and commissions	12/18	Ongoing.
Strengthen and maintain relationships with Arizona statewide officeholders and agency department heads	12/18	Vice President of Government Affairs attended legislator fundraisers the first week of January.
Strengthen and maintain relationships with housing industry partners through ongoing communications	12/18	Ongoing. Industry Partnership event occurred March 7, 2018.
Achieve an 85% success rate on AAR legislative policy priorities	6/18	Achieved.
Conduct daily monitoring of legislation and recommend positions to the Legislative Committee in conjunction with the approved Legislative Policy Statements	6/18	Began in November 2017 when prefiled bills were posted. Legislative Committee reviewed over 1206 bills and took positions on over 141 directly related to real estate.
Monitor member involvement in political campaigns	12/18	Ongoing. Endorsement process has begun for 2018 elections.
Finalize 2019 legislative priority list is finalized by October 2018	10/18	
Evaluate state-level candidates on AAR legislative policies and voting record to receive funds	8/18	Candidate questionnaires have been distributed to those

		running and will be evaluated in June.
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Recommendations:

- Continue basically as-is
- Continue with the following modifications
- Discontinue

Legislative Policy Development

AAR is the most powerful and influential political force in Arizona. AAR proactively advocates and protects private property rights and real property ownership. AAR advocates and capitalizes on the REALTOR® Party. Maintain and promote a mechanism by which members can relay, on a year round basis, legislative comments and proposals.

Strategic Focus Points: Indicate which focus point is addressed by the PPSA.

- 1. AAR is a professional REALTOR® association that functions within a fluid operational structure and responsive governance model to accomplish its purpose and vision.
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Measurable Objective	Target Date	Status
Poll members for their opinions through use of formal and informal methods	12/18	Phone polling of members occurred in December 2017 on the potential ballot measure.
Continue to involve stakeholders on real estate related issues	12/18	Worked with representatives from the manufactured home industry, multi-family housing industry on legislation. Stakeholder meetings have occurred with many industries that can be impacted by the service tax ballot measure.
Encourage proportional regional representation at the REALTOR® Caucus	9/18	Achieved. Over 160 REALTORS® attended the Caucus from all five regions.
Forward all legislative recommendations to the Legislative and Political Affairs Committee for review and appropriate action	9/18	
Host 2018 REALTOR® Day Luncheon	1/18	Completed. Hosted January 9, 2018
Identify for participation in or host a second legislator event	12/18	Completed. Industry Partner event occurred on March 7, 2018.

Achieve attendance of 65% of legislators at legislative events	6/18	Achieved at both legislative day at the capitol and the Industry Partner event.
Identify attendees for legislator events through political involvement and leadership activity	12/18	Ongoing. Targeted invitations occurred for Industry Partner event, and Update from the Hill luncheon.

Recommendations:

- Continue basically as-is**
- Continue with the following modifications**
- Discontinue**

Local Lobbying Support

AAR is the most powerful and influential political force in Arizona. AAR proactively advocates and protects private property rights and real property ownership.

Strategic Focus Points: Indicate which focus point is addressed by the PPSA.

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Measurable Objective	Target Date	Status
Assist local lobbying efforts as issues arise	12/18	Fielded calls from Region 1 associations on how to handle the water rights issue. Discussed with Northern Arizona Association the use of Issues Mobilization for a property tax measure.
Encouraged local associations to establish an advocacy program and provide assistance as requested	12/18	The Lake Havasu, Bullhead City, and Kingman Associations are working together to form a campaign intended to maintain a prohibition on the diversion of water rights away from their area. Arizona REALTOR®'s Government Affairs team is assisting them with navigating the NAR grant process as well as campaign advice and support.

Recommendations:

- Continue basically as-is**
- Continue with the following modifications**

Discontinue

Political Research

AAR is the most powerful and influential political force in Arizona. AAR proactively advocates and protects private property rights and real property ownership. AAR continues to follow the Legislative Policy Statements.

Strategic Focus Points: Indicate which focus point is addressed by the PPSA.

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Measurable Objective	Target Date	Status
Conduct research as needed	12/18	Research commissioned on the tax breaks and taxes implemented in the last decade.
Work with REALTOR® Party Plus to utilize predictive models to obtain comprehensive analysis of membership as well as election data	12/18	Ballot measure will work directly with RPP to obtain the predictive models for utilization in messaging and ballot measure activities.

Recommendations:

- Continue basically as-is**
- Continue with the following modifications**
- Discontinue**

- **Work with REALTOR® Party Plus to utilize predictive models to obtain comprehensive analysis of membership as well as election data.**

Election Year Activities

AAR is the most powerful and influential political force in Arizona. AAR leverages and maintains influential relationships.

Strategic Focus Points: Indicate which focus point is addressed by the PPSA.

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Measurable Objective	Target Date	Status
Encourage members to register to vote	12/18	Ongoing.
Establish protocol for a “Get Out the Vote” campaign for use in 2018 election cycle	11/18	

Recommendations:

- Continue basically as-is**
- Continue with the following modifications**
- Discontinue**

RAPAC ACTIVITY

July 2018

BOARD/ASSOCIATION	2017 RAPAC RESERVES	Funds Rec'd in 2017 for 2018	Funds Rec'd in 2018	2018 RAPAC TOTAL RECEIVED	2018 LOCAL SHARE	2018 GOAL	PERCENT OF GOAL	2018 LOCAL REQUESTS	2017+2018 LOCAL RESERVES	AVAILABLE LOCAL FUNDS	RAPAC PARTIC
AAR/INDIVIDUAL	\$ 12,735.13	\$ 685.00	\$ 3,375.00	\$ 4,060.00	\$ 812.00	\$ 1,770.96	229.25%	\$ -	\$ 13,547.13	\$ 13,547.13	35.11%
BULLHEAD/MOHAVE	\$ 25,000.00	\$ 2,340.00	\$ 10,215.00	\$ 12,555.00	\$ 2,511.00	\$ 6,801.24	184.60%	\$ 2,000.00	\$ 27,511.00	\$ 25,511.00	22.44%
CENTRAL ARIZONA	\$ 25,000.00	\$ 1,960.00	\$ 13,205.55	\$ 15,165.55	\$ 3,033.11	\$ 3,843.36	394.59%	\$ -	\$ 28,033.11	\$ 28,033.11	45.94%
DOUGLAS	\$ 790.75	\$ -	\$ 240.00	\$ 240.00	\$ 48.00	\$ 734.76	32.66%	\$ -	\$ 838.75	\$ 838.75	20.51%
GREEN VALLEY/SAHUARITA	\$ 24,424.40	\$ 2,175.00	\$ 2,645.00	\$ 4,820.00	\$ 964.00	\$ 4,615.80	104.42%	\$ -	\$ 25,388.40	\$ 25,388.40	50.20%
KINGMAN/GOLDEN VALLEY	\$ 8,456.46	\$ 1,680.00	\$ 4,514.00	\$ 6,194.00	\$ 1,238.80	\$ 4,333.20	142.94%	\$ -	\$ 9,695.26	\$ 9,695.26	85.65%
LAKE HAVASU	\$ 25,000.00	\$ 200.00	\$ 31,812.47	\$ 32,012.47	\$ 6,402.49	\$ 12,735.84	251.36%	\$ -	\$ 31,402.49	\$ 31,402.49	58.88%
NORTHERN ARIZONA	\$ 18,164.59	\$ 1,719.00	\$ 9,065.00	\$ 10,784.00	\$ 2,156.80	\$ 9,777.96	110.29%	\$ -	\$ 20,321.39	\$ 20,321.39	19.27%
PHOENIX	\$ 19,900.00	\$ 23,849.09	\$ 51,785.00	\$ 75,634.09	\$ 15,126.82	\$ 168,128.16	44.99%	\$ -	\$ 35,026.82	\$ 35,026.82	23.50%
PRESCOTT	\$ 22,356.69	\$ 14,237.00	\$ 17,616.00	\$ 31,853.00	\$ 6,370.60	\$ 25,810.80	123.41%	\$ -	\$ 28,727.29	\$ 28,727.29	45.18%
SANTA CRUZ	\$ 8,831.30	\$ 300.00	\$ 1,750.00	\$ 2,050.00	\$ 410.00	\$ 1,752.12	117.00%	\$ -	\$ 9,241.30	\$ 9,241.30	50.54%
SCOTTSDALE AREA	\$ 23,623.86	\$ 43,958.74	\$ 64,250.25	\$ 108,208.99	\$ 21,641.80	\$ 157,012.56	68.92%	\$ -	\$ 45,265.66	\$ 45,265.66	30.01%
SEDONA/VERDE VALLEY	\$ 25,000.00	\$ -	\$ 27,981.00	\$ 27,981.00	\$ 5,596.20	\$ 10,305.48	271.52%	\$ -	\$ 30,596.20	\$ 30,596.20	55.76%
SEVRAR	\$ 25,000.00	\$ 26,271.00	\$ 47,631.74	\$ 73,902.74	\$ 14,780.55	\$ 223,555.44	33.06%	\$ -	\$ 39,780.55	\$ 39,780.55	13.71%
SOUTHEAST ARIZONA	\$ 16,940.18	\$ -	\$ 3,080.00	\$ 3,080.00	\$ 616.00	\$ 4,314.36	71.39%	\$ -	\$ 17,556.18	\$ 17,556.18	34.06%
TUCSON	\$ 24,000.00	\$ 12,570.00	\$ 48,736.00	\$ 61,306.00	\$ 12,261.20	\$ 95,236.20	64.37%	\$ 6,500.00	\$ 36,261.20	\$ 29,761.20	17.29%
WEMAR	\$ 23,515.30	\$ 14,075.00	\$ 33,917.40	\$ 47,992.40	\$ 9,598.48	\$ 146,688.24	32.72%	\$ 3,250.00	\$ 33,113.78	\$ 29,863.78	15.39%
WESTERN PINAL	\$ 4,602.29	\$ 630.00	\$ 1,790.00	\$ 2,420.00	\$ 484.00	\$ 5,162.16	46.88%	\$ -	\$ 5,086.29	\$ 5,086.29	28.83%
WHITE MOUNTAIN	\$ 25,000.00	\$ 2,885.00	\$ 17,960.84	\$ 20,845.84	\$ 4,169.17	\$ 7,592.52	274.56%	\$ -	\$ 29,169.17	\$ 29,169.17	44.42%
YUMA	\$ 16,313.44	\$ 1,595.91	\$ 14,728.00	\$ 16,323.91	\$ 5,352.91	\$ 9,363.48	174.34%	\$ -	\$ 21,666.35	\$ 21,666.35	48.49%
TOTAL	\$ 374,654.39	\$ 151,130.74	\$ 406,298.25	\$ 557,428.99	\$ 113,573.93	\$ 899,534.64	61.97%	\$ 11,750.00	\$ 488,228.32	\$ 476,478.32	22.78%

Un-audited; Provided for internal informational purposes only

NOTE 1: RAPAC TOTAL RECEIVED 2016 is comprised of RAPAC deferred from 2015 plus YTD 2016 RAPAC

NOTE 2: Associations/Boards denoted in bold font have made 100% of their RAPAC goal for 2016

NOTE 3: Associations/Boards who have a bolded participation percentage are at NAR's internal goal of 50% or better

Issues Mobilization Activity July 2018

BOARD/ASSOCIATION	2017 ISSUES RESERVES	2018 ISSUES CONTRIBUTIONS	2018 ISSUES DUES	2018 Total Contributions For Credit	2018 LOCAL REQUESTS	BALANCE LOCAL RESERVES
AAR/INDIVIDUAL	\$5,572.85	\$ 7,000.00	\$ 3,377.50	\$ 10,377.50	\$ -	\$ 8,167.23
BULLHEAD/MOHAVE	\$26,802.11	\$ 100.00	\$ 13,090.00	\$ 13,190.00	\$ -	\$ 30,099.61
CENTRAL ARIZONA	\$1,660.50	\$ -	\$ 7,420.00	\$ 7,420.00	\$ -	\$ 3,515.50
DOUGLAS	\$3,052.12	\$ -	\$ -	\$ -	\$ -	\$ 3,052.12
GRAHAM/GREENLEE	\$2,127.50	\$ -	\$ -	\$ -	\$ -	\$ 2,127.50
GREEN VALLEY	\$18,337.81	\$ -	\$ 8,890.00	\$ 8,890.00	\$ -	\$ 20,560.31
KINGMAN/GOLDEN V	\$20,592.47	\$ -	\$ 9,135.00	\$ 9,135.00	\$ -	\$ 22,876.22
LAKE HAVASU	\$18,123.25	\$ 700.00	\$ 24,780.00	\$ 25,480.00	\$ 2,450.00	\$ 22,043.25
NORTHERN ARIZONA	\$23,412.38	\$ -	\$ 19,005.00	\$ 19,005.00	\$ -	\$ 28,163.63
PHOENIX	\$18,051.33	\$ -	\$ 311,185.00	\$ 311,185.00	\$ -	\$ 95,847.58
PRESCOTT	\$17,088.95	\$ 30.00	\$ 49,770.00	\$ 49,800.00	\$ 2,000.00	\$ 27,538.95
SANTA CRUZ	\$4,984.84	\$ 230.00	\$ 3,185.00	\$ 3,415.00	\$ -	\$ 5,838.59
SCOTTSDALE AREA	\$984.92	\$ 100.00	\$ 297,902.50	\$ 298,002.50	\$ -	\$ 75,485.55
SEDONA/VERDE V	\$29,095.28	\$ 3,870.00	\$ 19,670.00	\$ 23,540.00	\$ -	\$ 34,980.28
SEVRAR	\$39,169.11	\$ 7,420.00	\$ 434,647.50	\$ 442,067.50	\$ -	\$ 149,685.99
SOUTHEAST ARIZONA	\$15,658.35	\$ -	\$ 7,420.00	\$ 7,420.00	\$ -	\$ 17,513.35
TUCSON	\$3,002.51	\$ 460.00	\$ 190,365.00	\$ 190,825.00	\$ -	\$ 50,708.76
WEMAR	\$25,521.95	\$ 200.00	\$ 284,865.00	\$ 285,065.00	\$ -	\$ 96,788.20
WESTERN PINAL	\$12,381.09	\$ -	\$ 9,590.00	\$ 9,590.00	\$ -	\$ 14,778.59
WHITE MOUNTAIN	\$16,231.53	\$ 900.00	\$ 14,017.50	\$ 14,917.50	\$ -	\$ 19,960.91
YUMA	\$22,866.20	\$ 2,055.00	\$ 20,055.00	\$ 22,110.00	\$ -	\$ 28,393.70
TOTALS	\$324,717.05	\$23,065.00	\$1,728,370.00	\$ 1,751,435.00	\$4,450.00	\$758,125.80