



BOARD OF DIRECTORS MEETING

October 18, 2019 ~ 10:30 am – 12:30 pm

Embassy Suites ~ Phoenix, Arizona

AGENDA

- I. CALL TO ORDER – 2019 President D. Patrick Lewis**
 - a. Pledge of Allegiance
 - b. Inspirational Message

- II. ASSOCIATION REPORT – 2019 President D. Patrick Lewis**
 - a. Approval of March 28, 2019 Meeting Minutes (attachment 01)
 - b. NAR Report – 2019 NAR Region XI RVP Paula Monthofer
 - c. Executive Committee Report – **President-elect Mary Roberts (attachment 02 and handout)**
 1. Revised 2020-2021 Legislative Program Policy Positions – **PENDING MOTION (attachment 03)**
 2. Investment Policy Amendment - **PENDING MOTION (attachment 04)**
 3. Financial Account signatures – **PENDING MOTION (attachment 05)**
 - d. Treasurer’s Report – **Treasurer Gary Nelson, CRS, GRI, rCRMS**
 1. 2019 Year-to-Date Financials (attachment 06)
 2. 2019 Year-to-Date Capital Budget Update (attachment 07)
 - e. 2020 Proposed Operating Budget, Capital Budget and Strategic Plan – **2020 Treasurer Eric Gibs, SFR, C2EX – MOTION (attachments 08a, 09, 10)**
 - f. Chief Executive Officer’s Report – **Michelle Lind, CEO (attachment 11)**
 1. Legal Update – **Scott Drucker, General Counsel**

- III. PRIMARY COMMITTEE REPORTS**
 - a. Professional & Business Development (PBD) – **Sindy Ready (attachment 12)**
 - b. Business Services & Technology (BST) – **Aaron Pfeifer (attachment 13)**
 - c. Risk Management (RM) – **Lisa Paffrath (attachment 14)**
 - d. Legislative & Political Affairs (LPA) – **Shelley Ostrowski (attachment 15)**
 1. RAPAC and Issues Mobilization Activity Reports (attachment 16)

- IV. REAL ESTATE SPECIALTY REPORTS**
 - a. Arizona CRS Update – **Fred LaBell – 2019 AZ Residential Real Estate Council President**
 - b. Arizona WCR Update – **Yvonne Ahern – 2019 Arizona WCR President**
 - c. Arizona CCIM Update – **Greg Boccardo – CCIM Southern Arizona**

- V. ASSOCIATION CONSIDERATIONS**

- VI. ADJOURN**

NEXT MEETING: 2020 Board of Directors

March 26, 2020

Glendale Renaissance Hotel & Spa ~ Glendale, Arizona

ARIZONA REALTORS®

BOARD OF DIRECTORS MEETING
March 28, 2019
Scottsdale Plaza Resort ~ Scottsdale, Arizona

DRAFT MINUTES

CALL TO ORDER

The regularly scheduled meeting was called to order at 10:30 a.m. by President D. Patrick Lewis. A quorum was present.

ASSOCIATION REPORT

Inspirational Message – The inspirational message was given by Kristin Croak from the Central Arizona Board.

The Pledge of Allegiance – The pledge of allegiance was led by Bridgett Bowers from the Sedona/Verde Valley Association.

2019 Oath of Office – President Lewis administered the oath and swore in the 2019 Arizona REALTORS® Board of Directors.

Approval of Meeting Minutes - The October 17, 2018 minutes were approved as delivered.

2020 Arizona REALTORS® Election Results – 2019 President Lewis declared, without objection:

Mary Roberts, Lake Havasu City Association, as President;
Jan Leighton, West Maricopa County Regional Association, as President-elect,
Gary Nelson, Northern Arizona Association as First Vice President
Eric Gibbs, Tucson Association as Treasurer

Additionally, President Lewis declared without objection:

Phil Annett, Lake Havasu City Association, as Region 1 Vice President
James Adams, Sedona/Verde Valley Association, as Region 3 Vice President; **and**
Annie Barmore, Green Valley/Sahuarita Association, as Region 5 Vice President.

All were duly elected to their respective offices for the year 2020.

The newly elected Treasurer, Eric Gibbs, addressed the Directors.

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

Executive Committee Report – The actions of the Executive Committee since the October 2018 Board of Directors meeting, including those actions that were approved after the March mailing to the Directors, were presented by President-elect Roberts:

MOTION: It was moved, seconded and carried to approve the following leadership appointments for primary committees and local association executive for 2020 to the Board of Directors.

- Legislative and Political Affairs:
Shelley Ostrowski, Chair
Duane Washkowiak, Vice Chair

- Business Services and Technology
Steve Redmond, Chair
Gunner Mitchell, Vice Chair
- Risk Management
Jim Durham, Chair
Laurie McDonnell, Vice Chair
- Professional and Business Development
Marci Slater, Chair
Mandy Neat, Vice Chair
- Local Association Executive appointment to Executive Committee
Amanda Creel, Prescott Area Association of REALTORS®

Treasurer’s Report – Treasurer Nelson provided a report on the 2018 Audit and the 2019 year-to-date financials.

MOTION: It was moved, seconded and carried to approve allocating the accumulated operating surplus of \$1,736,226 as follows:

1. \$800,000 allocated to the Issues Mobilization Fund
2. \$600,000 allocated to the Operating Reserve;
3. \$200,000 allocated to the Capital Reserve;

Which leaves \$136,226 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 – Nikki Salgat, Associate Counsel, presented an update on the association’s legal activities.

PRIMARY COMMITTEE REPORTS

Professional and Business Development – Sindy Ready, 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 – Aaron Pfeifer, Chair of the Business Services and Technology Committee, provided a year-to-date update on the committee’s activities for the Directors.

Risk Management – Lisa Paffrath, Chair of the Risk Management Committee, provided a year-to-date update on the committee’s activities for the Directors.

Legislative and Political Affairs – Shelley Ostrowski, 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 \$1,600
- The RAPAC Silent Auction raised \$56,865
- WCR Cocktails with Champions raised: \$11,910

For a total of **\$70,375**

REAL ESTATE SPECIALTY REPORTS

Arizona CRS Chapter – Bryan Anderson, 2020 President of the Arizona RRC chapter, updated the Directors on chapter events.

Arizona State WCR – Yvonne Ahern, 2019 President of the Arizona State WCR updated the Directors on chapter events.

Arizona CCIM – Greg Boccardo, 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 11:55 a.m.

K. Michelle Lind, Recording Secretary



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This report is intended to advise Arizona REALTORS® Board of Directors of the Executive Committee’s 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 Bylaws/Policies. 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 2019 Meeting

1. Approved 7 hearing panel decisions.
2. Approved participation in the NAR amicus brief, State of New York vs. U.S. Department of Labor, in defense of the association health plan regulation.
3. Approved for release on or about October 1, 2019 the revised Residential Lease Agreement.
4. Approved for release on or about October 1, 2019 the revised Buyer Pre-closing Walkthrough form.
5. Approved revisions to the Arizona REALTORS® adaptations to the NAR Code of Ethics and Arbitration Manual.
6. Approved redirecting up to \$48,000 from the Legislative and Political Affairs REALTOR® Party Plus budget to the Professional & Business Development convention budget (810-1860) for the purpose of conducting a convention membership survey.
7. Approved for release on or about October 1, 2019, a revised Vacant Land/Lot Purchase Contract that removes the “Market Conditions Advisory” option currently found in Section 1h.

Pending Executive Committee Approval on October 16, 2019

RECOMMENDATION TO THE BOARD OF DIRECTORS

FROM:

Executive Committee

RECOMMENDATION:

Approve the proposed changes to the 2020 – 2021 Legislative Program Policy Positions

BACKGROUND:

The proposed changes made to the Arizona REALTORS® 2020-2021 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 2020-2021.

On September 13, the proposed 2020 – 2021 Legislative Program Positions was approved by a majority vote of the Legislative and Political Affairs Committee. The approved positions included technical and conforming changes to reflect the association name change from “Arizona Association of REALTORS®” and “AAR” to “Arizona REALTORS®”, as well as the substantive changes under the 2020 -2021 Legislative Program Policy Positions.

BUDGET IMPACT:

NONE

MOTION:

TO APPROVE THE PROPOSED TECHNICAL AND CONFORMING CHANGES AS WELL AS THE PROPOSED SUBSTANTIVE CHANGES TO THE 2020 – 2021 LEGISLATIVE PROGRAM POLICY POSITIONS.

FOR MORE INFORMATION CONTACT:

President D. Patrick Lewis – 602-697-6670 / dpatricklewis@gmail.com

OR CEO Michelle Lind – 602-248-7787 / michellelind@aaronline.com

ARIZONA REALTORS®
**REALTORS® ~~2019~~ 2020 – ~~2020~~ 2021 LEGISLATIVE
POLICIES**

AS APPROVED ON
~~October 17, 2018~~

As approved

1



**ARIZONA
REALTORS®**

Arizona REALTORS® GOVERNMENT AFFAIRS...the most respected, influential political entity in Arizona.

Introduction

As part of its ongoing legislative policy development process, Arizona REALTORS® seeks input from all aspects of the real estate industry at the earliest possible time when formulating or reviewing legislation affecting the industry. Arizona REALTORS® 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 Arizona REALTORS® overall legislative effort.

As approved

Arizona REALTORS® 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 Arizona REALTORS® would take in the event Arizona REALTORS® 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 Arizona REALTORS® lobbyists with a quick response to Arizona REALTORS® position on many issues if the need should arise.
3. **Upcoming Legislative Session(s) Program:** This category contains those specific issues that Arizona REALTORS® expects to introduce or strongly support as part of a coalition in the next two years. It also includes expected legislation that Arizona REALTORS® intends to strongly oppose.

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 REALTORS® positions regarding governmental and legislative action.

1. Property owners' water and property rights must be protected. their obligations must be consistent throughout Arizona.
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
11. Arizona REALTORS® should maintain a liaison relationship with state agencies and all branches of government so that:
 - a. Information flows freely between those agencies and Arizona REALTORS®.
 - b. Arizona REALTORS® may assist those agencies in addressing matters related to Arizona REALTORS® members and private property rights.
 - c. Arizona REALTORS® 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 Arizona REALTORS® would take in the event that Arizona REALTORS® 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 Arizona REALTORS® lobbyists with a quick response to Arizona REALTORS® position on

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many issues if the need should arise. If legislation or regulation were proposed on the following topics, Arizona REALTORS® position would be to:

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.
13. [Monitor and engage in the ADEQ Rules process, specifically as it relates to the Notice of Transfer Program.](#)

Financing

14. Oppose any effort that would allow banks, and savings and loans to expand into real estate brokerage business.
15. Support laws that would protect property owners against deficiency judgments.
16. Support the procedure of lender selection of appraisers for FHA and VA loans.
17. 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.
18. 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

19. 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.~~
20. Favor efforts to reduce reliance on real property taxes for capital finance of school construction, operation, and maintenance.
21. Favor continued deductibility, without limitation, on both federal and state personal income taxes of interest and property taxes on primary and secondary homes.
22. Favor elimination or reduction of state and federal capital gains and estate taxes.
23. Favor any efforts to improve passive loss benefits and their deductibility.
24. 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.

As approved

25. Support efforts to repeal rental or lease tax on real property at any level of government.
26. Oppose any change that would diminish the value of tax-deferred exchanges.
27. No fee can be used for any purpose other than to offset the cost it was intended to cover.
28. Monitor proposed tax changes in accordance with existing legislative policy statements and prepare for a referendum, should it become necessary.
29. Favor reduction of the residential and commercial depreciation schedules, including reduction of the tenant improvement depreciation schedule.
30. Support simplification and streamlining of the tax-deferred exchange process.

31. Arizona REALTORS® 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.
32. Arizona REALTORS® will oppose any effort to raise property taxes to purchase open space without the vote of the people.
33. Arizona REALTORS® 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.~~
34. **Protect the Mortgage Interest Deduction.**

Property Transfers

35. Oppose any legislative efforts to mandate a property inspection as a prerequisite to transferring real estate.
36. Oppose any legislative efforts to mandate a home warranty as a prerequisite to transferring residential resale real estate.
37. Oppose any legislative efforts to mandate a survey as a prerequisite to transferring real estate.
38. Support legislation to require Homeowner's Association (HOA) Management Companies to

have approval of the transfer fee by the HOA's Board of Directors with proper notice to all homeowners.

39. 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.
40. Support legislation further clarifying marketing efforts of real estate licensees.

Zoning/Land Use

41. Favor any efforts to prohibit abuses of private property rights through zoning, the permitting process, and other actions.
42. 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.
43. Favor requiring due process to enact any zoning, floodplain, or similar ordinance affecting property values or rights, to ensure the purpose of the

ordinance is not merely to implement social goals.

44. Support the basic principle of private property ownership of riverbeds not determined to be navigable.
45. 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

46. Favor efforts to enforce compliance of county and municipal ordinances with the state Enabling Act with respect to lot splits and minor land divisions.

47. Favor any efforts to require that subdivision regulations at all levels of government be in agreement.
48. Generally, oppose any efforts to establish impact fees but consider each proposal individually.

Flood Control

49. 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.
50. Oppose any change to flood plain regulation or elevations exceeding Federal Emergency Management Agency national flood insurance

standards and criteria unless historical and engineering data prove the regulation or elevations necessary.

51. Oppose flood control districts' ability to take or use private property for anything except direct flood control.

As approved

State Trust Lands

52. Support efforts to change the state Land Commissioner's ability to engage in the exchange of state trust lands.
53. Favor systematic and phased release of trust land.
54. Favor traditional compatible uses for state trust lands.
55. 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.
56. 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.
57. 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.
58. Support the modernization and enhancement of the State Trust Land mission.

Federal Land

59. 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.
60. Monitor proposed changes in designations of federal lands (e.g., parks, wilderness, scenic highways, etc.) and ensure private property rights.
61. Favor efforts to broaden the definition of excess land and simplify the criteria for its release for sale to private ownership.
62. Favor efforts to simplify the criteria and time frame for federal and private land exchanges.

Neighborhood/Habitability

63. Oppose change in the state's reasonable occupancy density standards for residential rental properties.
64. Oppose efforts to establish rent control of any kind.
65. Favor efforts to reduce the procedural time to evict residential tenants, requiring speedy service of legal documents, court action, and response by tenants.
66. Oppose any legislation related to blighted properties that would be inconsistent with the Arizona Landlord/Tenant Act.
67. 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.
68. 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.
69. When registration of property owners is mandated, that it applies to all classes of property.
70. Support efforts toward the creation of a statewide pool barrier ordinance.

Transportation

71. Favor efforts to timely develop an updated statewide transportation system, including infrastructure for mass transit, after a comprehensive study of all alternatives.
72. Oppose efforts to establish additional fuel taxes for non-transportation purposes.
73. Arizona REALTORS® supports efforts to ensure that the Highway Users Revenue Funds are distributed throughout the state based upon population within a county.
74. Support ~~ADOTS efforts to require~~ statewide "Long Range Transportation Plan" as required by the Federal Government (23 U.S.C. 135). transportation planning for at least a period of 10 years in lieu of ADOT's current 5-year plan.
75. Support statewide transportation planning, accountability and acceleration of construction efforts.

As approved

Growth Management

76. 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.
77. Growth boundaries affecting local governmental entities should be opposed by Arizona REALTORS® at all costs.
78. Counties should not be granted similar authority as cities to regulate land use, including limiting the number of lot splits.
79. The maximum amount of parcels allowed for a property to be split without resulting in a subdivision should not be less than five.
80. Rezoning should occur only with the property owner's approval.
81. Arizona REALTORS® opposes efforts that diminish the affordability of real property.

Housing Affordability

82. 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.
83. Exemptions to impact fees should be provided for housing marketed to low and moderate-income households.
84. Encourage planning activities that promote affordable housing through higher density and mixed-use development.
85. Work with the Arizona Department of Housing in providing education and information on home ownership.

General Topics

86. Favor requiring government at all levels to meet the same building standards and codes required of private citizens.
87. Oppose efforts to curtail licensees' rights to make solicitations.
88. Oppose any change in the exemption of principals from workers' compensation insurance on independent contractors and sole proprietors affiliated with them.
89. Oppose state legislation that would make fire suppression mandatory in new homes.
90. 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.
91. Support local efforts to fight for the continued right for real estate-associated signage to be

As approved

placed on public or private property with permission of the property owner or appropriate party.

92. Monitor and protect Independent Contractor status.

Insurance

93. Support efforts to promote affordability and availability of homeowner's insurance.

2019 2020 – 2020 2021 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 2018 2019 – 2019 2020 approved positions. The list contains specific issues that Arizona REALTORS® expects to introduce or strongly support as part of a coalition in the upcoming session or two. The following Arizona REALTORS® legislative statements are positions Arizona REALTORS® 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, consumer protections, current line extension policies.
- 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).
- Introduce legislation to allow the Department of Revenue to accept electronic signatures for purposes of establishing Memorandum of Understanding and Power of Attorney as it pertains to Residential Rental Transaction Privilege Tax statutes.
- 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.
- ~~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 actively engage in the Governor's stakeholder meetings, legislation, and executive orders as it pertains to water.
- 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 initials 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.
- Research and take possible action to identify state level funding for the National Flood Insurance Program mapping, specifically the use of LIDAR mapping.
- Continue to monitor Short Term Rental legislation and take action to protect private property rights.
- Change statute to allow for the collection and receipt of rent checks from non-licensed employees in the employ of a broker for single family residence.

As approved

- Research and take possible action to extinguish lien rights after X amount of time following the dissolution or bankruptcy of a solar panel company.

As approved

Pending Executive Committee Approval on October 16, 2019
RECOMMENDATION TO THE EXECUTIVE COMMITTEE

FROM:

Executive Committee

RECOMMENDATION:

To approve amending the Arizona REALTORS® Policies B.6 – Operating and Reserve Funds Investment Policy to add a permitted investment of up to \$100,000 in the National Association of REALTORS® Second Century Ventures, LLC.

BACKGROUND:

The Association was asked to consider investing in the NAR Second Century Ventures, LLC (SCV). SCV is a venture capital investment arm of NAR and specializes in early-stage investments. REach Ventures 2019 LLP (the Fund) has been organized as a Delaware Limited Partnership and is the general partner of the Fund. SCV is the managing member of the general partner and owns 100% of the general partner.

The primary purpose of the Fund is to invest up to \$150,000 in each company that is a participant in a NAR REach technology accelerator program and is generally in the seed stage or other early stage financing round of Securities. The investment would be for at least 10 years and would involve significantly more risk than any previous Association investment.

In the year 2000, the Association entered into an Agreement with RE FormsNet, LLC (zipLogix) whereby the Arizona REALTORS® obtained a small membership interest and became a non-founding member of the LLC (expressed in Sub-Units), in exchange for being an early adopter and granting the LLC a license to offer the Arizona REALTORS® forms by electronic means. As a result, of the zipLogix/TransactionDesk Merger, the Association received a check for our interest in zipLogix in excess of \$100,000.

The recommendation is to reinvest the zipLogix return on investment into the REach Ventures at the next opportunity.

BUDGET IMPACT:

\$100,000 from 2019 Miscellaneous Income.

MOTION:

TO APPROVE AMENDING THE ARIZONA REALTORS® POLICIES B.6 – OPERATING AND RESERVE FUNDS INVESTMENT POLICY TO ADD A PERMITTED INVESTMENT OF UP TO \$100,000 IN THE NATIONAL ASSOCIATION OF REALTORS® SECOND CENTURY VENTURES, LLC.

FOR MORE INFORMATION CONTACT:

President D. Patrick Lewis – (602) 697-6670 / dpatricklewis@gmail.com

OR Michelle Lind – (602) 248-7787 / michellelind@aaronline.com

B.6 – OPERATING AND RESERVE FUNDS INVESTMENT POLICY

All AAR Funds not immediately required shall be invested by the CEO and Controller at the direction of the Treasurer and Executive Committee. Permitted investments shall include: Obligations of the US Treasury; obligations of an agency of the US Government; obligations of and obligations fully guaranteed by any of the fifty (50) states of the United States of America; Auction Preferred Stock (APS) and/or Auction Rate Certificates (ARC) and/or Variable Rate Demand Obligations (VRDO) and corporate bonds with an investment grade rating by a nationally recognized rating service. Funds invested in certificates of deposit shall not exceed the total amount insured, including interest earned to maturity, so that a guarantee is made of return of principal and interest.

With the approval of the Executive Committee, permitted investments shall also include:

- (i) up to twenty percent (20%) of the Capital Reserve, up to twenty percent (20%) of the Strategic Initiatives Reserve and up to twenty percent (20%) of the Issues Mobilization Fund in long term growth assets with equity exposure (such as stocks, stock mutual funds and exchange traded funds). The Capital Reserve, Strategic Initiatives Reserve and the Issues Mobilization Fund shall be analyzed annually taking into consideration past disbursements and anticipated future disbursements. Up to twenty percent (20%) of the funds in these accounts that are deemed not to be needed for their intended purpose for a period of five (5) years or greater shall be eligible to be invested in long term growth assets with equity exposure. All investments in long term growth assets with equity exposure shall be reported to the Board of Directors at the next scheduled meeting.
- (ii) up to \$100,000 in the NATIONAL ASSOCIATION OF REALTORS® Second Century Ventures.

Pending Executive Committee Approval on October 16, 2019
RECOMMENDATION TO THE BOARD OF DIRECTORS

FROM:

Executive Committee

RECOMMENDATION:

To approve a resolution to continue the current process to maintain and change signatures on Arizona REALTORS® financial accounts, due to financial institution documentation that requires certification that the change has been approved by resolution of the Board of Directors.

BACKGROUND:

The Arizona REALTORS® currently maintains 31 financial accounts. All accounts, both checking and investment, list the CEO and Assistant CEO as signers on the account. In addition, the Association adds the incoming President as a signer to each financial account, prior to the commencement of their term, and removes the departing President, at the end of their term each year. To effectuate these signatory changes on some of these financial accounts, the documentation requires certification that the change has been approved by resolution of the Board of Directors.

BUDGET IMPACT:

None

MOTION:

TO APPROVE A RESOLUTION TO MAINTAIN THE CEO AND ASSISTANT CEO AS SIGNERS ON ALL FINANCIAL ACCOUNTS AND ADD THE INCOMING ARIZONA REALTORS® PRESIDENT AS A SIGNER TO ALL FINANCIAL ACCOUNTS, PRIOR TO THE COMMENCEMENT OF THEIR TERM YEAR, AND REMOVE THE DEPARTING PRESIDENT AT THE END OF THEIR TERM.

FOR MORE INFORMATION CONTACT:

Patrick Lewis, President – (602) 697-6670 / dpatricklewis@gmail.com

OR Michelle Lind, CEO – (602) 248-7787 / michellelind@aaronline.com



AUGUST 2019 FINANCIALS

D. Patrick Lewis , President
K. Michelle Lind, CEO



ARIZONA REALTORS®

MONTHLY FINANCIAL PACKAGE

August 2019

FINANCIAL SUMMARY

NOTES.....5-7
SUMMARY BALANCE SHEET8
GROUPED BALANCE SHEET.....9-11

FINANCIAL DETAILS

BALANCE SHEET13-15
OPERATING RESERVE16
ISSUES MOBILIZATION.....17
CAPITAL RESERVE18
STRATEGIC INITIATIVE19
AAR & RAPAC.....20
ALL FUNDS BUDGET VS. ACTUAL.....21-22
OPERATING BUDGET VS. ACTUAL.....23

LEGISLATIVE & POLITICAL AFFAIRS.....24

GOVERNMENT AREA SUPPORT25
LEGISLATIVE ADVOCACY26
LOCAL LOBBYING SUPPORT.....27
LEGISLATIVE POLICY DEVELOPMENT.....28
FUNDRAISING SUPPORT.....29
FUNDRAISING LIAISON SUPPORT30
ELECTION YEAR ACTIVITIES.....31
GOVERNMENTAL COMMUNICATION32
POLITICAL RESEARCH.....33

RISK MANAGEMENT34

RISK MANAGEMENT SUPPORT.....35
LEGAL SUPPORT36
PROFESSIONAL STANDARDS ENFORCEMENT.....37
PROFESSIONAL STANDARDS TRAINING.....38
ALTERNATIVE DISPUTE RESOLUTION39
RISK MANAGEMENT PUBLICATIONS.....40
FORMS DEVELOPMENT41
LEGAL HOTLINE42

BUSINESS SERVICES & TECHNOLOGY.....43

BUSINESS SERVICES & TECHNOLOGY SUPPORT.....44
SOFTWARE DEVELOPMENT45
IT RESOURCE/SECURITY MANAGEMENT46
BUSINESS SERVICES DEPT47
COMMUNICATIONS.....48

PROFESSIONAL & BUSINESS DEVELOPMENT	49
PROFESSIONAL DEVELOPMENT SUPPORT.....	50
REALTOR® INSTITUTE.....	51
rCRMS.....	52
CERTIFIED RESIDENTIAL PROPERTY MANAGER.....	53
LEADERSHIP TRAINING/CONFERENCE.....	54
PARTNERS CONFERENCE.....	55
MRE SOCIETY.....	56
SPRING CONVENTION.....	57
EDUCATION OUTREACH.....	58
EDUCATION DEVELOPMENT.....	59
INSTRUCTOR DEVELOPMENT.....	60
BROKER UNIVERSITY.....	61
OPERATIONS & STRATEGIC INITIATIVES	62
GENERAL OVERHEAD.....	63
DUES.....	64-67
OPERATIONS & STRATEGIC SUPPORT.....	68
ASSOCIATION RELATIONS.....	69
NATIONAL MEETINGS.....	70
EXCOM & DIRECTOR SUPPORT.....	71
PUBLIC RELATIONS.....	72
PERSONNEL.....	73
BUILDING.....	74



MONTHLY FINANCIAL NOTES

August 2019

Income/Expense Summary (Operating Budget vs. Actual)

	<u>2019 Y-T-D Actual</u>	<u>Budget</u>	<u>Variance</u>
Income			
Dues	\$ 9,818,042	\$ 9,405,530	\$ 412,512
Other	<u>\$ 710,326</u>	<u>\$ 403,605</u>	<u>\$ 306,721</u>
Total Income	\$ 10,528,368	\$ 9,809,135	\$ 719,233
Expenses	<u>\$ 4,312,826</u>	<u>\$ 5,292,063</u>	<u>\$ (979,237)</u>
Net Income (Loss)	\$ 6,215,542	\$ 4,517,072	\$ 1,698,470

Year-to-date income exceeds expense by \$6,215,542. This amount compares favorably with projected net income of \$4,517,072 for the reporting period, therefore, we have a positive year-to-date variance of \$1,698,470.

RESERVE FUNDS

Operating Reserve (Bylaw Article IV, Section 1; Policy B.6) - The balance as of January 1, 2019 was \$8,135,795 inclusive of UBS RMA, Private Bank and BlackRock Accounts. The current balance is \$8,303,921. There were no deposits this period. The fund has seen a change in value of \$168,126.

REALTORS® Issues Mobilization Fund (Bylaw Article IV, Section 3; Policy B.6 & RIMC Policies) - The balance as of January 1, 2019 was \$2,514,073 inclusive of the UBS RMA, Private Bank, Q-GARP, Dividend Ruler, Portfolio and BlackRock Accounts. The current balance is \$3,665,300. There were \$4,587 in deposits for contributions and \$15,000 in withdrawals for local board requests this period. These accounts have seen a change in value of \$1,151,226.

Capital Reserve (Bylaw Article IV, Section 2; Policy B.6) - The balance as of January 1, 2019 was \$4,161,654 inclusive of the UBS RMA, Private Bank, Q-GARP, Dividend Ruler, Portfolio and BlackRock Accounts. The current balance is \$4,233,921. There were no deposits and \$5,196 in withdrawals for running electrical cables to the conference room and computer equipment this period. These accounts have seen a change in value of \$72,267.

Strategic Initiatives Reserve (Bylaw Article IV, Section 4; Policy B.6) - The balance as of January 1, 2019 was \$2,092,238 inclusive of the MidFirst checking, UBS RMA, Q-GARP, Dividend Ruler, Portfolio Accounts and BlackRock Accounts. The current balance is \$2,183,127. There were no deposits or withdrawals this period. The fund has seen a change in value of \$90,888.

PRIMARY COMMITTEES

Note: Changes to the Generally Accepted Accounting Principles (GAAP) that became effective after the 2019 Budget was approved affect the allocation of expenses in each of the area budgets.

Page 24: LEGISLATIVE AND POLITICAL AFFAIRS

Expenses are **under** budget as follows: 1501 - *Government Area Support* is over budget due to expenses now being allocated in the LPA budget rather than the Operations budget as a result of the changes to GAAP, all planned expenses are under budget; 1510 - *Legislative Advocacy* is over budget as a result of subscription cost increases for the Arizona Capitol Times publications; 1545 - *Local Lobbying Support* is under budget as a result of a reduction in demand of support; 1550 - *Legislative Policy Development* is over budget as a result of increased costs to host REALTOR® Day at the Capitol, Speaker Fees is under budget as the invoice will be received after the speaking engagement per the contract; 1560 - *Fundraising Support* is under budget as a result of NAR reimbursement for expenses related to the Spring Auction; Catering/Hotel is under budget as a result of Rally Ride hotel location selection under review, Dues & Commitments is under budget because the RPAC \$6 per member to NAR required less funds to be transmitted as a result of the increase in Major Investor funds sent to NAR; Contract Fees is also under budget and a portion reallocated to the PBD area; 1575 - *Federal Liaison Support* is on budget as expenses related to mid-year travel accurately reflected projections; Travel expenses are under budget as some FPCs were reimbursed through other allocated funds; 1580 - *Election Year Activities* is under budget as a result of not incurring expenses in a non-election year; 1585 - *Governmental Communication* is over budget as a result of an increased cost for Caucus agenda printing; 1596 - *Political Research* is under budget due to minimal research conducted. **Overall the Legislative & Political Affairs Area has a positive net variance of \$98,224 Y-T-D.** Adjustments/Recommendations: Motion approved in May to reallocate up to \$48,000 from the Legislative and Political Affairs REALTOR® Party Plus budget (810-1560) to the Professional & Business Development Convention Budget (810-1860) for the purpose of a professional convention survey.

Page 34: RISK MANAGEMENT

Expenses are **under** budget primarily due to: 1601 - *Risk Management Support Supplies* is under budget due to fewer copies than anticipated, Conferences is under budget as portions of the January General Counsel's meeting were paid at the end of 2018, and NAR convention expenses for DC were less than expected; 1602 - *Legal Support Contract Fees* is under budget as we settled the copyright infringement lawsuit filed in Federal District Court thereby avoiding fees that would have been incurred via motion practice and trial; and Subscriptions and References is under budget as the cost of continuing legal education classes were not as much as anticipated; 1605 - *PS Enforcement Contract Fees* is over budget due to the cost of Abacus fees now being allocated to the Risk Management budget rather than the BS&T budget as a result of the changes to GAAP, and Income is less than anticipated year-to-date; 1610 - *PS Training Catering/Hotel* is under budget because the Black Canyon Conference Center costs for the PS Workshop were less than anticipated, and Speaker Fees is under budget because the February 2019 speaker was paid out of the 2018 budget; 1625 - *Risk Management Publications Promotion* is under budget because we have sent out just one ASAP text alert which only went to two smaller sized local associations; and 1650 - *Forms Development Contract Fees* is under budget as zipForm® has not billed us for new and revised forms. **Overall, the Risk Management Area has a positive net variance of \$10,896.10 Y-T-D.** Adjustments/Recommendations: None

Page 43: BUSINESS SERVICES AND TECHNOLOGY

Expenses are **under** budget primarily due to: 1701 - *Business Services & Tech Support* is over budget in general as a result of the changes to GAAP; Conferences is under budget due to less than anticipated travel; 1710 - *Software Development* expenses are under budget; 1730 - *IT Resource & Security Management* Cisco Firewall expenses, IVCI, Office 365, nVision and ExaGrid charges did not occur as planned; 1770 - *Business Services Dept.* charges for TransactionDesk® are under budget as they occurred later in the year than anticipated, Clarity expenses were lower than expected, and Abacus expenses have been moved to Risk Management due to GAAP; 1780 - *Communications* is under budget due to less than anticipated costs for Member Benefits Booklet, timing issues charged for group texting, Web Plug-in software, video production charges, Getty Clip Art and travel/conference expenses did not occur as planned. **Overall, the Business Services & Technology Area has a positive net variance of \$152,463 Y-T-D.** Adjustments/Recommendations: None.

Page 49: PROFESSIONAL AND BUSINESS DEVELOPMENT

Income is **under** budget in Spring Convention. Overall expenses are **under** budget. 1801 - *Professional Development Support* Copying expenses are under budget reflecting current copy vendor contract, Dues & Commitments expenses are under budget due to timing of renewal for education software licenses, Contract Fees is under budget due to timeline for some projects; Printing is under budget due to current inventory of brochures, Promotion is under budget due to Facebook ad delays; Conferences is under budget reflecting change in conference timing. **Note:** Expenses for

telephone, supplies and a portion of printing and postage are reflected in this support budget rather than in the Operations budget due to the changes in GAAP; 1815 - REALTOR® Institute costs are under budget as reflected in Promotion due to actual scholarship disbursements, Printing due to producing student manuals in house for live-streamed GRI classes, Contract Fees due to a delay in the NAR billing cycle for new GRI graduates and Travel is underbudget as a result of engaging local instructors for the live streaming GRI classes; 1820 - rCRMS income and expenses reflect a higher than anticipated number of classes to date; (**Note:** speaker fee and contract fee expense item affected by change in revenue distribution and instructor payment timing); 1825 - CRPM income and expenses reflect a higher than anticipated number of classes and class sizes to date, and Contract Fees is under budget due to change in timing of disbursements of revenue shares; 1840 - Leadership Training/Conference Catering and Travel expenses reflect actual expenses for LTA program to date; 1850 - Partners Conference income reflects actuals received to date; 1860 - Spring Convention income and expenses reflect actual costs based on attendance, Promotion expenses are under budget because social media advertising is reflected in the marketing vendor expenses under Contract Fees. (**Note:** \$20,000 hotel deposits were included in 2018 financials); 1855 - MRES Society supply expense is lower than anticipated due to timing; 1870 - Education Outreach income and expenses reflect costs related to actual number of classes held as well as attendance; (**Note:** speaker fee and contract fee expense item affected by change in revenue distribution and instructor payment timing); 1871 - Education Development income is higher than anticipated from affinity partnership revenue received from NAR, CE Shop and Paperless Agent webinars, and Dues & Commitments reflect a delay in digital badge program development and Contract fees due to timing for “Contract Conversations” video shoot; 1872 - Instructor Development income and speaker fee expense is less than anticipated due to later than anticipated second offering of an IDW date; 1875 - Broker University contract fees reflect actual costs for “Mack In A Minute” video edits.

Overall the Professional & Business Development Area has a positive net variance of \$161,289 Y-T-D.

Adjustments/Recommendations: Motion approved in May to reallocate up to \$48,000 from the Legislative and Political Affairs REALTOR® Party Plus budget (810-1560) to the Professional & Business Development Convention Budget (810-1860) for the purpose of a professional convention survey. Discontinue the annual Broker Summit in 2019.

Page 62: OPERATIONS AND STRATEGIC INITIATIVES

Income is **over** budget primarily due to higher than budgeted dues, law book sales, and significantly more than budgeted Miscellaneous Income (copyright lawsuit settlement fund and zipLogix payout). **There were 51,004 fully paid members and 1,164 prorated members totaling 52,168 paid members for the reporting period. During the same period in 2018 there were 50,417 paid members. This represents a 3.47% increase in paid members for the same period in 2018.** (**Note:** The 2019 budget was prepared anticipating an overall annual paid member increase of 3% from the 2018 budget projection.) **Expenses were under budget overall** primarily due to: 1000 - General Overhead less than budgeted Credit Card/EFT fees and Telephone expenses due to GAAP change allocations to other areas; 1901 - Operations Support less expenses than budgeted overall; 1903 - Association Relations slightly less expenses than budgeted; 1905 - National Meetings less than budgeted travel expenses; 1920 - ExCom & Director Support less than budgeted Catering/Hotel, Contract Fees and Travel expenses; 1955 - Public Relations Contract Fees less than budgeted; 1990 - Personnel and 6000 - Building expenses less than budgeted for this period. **Overall, the Operations & Strategic Initiatives Area has a positive net variance of \$1,181,027 Y-T-D.** Adjustments/Recommendations: None.

**Arizona Association of REALTORS®
Summary Balance Sheet
August 2019**

	<u>8/31/2019</u>
ASSETS	
Current Assets	
Checking/Savings	26,363,922.41
Accounts Receivable	18,741.72
Other Current Assets	100,510.17
Total Current Assets	26,483,174.30
Fixed Assets	2,561,964.41
Other Assets	0.00
TOTAL ASSETS	29,045,138.71
 LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	32,781.25
Credit Cards	18,355.70
Other Current Liabilities	87,495.93
Total Current Liabilities	138,632.88
Long Term Liabilities	105,250.17
Total Liabilities	243,883.05
Equity	28,801,255.66
TOTAL LIABILITIES & EQUITY	29,045,138.71

Arizona Association of REALTORS®
Grouped Balance Sheet
August 2019

August 31, 2019

ASSETS

Current Assets

Checking/Savings

AAR General Accounts

Operating Account - MIDFIRST Checking	206,579.21	
AFLAC 125 Claims Reimb. MIDFIRST	10,780.81	
Operating Account - CHASE Checking	7,286.08	224,646.10
AAR UBS RMA Money Market		7,625,644.16
Combined AAR General Accounts		7,850,290.26

Capital Accounts

Capital Purchase - UBS - Private Bank		0.00
Capital Purchase - UBS Portfolio Mgmt.		245,081.30
Capital Purchase - BlackRock		2,110,440.56
Capital Reserve Fund - UBS Checking RMA		1,632,329.99
Capital Reserve - Q-GARP		142,019.00
Capital Reserve - Dividend Ruler		104,050.55
Combined Capital Accounts		4,233,921.40

Operating Accounts

Operating Reserve - UBS Checking RMA		3,014,382.43
Operating Reserve - BlackRock		5,289,539.53
Operating Reserve - UBS - Private Bank		0.00
Combined Operating Accounts		8,303,921.96

Strategic Initiative

Strategic Initiative - UBS Portfolio Mgmt.		149,176.05
Strategic Initiatives - BlackRock		1,019,462.84
Strategic Initiative - UBS RMA		721,628.66
Strategic Init. Savings - NWCU		0.00
Strategic Initiative Checking - MIDFIRST		88,389.45
Strategic Initiative - Q_GARP		103,035.92
Strategic Initiative - Dividend Ruler		101,434.20
Combined Strategic Initiative Accounts		2,183,127.12

Issues Mobilization Accounts

Issues Mob - UBS RMA		1,362,089.26
Issues Mob - Portfolio Management		938,916.44
Issues Mob - BlackRock		414,658.29
Issues Mob - UBS Private Bank		0.00
Issues Mob - Q_GARP		545,812.82
Issues Mob - Dividend Ruler		403,823.34
Combined Issues Mob Accounts		3,665,300.15

Arizona Homeownership Alliance - UBS RMA

	100,699.52	
		100,699.52

Political Survival Fund

	13,051.04	
		13,051.04

Arizona Association of REALTORS®
Grouped Balance Sheet
August 2019

		August 31, 2019
		13,051.04
Property Management		
Cash-AZ Bank & Trust - Preserve Property Management	13,610.96	13,610.96
Total Checking/Savings		26,363,922.41
Accounts Receivable		
A/R - Trade		18,741.72
A/R - Regonline	10,874.08	
Due From Region 11	20,343.68	
Due From PSF Fund to IM	0.00	
Total Accounts Receivable		31,217.76
Other Current Assets		
Prepaid Expenses and Deposits	547.22	
Monthly Prepaids	68,745.19	
Total Prepaid Expenses and Deposits		69,292.41
Total Other Current Assets		100,510.17
Total Current Assets		26,483,174.30
Fixed Assets		
Property and Equipment		
151 · A/D - Furn & Equipment	-164,301.95	
157 · A/D - Computer	-538,459.42	
161 · A/D - Leashold Imprvments	-885,840.40	
165 · A/D - Building Osborn	-992,780.30	
167 · A/D - Tenant Improvements	-74,588.58	
Total Accumulated Depreciation		-2,655,970.65
150 · Furniture & Equipment	320,384.71	
156 · Computer	697,229.15	
160 · Leasehold Improvements	1,506,484.19	
163 · Land - Osborn	617,737.40	
164 · Building - Osborn	1,995,153.78	
166 · Tenant Improvements	80,945.83	
Total Property and Equipment		5,217,935.06
Total Fixed Assets		2,561,964.41
Other Assets		
Loan Cost / Leasing Commissions		
Note Receivable	0.00	
Total Other Assets		0.00
TOTAL ASSETS		29,045,138.71

**Arizona Association of REALTORS®
Grouped Balance Sheet
August 2019**

August 31, 2019

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

Accounts Payable

32,781.25

Total Accounts Payable

32,781.25

Credit Cards

MidFirst Business Visa

18,355.70

Total Credit Cards

18,355.70

Other Current Liabilities

Due to NAR

0.00

Due to Region 11

0.00

Sales Tax Payable

0.00

Combined Current Liabilities

0.00

Accrued Salaries & P/R Taxes

15,265.21

Total Accrued Salaries & P/R Taxes

15,265.21

Security Deposits Payable - Osborn

9,642.10

Deferred Dues Income

0.00

Deferred Income - Other

11,000.00

Stale Dated Checks/Escheat

1,479.27

Arbitration Case Pending

6,833.08

Current portion of LTD

43,276.27

72,230.72

Total Other Current Liabilities

87,495.93

Total Current Liabilities

138,632.88

Long Term Liabilities

Capital Lease Payable

105,250.17

Total Long Term Liabilities

105,250.17

TOTAL LIABILITIES

243,883.05

Equity

Temporarily restricted

304 · Fund Balance - Issues Mobilization

709,685.00

Total Temporarily restricted

709,685.00

Unrestricted/Designated

302 · Fund Balance - Operating Reserve

8,135,796.00

303 · Fund Balance - Capital

4,161,653.00

305 · Fund Balance - Issues Mobilization

1,804,388.00

307 · Fund Balance - Strategic Initiative

2,092,238.00

308 Fund Balance - AZ Homeownership

100,284.00

Total Unrestricted/Designated

16,294,359.00

3900 · Unrestricted/Undesignated

4,119,916.92

Net Income

7,677,294.74

Total Equity

28,801,255.66

TOTAL LIABILITIES & EQUITY

29,045,138.71



FINANCIAL DETAILS



Balance Sheet

As of August 31, 2019

	Aug 31, 19
ASSETS	
Current Assets	
Checking/Savings	
1000 · Combined Operating Cash Account	
100.3 · Operating Acc. - MidFirst 2997	206,579.21
100.4 · AFLAC 125 Claims - MidFirst	10,780.81
101.3 · Operating Account - CHASE 1442	7,286.08
101.5 · UBS - AAR Main RMA	7,625,644.16
Total 1000 · Combined Operating Cash Account	7,850,290.26
1005 · Q-GARP Portfolio - UBS	
1005.1 · Strategic Initiative Q-GARP	103,035.92
1005.2 · Capital Reserve Q-GARP	142,019.00
1005.3 · Issues Mob. Q-GARP	545,812.82
Total 1005 · Q-GARP Portfolio - UBS	790,867.74
1006 · Dividend Ruler Portfolio - UBS	
1006.1 · Strategic Initiative Div. Ruler	101,434.20
1006.2 · Capital Reserve Dividend Ruler	104,050.55
1006.3 · Issues Mob. Dividend Ruler	403,823.34
Total 1006 · Dividend Ruler Portfolio - UBS	609,308.09
1007 · Portfolio Management - UBS	
1007.1 · Strat Initiative Portfolio Mgmt	149,176.05
1007.2 · Capital Reserve Portfolio Mgmt	245,081.30
1007.3 · Issues Mob. Portfolio Mgmt	938,916.44
Total 1007 · Portfolio Management - UBS	1,333,173.79
10081 · BlackRock - UBS	
10081.1 · Capital Reserve - BlackRock	2,110,440.56
10081.2 · Operating Reserve - BlackRock	5,289,539.53
10081.3 · Issues Mobilization - BlackRock	414,658.29
10081.4 · Strategic Initiative - BlackRoc	1,019,462.84
Total 10081 · BlackRock - UBS	8,834,101.22
101.40 · Combined Strategic Initiative	
101.43 · Strategic Initiative - UBS	721,628.66
101.44 · Strategic Init Check - MidFirst	88,389.45
Total 101.40 · Combined Strategic Initiative	810,018.11
101.66 · Operating Reserve Net	
102 · Cash in Op Reserve - UBS	3,014,382.43
Total 101.66 · Operating Reserve Net	3,014,382.43
103 · Capital Reserve Checking RMA	1,632,329.99
104 · Issues Mob Accounts - UBS	
104.4 · Issues Mob Fund - UBS RMA	1,362,089.26
Total 104 · Issues Mob Accounts - UBS	1,362,089.26
105 · Cash-AZ Bank & Trust/Prop Mgmt	13,610.96
106.. · AZ Homeownership Alliance RMA	100,699.52
111. · PSF	
111 · Political Survival Fund	13,051.04
Total 111. · PSF	13,051.04
Total Checking/Savings	26,363,922.41
Accounts Receivable	
112 · A/R	18,741.72
Total Accounts Receivable	18,741.72
Other Current Assets	
Prepaid Expenses and Deposits	
123 · Monthly Prepays	

Arizona Association of REALTORS®

Balance Sheet

As of August 31, 2019

	Aug 31, 19
123.007 · January Pre-Paid	3,500.00
123.015 · September Pre-Paid	53,995.19
123.016 · October Pre-Paid	11,250.00
Total 123 · Monthly Prepays	68,745.19
124 · Prepaid Expenses	
124.2 · Prepaid Postage-Pitney Bowes	547.22
Total 124 · Prepaid Expenses	547.22
Total Prepaid Expenses and Deposits	69,292.41
112.110 · A/R Misc.	
113.10 · A/R - Regonline	10,874.08
113.11 · Due From Region 11	20,343.68
Total 112.110 · A/R Misc.	31,217.76
Total Other Current Assets	100,510.17
Total Current Assets	26,483,174.30
Fixed Assets	
Property and Equipment	
Total Accumulated Depreciation	
151 · A/D - Furn & Equipment	-164,301.95
157 · A/D - Computer	-538,459.42
161 · A/D - Leasehold Imprvments	-885,840.40
165 · A/D - Building Osborn	-992,780.30
167 · A/D - Tenant Improvements	-74,588.58
Total Total Accumulated Depreciation	-2,655,970.65
150 · Furniture & Equipment	320,384.71
156 · Computer	697,229.15
160 · Leasehold Improvements	1,506,484.19
163 · Land - Osborn	617,737.40
164 · Building - Osborn	1,995,153.78
166 · Tenant Improvements	80,945.83
Total Property and Equipment	2,561,964.41
Total Fixed Assets	2,561,964.41
TOTAL ASSETS	29,045,138.71
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
200 · Accounts Payable	32,781.25
Total Accounts Payable	32,781.25
Credit Cards	
203.1 · MidFirst Business Credit Card	18,355.70
Total Credit Cards	18,355.70
Other Current Liabilities	
214 · Accrued Salaries & P/R Taxes	
2100 · Payroll Liabilities	10,407.05
214 · Accrued Salaries & P/R Taxes - Other	4,858.16
Total 214 · Accrued Salaries & P/R Taxes	15,265.21
215 · Security Deposits Payable - Osb	9,642.10
228 · Deferred Income	
232 · Deferred Income Other	11,000.00
Total 228 · Deferred Income	11,000.00
240 · Stale Dated Checks/Escheat	1,479.27
275 · Arbitration Case Pending	6,833.08

Balance Sheet

As of August 31, 2019

	Aug 31, 19
295 · Current portion of LTD	43,276.27
Total Other Current Liabilities	87,495.93
Total Current Liabilities	138,632.88
Long Term Liabilities	
285 · Capital Lease Payable	105,250.17
Total Long Term Liabilities	105,250.17
Total Liabilities	243,883.05
Equity	
Temporarily restricted	
304 · Fund Bal - Issues Mobilization	709,685.00
Total Temporarily restricted	709,685.00
Unrestricted/Designated	
302 · Fund Bal - Operating Reserve	8,135,796.00
303 · Fund Bal - Capital	4,161,653.00
305 · Fund Bal - Issues Mobilization	1,804,388.00
307 · Fund Bal - Strategic Initiative	2,092,238.00
308 · Fund Bal - AZ Homeownership	100,284.00
Total Unrestricted/Designated	16,294,359.00
3900 · Unrestricted/Undesignated	4,119,916.92
Net Income	7,677,294.74
Total Equity	28,801,255.66
TOTAL LIABILITIES & EQUITY	29,045,138.71

2019 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															
Dividend and Interest Income (including accrued)	UX66383	\$ 3,971,980.74													
Deposits			\$3,681.22	\$6,857.26	\$6,870.02	\$6,121.18	\$5,086.49	\$5,166.12	\$4,952.55	\$4,940.63					\$ 3,971,980.74
Withdrawals			(\$4,158,761.06)	\$17.91	(\$1,001,000.00)	(\$25,000.00)			\$21,000.00						\$43,695.47
Change in Market Value			\$616.49	\$2,496.69	\$3,095.56	\$1,205.00	\$1,140.00	\$964.99	\$964.99	\$3,048.42					\$4,179,778.97
Total															(\$5,193,639.90)
															\$12,567.15
															<u>\$ 3,014,382.43</u>
AAR - Operating Reserve - Private Bank															
Interest/Dividends	Portfolio 705809	\$4,163,814.77													
Deposits			\$7,444.64	\$2,552.92											\$4,163,814.77
Withdrawals					(\$17.91)										\$9,987.56
Prior Period Accruals			(\$23,950.00)	(\$4,189,030.91)											\$0.00
Current Period Accruals			\$25,636.44	\$17.91											(\$4,189,048.82)
Investment Appreciation/Depreciation			\$16,262.41	\$29,413.32											(\$49,571.62)
Fees			(\$4,150.44)	(\$2,371.53)											\$25,654.35
															\$45,675.73
															(\$6,521.97)
															<u>(\$0.00)</u>
AAR Operating Reserve - BlackRock															
Dividend and Interest Income (including accrued)	UX17568	\$ -													
Deposits				\$30,359.60	\$9,900.23	\$10,543.70	\$10,085.08	\$10,404.91	\$10,976.03	\$5,020.46					\$ -
Withdrawals				\$4,160,639.90	\$1,000,000.00										\$87,290.01
Change in Market Value					(\$683.91)										\$5,160,639.90
Fees				\$460.09	\$8,764.40	\$1,914.15	\$11,333.95	\$14,411.50	(\$8,161.86)	\$24,072.58					(\$5,879.06)
Total									(\$5,306.13)						\$52,794.81
															(\$5,306.13)
															<u>\$ 5,289,539.53</u>
															<u>\$ 8,303,921.96</u>
Year-to-Date Change in Value:															
		\$ 168,126.45													

*NOTE: The total in securities transferred out of Private Bank do not match the total in securities deposited to the RMA. This is due to a change in market value and accrued interest as we were transferring securities, not cash.

2019 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	\$ 505,523.32													\$ 505,523.32
Dividend and Interest Income (excluding account)			\$901.18	\$2,076.00	\$2,141.35	\$2,376.41	\$2,334.42	\$2,387.07	\$2,293.18	\$2,341.22					\$16,860.83
Deposits			\$844,395.65	\$412,616.26	\$1,257.78	\$2,441.50	\$4,165.00	\$70.00	\$1,960.00	\$4,587.30					\$1,271,514.48
Withdrawals				(\$402,812.29)					(\$15,000.00)	(\$15,000.00)					(\$432,812.29)
Change in Market Value			\$205.50	\$391.99		\$706.65				\$208.58					\$1,012.92
Fees															\$0.00
Total															\$ 1,362,093.26
AAR - Issues Mob. - Private Bank	Portfolio 362618	\$403,155.59													\$403,155.59
Interest/Dividends			\$771.91	\$257.94											\$1,029.85
Deposits				(\$405,856.86)	(\$7.78)										\$0.00
Withdrawals			(\$2,411.00)	(\$2,553.14)											(\$4,964.14)
Prior Period Accruals			\$2,554.59	\$7.78											\$2,562.37
Current Period Accruals			\$1,594.30	\$2,898.29											\$4,492.59
Investment Appreciation/Depreciation			(\$401.97)	(\$229.65)											(\$631.62)
Fees															(\$30.00)
Total															\$ 434,526.16
Realtors Issues Mob. - O.G.A.R.P.	UX52263	\$ 434,526.16													\$ 434,526.16
Dividend and Interest Income (excluding account)			\$345.32	\$182.35	\$680.85	\$446.80	\$338.14	\$912.79	\$429.82	\$141.40					\$3,078.27
Deposits															\$0.00
Withdrawals			\$34,454.44	\$16,811.92	\$15,952.05	\$28,843.13	(\$27,421.77)	\$30,005.50	\$9,663.78	\$968.61					\$109,077.66
Change in Market Value			(\$428.57)			(\$501.15)			(\$539.55)						(\$1,662.27)
Fees															\$0.00
Total															\$ 545,912.82
Realtors Issues Mob. - Dividend Ruler	UX52265	\$ 330,645.63													\$ 330,645.63
Dividend and Interest Income (excluding account)			\$362.79	\$144.91	\$1,746.12	\$588.35	\$347.83	\$1,369.43	\$512.55	\$230.40					\$5,203.38
Deposits															\$0.00
Withdrawals			\$20,404.99	\$14,970.71	\$5,063.80	\$17,078.80	(\$17,582.30)	\$21,512.91	\$6,469.81	\$421.00					\$69,139.72
Change in Market Value			(\$326.12)		(\$142.62)	(\$373.29)		(\$23.51)	(\$338.65)						(\$1,265.39)
Fees															\$0.00
Total															\$ 403,923.34
Realtors Issues Mob. - Portfolio Management	UX42722	\$ 840,222.97													\$ 840,222.97
Dividend and Interest Income (excluding account)			\$287.17	\$66.48	\$1,336.36	\$1.08	\$4.07	\$1,476.64	\$2.76	\$2.83					\$3,167.19
Deposits															\$0.00
Withdrawals			\$73,386.19	\$26,168.21	\$4,141.27	\$31,600.07	(\$89,428.70)	\$56,992.51	(\$1,037.65)	(\$26,736.72)					\$98,098.78
Change in Market Value			(\$644.51)			(\$942.38)			(\$975.61)						(\$2,562.50)
Fees															\$0.00
Total															\$ 938,916.44
Realtors Issues Mob. - BlackRock	UX50021	\$ -													\$ -
Dividend and Interest Income (excluding account)															\$8,120.28
Deposits															\$402,812.29
Withdrawals															\$0.00
Change in Market Value															\$4,627.66
Fees															(\$92.24)
Total															\$ 414,655.29
TOTAL															\$ 3,665,900.15
Year-to-Date Change in Value:															\$ 1,151,226.48

*NOTE: The total in securities transferred out of Private Bank do not match the total in securities deposited to the RMA. This is due to a change in market value and accrued interest as we were transferring securities, not cash.

2019 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	\$ 2,182,853.49													
Dividend and Interest Income (including accrued)			\$1,833.33	\$3,593.72	\$3,249.05	\$3,016.20	\$2,479.87	\$2,437.59	\$2,329.20	\$2,293.72					\$ 2,182,853.49
Deposits			\$1,558,384.52	\$9.51											\$21,232.48
Withdrawals			(\$35,024.78)	(\$1,561,187.44)	(\$507,301.57)	(\$9,516.39)	(\$8,316.26)	(\$10,290.83)	(\$719.08)	(\$5,195.52)					\$1,558,384.03
Change in Market Value			\$513.75	\$1,201.65	\$349.85	\$1,841.12	\$771.20	\$728.60	\$817.60	\$1,609.09					(\$2,138,952.87)
Fees															\$7,432.86
Total															\$0.00
															\$ 1,632,329.95
AAR Capital Reserve - Private Bank	Portfolio 382582	\$1,561,346.50													
Net Contributions			\$2,728.91	\$946.76											\$1,561,346.50
Interest/Dividends															\$0.00
Withdrawals			(\$1,570,776.40)	(\$9,516.39)	(\$9,516.39)	(\$1,841.12)	(\$8,316.26)	(\$10,290.83)	(\$719.08)	(\$5,195.52)					(\$1,570,779.91)
Prior Period Accruals			(\$9,987.00)	(\$9,662.82)	\$9.51										(\$18,629.82)
Current Period Accruals			\$9,688.63	\$8.51											\$9,697.14
Investment Appreciation/Depreciation			\$6,036.48	\$11,117.44											\$17,153.92
Fees			(\$1,556.33)	(\$889.25)											(\$2,445.58)
Total															\$0.00
Capital Purchase - Q-GARP	UX52386	\$ 113,136.31													
Dividend and Interest Income (including accrued)			\$84.13	\$48.35	\$230.63	\$116.10	\$88.83	\$236.45	\$112.27	\$36.47					\$ 113,136.31
Deposits															\$963.23
Withdrawals			\$8,907.89	\$4,343.95	\$4,083.87	\$7,514.54	(\$7,160.84)	\$7,862.30	\$2,481.61	\$268.40					\$0.00
Change in Market Value			(\$111.59)			(\$130.37)			(\$148.40)						(\$392.36)
Fees															\$0.00
Total															\$ 142,019.80
Capital Purchase - Dividend Ruler	UX52368	\$ 85,185.21													
Dividend and Interest Income (including accrued)			\$89.11	\$37.23	\$448.88	\$150.34	\$90.61	\$552.76	\$131.98	\$59.75					\$ 85,185.21
Deposits															\$1,365.65
Withdrawals			\$5,259.45	\$3,858.37	\$1,538.33	\$4,392.21	(\$4,525.26)	\$5,530.33	\$1,677.09	\$92.99					\$0.00
Change in Market Value			(\$84.02)		(\$38.52)	(\$66.20)		(\$6.06)	(\$103.03)						(\$325.83)
Fees															\$0.00
Total															\$ 104,950.55
Capital Purchase - Portfolio Management	UX42723	\$ 219,132.46													
Dividend and Interest Income (including accrued)			\$81.62	\$16.80	\$347.85	\$0.27	\$1.14	\$385.00	\$0.76	\$0.77					\$ 219,132.46
Deposits															\$834.21
Withdrawals			\$19,269.80	\$6,925.98	\$1,058.00	\$9,026.82	(\$18,113.94)	\$14,865.81	(\$272.58)	(\$5,974.37)					\$0.00
Change in Market Value			(\$170.26)			(\$245.99)			(\$254.86)						\$0.00
Fees															\$25,785.52
Total															\$ 245,081.30
Capital Purchase - BlackRock	UX17969	\$ -													
Dividend and Interest Income (including accrued)															\$ -
Deposits															\$33,730.79
Withdrawals			\$1,550,041.29	\$1,468.86	\$3,716.75	\$4,222.90	\$4,020.68	\$4,137.11	\$4,378.15	\$1,786.34					\$2,060,041.29
Change in Market Value															\$0.00
Fees				\$169.72	\$3,377.76	\$715.10	\$4,792.58	\$5,878.36	(\$3,423.83)	\$9,679.49					\$21,166.18
Total															(\$4,500.70)
															\$ 2,110,440.56
TOTAL															\$ 4,233,921.40
Year-to-Date Change in Value:															\$ 72,267.33

*NOTE: The total in securities transferred out of Private Bank do not match the total in securities deposited in the RMA. This is due to a change in market value and accrued interest as we were transferring securities, not cash.

2019 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															
Deposits	XX-3020	\$ 88,419.45													\$ 88,419.45
Withdrawals			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Transfers			(\$5.00)	(\$5.00)	(\$5.00)	(\$5.00)	(\$5.00)	(\$5.00)							(\$20.00)
Total			(\$5.00)	(\$5.00)	(\$5.00)	(\$5.00)	(\$5.00)	(\$5.00)							\$0.00
Strategic Initiative - RWCU															
Dividend and Interest Income (including reinvest)	5679	\$ 202,123.38	\$3.58	\$7.75	\$3.32										\$ 202,123.38
Deposits															\$19.65
Withdrawals															\$0.00
Transfers					(\$202,143.03)										(\$202,143.03)
Total															\$0.00
Strategic Initiative - UBS RMA															
Dividend and Interest Income (including reinvest)	UXZ7652	\$ 1,503,254.32	\$1,220.86	\$1,288.54	\$2,542.17	\$1,652.03	\$1,597.08	\$1,053.93	\$2,112.59	\$1,544.22					\$ 1,503,254.32
Deposits															13,211.42
Withdrawals															202,143.03
Change in Market Value			\$333.84	\$334.67	(\$1,060,000.00)	\$483.13	(\$86.06)	\$281.99	\$120.01	\$823.41					1,000,000.00
Fees															3,019.89
Total															0.00
Strategic Initiative - Q-GARP															
Dividend and Interest Income (including reinvest)	UX52269	\$ 81,973.81	\$65.74	\$34.25	\$164.41	\$63.30	\$52.90	\$172.94	\$60.75	\$28.87					\$ 81,973.81
Deposits															691.16
Withdrawals															0.00
Change in Market Value			\$6,573.13	\$3,112.21	\$3,076.76	\$5,520.40	(\$5,275.42)	\$5,724.99	\$1,736.11	\$180.22					20,648.40
Fees			(\$80.85)		(\$84.66)			(\$101.94)							(\$277.45)
Total															\$ 103,035.92
Strategic Initiative - Dividend Ruler															
Dividend and Interest Income (including reinvest)	UX52370	\$ 84,527.98	\$50.54	\$95.43	\$354.88	\$148.92	\$87.22	\$342.83	\$129.25	\$57.60					\$ 84,527.98
Deposits															1,266.27
Withdrawals															0.00
Change in Market Value			\$4,476.19	\$2,964.03	\$1,478.84	\$4,266.69	(\$4,406.03)	\$5,395.78	\$1,611.97	\$124.60					15,809.87
Fees			(\$0.11)	(\$69.70)		(\$83.78)		(\$5.90)	(\$100.43)						269.92
Total															\$ 101,484.20
Strategic Initiative - Portfolio Management															
Dividend and Interest Income (including reinvest)	UX46724	\$ 131,939.48	\$54.61	\$3.30	\$269.54	\$0.18	\$0.83	\$237.48	\$0.45	\$0.46					\$ 131,939.48
Deposits															506.87
Withdrawals															0.00
Change in Market Value			\$12,762.51	\$4,690.06	\$615.64	\$5,488.83	(\$1,023.32)	\$9,042.90	(\$1,658.88)	(\$4,270.88)					17,127.86
Fees			(\$93.37)		(\$193.76)			(\$155.03)							(\$328.16)
Total															\$ 149,176.05
Strategic Initiative - BlackRock															
Dividend and Interest Income (including reinvest)	UX53105	\$ -			\$1,000,000.00	\$1,687.92	\$2,088.32	\$1,858.47	\$2,306.13	\$925.97					\$ -
Deposits															\$8,667.81
Withdrawals															\$1,000,000.00
Change in Market Value						\$602.26	\$3,690.40	\$4,304.43	(\$2,217.35)	\$6,212.20					\$12,591.84
Fees					(\$975.34)				(\$1,021.57)						(\$1,995.91)
Total															\$ 1,019,462.84
TOTAL															
															\$ 2,052,238.42
Year-to-Date Change in Value:															
															\$ 90,888.70

2019 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	\$ 9,205.32													
Deposits															\$ 9,205.32
Withdrawals			(\$57.45)	(\$61.46)	(\$49.51)	(\$1,549.47)	(\$53.64)	(\$49.56)	(\$49.58)	(\$49.57)					\$0.00
Transfers															(\$1,920.24)
Total															\$ 7,285.08
AAR General Checking - MIDFIRST															
	xx-2997	\$ 444,062.48													
Deposits			\$4,434,488.73	\$991,622.82	\$409,040.33	\$326,291.22	\$319,825.49	\$432,025.26	\$163,444.82	\$128,811.88					\$7,205,852.55
Withdrawals			(\$560,132.49)	(\$554,160.57)	(\$470,071.69)	(\$560,737.25)	(\$521,433.57)	(\$934,179.88)	(\$507,627.96)	(\$529,692.41)					(\$4,638,035.82)
Transfers			(\$3,750,000.00)	(\$500,000.00)		(\$25,000.00)	\$250,000.00	\$430,000.00	\$340,000.00	\$450,000.00					(\$2,805,000.00)
Total															\$ 206,579.21
AAR Main RMA															
	UX66381	\$ 4,703,585.51													
Dividend and Interest Income (including accrued)			\$4,210.69	\$10,473.18	\$13,209.70	\$13,814.09	\$8,510.36	\$6,601.87	\$10,204.66	\$11,949.02					\$4,703,585.51
Transfers			\$3,750,000.00	\$500,000.00		\$25,000.00	(\$250,000.00)	(\$430,000.00)	(\$340,000.00)	(\$450,000.00)					\$78,973.57
Withdrawals															\$2,805,000.00
Change in Market Value			\$359.62	\$350.41	\$6,570.04	\$8,869.98	\$9,845.00	\$6,890.01	\$2,616.00	\$2,574.02					\$0.00
Total															\$ 7,625,644.16
RAPAC - RMA															
	UX68862	\$ 530,653.46													
Dividend and Interest Income (including accrued)			\$881.77	\$906.30	\$560.87	\$606.37	\$1,093.24	\$1,114.52	\$1,069.41	\$1,080.14					\$530,653.46
Deposits															\$0.00
Transfers					\$315,000.00										\$315,000.00
Withdrawals			(\$250,000.00)												(\$250,000.00)
Change in Market Value			\$231.19	\$231.69	\$0.01	\$232.70				\$234.65					\$930.24
Total															\$ 603,896.32
TOTAL															\$ 8,443,405.77

Arizona Association of REALTORS®
All Funds Budget vs. Actual
January through August 2019

	<u>Jan - Aug 19</u>
Ordinary Income/Expense	
Income	
410 · Interest Income	262,649.69
415 · Rental Income	58,894.96
417 · Gain on Investments	621,309.88
430 · Dues Income	9,818,042.08
433 · Forms Licensing	24,500.00
435 · Law Book	2,232.18
440 · Other Program Income	1,650.00
440.10 · Ethics Citation Fee	0.00
440.3 · Arbitration Deposits Retained	500.00
440.4 · Appeal Fees Retained	500.00
440.5 · Ethics Admin Fees	3,300.00
440.6 · Retained Fine	4,450.00
460 · Broker University	35.00
461 · Education Development	3,754.45
462 · Education Outreach	32,554.00
463 · Instructor Development	739.00
465 · MRE Society	575.00
466 · Member Communications	0.00
467 · REALTOR Institute	31,819.00
468 · rCRMS	37,874.68
469 · Spring Convention	107,766.00
471 · Industry Partners	27,720.00
472 · CRPM	39,182.81
491 · IM Contributions	28,908.80
497 · Misc Income	1,055,192.61
Total Income	<u>12,164,150.14</u>
Gross Profit	12,164,150.14
Expense	
500 · Salaries/Benefits	1,854,826.31
540 · Staff Development	708.60
605 · Awards/Gifts	11,653.73
612 · Issues Mobilization Expenses	30,000.00
620 · Building Expense	154,047.53
629 · Operating Reserve Contributions	12,000.00
630 · Catering/Hotel	242,915.13
631 · Computer Service and Expense	8,020.31
632 · Copying	1,804.34
633 · Furniture/Equipment Expense	11,290.46
639 · Dues & Commitments.	313,772.44
640 · Equipment Maintenance/Rental	36,672.49
660 · Management Fees	1,469.27
690 · Credit Card & EFT Fees/Misc.	157,148.53

Arizona Association of REALTORS®
All Funds Budget vs. Actual
January through August 2019

	<u>Jan - Aug 19</u>
693 · Investment Banking Fees	30,846.30
770 · Supplies	14,125.22
780 · Postage	6,109.77
781 · Printing	17,448.36
786 · Promotion	23,811.63
787 · Speaker Fees	108,594.31
788 · Staff Expense	2,306.41
790 · Subscriptions and Reference	18,236.52
800 · Taxes	0.00
810 · Contract Fees	1,250,059.27
850 · Telephone	28,221.99
855 · Transportation	13.15
860 · Conferences	38,206.44
867 · Travel	112,546.89
Total Expense	<u>4,486,855.40</u>
Net Ordinary Income	<u>7,677,294.74</u>
Net Income	<u><u>7,677,294.74</u></u>

Arizona Association of REALTORS®
Operating Budget vs. Actual
 January through August 2019

	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	78,850.27	7,500.00	71,350.27	1,051.3%
415 · Rental Income	58,894.96	67,823.41	-8,928.45	86.8%
417 · Gain on Investments	38,208.38			
430 · Dues Income	9,818,042.08	9,405,530.00	412,512.08	104.4%
433 · Forms Licensing	24,500.00	32,000.00	-7,500.00	76.6%
435 · Law Book	2,232.18	800.00	1,432.18	279.0%
440 · Other Program Income	1,650.00			
440.10 · Ethics Citation Fee	0.00	750.00	-750.00	0.0%
440.3 · Arbitration Deposits Retained	500.00	3,000.00	-2,500.00	16.7%
440.4 · Appeal Fees Retained	500.00	750.00	-250.00	66.7%
440.5 · Ethics Admin Fees	3,300.00	2,800.00	500.00	117.9%
440.6 · Retained Fine	4,450.00	6,750.00	-2,300.00	65.9%
460 · Broker University	35.00	1,650.00	-1,615.00	2.1%
461 · Education Development	3,754.45	1,212.00	2,542.45	309.8%
462 · Education Outreach	32,554.00	14,675.00	17,879.00	221.8%
463 · Instructor Development	739.00	1,130.00	-391.00	65.4%
465 · MRE Society	575.00	500.00	75.00	115.0%
467 · REALTOR Institute	31,819.00	21,730.00	10,089.00	146.4%
468 · rCRMS	37,874.68	19,565.00	18,309.68	193.6%
469 · Spring Convention	107,766.00	149,450.00	-41,684.00	72.1%
471 · Industry Partners	27,720.00	45,575.00	-17,855.00	60.8%
472 · CRPM	39,182.81	23,245.00	15,937.81	168.6%
497 · Misc Income	215,220.96	2,700.00	212,520.96	7,971.1%
Total Income	10,528,368.77	9,809,135.41	719,233.36	107.3%
Gross Profit	10,528,368.77	9,809,135.41	719,233.36	107.3%
Expense				
500 · Salaries/Benefits	1,854,826.31	2,026,000.00	-171,173.69	91.6%
540 · Staff Development	452.00	10,750.00	-10,298.00	4.2%
605 · Awards/Gifts	11,653.73	21,420.00	-9,766.27	54.4%
620 · Building Expense	154,047.53	203,613.17	-49,565.64	75.7%
630 · Catering/Hotel	242,915.13	393,542.00	-150,626.87	61.7%
631 · Computer Service and Expense	1,324.77	10,000.00	-8,675.23	13.2%
632 · Copying	1,804.34	10,075.00	-8,270.66	17.9%
639 · Dues & Commitments.	313,772.44	394,807.00	-81,034.56	79.5%
640 · Equipment Maintenance/Rental	36,672.49	35,900.00	772.49	102.2%
690 · Credit Card & EFT Fees/Misc.	157,118.53	171,000.00	-13,881.47	91.9%
770 · Supplies	14,125.22	24,967.00	-10,841.78	56.6%
780 · Postage	6,109.77	7,078.00	-968.23	86.3%
781 · Printing	6,294.07	16,391.64	-10,097.57	38.4%
786 · Promotion	23,811.63	64,151.72	-40,340.09	37.1%
787 · Speaker Fees	108,594.31	119,675.00	-11,080.69	90.7%
788 · Staff Expense	2,306.41	12,176.37	-9,869.96	18.9%
790 · Subscriptions and Reference	17,772.28	17,769.12	3.16	100.0%
800 · Taxes	0.00	2,000.00	-2,000.00	0.0%
810 · Contract Fees	1,181,743.89	1,448,860.68	-267,116.79	81.6%
850 · Telephone	28,221.99	42,000.00	-13,778.01	67.2%
855 · Transportation	13.15			
860 · Conferences	36,699.20	73,595.25	-36,896.05	49.9%
867 · Travel	112,546.89	186,291.32	-73,744.43	60.4%
Total Expense	4,312,826.08	5,292,063.27	-979,237.19	81.5%
Net Ordinary Income	6,215,542.69	4,517,072.14	1,698,470.55	137.6%
Net Income	6,215,542.69	4,517,072.14	1,698,470.55	137.6%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2019

	Total 1500 Legislative & Pol. Affairs			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	9,317.94	18,820.00	-9,502.06	49.5%
620 · Building Expense	9,318.25			
630 · Catering/Hotel	97,082.39	102,435.00	-5,352.61	94.8%
632 · Copying	18.08	700.00	-681.92	2.6%
639 · Dues & Commitments.	255,419.65	333,413.00	-77,993.35	76.6%
640 · Equipment Maintenance/Rental	1,376.42			
770 · Supplies	1,129.22	1,300.00	-170.78	86.9%
780 · Postage	440.56			
781 · Printing	4,353.95	5,400.00	-1,046.05	80.6%
786 · Promotion	8,900.63	25,866.72	-16,966.09	34.4%
787 · Speaker Fees	0.00	10,000.00	-10,000.00	0.0%
788 · Staff Expense	1,690.27	11,776.37	-10,086.10	14.4%
790 · Subscriptions and Reference	10,046.32	8,254.12	1,792.20	121.7%
810 · Contract Fees	108,029.68	163,966.64	-55,936.96	65.9%
850 · Telephone	3,626.23			
860 · Conferences	15,072.76	27,180.00	-12,107.24	55.5%
867 · Travel	28,612.27	43,547.00	-14,934.73	65.7%
Total Expense	554,434.62	752,658.85	-198,224.23	73.7%
Net Ordinary Income	-554,434.62	-752,658.85	198,224.23	73.7%
Net Income	-554,434.62	-752,658.85	198,224.23	73.7%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1501 Government Area Support (1500 Legislative & Pol. Affairs)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	9,318.25			
630 · Catering/Hotel	786.54	5,185.00	-4,398.46	15.2%
632 · Copying	18.08	700.00	-681.92	2.6%
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	1,376.42			
770 · Supplies	933.09			
780 · Postage	440.56			
781 · Printing	200.76	1,400.00	-1,199.24	14.3%
786 · Promotion	373.52			
787 · Speaker Fees	0.00			
788 · Staff Expense	1,470.45	9,776.37	-8,305.92	15.0%
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	863.32			
850 · Telephone	3,626.23			
860 · Conferences	0.00	1,240.00	-1,240.00	0.0%
867 · Travel	4,425.18	8,547.00	-4,121.82	51.8%
Total Expense	23,832.40	26,848.37	-3,015.97	88.8%
Net Ordinary Income	-23,832.40	-26,848.37	3,015.97	88.8%
Net Income	-23,832.40	-26,848.37	3,015.97	88.8%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1510 Legislative Advocacy (1500 Legislative & Pol. Affairs)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	706.98			
632 · Copying	0.00			
639 · Dues & Commitments.	26,815.00	31,065.00	-4,250.00	86.3%
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	5,514.67	8,346.72	-2,832.05	66.1%
787 · Speaker Fees	0.00			
788 · Staff Expense	219.82	0.00	219.82	100.0%
790 · Subscriptions and Reference	10,046.32	8,254.12	1,792.20	121.7%
810 · Contract Fees	85,064.00	90,566.64	-5,502.64	93.9%
850 · Telephone	0.00			
860 · Conferences	9,198.18	19,540.00	-10,341.82	47.1%
867 · Travel	0.00			
Total Expense	<u>137,564.97</u>	<u>157,772.48</u>	<u>-20,207.51</u>	<u>87.2%</u>
Net Ordinary Income	<u>-137,564.97</u>	<u>-157,772.48</u>	<u>20,207.51</u>	<u>87.2%</u>
Net Income	<u><u>-137,564.97</u></u>	<u><u>-157,772.48</u></u>	<u><u>20,207.51</u></u>	<u><u>87.2%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1545 Local Lobbying Support (1500 Legislative & Pol. Affairs)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
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			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00	0.00	0.00	0.0%
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00	2,000.00	-2,000.00	0.0%
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 2019

	1550 Legislative Policy Dev. (1500 Legislative & Pol. Affairs)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	94,149.27	91,250.00	2,899.27	103.2%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00	0.00	0.00	0.0%
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00	10,000.00	-10,000.00	0.0%
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00	0.00	0.00	0.0%
Total Expense	94,149.27	101,250.00	-7,100.73	93.0%
Net Ordinary Income	-94,149.27	-101,250.00	7,100.73	93.0%
Net Income	-94,149.27	-101,250.00	7,100.73	93.0%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1560 Fundraising Support (1500 Legislative & Pol. Affairs)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	9,317.94	18,820.00	-9,502.06	49.5%
620 · Building Expense	0.00			
630 · Catering/Hotel	1,439.60	6,000.00	-4,560.40	24.0%
632 · Copying	0.00			
639 · Dues & Commitments.	228,604.65	302,348.00	-73,743.35	75.6%
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	196.13	1,300.00	-1,103.87	15.1%
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	3,606.31	10,020.00	-6,413.69	36.0%
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	16,040.36	56,600.00	-40,559.64	28.3%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	259,204.99	395,088.00	-135,883.01	65.6%
Net Ordinary Income	-259,204.99	-395,088.00	135,883.01	65.6%
Net Income	-259,204.99	-395,088.00	135,883.01	65.6%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2019

	1575 Federal Liaison Support (1500 Legislative & Pol. Affairs)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
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			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00	0.00	0.00	0.0%
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	5,874.58	6,400.00	-525.42	91.8%
867 · Travel	24,187.09	33,000.00	-8,812.91	73.3%
Total Expense	30,061.67	39,400.00	-9,338.33	76.3%
Net Ordinary Income	-30,061.67	-39,400.00	9,338.33	76.3%
Net Income	-30,061.67	-39,400.00	9,338.33	76.3%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1580 - Election Year Activities (1500 Legislative & Pol. Affairs)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
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			
770 · Supplies	0.00			
780 · Postage	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			
850 · Telephone	0.00			
860 · Conferences	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 2019**

	1585 Governmental Communication (1500 Legislative & Pol. Affairs)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
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			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	4,153.19	4,000.00	153.19	103.8%
786 · Promotion	-593.87	7,500.00	-8,093.87	-7.9%
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	1,600.00	1,800.00	-200.00	88.9%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	5,159.32	13,300.00	-8,140.68	38.8%
Net Ordinary Income	-5,159.32	-13,300.00	8,140.68	38.8%
Net Income	-5,159.32	-13,300.00	8,140.68	38.8%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1596 Political Research (1500 Legislative & Pol. Affairs)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
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			
770 · Supplies	0.00			
780 · Postage	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	4,462.00	15,000.00	-10,538.00	29.7%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	4,462.00	15,000.00	-10,538.00	29.7%
Net Ordinary Income	-4,462.00	-15,000.00	10,538.00	29.7%
Net Income	-4,462.00	-15,000.00	10,538.00	29.7%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	Total 1600 Risk Management			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	1,650.00			
440.10 · Ethics Citation Fee	0.00	750.00	-750.00	0.0%
440.3 · Arbitration Deposits Retained	500.00	3,000.00	-2,500.00	16.7%
440.4 · Appeal Fees Retained	500.00	750.00	-250.00	66.7%
440.5 · Ethics Admin Fees	3,300.00	2,800.00	500.00	117.9%
440.6 · Retained Fine	4,450.00	6,750.00	-2,300.00	65.9%
Total Income	10,400.00	14,050.00	-3,650.00	74.0%
Gross Profit	10,400.00	14,050.00	-3,650.00	74.0%
Expense				
605 · Awards/Gifts	131.50	0.00	131.50	100.0%
620 · Building Expense	13,863.72			
630 · Catering/Hotel	14,343.62	17,642.00	-3,298.38	81.3%
631 · Computer Service and Expense	50.56			
632 · Copying	126.15			
640 · Equipment Maintenance/Rental	9,446.91			
770 · Supplies	1,409.89	4,000.00	-2,590.11	35.2%
780 · Postage	2,548.49			
781 · Printing	61.14	200.00	-138.86	30.6%
786 · Promotion	275.35	4,750.00	-4,474.65	5.8%
787 · Speaker Fees	150.00	1,950.00	-1,800.00	7.7%
788 · Staff Expense	368.94			
790 · Subscriptions and Reference	7,511.24	8,915.00	-1,403.76	84.3%
810 · Contract Fees	140,477.31	164,483.28	-24,005.97	85.4%
850 · Telephone	5,287.34			
860 · Conferences	6,138.53	10,958.00	-4,819.47	56.0%
867 · Travel	8,051.49	11,890.00	-3,838.51	67.7%
Total Expense	210,242.18	224,788.28	-14,546.10	93.5%
Net Ordinary Income	-199,842.18	-210,738.28	10,896.10	94.8%
Net Income	-199,842.18	-210,738.28	10,896.10	94.8%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1601 Risk Management Support (1600 Risk Management)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	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			
620 · Building Expense	13,863.72			
630 · Catering/Hotel	1,288.58	1,340.00	-51.42	96.2%
631 · Computer Service and Expense	50.56			
632 · Copying	126.15			
640 · Equipment Maintenance/Rental	9,446.91			
770 · Supplies	1,338.70	3,000.00	-1,661.30	44.6%
780 · Postage	898.93			
781 · Printing	61.14			
786 · Promotion	59.55	750.00	-690.45	7.9%
787 · Speaker Fees	0.00			
788 · Staff Expense	27.55			
790 · Subscriptions and Reference	103.74			
810 · Contract Fees	1,097.42			
850 · Telephone	5,287.34			
860 · Conferences	6,138.53	10,958.00	-4,819.47	56.0%
867 · Travel	2,463.33	2,800.00	-336.67	88.0%
Total Expense	42,252.15	18,848.00	23,404.15	224.2%
Net Ordinary Income	-42,252.15	-18,848.00	-23,404.15	224.2%
Net Income	-42,252.15	-18,848.00	-23,404.15	224.2%

**Arizona Association of REALTORS®
 Profit & Loss Budget vs. Actual
 January through August 2019**

	1602 Legal Support (1600 Risk Management)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	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			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	4,853.24	6,150.00	-1,296.76	78.9%
810 · Contract Fees	3,864.05	30,000.00	-26,135.95	12.9%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00	2,000.00	-2,000.00	0.0%
Total Expense	8,717.29	38,150.00	-29,432.71	22.9%
Net Ordinary Income	-8,717.29	-38,150.00	29,432.71	22.9%
Net Income	-8,717.29	-38,150.00	29,432.71	22.9%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1605 PS Enforcement (1600 Risk Management)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	0.00	750.00	-750.00	0.0%
440.3 · Arbitration Deposits Retained	500.00	3,000.00	-2,500.00	16.7%
440.4 · Appeal Fees Retained	500.00	750.00	-250.00	66.7%
440.5 · Ethics Admin Fees	3,300.00	2,800.00	500.00	117.9%
440.6 · Retained Fine	4,450.00	6,750.00	-2,300.00	65.9%
Total Income	<u>8,750.00</u>	<u>14,050.00</u>	<u>-5,300.00</u>	<u>62.3%</u>
Gross Profit	8,750.00	14,050.00	-5,300.00	62.3%
Expense				
605 · Awards/Gifts	131.50	0.00	131.50	100.0%
620 · Building Expense	0.00			
630 · Catering/Hotel	1,253.26	1,472.00	-218.74	85.1%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	71.19	500.00	-428.81	14.2%
780 · Postage	1,649.56			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	341.39			
790 · Subscriptions and Reference	2,554.26	2,440.00	114.26	104.7%
810 · Contract Fees	9,536.74	4,000.00	5,536.74	238.4%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	5,095.97	5,090.00	5.97	100.1%
Total Expense	<u>20,633.87</u>	<u>13,502.00</u>	<u>7,131.87</u>	<u>152.8%</u>
Net Ordinary Income	<u>-11,883.87</u>	<u>548.00</u>	<u>-12,431.87</u>	<u>-2,168.6%</u>
Net Income	<u><u>-11,883.87</u></u>	<u><u>548.00</u></u>	<u><u>-12,431.87</u></u>	<u><u>-2,168.6%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1610 PS Training (1600 Risk Management)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	1,650.00			
440.10 · Ethics Citation Fee	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	1,650.00			
Gross Profit	1,650.00			
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	11,801.78	14,550.00	-2,748.22	81.1%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00	500.00	-500.00	0.0%
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	150.00	1,500.00	-1,350.00	10.0%
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00	325.00	-325.00	0.0%
810 · Contract Fees	330.00	750.00	-420.00	44.0%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00	1,000.00	-1,000.00	0.0%
Total Expense	12,281.78	18,625.00	-6,343.22	65.9%
Net Ordinary Income	-10,631.78	-18,625.00	7,993.22	57.1%
Net Income	-10,631.78	-18,625.00	7,993.22	57.1%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1615 Alt. Dispute Resolution (1600 Risk Management)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	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			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00	0.00	0.00	0.0%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	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	1,461.31	1,500.00	-38.69	97.4%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	492.19	1,000.00	-507.81	49.2%
Total Expense	<u>1,953.50</u>	<u>2,950.00</u>	<u>-996.50</u>	<u>66.2%</u>
Net Ordinary Income	<u>-1,953.50</u>	<u>-2,950.00</u>	<u>996.50</u>	<u>66.2%</u>
Net Income	<u><u>-1,953.50</u></u>	<u><u>-2,950.00</u></u>	<u><u>996.50</u></u>	<u><u>66.2%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1625 Risk Management Publicatns (1600 Risk Management)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	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			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	215.80	4,000.00	-3,784.20	5.4%
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>215.80</u>	<u>4,000.00</u>	<u>-3,784.20</u>	<u>5.4%</u>
Net Ordinary Income	<u>-215.80</u>	<u>-4,000.00</u>	<u>3,784.20</u>	<u>5.4%</u>
Net Income	<u><u>-215.80</u></u>	<u><u>-4,000.00</u></u>	<u><u>3,784.20</u></u>	<u><u>5.4%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	Total 1650 Forms Development and Sale (1600 Risk Management)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	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			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00	280.00	-280.00	0.0%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	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	671.31	4,500.00	-3,828.69	14.9%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>671.31</u>	<u>4,780.00</u>	<u>-4,108.69</u>	<u>14.0%</u>
Net Ordinary Income	<u>-671.31</u>	<u>-4,780.00</u>	<u>4,108.69</u>	<u>14.0%</u>
Net Income	<u><u>-671.31</u></u>	<u><u>-4,780.00</u></u>	<u><u>4,108.69</u></u>	<u><u>14.0%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1665 Legal Hotline (1600 Risk Management)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	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			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	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	123,516.48	123,733.28	-216.80	99.8%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>123,516.48</u>	<u>123,933.28</u>	<u>-416.80</u>	<u>99.7%</u>
Net Ordinary Income	<u>-123,516.48</u>	<u>-123,933.28</u>	<u>416.80</u>	<u>99.7%</u>
Net Income	<u><u>-123,516.48</u></u>	<u><u>-123,933.28</u></u>	<u><u>416.80</u></u>	<u><u>99.7%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2019

	Total 1700 Business Services & Tech.			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
433 · Forms Licensing	24,500.00	32,000.00	-7,500.00	76.6%
466 · Member Communications	0.00	4,800.00	-4,800.00	0.0%
Total Income	<u>24,500.00</u>	<u>36,800.00</u>	<u>-12,300.00</u>	<u>66.6%</u>
Gross Profit	24,500.00	36,800.00	-12,300.00	66.6%
Expense				
540 · Staff Development	256.60	9,000.00	-8,743.40	2.9%
620 · Building Expense	16,591.02			
630 · Catering/Hotel	610.16	900.00	-289.84	67.8%
631 · Computer Service and Expense	1,113.45	10,000.00	-8,886.55	11.1%
632 · Copying	4.72			
640 · Equipment Maintenance/Rental	402.12			
770 · Supplies	1,835.86	3,666.64	-1,830.78	50.1%
780 · Postage	353.63	200.00	153.63	176.8%
781 · Printing	11,154.29	18,999.98	-7,845.69	58.7%
786 · Promotion	0.00	4,500.00	-4,500.00	0.0%
790 · Subscriptions and Reference	678.96	2,875.00	-2,196.04	23.6%
810 · Contract Fees	788,918.09	933,076.68	-144,158.59	84.6%
850 · Telephone	7,811.85			
860 · Conferences	4,674.90	15,458.86	-10,783.96	30.2%
867 · Travel	4,991.80	5,483.32	-491.52	91.0%
Total Expense	<u>839,397.45</u>	<u>1,004,160.48</u>	<u>-164,763.03</u>	<u>83.6%</u>
Net Ordinary Income	<u>-814,897.45</u>	<u>-967,360.48</u>	<u>152,463.03</u>	<u>84.2%</u>
Net Income	<u><u>-814,897.45</u></u>	<u><u>-967,360.48</u></u>	<u><u>152,463.03</u></u>	<u><u>84.2%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1701 Bus Services & Tech Suppt (1700 Business Services & Tech.)			
	Jan - Aug 19	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%
620 · Building Expense	16,591.02			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	4.72			
640 · Equipment Maintenance/Rental	402.12			
770 · Supplies	1,835.86	1,000.00	835.86	183.6%
780 · Postage	353.63	200.00	153.63	176.8%
781 · Printing	0.00	1,666.64	-1,666.64	0.0%
786 · Promotion	0.00			
790 · Subscriptions and Reference	214.72	600.00	-385.28	35.8%
810 · Contract Fees	1,429.44			
850 · Telephone	7,811.85			
860 · Conferences	3,167.66	10,448.25	-7,280.59	30.3%
867 · Travel	0.00			
Total Expense	<u>31,811.02</u>	<u>18,914.89</u>	<u>12,896.13</u>	<u>168.2%</u>
Net Ordinary Income	<u>-31,811.02</u>	<u>-18,914.89</u>	<u>-12,896.13</u>	<u>168.2%</u>
Net Income	<u><u>-31,811.02</u></u>	<u><u>-18,914.89</u></u>	<u><u>-12,896.13</u></u>	<u><u>168.2%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1710 Software Development (1700 Business Services & Tech.)			
	Jan - Aug 19	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			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00	1,000.00	-1,000.00	0.0%
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	9,603.44	13,336.69	-3,733.25	72.0%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>9,603.44</u>	<u>14,336.69</u>	<u>-4,733.25</u>	<u>67.0%</u>
Net Ordinary Income	<u>-9,603.44</u>	<u>-14,336.69</u>	<u>4,733.25</u>	<u>67.0%</u>
Net Income	<u>-9,603.44</u>	<u>-14,336.69</u>	<u>4,733.25</u>	<u>67.0%</u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2019

	1730 IT Resource/Security Mgmt. (1700 Business Services & Tech.)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
433 · Forms Licensing	0.00			
466 · Member Communications	0.00			
Total Income	0.00			
Gross Profit	0.00			
Expense				
540 · Staff Development	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	1,113.45	9,000.00	-7,886.55	12.4%
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	119,842.35	173,262.00	-53,419.65	69.2%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	120,955.80	182,262.00	-61,306.20	66.4%
Net Ordinary Income	-120,955.80	-182,262.00	61,306.20	66.4%
Net Income	-120,955.80	-182,262.00	61,306.20	66.4%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1770 Business Services Dept. (1700 Business Services & Tech.)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
433 · Forms Licensing	24,500.00	32,000.00	-7,500.00	76.6%
466 · Member Communications	0.00			
Total Income	<u>24,500.00</u>	<u>32,000.00</u>	<u>-7,500.00</u>	<u>76.6%</u>
Gross Profit	24,500.00	32,000.00	-7,500.00	76.6%
Expense				
540 · Staff Development	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	610.16	900.00	-289.84	67.8%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00	2,500.00	-2,500.00	0.0%
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	589,727.48	687,835.33	-98,107.85	85.7%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	4,991.80	5,483.32	-491.52	91.0%
Total Expense	<u>595,329.44</u>	<u>696,718.65</u>	<u>-101,389.21</u>	<u>85.4%</u>
Net Ordinary Income	<u>-570,829.44</u>	<u>-664,718.65</u>	<u>93,889.21</u>	<u>85.9%</u>
Net Income	<u><u>-570,829.44</u></u>	<u><u>-664,718.65</u></u>	<u><u>93,889.21</u></u>	<u><u>85.9%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1780 Communications (1700 Business Services & Tech.)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
433 · Forms Licensing	0.00			
466 · Member Communications	0.00	4,800.00	-4,800.00	0.0%
Total Income	0.00	4,800.00	-4,800.00	0.0%
Gross Profit	0.00	4,800.00	-4,800.00	0.0%
Expense				
540 · Staff Development	256.60	4,000.00	-3,743.40	6.4%
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00	2,666.64	-2,666.64	0.0%
780 · Postage	0.00			
781 · Printing	11,154.29	17,333.34	-6,179.05	64.4%
786 · Promotion	0.00	2,000.00	-2,000.00	0.0%
790 · Subscriptions and Reference	464.24	2,275.00	-1,810.76	20.4%
810 · Contract Fees	68,315.38	58,642.66	9,672.72	116.5%
850 · Telephone	0.00			
860 · Conferences	1,507.24	5,010.61	-3,503.37	30.1%
867 · Travel	0.00			
Total Expense	81,697.75	91,928.25	-10,230.50	88.9%
Net Ordinary Income	-81,697.75	-87,128.25	5,430.50	93.8%
Net Income	-81,697.75	-87,128.25	5,430.50	93.8%

**Arizona Association of REALTORS®
 Profit & Loss Budget vs. Actual
 January through August 2019**

	Total 1800 Professional & Bus. Develop			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	35.00	1,650.00	-1,615.00	2.1%
461 · Education Development	3,754.45	1,212.00	2,542.45	309.8%
462 · Education Outreach	32,554.00	14,675.00	17,879.00	221.8%
463 · Instructor Development	739.00	1,130.00	-391.00	65.4%
465 · MRE Society	575.00	500.00	75.00	115.0%
467 · REALTOR Institute	31,819.00	21,730.00	10,089.00	146.4%
468 · rCRMS	37,874.68	19,565.00	18,309.68	193.6%
469 · Spring Convention	107,766.00	149,450.00	-41,684.00	72.1%
471 · Industry Partners	27,720.00	45,575.00	-17,855.00	60.8%
472 · CRPM	39,182.81	23,245.00	15,937.81	168.6%
Total Income	282,019.94	278,732.00	3,287.94	101.2%
Gross Profit	282,019.94	278,732.00	3,287.94	101.2%
Expense				
540 · Staff Development	97.00	2,000.00	-1,903.00	4.9%
605 · Awards/Gifts	0.00	100.00	-100.00	0.0%
620 · Building Expense	7,500.05			
630 · Catering/Hotel	101,618.79	235,615.00	-133,996.21	43.1%
632 · Copying	224.38	8,000.00	-7,775.62	2.8%
639 · Dues & Commitments.	2,449.00	4,426.00	-1,977.00	55.3%
640 · Equipment Maintenance/Rental	16,755.33			
770 · Supplies	4,432.54	5,667.00	-1,234.46	78.2%
780 · Postage	2,177.60	2,453.00	-275.40	88.8%
781 · Printing	1,854.66	6,375.00	-4,520.34	29.1%
786 · Promotion	9,487.29	21,900.00	-12,412.71	43.3%
787 · Speaker Fees	108,444.31	107,725.00	719.31	100.7%
788 · Staff Expense	63.60			
810 · Contract Fees	137,054.09	147,530.74	-10,476.65	92.9%
850 · Telephone	4,227.39			
855 · Transportation	13.15			
860 · Conferences	5,047.20	8,709.00	-3,661.80	58.0%
867 · Travel	3,754.53	12,702.00	-8,947.47	29.6%
Total Expense	405,200.91	563,202.74	-158,001.83	71.9%
Net Ordinary Income	-123,180.97	-284,470.74	161,289.77	43.3%
Net Income	-123,180.97	-284,470.74	161,289.77	43.3%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1801 Prof Dev Support (1800 Professional & Bus.Develop)			
	Jan - Aug 19	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			
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	0.00			
Gross Profit	0.00			
Expense				
540 · Staff Development	97.00	1,000.00	-903.00	9.7%
605 · Awards/Gifts	0.00			
620 · Building Expense	7,500.05			
630 · Catering/Hotel	571.19	500.00	71.19	114.2%
632 · Copying	224.38	8,000.00	-7,775.62	2.8%
639 · Dues & Commitments.	2,300.00	2,876.00	-576.00	80.0%
640 · Equipment Maintenance/Rental	16,755.33			
770 · Supplies	898.13	692.00	206.13	129.8%
780 · Postage	704.22			
781 · Printing	48.65	1,500.00	-1,451.35	3.2%
786 · Promotion	1,294.33	4,000.00	-2,705.67	32.4%
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
810 · Contract Fees	8,865.99	17,464.00	-8,598.01	50.8%
850 · Telephone	4,227.39			
855 · Transportation	0.00			
860 · Conferences	2,472.23	4,110.00	-1,637.77	60.2%
867 · Travel	0.00	750.00	-750.00	0.0%
Total Expense	45,958.89	40,892.00	5,066.89	112.4%
Net Ordinary Income	-45,958.89	-40,892.00	-5,066.89	112.4%
Net Income	-45,958.89	-40,892.00	-5,066.89	112.4%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1815 REALTOR Institute (1800 Professional & Bus.Develop)			
	Jan - Aug 19	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			
465 · MRE Society	0.00			
467 · REALTOR Institute	31,759.00	21,730.00	10,029.00	146.2%
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	31,759.00	21,730.00	10,029.00	146.2%
Gross Profit	31,759.00	21,730.00	10,029.00	146.2%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00	0.00	0.00	0.0%
620 · Building Expense	0.00			
630 · Catering/Hotel	556.43	675.00	-118.57	82.4%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	2,220.44	2,175.00	45.44	102.1%
780 · Postage	294.17	360.00	-65.83	81.7%
781 · Printing	0.00	1,500.00	-1,500.00	0.0%
786 · Promotion	7,786.12	10,700.00	-2,913.88	72.8%
787 · Speaker Fees	2,844.54	3,000.00	-155.46	94.8%
788 · Staff Expense	0.00			
810 · Contract Fees	3,653.00	8,370.00	-4,717.00	43.6%
850 · Telephone	0.00			
855 · Transportation	0.00			
860 · Conferences	0.00			
867 · Travel	33.29	1,325.00	-1,291.71	2.5%
Total Expense	17,387.99	28,105.00	-10,717.01	61.9%
Net Ordinary Income	14,371.01	-6,375.00	20,746.01	-225.4%
Net Income	14,371.01	-6,375.00	20,746.01	-225.4%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1820 rCRMS			
	(1800 Professional & Bus.Develop)			
	Jan - Aug 19	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			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	37,874.68	19,565.00	18,309.68	193.6%
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	37,874.68	19,565.00	18,309.68	193.6%
Gross Profit	37,874.68	19,565.00	18,309.68	193.6%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	90.34	72.00	18.34	125.5%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	181.25	321.00	-139.75	56.5%
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	19,152.88	12,000.00	7,152.88	159.6%
788 · Staff Expense	12.48			
810 · Contract Fees	3,103.38	2,952.00	151.38	105.1%
850 · Telephone	0.00			
855 · Transportation	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	22,540.33	15,345.00	7,195.33	146.9%
Net Ordinary Income	15,334.35	4,220.00	11,114.35	363.4%
Net Income	15,334.35	4,220.00	11,114.35	363.4%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1825 Cert. Res. Prop. Manager (1800 Professional & Bus.Develop)			
	Jan - Aug 19	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			
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	39,147.81	23,245.00	15,902.81	168.4%
Total Income	<u>39,147.81</u>	<u>23,245.00</u>	<u>15,902.81</u>	<u>168.4%</u>
Gross Profit	39,147.81	23,245.00	15,902.81	168.4%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00	50.00	-50.00	0.0%
620 · Building Expense	0.00			
630 · Catering/Hotel	83.80	90.00	-6.20	93.1%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00	0.00	0.00	0.0%
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	100.00	0.00	100.00	100.0%
780 · Postage	404.79	960.00	-555.21	42.2%
781 · Printing	0.00			
786 · Promotion	0.00	0.00	0.00	0.0%
787 · Speaker Fees	16,632.36	13,200.00	3,432.36	126.0%
788 · Staff Expense	0.00			
810 · Contract Fees	6,308.56	8,201.00	-1,892.44	76.9%
850 · Telephone	0.00			
855 · Transportation	13.15			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>23,542.66</u>	<u>22,501.00</u>	<u>1,041.66</u>	<u>104.6%</u>
Net Ordinary Income	<u>15,605.15</u>	<u>744.00</u>	<u>14,861.15</u>	<u>2,097.5%</u>
Net Income	<u><u>15,605.15</u></u>	<u><u>744.00</u></u>	<u><u>14,861.15</u></u>	<u><u>2,097.5%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1840 Leadership Training/Conf. (1800 Professional & Bus.Develop)			
	Jan - Aug 19	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			
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	0.00	0.00	0.00	0.0%
Gross Profit	0.00	0.00	0.00	0.0%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	17,265.64	23,400.00	-6,134.36	73.8%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	681.16	600.00	81.16	113.5%
780 · Postage	7.00			
781 · Printing	0.00	375.00	-375.00	0.0%
786 · Promotion	0.00			
787 · Speaker Fees	16,526.07	16,600.00	-73.93	99.6%
788 · Staff Expense	32.10			
810 · Contract Fees	0.00	600.00	-600.00	0.0%
850 · Telephone	0.00			
855 · Transportation	0.00			
860 · Conferences	0.00			
867 · Travel	2,607.86	8,004.00	-5,396.14	32.6%
Total Expense	37,119.83	49,579.00	-12,459.17	74.9%
Net Ordinary Income	-37,119.83	-49,579.00	12,459.17	74.9%
Net Income	-37,119.83	-49,579.00	12,459.17	74.9%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1850 Partners Conference (1800 Professional & Bus.Develop)			
	Jan - Aug 19	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			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	27,720.00	45,575.00	-17,855.00	60.8%
472 · CRPM	0.00			
Total Income	27,720.00	45,575.00	-17,855.00	60.8%
Gross Profit	27,720.00	45,575.00	-17,855.00	60.8%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00	0.00	0.00	0.0%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	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	1,825.44	1,700.00	125.44	107.4%
850 · Telephone	0.00			
855 · Transportation	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	1,825.44	1,700.00	125.44	107.4%
Net Ordinary Income	25,894.56	43,875.00	-17,980.44	59.0%
Net Income	25,894.56	43,875.00	-17,980.44	59.0%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	Total 1855 MRE Society (1800 Professional & Bus.Develop)			
	Jan - Aug 19	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			
465 · MRE Society	575.00	500.00	75.00	115.0%
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>575.00</u>	<u>500.00</u>	<u>75.00</u>	<u>115.0%</u>
Gross Profit	575.00	500.00	75.00	115.0%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00	50.00	-50.00	0.0%
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			
770 · Supplies	400.00	900.00	-500.00	44.4%
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00	0.00	0.00	0.0%
788 · Staff Expense	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
855 · Transportation	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>400.00</u>	<u>950.00</u>	<u>-550.00</u>	<u>42.1%</u>
Net Ordinary Income	<u>175.00</u>	<u>-450.00</u>	<u>625.00</u>	<u>-38.9%</u>
Net Income	<u>175.00</u>	<u>-450.00</u>	<u>625.00</u>	<u>-38.9%</u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1860 Spring Convention (1800 Professional & Bus.Develop)			
	Jan - Aug 19	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			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	107,766.00	149,450.00	-41,684.00	72.1%
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>107,766.00</u>	<u>149,450.00</u>	<u>-41,684.00</u>	<u>72.1%</u>
Gross Profit	107,766.00	149,450.00	-41,684.00	72.1%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	82,623.69	210,008.00	-127,384.31	39.3%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	24.82	750.00	-725.18	3.3%
780 · Postage	0.00			
781 · Printing	1,806.01	3,000.00	-1,193.99	60.2%
786 · Promotion	406.84	7,200.00	-6,793.16	5.7%
787 · Speaker Fees	43,525.69	51,000.00	-7,474.31	85.3%
788 · Staff Expense	0.00			
810 · Contract Fees	97,179.48	92,948.74	4,230.74	104.6%
850 · Telephone	0.00			
855 · Transportation	0.00			
860 · Conferences	0.00			
867 · Travel	899.94	963.00	-63.06	93.5%
Total Expense	<u>226,466.47</u>	<u>365,869.74</u>	<u>-139,403.27</u>	<u>61.9%</u>
Net Ordinary Income	<u>-118,700.47</u>	<u>-216,419.74</u>	<u>97,719.27</u>	<u>54.8%</u>
Net Income	<u>-118,700.47</u>	<u>-216,419.74</u>	<u>97,719.27</u>	<u>54.8%</u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1870 Education Outreach (1800 Professional & Bus.Develop)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	35.00			
461 · Education Development	632.29			
462 · Education Outreach	32,554.00	14,675.00	17,879.00	221.8%
463 · Instructor Development	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	60.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	35.00			
Total Income	33,316.29	14,675.00	18,641.29	227.0%
Gross Profit	33,316.29	14,675.00	18,641.29	227.0%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	314.00	440.00	-126.00	71.4%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	32.21	300.00	-267.79	10.7%
780 · Postage	586.17	452.00	134.17	129.7%
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	9,762.77	7,800.00	1,962.77	125.2%
788 · Staff Expense	0.00			
810 · Contract Fees	10,378.24	4,650.00	5,728.24	223.2%
850 · Telephone	0.00			
855 · Transportation	0.00			
860 · Conferences	0.00			
867 · Travel	213.44	1,636.00	-1,422.56	13.0%
Total Expense	21,286.83	15,278.00	6,008.83	139.3%
Net Ordinary Income	12,029.46	-603.00	12,632.46	-1,994.9%
Net Income	12,029.46	-603.00	12,632.46	-1,994.9%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2019

	1871 Education Development (1800 Professional & Bus.Develop)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	3,122.16	1,212.00	1,910.16	257.6%
462 · Education Outreach	0.00			
463 · Instructor Development	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	3,122.16	1,212.00	1,910.16	257.6%
Gross Profit	3,122.16	1,212.00	1,910.16	257.6%
Expense				
540 · Staff Development	0.00	1,000.00	-1,000.00	0.0%
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00	1,400.00	-1,400.00	0.0%
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	43.68	250.00	-206.32	17.5%
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
810 · Contract Fees	3,750.00	6,820.00	-3,070.00	55.0%
850 · Telephone	0.00			
855 · Transportation	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	3,793.68	9,470.00	-5,676.32	40.1%
Net Ordinary Income	-671.52	-8,258.00	7,586.48	8.1%
Net Income	-671.52	-8,258.00	7,586.48	8.1%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1872 Instructor Development (1800 Professional & Bus.Develop)			
	Jan - Aug 19	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	739.00	1,130.00	-391.00	65.4%
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	739.00	1,130.00	-391.00	65.4%
Gross Profit	739.00	1,130.00	-391.00	65.4%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	113.70	200.00	-86.30	56.9%
632 · Copying	0.00			
639 · Dues & Commitments.	149.00	150.00	-1.00	99.3%
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	32.10	0.00	32.10	100.0%
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00	3,000.00	-3,000.00	0.0%
788 · Staff Expense	0.00			
810 · Contract Fees	1,395.00	2,500.00	-1,105.00	55.8%
850 · Telephone	0.00			
855 · Transportation	0.00			
860 · Conferences	2,574.97	4,599.00	-2,024.03	56.0%
867 · Travel	0.00			
Total Expense	4,264.77	10,449.00	-6,184.23	40.8%
Net Ordinary Income	-3,525.77	-9,319.00	5,793.23	37.8%
Net Income	-3,525.77	-9,319.00	5,793.23	37.8%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1875 Broker University (1800 Professional & Bus.Develop)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00	1,650.00	-1,650.00	0.0%
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	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>	<u>1,650.00</u>	<u>-1,650.00</u>	<u>0.0%</u>
Gross Profit	0.00	1,650.00	-1,650.00	0.0%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00	0.00	0.00	0.0%
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00	230.00	-230.00	0.0%
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00	0.00	0.00	0.0%
780 · Postage	0.00	360.00	-360.00	0.0%
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00	1,125.00	-1,125.00	0.0%
788 · Staff Expense	19.02			
810 · Contract Fees	595.00	1,325.00	-730.00	44.9%
850 · Telephone	0.00			
855 · Transportation	0.00			
860 · Conferences	0.00			
867 · Travel	0.00	24.00	-24.00	0.0%
Total Expense	<u>614.02</u>	<u>3,064.00</u>	<u>-2,449.98</u>	<u>20.0%</u>
Net Ordinary Income	<u>-614.02</u>	<u>-1,414.00</u>	<u>799.98</u>	<u>43.4%</u>
Net Income	<u><u>-614.02</u></u>	<u><u>-1,414.00</u></u>	<u><u>799.98</u></u>	<u><u>43.4%</u></u>

**Arizona Association of REALTORS®
 Profit & Loss Budget vs. Actual
 January through August 2019**

	Total 1900 Operations			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	78,850.27	7,500.00	71,350.27	1,051.3%
415 · Rental Income	58,894.96	67,823.41	-8,928.45	86.8%
417 · Gain on Investments	38,208.38			
430 · Dues Income	9,818,042.08	9,405,530.00	412,512.08	104.4%
435 · Law Book	2,232.18	800.00	1,432.18	279.0%
497 · Misc Income	215,220.96	2,700.00	212,520.96	7,971.1%
Total Income	10,211,448.83	9,484,353.41	727,095.42	107.7%
Gross Profit	10,211,448.83	9,484,353.41	727,095.42	107.7%
Expense				
500 · Salaries/Benefits	1,854,826.31	2,026,000.00	-171,173.69	91.6%
540 · Staff Development	355.00	3,750.00	-3,395.00	9.5%
605 · Awards/Gifts	2,204.29	2,500.00	-295.71	88.2%
620 · Building Expense	106,774.49	203,613.17	-96,838.68	52.4%
630 · Catering/Hotel	29,260.17	36,950.00	-7,689.83	79.2%
631 · Computer Service and Expense	160.76			
632 · Copying	1,431.01	1,375.00	56.01	104.1%
639 · Dues & Commitments.	55,903.79	56,968.00	-1,064.21	98.1%
640 · Equipment Maintenance/Rental	8,691.71	35,900.00	-27,208.29	24.2%
690 · Credit Card & EFT Fees/Misc.	157,118.53	171,000.00	-13,881.47	91.9%
770 · Supplies	5,317.71	13,000.00	-7,682.29	40.9%
780 · Postage	589.49	4,425.00	-3,835.51	13.3%
781 · Printing	24.32	2,750.00	-2,725.68	0.9%
786 · Promotion	5,148.36	9,135.00	-3,986.64	56.4%
788 · Staff Expense	183.60	400.00	-216.40	45.9%
800 · Taxes	0.00	2,000.00	-2,000.00	0.0%
810 · Contract Fees	75,580.10	98,446.00	-22,865.90	76.8%
850 · Telephone	7,269.18	42,000.00	-34,730.82	17.3%
860 · Conferences	7,273.05	16,300.00	-9,026.95	44.6%
867 · Travel	67,136.80	112,669.00	-45,532.20	59.6%
Total Expense	2,385,248.67	2,839,181.17	-453,932.50	84.0%
Net Ordinary Income	7,826,200.16	6,645,172.24	1,181,027.92	117.8%
Net Income	7,826,200.16	6,645,172.24	1,181,027.92	117.8%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1000 General Overhead (1900 Operations)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	78,850.27	7,500.00	71,350.27	1,051.3%
415 · Rental Income	0.00			
417 · Gain on Investments	38,208.38			
430 · Dues Income	0.00			
435 · Law Book	2,232.18	800.00	1,432.18	279.0%
497 · Misc Income	215,220.96	2,700.00	212,520.96	7,971.1%
Total Income	334,511.79	11,000.00	323,511.79	3,041.0%
Gross Profit	334,511.79	11,000.00	323,511.79	3,041.0%
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	355.00	3,750.00	-3,395.00	9.5%
605 · Awards/Gifts	2,145.14	2,250.00	-104.86	95.3%
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	160.76			
632 · Copying	0.00			
639 · Dues & Commitments.	3,663.79	3,700.00	-36.21	99.0%
640 · Equipment Maintenance/Rental	8,691.71	35,900.00	-27,208.29	24.2%
690 · Credit Card & EFT Fees/Misc.	157,118.53	171,000.00	-13,881.47	91.9%
770 · Supplies	5,288.44	12,750.00	-7,461.56	41.5%
780 · Postage	0.00			
781 · Printing	24.32	2,750.00	-2,725.68	0.9%
786 · Promotion	0.00			
788 · Staff Expense	183.60	400.00	-216.40	45.9%
800 · Taxes	0.00	2,000.00	-2,000.00	0.0%
810 · Contract Fees	36,274.16	37,600.00	-1,325.84	96.5%
850 · Telephone	7,269.18	42,000.00	-34,730.82	17.3%
860 · Conferences	0.00			
867 · Travel	0.00	250.00	-250.00	0.0%
Total Expense	221,174.63	314,350.00	-93,175.37	70.4%
Net Ordinary Income	113,337.16	-303,350.00	416,687.16	-37.4%
Net Income	113,337.16	-303,350.00	416,687.16	-37.4%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1402 Individual Dues (1400 Dues)			
	Jan - Aug 19	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	20,675.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>20,675.00</u>			
Gross Profit	20,675.00			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	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			
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			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>0.00</u>			
Net Ordinary Income	<u>20,675.00</u>			
Net Income	<u><u>20,675.00</u></u>			

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1404 NAR Institute Affiliates (1400 Dues)			
	Jan - Aug 19	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	8,904.58			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>8,904.58</u>			
Gross Profit	8,904.58			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	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			
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			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>0.00</u>			
Net Ordinary Income	<u>8,904.58</u>			
Net Income	<u><u>8,904.58</u></u>			

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2019

	1400 Dues - Other (1400 Dues)			
	Jan - Aug 19	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	9,788,462.50	9,405,530.00	382,932.50	104.1%
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	9,788,462.50	9,405,530.00	382,932.50	104.1%
Gross Profit	9,788,462.50	9,405,530.00	382,932.50	104.1%
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	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			
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			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	0.00			
Net Ordinary Income	9,788,462.50	9,405,530.00	382,932.50	104.1%
Net Income	9,788,462.50	9,405,530.00	382,932.50	104.1%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2019

	Total 1400 Dues (1900 Operations)			
	Jan - Aug 19	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	9,818,042.08	9,405,530.00	412,512.08	104.4%
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>9,818,042.08</u>	<u>9,405,530.00</u>	<u>412,512.08</u>	<u>104.4%</u>
Gross Profit	9,818,042.08	9,405,530.00	412,512.08	104.4%
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	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			
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			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>0.00</u>			
Net Ordinary Income	<u>9,818,042.08</u>	<u>9,405,530.00</u>	<u>412,512.08</u>	<u>104.4%</u>
Net Income	<u><u>9,818,042.08</u></u>	<u><u>9,405,530.00</u></u>	<u><u>412,512.08</u></u>	<u><u>104.4%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1901 Operations & Strategic Sup (1900 Operations)			
	Jan - Aug 19	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			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	269.41	1,100.00	-830.59	24.5%
631 · Computer Service and Expense	0.00			
632 · Copying	1,431.01	1,375.00	56.01	104.1%
639 · Dues & Commitments.	2,240.00	3,125.00	-885.00	71.7%
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
770 · Supplies	0.00			
780 · Postage	589.49	4,425.00	-3,835.51	13.3%
781 · Printing	0.00			
786 · Promotion	2,139.04	4,410.00	-2,270.96	48.5%
788 · Staff Expense	0.00			
800 · Taxes	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	617.22	650.00	-32.78	95.0%
Total Expense	<u>7,286.17</u>	<u>15,085.00</u>	<u>-7,798.83</u>	<u>48.3%</u>
Net Ordinary Income	<u>-7,286.17</u>	<u>-15,085.00</u>	<u>7,798.83</u>	<u>48.3%</u>
Net Income	<u><u>-7,286.17</u></u>	<u><u>-15,085.00</u></u>	<u><u>7,798.83</u></u>	<u><u>48.3%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1903 Association Relations (1900 Operations)			
	Jan - Aug 19	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			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	14,747.20	15,500.00	-752.80	95.1%
631 · Computer Service and Expense	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			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	2,357.24	2,725.00	-367.76	86.5%
788 · Staff Expense	0.00			
800 · Taxes	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	112.29	2,500.00	-2,387.71	4.5%
Total Expense	<u>17,216.73</u>	<u>20,725.00</u>	<u>-3,508.27</u>	<u>83.1%</u>
Net Ordinary Income	<u>-17,216.73</u>	<u>-20,725.00</u>	<u>3,508.27</u>	<u>83.1%</u>
Net Income	<u><u>-17,216.73</u></u>	<u><u>-20,725.00</u></u>	<u><u>3,508.27</u></u>	<u><u>83.1%</u></u>

**Arizona Association of REALTORS®
 Profit & Loss Budget vs. Actual
 January through August 2019**

	1905 National Meetings (1900 Operations)			
	Jan - Aug 19	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			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	895.06	3,300.00	-2,404.94	27.1%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	50,000.00	50,143.00	-143.00	99.7%
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	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			
860 · Conferences	7,129.46	11,950.00	-4,820.54	59.7%
867 · Travel	37,098.70	57,700.00	-20,601.30	64.3%
Total Expense	<u>95,123.22</u>	<u>123,093.00</u>	<u>-27,969.78</u>	<u>77.3%</u>
Net Ordinary Income	<u>-95,123.22</u>	<u>-123,093.00</u>	<u>27,969.78</u>	<u>77.3%</u>
Net Income	<u><u>-95,123.22</u></u>	<u><u>-123,093.00</u></u>	<u><u>27,969.78</u></u>	<u><u>77.3%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1920 EXCOM & Director Support (1900 Operations)			
	Jan - Aug 19	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			
605 · Awards/Gifts	59.15	250.00	-190.85	23.7%
620 · Building Expense	0.00			
630 · Catering/Hotel	13,348.50	17,050.00	-3,701.50	78.3%
631 · Computer Service and Expense	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			
770 · Supplies	29.27	250.00	-220.73	11.7%
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
800 · Taxes	0.00			
810 · Contract Fees	4,586.19	12,500.00	-7,913.81	36.7%
850 · Telephone	0.00			
860 · Conferences	143.59	4,350.00	-4,206.41	3.3%
867 · Travel	29,308.59	49,869.00	-20,560.41	58.8%
Total Expense	<u>47,475.29</u>	<u>84,269.00</u>	<u>-36,793.71</u>	<u>56.3%</u>
Net Ordinary Income	<u>-47,475.29</u>	<u>-84,269.00</u>	<u>36,793.71</u>	<u>56.3%</u>
Net Income	<u>-47,475.29</u>	<u>-84,269.00</u>	<u>36,793.71</u>	<u>56.3%</u>

**Arizona Association of REALTORS®
 Profit & Loss Budget vs. Actual
 January through August 2019**

	1955 Public Relations (1900 Operations)			
	Jan - Aug 19	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			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	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			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	652.08	2,000.00	-1,347.92	32.6%
788 · Staff Expense	0.00			
800 · Taxes	0.00			
810 · Contract Fees	24,785.35	36,546.00	-11,760.65	67.8%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00	1,700.00	-1,700.00	0.0%
Total Expense	<u>25,437.43</u>	<u>40,246.00</u>	<u>-14,808.57</u>	<u>63.2%</u>
Net Ordinary Income	<u>-25,437.43</u>	<u>-40,246.00</u>	<u>14,808.57</u>	<u>63.2%</u>
Net Income	<u><u>-25,437.43</u></u>	<u><u>-40,246.00</u></u>	<u><u>14,808.57</u></u>	<u><u>63.2%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	1990 Personnel (1900 Operations)			
	Jan - Aug 19	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	1,854,826.31	2,026,000.00	-171,173.69	91.6%
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	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			
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			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>1,854,826.31</u>	<u>2,026,000.00</u>	<u>-171,173.69</u>	<u>91.6%</u>
Net Ordinary Income	<u>-1,854,826.31</u>	<u>-2,026,000.00</u>	<u>171,173.69</u>	<u>91.6%</u>
Net Income	<u><u>-1,854,826.31</u></u>	<u><u>-2,026,000.00</u></u>	<u><u>171,173.69</u></u>	<u><u>91.6%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2019

	6000 Building (1900 Operations)			
	Jan - Aug 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	58,894.96	67,823.41	-8,928.45	86.8%
417 · Gain on Investments	0.00			
430 · Dues Income	0.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>58,894.96</u>	<u>67,823.41</u>	<u>-8,928.45</u>	<u>86.8%</u>
Gross Profit	58,894.96	67,823.41	-8,928.45	86.8%
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	106,774.49	203,613.17	-96,838.68	52.4%
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	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			
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	9,934.40	11,800.00	-1,865.60	84.2%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>116,708.89</u>	<u>215,413.17</u>	<u>-98,704.28</u>	<u>54.2%</u>
Net Ordinary Income	<u>-57,813.93</u>	<u>-147,589.76</u>	<u>89,775.83</u>	<u>39.2%</u>
Net Income	<u><u>-57,813.93</u></u>	<u><u>-147,589.76</u></u>	<u><u>89,775.83</u></u>	<u><u>39.2%</u></u>

**2019 AAR CAPITAL BUDGET
(As of 8/31/19)**

		<u>Budget</u>	<u>Actual</u>
	<u>Computer</u>		
1	Network Infrastructure: Replacements & Upgrades	\$50,000	\$1,052
2	Network Infrastructure: Disaster Recovery	\$5,000	\$4,144
3	Network Infrastructure: Security	\$12,000	\$0
4	ExCom Tablet Reimbursements	\$6,600	\$3,089
5	Website, Software, and Hardware Upgrades	\$10,450	\$386
6	New and Replacement Workstations/Laptops	\$35,000	\$12,552
		<u>\$119,050</u>	<u>\$21,224</u>
	<u>Furniture & Equipment</u>		
7	Audio/Video	\$3,000	\$0
8	Replacement Desk & Office Furniture	\$5,250	\$1,174
9	Miscellaneous	\$200	\$0
10	<Placeholder>	\$0	\$0
		<u>\$8,450</u>	<u>\$1,174</u>
	<u>Building</u>		
11	HVAC	\$20,780	\$19,716
12	Meeting Center	\$20,000	\$4,649
13	Interior Repairs & Improvements	\$0	\$0
14	Exterior Repairs & Improvements	\$0	\$3,347
15			
		<u>\$40,780</u>	<u>\$27,712</u>
16	ExCom Motion	\$ 40,000.00	\$ 26,265.14
	Total Yr. 2019	<u><u>\$208,280</u></u>	<u><u>\$76,375</u></u>

TO: 2020 Executive Committee

FROM: Mary Roberts, 2020 President
Eric Gibbs, 2020 Treasurer

SUBJECT: 2020 Budget Meeting

DATE: August 19, 2019

The 2020 Executive Committee Orientation will be held on **Friday, September 6, 2019 at 10:00 a.m. at the Arizona REALTORS® building.** The 2020 Budget Meeting will follow from **1:00p.m. – 4:00p.m.** to prepare and approve the 2020 budget for recommendation to the Board of Directors.

The budget portfolio contains:

1. Budget Meeting Agenda
2. Arizona REALTORS® Structure Chart
3. 2020 Executive Committee Roster
4. 2020 Executive Committee Primary Committee Assignments
5. 2020 Strategic Plan
6. 2020 Primary Committee Business Plans (56 pages)
7. 2020 Leadership Meetings and Events Calendar
8. Membership History (2000 - 2019)
9. Reserve Accounts Dashboard and Summary
10. 2020 Proposed Operating Budget (38 pages)
11. 2020 Proposed Capital Budget

The proposed Operating Budget is based upon the 2020 Strategic Plan and the 2020 Primary Committee Business Plans. Each Primary Committee Chair will present their portion of the draft budget. The following is an overview of the proposal.

The Operating budget overall reflects a \$63,302 net income, which is a \$16,603 net increase in income over 2019.

The Operations & Strategic Initiatives area budget reflects a \$159,491 net increase in income primarily due to increased membership dues, offset by a \$36,166 increase in expenses, including increased expenses for Operating and Issues Mobilization Reserve funding and Region XI dues. The details are as follows.

Income:

The dues income is based upon the projected 2020 membership. **Dues income (430) was calculated anticipating 51,145 members which is a 2% increase from the 50,143 budgeted for 2019.** This projection will require membership **dues to remain at \$190 per member.** As you can see from the Membership History, membership peaked in 2007 at 55,349 and then dropped over 29% in the following five years to 39,235 before beginning to rise again in 2013. We have 50,720 members through June this year.

Rental income (415) reflects all current leases:

- The Association of Golf Merchandisers lease expires on April 30, 2020. We only budgeted for 4 months' rent, although a renewal will be renegotiated if possible.
- The Southwest Institute for Families and Children with Special Needs lease expires October 31, 2020, but we anticipate renewal and budgeted for the entire year of rent payments.
- Dr. Sun renewed his lease which now expires on June 30, 2022. (*Note: The lease contains a 30-day termination option.*)
- Urban Fabric Builders renewed their lease which now expires on June 30, 2022.
- 2,744 sq. ft of space remains available for lease upstairs:
<https://www.loopnet.com/Listing/255-E-Osborn-Rd-Phoenix-AZ/13891820/>

Reserve Funding - 1100:

- Capital Reserve (700): **We have allocated the capital depreciation of \$276,760 from the 2018 audit to the Capital Reserve.** The Bylaws state in pertinent part: *“CAPITAL RESERVE. AAR shall maintain a reserve fund, (Capital Reserve) for capital expenditures. . . AAR’s annual budget shall acknowledge depreciation per Generally Accepted Accounting Principles. The depreciation amount shall be considered as a cash expense credited to the Capital Reserve.”*
- Issues Mobilization Fund (750): **We have proposed an allocation of \$35.00 per member to the Issues Mobilization Fund, which totals \$1,790,075.** The Bylaws state in pertinent part: *“REALTORS® Issues Mobilization Fund (RIMF): AAR shall maintain a reserve fund to support or oppose federal, state and local issues that impact real property and real property owners in Arizona. . . A per member amount of the annual dues shall be placed in the fund as determined by the AAR Board of Directors. . . The amount established by the AAR Board of Directors shall be credited to the fund each year until the fund attains a total of ten million dollars (\$10,000,000). If the fund is depleted to less than five million dollars (\$5,000,000), the AAR Board of Directors shall reinstate a per member contribution amount to the Fund at the inception of the next budget year.”* The June balance in the Issues Mobilization Fund was \$3,692,224.
- Operating Reserve (750): **We have proposed budgeting one dollar per member totaling \$51,145 to the Operating Reserve.** The Bylaws state in pertinent part: *“OPERATING RESERVE. AAR shall maintain an operating reserve fund (the “Operating Reserve”) for legal,*

special and unbudgeted operating purposes. The Board of Directors shall annually determine an allocation (the "Allocation") of the annual dues which shall be placed in the Operating Reserve. . . The Allocation shall continue each year until the Operating Reserve fund balance exceeds an amount equal to the operating expenses from previous fiscal year, at which time the Allocation shall cease." The Operating Reserve total for June was \$8,242,404, however pursuant to the 2018 audit and due to the Prop 126 campaign, the total operating expenses for 2018 were \$13,909,635.

- **Strategic Initiative Fund: The proposed Budget contains no allocation to the Strategic Initiative Fund.** The Bylaws state in pertinent part: *AAR may maintain a reserve fund ("Strategic Initiative Fund") to support initiatives designed or dedicated to the support of our REALTOR® members' business practices. Such initiatives may include, but are not limited to, new member benefits, technology enhancements, communication enhancements, or other efforts that benefit the REALTOR® membership.* The June Strategic Initiative Fund balance was \$2,173,470.
- **Arizona Homeownership Alliance: The proposed Budget contains no allocation to the Arizona Homeownership Alliance.** The Bylaws state in pertinent part: *Arizona Homeownership Alliance. AAR may maintain a fund (Arizona Homeownership Alliance) to support or oppose candidates running for elective office or as otherwise expressed in this section. Funds designated for this fund are to be used as allowed by state law in corporate independent expenditures, polling and grassroots activities. Monies placed in this fund may come from a variety of sources including but not limited to AAR's annual operating surplus, the National Association of REALTORS®, Arizona local associations of REALTORS®, AAR annual budget or by contribution.* The June Alliance balance was \$100,594.

Changes to the Generally Accepted Accounting Principles (GAAP) now require the allocation of overhead expenses to each of the Primary Committee area budgets according to their usage, as opposed to all expenses reflected in the Operations Budget where they were previously allocated. This allows for the evaluation of the true cost of each area.

The Primary Committee Budget highlights are as follows:

- **Legislative & Political Affairs reflects a \$96,902 increase in expenses,** primarily due to:
 - Governmental Area Support (1501): Increase due to expenses now being allocated in the LPA budget rather than the Operations budget as a result of the changes to GAAP.
 - Legislative Policy Development (1550): Increase due to an expected increase in catering expenses for the annual REALTOR® Day at the Capitol Luncheon.
 - Fundraising/Grassroots Support (1560): Increase due to an expected increase in participation for the Major Investor recognition and the newly created Hall of Fame recognition.

- Federal Liaison Support (1575): Increase due to the creation of the Hill Visit Reception during the NAR Mid-year visits.
- Governmental Communications (1585): Increase due to the production of the REALTOR® Party video.
- **Risk Management reflects a \$30,701 net increase in expenses**, primarily due to:
 - Risk Management Support (1601): Increase due to expenses now being allocated in the RMC budget rather than the Operations budget as a result of the changes to GAAP, offset by a reduction of expenses in the following areas.
 - Professional/Contract Fees (1602): Reduction in Outside Legal expenses due to resolution of Copyright Infringement lawsuit.
 - PS Enforcement (1605): Reduction in anticipated PS Enforcement income based on the expectation that there will be fewer PS cases as a result of WeMAR leaving the Statewide PS Agreement.
 - Professional/Contract Fees (1605): Reduction in court reporter expenses based on the expectation that there will be fewer PS cases as a result of WeMAR leaving the Statewide PS Agreement.
 - Professional/Contract Fees (1650): A reduction in forms related costs as we will not incur fees from zipForm® for revising existing forms and creating new forms.
- **Business Services & Technology reflects a \$54,145 net decrease in expenses**, primarily due to:
 - Business Services and Technology Support (1701): Increase due to expenses now being allocated in the BS&T budget rather than the Operations budget as a result of the changes to GAAP, offset by a significant reduction in Business Services (1770) expenses.
 - Software Development (1710): Increase expense due to an increase in outsourced consulting.
 - IT Resources and Security Management (1730): Increase in expenses due to the Managed Services Provider, increase in RAMCO cost, and a network layer vulnerability scan, slightly offset by a decrease in video conference fees.
 - Business Services (1770): Net decrease of \$207,075 in expenses due to the discontinuation of zipForm® MLS Connect and zipForm® Mobile, decrease in Abacus Law expenses, and decrease in expenses for Clarity SSO, and an increase in forms licensing fees.
 - Communications (1780): Net increase in expenses due to an increase in website maintenance, hosting, programming costs & consulting partially offset by a decrease in other expenses.

- **Professional & Business Development reflects a \$69,431 net increase in expenses, primarily due to:**
 - Professional & Business Development Support (1801): Increase due to expenses now being allocated in the PBD budget rather than the Operations budget as a result of the changes to GAAP; and an increase in professional contract fees for a stand-alone convention/event website.
 - REALTOR® Institute (GRI) (1815): Net decrease to income and expenses reflecting an increase in number of students; a reduction in live streamed classes; and an increase in income from the online partnership for the business planning class.
 - rCRMS (1820): Net increase in income and expenses reflecting an increase in number of students in the live streamed classes.
 - Leadership Training (1840): Net increase due to conference catering expenses, anticipated hotel pricing, increased A/V costs, increased speaker fees for the LTA program, offset by reduced production costs and catering expenses.
 - Convention (1860): Net increase in expense. Adjusted income to reflect the addition of an early bird registration option and single-day registration option based on 400 paid attendees. Increased catering expenses, added printing, postage and professional contract fee expenses for two promotion mailers as printed onsite program. Added expenses for professional photographer and videographer as well as increased speaker expenses.

Capital Budget

The proposed Capital Budget is currently \$306,580, due to the following:

- \$72,800 in computer equipment
- \$63,000 in furniture and equipment
- \$170,780 in interior and exterior building improvements and HVAC repairs/upgrade.

We would appreciate your review of the entire proposed budget; however, we are asking you to make a careful review of your assigned Primary Committee, as set forth on the meeting agenda, for any questions, concerns and suggestions.

If you have any specific questions or concerns, please contact us, CEO Michelle Lind, the Primary Chair and/or Staff Liaison before the meeting. This will help us get through this process as quickly as possible at the meeting.

Thank you!



Proposed 2020 Operating and Capital Budget

2019 Budget	2019 Projections	Primary Committee	2020 Budget
\$ (906,495.94)	(\$708,535.55)	Legislative & Political Affairs	\$ (1,003,397.22)
\$ (298,481.00)	(\$298,137.11)	Risk Management	\$ (329,182.00)
\$ (1,411,393.18)	(\$1,297,083.60)	Business Services & Technology	\$ (1,357,248.52)
\$ (443,723.00)	(\$343,341.30)	Professional & Business Development	\$ (513,154.56)
\$ 3,106,793.02	\$ 7,134,772.30	Operations & Strategic Initiatives	\$ 3,266,284.72
\$46,699.90	\$4,487,674.74	* Net (Expense)/Income Totals *	\$ 63,302.42

LEGISLATIVE & POLITICAL AFFAIRS				
2019 Approved	2019 Projections	Code		2020
PROJECTED INCOME				
\$	-			
\$	-	TOTAL PROJECTED INCOME		\$ -
PROJECTED DIRECT (EXPENSES)				
\$ (18,820.00)	\$ (11,854.24)	605	AWARDS/GIFTS	\$ (32,370.00)
\$ -	\$ (5,025.00)	621	REPAIRS & MAINTENANCE	\$ (8,860.00)
\$ -	\$ (7,400.00)	623	UTILITIES	\$ (10,040.00)
\$ (144,535.00)	\$ (134,949.49)	630	CATERING/HOTEL	\$ (182,535.00)
\$ -	\$ -	631	COMPUTER SERVICES & EXPENSES	\$ (500.00)
\$ (1,000.00)	\$ (200.00)	632	COPYING	\$ (1,000.00)
\$ (333,413.00)	\$ (260,169.65)	639	DUES/COMMITMENTS	\$ (328,948.00)
\$ -	\$ (30.00)	640	EQUIPMENT MAINTENANCE/RENTAL	\$ (30.00)
\$ (1,750.00)	\$ (3,210.01)	770	SUPPLIES	\$ (3,250.08)
\$ -	\$ (780.00)	780	POSTAGE	\$ (802.00)
\$ (6,000.00)	\$ (6,000.00)	781	PRINTING	\$ (6,700.00)
\$ (32,540.00)	\$ (20,320.00)	786	PROMOTION	\$ (53,320.00)
\$ (10,000.00)	\$ (10,000.00)	787	SPEAKER FEES	\$ (10,000.00)
\$ (2,000.00)	\$ -	788	STAFF EXPENSE	\$ (2,000.00)
\$ (8,254.12)	\$ (8,452.00)	790	SUBSCRIPTIONS/REFERENCE	\$ (8,503.32)
\$ (259,800.00)	\$ (176,631.75)	810	PROFESSIONAL/CONTRACT FEES	\$ (261,235.00)
\$ -	\$ (5,500.00)	850	TELEPHONE	\$ (5,500.00)
\$ (29,800.00)	\$ (21,251.32)	860	CONFERENCES	\$ (29,220.00)
\$ (58,583.82)	\$ (36,762.09)	867	TRAVEL/OTHER	\$ (58,583.82)
\$ (906,495.94)	\$ (708,535.55)	TOTAL DIRECT (EXPENSES)		\$ (1,003,397.22)
\$ (906,495.94)	\$ (708,535.55)	TOTAL NET (EXPENSES)/INCOME		\$ (1,003,397.22)

LEGISLATIVE AND POLITICAL AFFAIRS

	A	B	C	D	E	F	G	H	I	J	K	L
1												
2	Code	Category	2019 Approved	2019 Projections		Rate	Item	Qty	Item	Qty	Item	2020 Total
3	GOVERNMENTAL AREA SUPPORT - 1501											
4	621	Repairs/Maintenance	\$ -	\$ (5,025.00)	General Upkeep (lights, air filters, etc.)	\$ (300.00)		1		1		\$ (300.00)
5			\$ -		Pest Control	\$ (150.00)		1		1		\$ (150.00)
6			\$ -		Elevator	\$ (225.00)		1		1		\$ (225.00)
7			\$ -		Building/General	\$ (550.00)		1		1		\$ (550.00)
8			\$ -		HVAC - AZ Control Specialist Contract	\$ (475.00)		1		1		\$ (475.00)
9			\$ -		HVAC Service Contract - O'Neil	\$ (625.00)		1		1		\$ (625.00)
10			\$ -		HVAC Miscellaneous Repairs	\$ (325.00)		1		1		\$ (325.00)
11			\$ -		Security/Fire Alarm/Extinguishers	\$ (225.00)		1		1		\$ (225.00)
12			\$ -		Exterior Repairs/Maintenance	\$ (550.00)		1		1		\$ (550.00)
13			\$ -		Security Monitoring	\$ (45.00)		1		1		\$ (45.00)
14			\$ -		Interior Repairs/Maintenance	\$ (975.00)		1		1		\$ (975.00)
15			\$ -		Janitorial/Window Cleaning	\$ (3,200.00)		1		1		\$ (3,200.00)
16			\$ -		Pictures/Furnishings	\$ (415.00)		1		1		\$ (415.00)
17			\$ -		Landscaping - Maintenance	\$ (800.00)		1		1		\$ (800.00)
18	623	Utilities	\$ -	\$ (7,400.00)	Electricity	\$ (9,275.00)		1		1		\$ (9,275.00)
19			\$ -		Sewer/Water	\$ (650.00)		1		1		\$ (650.00)
20			\$ -		Trash	\$ (115.00)		1		1		\$ (115.00)
21	630	Catering/Hotel	\$ (370.00)	\$ (100.00)	Work Group Lunches	\$ (9.25)	each	5	meetings	8	members	\$ (370.00)
22			\$ (315.00)	\$ -	Legislative Committee	\$ (1.50)	each	7	meetings	30	members	\$ (315.00)
23			\$ (1,500.00)	\$ (786.54)	Legislative Committee Thank You Lunch	\$ (1,500.00)	annual	1	meetings	30	members	\$ (1,500.00)
24			\$ (1,000.00)	\$ (750.00)	RAPAC Trustees Thank You Lunch	\$ (1,000.00)	annual	1	meetings	20	members	\$ (1,000.00)
25			\$ (1,000.00)	\$ (750.00)	RIMC Thank You Lunch	\$ (1,000.00)	annual	1	meetings	20	members	\$ (1,000.00)
26			\$ (1,000.00)	\$ (1,000.00)	LPAC Thank You Lunch	\$ (1,000.00)	annual	1	meetings	25	members	\$ (1,000.00)
27	631	Computer Services & Expenses	\$ -	\$ -	Miscellaneous Computer items	\$ (500.00)						\$ (500.00)
28	632	Copying	\$ (1,000.00)	\$ (200.00)	Copying	\$ (1,000.00)	annual	1		1		\$ (1,000.00)
29	640	Equipment Maintenance/Rental	\$ -	\$ (15.00)	Postage Machine	\$ (15.00)	annual	1		1		\$ (15.00)
30			\$ -	\$ (15.00)	Copier and Printer Leases	\$ (15.00)	annual	1		1		\$ (15.00)
31	770.1	Supplies	\$ -	\$ (486.67)	General Supplies	\$ (500.00)		1		1		\$ (500.00)
32			\$ -	\$ (486.67)	Coffee (Parks & Co.)	\$ (41.67)	monthly	12		1		\$ (500.04)
33			\$ -	\$ (486.67)	Bottled Water/Coolers (Ready Refresh by Nestle)	\$ (41.67)	monthly	12		1		\$ (500.04)
34	780	Postage	\$ -	\$ (750.00)	Postage	\$ (750.00)	annually	1		1		\$ (750.00)
35			\$ -	\$ (30.00)	UPS (Weekly Pick-Up Fees)	\$ (1.00)	week	52	weeks	1	svc chg	\$ (52.00)
36	781	Printing	\$ (2,000.00)	\$ (2,000.00)	In-house Printing	\$ (2,000.00)	annual	1		1		\$ (2,000.00)
37			\$ -	\$ -	Letterhead, Envelopes & Business Cards	\$ (700.00)		1		1		\$ (700.00)
38	810	Contract Fees	\$ -	\$ (432.25)	Paper Shredding	\$ (440.00)		1		1		\$ (440.00)
39			\$ -	\$ (432.25)	125 Plan Admin. (WageWorks)	\$ (40.00)	monthly	12		1		\$ (480.00)
40			\$ -	\$ (432.25)	Property Management Fees	\$ (40.00)	monthly	12		1		\$ (480.00)
41	850	Telephone	\$ -	\$ (5,500.00)	Long Distance, Data Lines, Mobile, Monthly Lines, & Internet	\$ (5,500.00)		1		1		\$ (5,500.00)
42	860	Conferences	\$ (460.00)	\$ -	Arizona REALTOR® Conference - Mileage	\$ -		1	trip	4	staff	\$ -
43			\$ (780.00)	\$ -	Arizona REALTOR® Conference - Daily Expense	\$ (30.00)	per diem	4	days	3	staff	\$ (360.00)
44	867	Travel	\$ (750.00)	\$ -	Arizona REALTOR® Conference (NAR Staff) - Hotel	\$ (187.50)	night	2	nights	2	staff	\$ (750.00)
45	867.2	Staff Travel	\$ (2,500.08)	\$ (1,000.00)	Local Association Visits - Hotel	\$ (208.34)	night	3	nights	4	staff	\$ (2,500.08)
46			\$ (2,730.00)	\$ (500.00)	Local Association Visits - Daily Expense	\$ (65.00)	per diem	14	trips	3	staff	\$ (2,730.00)
47			\$ (7,603.74)	\$ (3,575.00)	Local Association Visits - Mileage	\$ (0.54)	per mile	1	trip	14081	miles	\$ (7,603.74)
48			\$ (23,008.82)	\$ (32,153.30)	1501 Total							\$ (51,460.90)
49												

LEGISLATIVE AND POLITICAL AFFAIRS

A	B	C	D	E	F	G	H	I	J	K	L
50	LEGISLATIVE ADVOCACY - 1510										
51	639	Dues /Commitments	\$ (1,065.00)	\$ (1,165.00)	Phoenix Chamber of Commerce	\$ (1,200.00)	annual	1		1	\$ (1,200.00)
52			\$ (20,000.00)	\$ (20,000.00)	Arizona Chamber of Commerce	\$ (15,000.00)	annual	1	time	1	staff \$ (15,000.00)
53			\$ (10,000.00)	\$ (10,150.00)	Arizona Tax Research Association	\$ (10,400.00)	annual	1	time	1	staff \$ (10,400.00)
54	786	Promotion	\$ (10,000.00)	\$ (8,000.00)	Promotion Fund	\$ (10,000.00)	annual	1		1	\$ (10,000.00)
55			\$ (2,520.00)	\$ (1,800.00)	Cellular Device	\$ (150.00)	staff	12	months	1	staff \$ (1,800.00)
56	790	Subscriptions/Reference	\$ (100.00)	\$ (150.00)	Phoenix Business Journal	\$ (150.00)	annual	1	year	1	subscription \$ (150.00)
57			\$ (3,450.00)	\$ (3,400.00)	AZ News/Leg. Report	\$ (575.00)	annual	6	months	1	subscription \$ (3,450.00)
58			\$ (900.00)	\$ (900.00)	AZ New Service Legislative Subscription	\$ (900.00)	annual	1	copy	1	subscription \$ (900.00)
59			\$ (159.12)	\$ (189.00)	Arizona Capitol Times (Weekly)	\$ (3.66)	annual	52	weeks	1	year \$ (190.32)
60			\$ (25.00)	\$ (25.00)	AZ Capitol Times Mobile App	\$ (25.00)	time	1	app	1	time \$ (25.00)
61			\$ (3,420.00)	\$ (3,588.00)	AZ News Svc/Yellow Sheets (1 annual)	\$ (299.00)	annual	12	months	1	subscription \$ (3,588.00)
62			\$ (200.00)	\$ (200.00)	Miscellaneous	\$ (200.00)	annual	1	time	1	time \$ (200.00)
63	810	Professional/Contract Fees	\$ (130,000.00)	\$ (130,000.00)	Contract Lobbyist Fees	\$ (130,000.00)	annual	1		1	\$ (130,000.00)
64			\$ (3,900.00)	\$ (3,935.00)	LOLA Access	\$ (3,935.00)	annual	1		1	\$ (3,935.00)
65	860	Conferences	\$ (1,160.00)	\$ (650.00)	American Legislative Economic Council (ALEC) Conference - Sponsorship	\$ (580.00)	sponsorship	1	annual	2	sponsorships \$ (1,160.00)
66			\$ (1,100.00)	\$ (283.96)	American Legislative Economic Council (ALEC) Conference - Airfare	\$ (550.00)	airfare	1	trip	2	staff \$ (1,100.00)
67			\$ (2,000.00)	\$ (1,178.78)	American Legislative Economic Council (ALEC) Conference - Hotel	\$ (250.00)	night	4	days	2	staff \$ (2,000.00)
68			\$ (1,000.00)	\$ (1,000.00)	American Legislative Economic Council (ALEC) Conference - Daily Expense	\$ (100.00)	per diem	5	days	2	staff \$ (1,000.00)
69			\$ (1,000.00)	\$ (1,000.00)	GAD Seminar - Daily Expense	\$ (100.00)	per diem	5	days	2	staff \$ (1,000.00)
70			\$ (3,000.00)	\$ (2,500.00)	GAD Seminar - Hotel	\$ (300.00)	night	5	days	2	staff \$ (3,000.00)
71			\$ (1,000.00)	\$ (1,100.00)	GAD Seminar - Airfare	\$ (550.00)	airfare	1	time	2	staff \$ (1,100.00)
72			\$ (900.00)	\$ (1,100.00)	GAD Seminar - Registration	\$ (550.00)	registration	1	time	2	staff \$ (1,100.00)
73			\$ (900.00)	\$ (600.00)	NAR EXPO (New Orleans, LA) - Airfare	\$ (450.00)	airfare	1	time	2	staff \$ (900.00)
74			\$ (900.00)	\$ (900.00)	NAR EXPO (New Orleans, LA) - Registration	\$ (450.00)	registration	1	time	2	staff \$ (900.00)
75			\$ (3,500.00)	\$ (3,086.00)	NAR EXPO (New Orleans, LA) - Hotel	\$ (350.00)	night	5	nights	2	staff \$ (3,500.00)
76			\$ (2,000.00)	\$ (2,000.00)	NAR EXPO (New Orleans, LA) - Daily Expense	\$ (200.00)	per diem	5	days	2	staff \$ (2,000.00)
77			\$ (500.00)	\$ -	NCSL Conference - National Council of State Governments - Daily Expense	\$ (100.00)	per diem	5	days	1	staff \$ (500.00)
78			\$ (550.00)	\$ -	NCSL Conference - National Council of State Governments - Airfare	\$ (550.00)	airfare	1	time	1	staff \$ (550.00)
79			\$ (500.00)	\$ -	NCSL Conference - National Council of State Governments - Sponsorship	\$ (500.00)	annual	1	time	1	sponsorship \$ (500.00)
80			\$ (1,000.00)	\$ -	NCSL Conference - National Council of State Governments - Hotel	\$ (250.00)	night	4	nights	1	staff \$ (1,000.00)
81			\$ (300.00)	\$ -	NAR Campaign School - Daily Expense	\$ (100.00)	per diem	3	days	1	staff \$ (300.00)
82			\$ (400.00)	\$ -	NAR Campaign School - Hotel	\$ (200.00)	night	2	days	1	staff \$ (400.00)
83			\$ (100.00)	\$ -	NAR Campaign School - Registration	\$ (100.00)	registration	1	time	1	staff \$ (100.00)
84			\$ (350.00)	\$ -	NAR Campaign School - Airfare	\$ (350.00)	airfare	1	time	1	staff \$ (350.00)
85			\$ (207,899.12)	\$ (198,900.74)	1510 Total						\$ (203,298.32)
86											

LEGISLATIVE AND POLITICAL AFFAIRS

A	B	C	D	E	F	G	H	I	J	K	L	
87	LOCAL LOBBYING SUPPORT - 1545											
88					\$ -		1		1	staff	\$ -	
89	867.2	Staff Travel	\$ (3,000.00)	\$ -	In-state & National Meetings	\$ (3,000.00)		1		1	staff	\$ (3,000.00)
90			\$ (3,000.00)	\$ -	1545 Total							\$ (3,000.00)
91	LEGISLATIVE POLICY DEVELOPMENT - 1550											
92												
93	630	Catering/Hotel	\$ (600.00)	\$ (600.00)	REALTOR Caucus Miscellaneous	\$ (600.00)		1	time	1		\$ (600.00)
94			\$ (1,500.00)	\$ (1,500.00)	REALTOR Caucus - Audio/Visual	\$ (1,500.00)	audio/visual	1	event	1		\$ (1,500.00)
95			\$ (4,000.00)	\$ (4,000.00)	REALTOR Caucus - Room Rental	\$ (800.00)	per room	5	rooms	1		\$ (4,000.00)
96			\$ (21,250.00)	\$ (2,150.00)	REALTOR Caucus - Catering	\$ (85.00)		1	time	250	attendees	\$ (21,250.00)
97			\$ (80,000.00)	\$ (91,312.95)	Legislative Events (REALTOR Day, other event(s))	\$ (92,000.00)		1	events	1		\$ (92,000.00)
98			\$ (2,000.00)	\$ (2,000.00)	Legislative Industry Partners Event	\$ (2,000.00)	annual	1	events	1		\$ (2,000.00)
99			\$ (5,000.00)	\$ (5,000.00)	Legislative Play Date	\$ (5,000.00)	annual	1	time	1		\$ (5,000.00)
100	770	Supplies	\$ (150.00)	\$ (150.00)	Miscellaneous Supplies	\$ (150.00)		1	time	1		\$ (150.00)
101	787	Speaker	\$ (10,000.00)	\$ (10,000.00)	REALTOR Caucus - Speaker Fees	\$ (10,000.00)	annual	1	time	1		\$ (10,000.00)
102	867	Travel	\$ (9,000.00)	\$ (7,500.00)	REALTOR Caucus Mileage Reimbursements	\$ (9,000.00)		1	event	1	time	\$ (9,000.00)
103			\$ (133,500.00)	\$ (124,212.95)	1550 Total							\$ (145,500.00)
104	FUNDRAISING/GRASSROOTS SUPPORT - 1560											
105												
106	605	Awards/Gifts	\$ (4,050.00)	\$ (2,700.00)	Local Association Year-End Awards	\$ (4,050.00)	award	1		1		\$ (4,050.00)
107			\$ (4,320.00)	\$ (1,706.00)	RAPAC Recognition Pins	\$ (4,320.00)	order	1		1		\$ (4,320.00)
108			\$ (6,750.00)	\$ (5,111.51)	Major Investor Gift	\$ (10,000.00)	order	1	time	1	members	\$ (10,000.00)
109			\$ (2,700.00)	\$ (1,336.73)	President Circle Gift	\$ (2,000.00)	order	1	time	1	members	\$ (2,000.00)
110			\$ -	\$ -	Hall of Fame Gift	\$ (11,000.00)	order	1	time	1	members	\$ (11,000.00)
111			\$ (1,000.00)	\$ (1,000.00)	RAPAC Promotion Materials	\$ (1,000.00)	order	1	time	1	members	\$ (1,000.00)
112	630	Catering/Hotel	\$ (25,000.00)	\$ (25,000.00)	RAPAC Rally Ride	\$ (25,000.00)	annual	1	time	1	members	\$ (25,000.00)
113			\$ -	\$ -	Major Investor Event	\$ (1,000.00)						\$ (1,000.00)
114	639	Dues/Commitments	\$ (250.00)	\$ (250.00)	SOS Standing Committee Renewal	\$ (250.00)	annual	1	time	1		\$ (250.00)
115			\$ (292,098.00)	\$ (218,604.65)	REALTOR® Party PSF Allocation at \$6 per member plus	\$ (292,098.00)	annual	1	time	1		\$ (292,098.00)
116			\$ (10,000.00)	\$ (10,000.00)	Platinum R	\$ (10,000.00)	annual	1	each	1		\$ (10,000.00)
117	770	Supplies	\$ (300.00)	\$ (300.00)	Arizona REALTOR® Conference Supplies	\$ (300.00)	annual	1		1		\$ (300.00)
118			\$ (300.00)	\$ (300.00)	October Leadership Supplies	\$ (300.00)	annual	1		1		\$ (300.00)
119			\$ (1,000.00)	\$ (1,000.00)	RAPAC Rally Ride Supplies	\$ (1,000.00)	annual	1	time	1		\$ (1,000.00)
120	786	Promotion	\$ (1,020.00)	\$ (1,020.00)	October Leadership Fundraiser	\$ (1,020.00)	drawing	1	each	1		\$ (1,020.00)
121			\$ (1,500.00)	\$ (1,500.00)	Arizona REALTOR® Conference RAPAC Promotion	\$ (1,500.00)	drawing	1	each	1		\$ (1,500.00)
122			\$ (1,500.00)	\$ (1,500.00)	Online Fundraising Program	\$ (1,500.00)	drawing	1	each	1		\$ (1,500.00)
123			\$ (6,000.00)	\$ (6,000.00)	Statewide RAPAC Planning Session	\$ (6,000.00)	training	1	each	1		\$ (6,000.00)
124			\$ -	\$ -	Online Fundraising Auction Vendor	\$ (2,500.00)	annual	1	each	1		\$ (2,500.00)
125	810	Professional/Contract Fees	\$ (9,100.00)	\$ (9,100.00)	Annual Audit	\$ (9,100.00)	audit	1	audit	1		\$ (9,100.00)
126			\$ (95,000.00)	\$ (25,000.00)	REALTOR® Party Plus	\$ (95,000.00)	annual	1	each	1		\$ (95,000.00)
127			\$ (461,888.00)	\$ (311,428.89)	1560 Total							\$ (478,938.00)
128												

LEGISLATIVE AND POLITICAL AFFAIRS

	A	B	C	D	E	F	G	H	I	J	K	L
129	FEDERAL LIAISON SUPPORT - 1575											
130	630	Catering/Hotel	\$ -	\$ -	Hill Visit Reception	\$ (25,000.00)		1	each	125	members	\$ (25,000.00)
131	786	Promotion	\$ -	\$ -	FPC In-District Funds	\$ (1,000.00)		1	each	11	members	\$ (11,000.00)
132	860	Conferences	\$ (2,000.00)	\$ (1,449.35)	NAR Legislative (D.C.) - Daily Expense	\$ (200.00)	per diem	5	days	2	staff	\$ (2,000.00)
133			\$ (3,200.00)	\$ (3,254.03)	NAR Legislative (D.C.) - Hotel	\$ (320.00)	night	5	nights	2	staff	\$ (3,200.00)
134			\$ (1,200.00)	\$ (1,149.20)	NAR Legislative (D.C.) - Airfare	\$ (600.00)	airfare	1	time	2	staff	\$ (1,200.00)
135	867	Travel/Other	\$ (33,000.00)	\$ (24,187.09)	FPC NAR DC Meetings	\$ (3,000.00)	per member	1	time	11	members	\$ (33,000.00)
136			\$ (39,400.00)	\$ (30,039.67)	1575 Total							\$ (75,400.00)
137	ELECTION YEAR ACTIVITIES - 1580											
138												
139	788	Staff Expense	\$ (2,000.00)	\$ -	Get Out The Vote Campaign	\$ (2,000.00)		1		1	staff	\$ (2,000.00)
140			\$ (2,000.00)	\$ -	1580 Total							\$ (2,000.00)
141	GOVERNMENTAL COMMUNICATIONS - 1585											
142												
143	781	Printing	\$ (4,000.00)	\$ (4,000.00)	Governmental Programs Communications (Print/Audio/Video)	\$ (4,000.00)		1	time	1	time	\$ (4,000.00)
144	786	Promotion	\$ (10,000.00)	\$ (500.00)	CFA Outreach Services	\$ (10,000.00)		1	time	1	time	\$ (10,000.00)
145			\$ -	\$ -	REALTOR Party Video	\$ (8,000.00)		1	time	1	time	\$ (8,000.00)
146	810	Professional/Contract Fees	\$ (400.00)	\$ (400.00)	AZ News Service Trade and Professional Association	\$ (400.00)		1		1		\$ (400.00)
147			\$ (700.00)	\$ (700.00)	AZ Capitol Times Book of Lobbyists	\$ (350.00)		1	time	2	ads	\$ (700.00)
148			\$ (700.00)	\$ (700.00)	AZ News Service Citizen Government Directory	\$ (700.00)		1		1		\$ (700.00)
149			\$ (15,800.00)	\$ (6,300.00)	1585 Total							\$ (23,800.00)
150	POLITICAL RESEARCH - 1596											
151												
152	810	Professional/Contract Fees	\$ (20,000.00)	\$ (5,500.00)	Research, Policy	\$ (20,000.00)		1		1	fee	\$ (20,000.00)
153			\$ (20,000.00)	\$ (5,500.00)	1596 Total							\$ (20,000.00)
154												
155			\$ (906,495.94)	\$ (708,535.55)	TOTAL (EXPENSE)							\$ (1,003,397.22)
156					TOTAL INCOME							\$ -
157			\$ (906,495.94)	\$ (708,535.55)	TOTAL NET (EXPENSE)/INCOME							\$ (1,003,397.22)

RISK MANAGEMENT				
2019 Approved	2019 Projections	Code		2020
PROJECTED INCOME				
\$ 19,700.00	\$ 12,000.00	440	PS ENFORCEMENT INCOME	\$ 15,200.00
\$ 19,700.00	\$ 12,000.00	TOTAL PROJECTED INCOME		\$ 15,200.00
PROJECTED DIRECT (EXPENSES)				
\$ (200.00)	\$ (200.00)	605	AWARDS/GIFTS	\$ (200.00)
\$ -	\$ (7,475.00)	621	REPAIRS/MAINTENANCE	\$ (13,300.00)
\$ -	\$ (10,991.00)	623	UTILITIES	\$ (2,525.00)
\$ (20,428.00)	\$ (14,450.00)	630	CATERING/HOTEL	\$ (20,828.00)
\$ -	\$ (100.00)	631	COMPUTER SERVICES & EXPENSES	\$ (500.00)
\$ -	\$ (1,000.00)	623	COPYING	\$ (1,000.00)
\$ -	\$ (14,585.00)	640	EQUIPMENT MAINTENANCE/RENTAL	\$ (15,095.00)
\$ (4,750.00)	\$ (2,600.00)	770	SUPPLIES	\$ (4,750.00)
\$ -	\$ (3,720.00)	780	POSTAGE	\$ (4,180.00)
\$ (200.00)	\$ (963.00)	781	PRINTING	\$ (1,200.00)
\$ (4,750.00)	\$ (215.80)	786	PROMOTION	\$ (4,750.00)
\$ (3,400.00)	\$ (2,900.00)	787	SPEAKER FEES	\$ (3,650.00)
\$ (10,965.00)	\$ (10,265.00)	790	SUBSCRIPTIONS/REFERENCE	\$ (11,215.00)
\$ (240,200.00)	\$ (207,167.31)	810	PROFESSIONAL/CONTRACT FEES	\$ (222,921.00)
\$ -	\$ (7,855.00)	850	TELEPHONE	\$ (7,980.00)
\$ (16,158.00)	\$ (14,500.00)	860	CONFERENCES	\$ (13,158.00)
\$ (17,130.00)	\$ (11,150.00)	867	TRAVEL/OTHER	\$ (17,130.00)
\$ (318,181.00)	\$ (310,137.11)	TOTAL DIRECT (EXPENSES)		\$ (344,382.00)
\$ (298,481.00)	\$ (298,137.11)	TOTAL NET (EXPENSES)/INCOME		\$ (329,182.00)

RISK MANAGEMENT

	A	B	C	D	E	F	G	H	I	J	K	L
1	Code		2019 Approved	2019 Projections		Rate	Item	Qty	Item	Qty	Item	2020 Total
2	RISK MANAGEMENT/TASK FORCE/WORK GROUP SUPPORT - 1601											
3	621	Repairs/Maintenance	\$ -	\$ (7,475.00)	General Upkeep (lights, air filters, etc.)	\$ (500.00)		1		1		\$ (500.00)
4			\$ -		Pest Control	\$ (200.00)		1		1		\$ (200.00)
5			\$ -		Elevator	\$ (350.00)		1		1		\$ (350.00)
6			\$ -		Building/General	\$ (800.00)		1		1		\$ (800.00)
7			\$ -		HVAC - AZ Control Specialist Contract	\$ (700.00)		1		1		\$ (700.00)
8			\$ -		HVAC Service Contract - O'Neil	\$ (950.00)		1		1		\$ (950.00)
9			\$ -		HVAC Miscellaneous Repairs	\$ (500.00)		1		1		\$ (500.00)
10			\$ -		Security/Fire Alarm/Extinguishers	\$ (350.00)		1		1		\$ (350.00)
11			\$ -		Exterior Repairs/Maintenance	\$ (850.00)		1		1		\$ (850.00)
12			\$ -		Security Monitoring	\$ (50.00)		1		1		\$ (50.00)
13			\$ -		Interior Repairs/Maintenance	\$ (1,450.00)		1		1		\$ (1,450.00)
14			\$ -		Janitorial/Window Cleaning	\$ (4,750.00)		1		1		\$ (4,750.00)
15			\$ -		Pictures/Furnishings	\$ (650.00)		1		1		\$ (650.00)
16			\$ -		Landscaping - Maintenance	\$ (1,200.00)		1		1		\$ (1,200.00)
17	623	Utilities	\$ -	\$ (10,991.00)	Electricity	\$ (1,400.00)		1		1		\$ (1,400.00)
18			\$ -		Sewer/Water	\$ (950.00)		1		1		\$ (950.00)
19			\$ -		Trash	\$ (175.00)		1		1		\$ (175.00)
20	630	Catering/Hotel	\$ (2,000.00)		Group Meetings	\$ (600.00)	meal	4	times	1		\$ (2,400.00)
21	631	Computer Services & Expenses	\$ -	\$ (100.00)	Misc. Computer Expenses & Accessories	\$ (500.00)		1		1		\$ (500.00)
22	632	Copying	\$ -	\$ (1,000.00)	Copies	\$ (1,000.00)		1		1		\$ (1,000.00)
23	640	Equipment Maintenance/Rental	\$ -	\$ (14,585.00)	Pitney Bowes Meter	\$ (95.00)		1		1		\$ (95.00)
24					Copier Lease	\$ (15,000.00)		1		1		\$ (15,000.00)
25	770.1	Supplies	\$ (3,750.00)	\$ (2,150.00)	General Supplies	\$ (3,750.00)	supplies	1		1		\$ (3,750.00)
26					Coffee (Parks & Co.)			12		1		
27					Bottled Water/Coolers (Ready Refresh by Nestle)			12		1		
28	780	Postage	\$ -	\$ (1,570.00)	Postage	\$ (250.00)	annually	1		1		\$ (250.00)
29					UPS (Weekly Pick-Up Fees)	\$ (27.50)	week	52	weeks	1	svc chg	\$ (1,430.00)
30	781	Printing	\$ -	\$ (963.00)	Business Cards/Notes, Letterhead, Envelopes	\$ (1,000.00)		1		1		\$ (1,000.00)
31	786	Promotion	\$ (750.00)		Member expenses	\$ (750.00)		1		1		\$ (750.00)
32	810	Contract Fees	\$ -	\$ (1,656.00)	Paper Shredding	\$ (125.00)		1		1		\$ (125.00)
33					125 Plan Admin. (WageWorks)	\$ (23.00)	monthly	12		1		\$ (276.00)
34					Property Management Fees	\$ (110.00)	monthly	12		1		\$ (1,320.00)
35	850	Telephone	\$ -	\$ (7,855.00)	Long Distance, Data Lines, Mobile, Monthly Lines, & Internet	\$ (665.00)	monthly	12		1		\$ (7,980.00)
36	860	Conferences	\$ (63.00)	\$ (14,500.00)	Arizona REALTOR® Conference - Mileage	\$ (21.00)	mileage	3	days	1	staff	\$ (63.00)
37			\$ (225.00)		General Counsel Meeting - Daily Expense	\$ (75.00)	per diem	3	days	1	staff	\$ (225.00)
38			\$ (600.00)		General Counsel Meeting - Airfare	\$ (600.00)	airfare	1	time	1	staff	\$ (600.00)
39			\$ (600.00)		General Counsel Meeting - Hotel	\$ (300.00)	night	2	nights	1	staff	\$ (600.00)
40			\$ (200.00)		General Counsel Meeting - Room Rentals	\$ (200.00)	conf room	1	fee	1	time	\$ (200.00)
41			\$ (1,250.00)		AE Institute (Austin) - Hotel	\$ (250.00)	per diem	5	nights	1	staff	\$ -
42			\$ (700.00)		AE Institute (Austin) - Airfare	\$ (700.00)	airfare	1	time	1	staff	\$ -
43			\$ (450.00)		AE Institute (Austin) - Daily Expense	\$ (75.00)	per diem	6	days	1	staff	\$ -
44			\$ (600.00)		AE Institute (Austin) - Registration	\$ (600.00)	registration	1	time	1	staff	\$ -
45			\$ (3,200.00)		NAR EXPO (San Francisco, CA) - Hotel	\$ (320.00)	night	5	nights	2	staff	\$ (3,200.00)
46			\$ (1,200.00)		NAR EXPO (San Francisco, CA) - Airfare	\$ (600.00)	airfare	1	time	2	staff	\$ (1,200.00)
47			\$ (2,000.00)		NAR EXPO (San Francisco, CA) - Daily Expense	\$ (200.00)	per diem	5	days	2	staff	\$ (2,000.00)
48			\$ (900.00)		NAR EXPO (San Francisco, CA) - Registration	\$ (450.00)	registration	1	time	2	staff	\$ (900.00)
49			\$ (1,920.00)		NAR Legislative (D.C.) - Hotel	\$ (320.00)	night	6	nights	1	staff	\$ (1,920.00)
50			\$ (1,200.00)		NAR Legislative (D.C.) - Daily Expense	\$ (200.00)	per diem	6	days	1	staff	\$ (1,200.00)
51			\$ (450.00)		NAR Legislative (D.C.) - Registration	\$ (450.00)		1	time	1	staff	\$ (450.00)
52			\$ (600.00)		NAR Legislative (D.C.) - Airfare	\$ (600.00)	airfare	1	time	1	staff	\$ (600.00)
53	867.2	Staff Travel	\$ (4,000.00)	\$ (3,250.00)	In-state Travel & Expense (outreach activities and RM related issues)	\$ (4,000.00)	travel	1	pool	1	staff	\$ (4,000.00)
54			\$ (26,658.00)	\$ (66,095.00)	1601 Total							\$ (68,859.00)

RISK MANAGEMENT

	A	B	C	D	E	F	G	H	I	J	K	L
55												
56	LEGAL SUPPORT - 1602											
57	790	Subscriptions/Reference	\$ (750.00)	\$ (7,500.00)	Legal Publications	\$ (750.00)	subscriptions	1		1		\$ (750.00)
58			\$ (4,750.00)		Legal Research - West Law	\$ (5,000.00)	subscriptions	1		1		\$ (5,000.00)
59			\$ (2,500.00)		County/State Bar Dues/CLE/ACC	\$ (2,500.00)	dues	1		1		\$ (2,500.00)
60			\$ (200.00)		WCR	\$ (200.00)	dues	1		1		\$ (200.00)
61	810	Professional/Contract Fees	\$ (40,000.00)	\$ (6,000.00)	Outside Legal	\$ (20,000.00)		1		1		\$ (20,000.00)
62	867	Travel/Other	\$ (2,000.00)	\$ (2,000.00)	RMC Chair/Vice Chair	\$ (2,000.00)	travel	1		1		\$ (2,000.00)
63			\$ (50,200.00)	\$ (15,500.00)	1602 Total							\$ (30,450.00)
64												
65	PROFESSIONAL STANDARDS ENFORCEMENT - 1605											
66	INCOME											
67	440	PS Enforcement	\$ 1,000.00	\$ 12,000.00	Appeal Fees Retained	\$ 500.00	appeals	2	hearings	1	time	\$ 1,000.00
68			\$ 4,500.00		Arbitration Deposits Retained	\$ 500.00	deposits	7	hearings	1	time	\$ 3,500.00
69			\$ 1,000.00		Ethics Citation Fee	\$ 250.00	fee	2	violations	1	time	\$ 500.00
70			\$ 4,200.00		Ethics Administrative Fees	\$ 300.00	fee	14	fees	1	time	\$ 4,200.00
71			\$ 9,000.00		Ethics Retained Fines/Deposits	\$ 1,000.00	\$ 10.00	6	fees	1		\$ 6,000.00
72			\$ 19,700.00	\$ 12,000.00	1605 Income Total							\$ 15,200.00
73	EXPENSE											
74	605	Awards/Gifts	\$ (200.00)	\$ (200.00)	Committee Recognition	\$ (200.00)	recognition	1		1		\$ (200.00)
75	630	Catering/Hotel	\$ (1,200.00)	\$ (1,200.00)	Lunches (GVC)	\$ (100.00)	lunch	12	lunches	1	meetings	\$ (1,200.00)
76			\$ (1,008.00)		Lunches (PS Panels)	\$ (6.00)	lunch	6	lunches	28	hearings	\$ (1,008.00)
77	770	Supplies	\$ (500.00)	\$ (250.00)	General	\$ (500.00)		1		1		\$ (500.00)
78	780	Postage	\$ -	\$ (2,150.00)	Stamps.com	\$ (2,500.00)		1		1		\$ (2,500.00)
79	790	Subscriptions/Reference	\$ (40.00)	\$ (2,440.00)	CEAM (for AAR GVC & PSC members & staff) - Shipping	\$ (40.00)	shipping	1		1		\$ (40.00)
80			\$ (1,300.00)		CEAM (for AAR GVC & PSC members & staff)	\$ (20.00)	CEAM	65	books	1		\$ (1,300.00)
81			\$ (1,080.00)		Professionalism in Real Estate	\$ (6.00)	booklet	180	books	1		\$ (1,080.00)
82			\$ (20.00)		Professionalism in Real Estate - Shipping	\$ (20.00)		1		1		\$ (20.00)
83	810	Professional/Contract Fees	\$ (5,600.00)	\$ (12,000.00)	Court Reporter	\$ (200.00)	court reporter	18	hearings	1	time	\$ (3,600.00)
84	867	Travel/Other	\$ (135.00)	\$ (2,000.00)	Meals	\$ (27.00)	meal	5	meals	1		\$ (135.00)
85			\$ (2,750.00)		Panel Member Mileage	\$ (2,750.00)	mileage	1	miles	1	hearing	\$ (2,750.00)
86			\$ (1,250.00)		Hearing Panel Chair Travel (Mileage)	\$ (1,250.00)	mileage	1	miles	1	hearing	\$ (1,250.00)
87			\$ (495.00)		Hotel (Panel Chairs)	\$ (165.00)	night	3	nights	1		\$ (495.00)
88	867.2	Staff Travel	\$ (825.00)	\$ (3,000.00)	Hotel	\$ (165.00)	night	5	nights	1	time	\$ (825.00)
89			\$ (2,175.00)		Car Rental & Gas	\$ (145.00)	rental	15	days	1	time	\$ (2,175.00)
90			\$ (18,578.00)	\$ (23,240.00)	1605 Expense Total							\$ (19,078.00)
91												

RISK MANAGEMENT

	A	B	C	D	E	F	G	H	I	J	K	L
92	PROFESSIONAL STANDARDS TRAINING - 1610											
93	630	Catering/Hotel	\$ (1,100.00)	\$ (12,250.00)	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)	\$ (200.00)	General	\$ (500.00)		1		1		\$ (500.00)
97	787	Speaker Fees	\$ (2,500.00)	\$ (2,000.00)	PS Workshop	\$ (2,750.00)	speaker fee	1		1		\$ (2,750.00)
98	790	Subscriptions/Reference	\$ (325.00)	\$ (325.00)	NAR Materials/Code for Training Courses	\$ (325.00)	subscription	1		1		\$ (325.00)
99	810	Professional/Contract Fees	\$ (1,500.00)	\$ -	Videographer	\$ (1,500.00)		1		1		\$ (1,500.00)
100	867	Travel	\$ (2,000.00)	\$ -	PS Workshop Instructor Travel (airfare, hotel, expenses)	\$ (2,000.00)		1		1		\$ (2,000.00)
101			\$ (21,375.00)	\$ (14,775.00)	1610 Total							\$ (21,625.00)
102	ALTERNATIVE DISPUTE RESOLUTION - 1615											
103												
104	630	Catering/Hotel	\$ (1,250.00)	\$ (1,000.00)	Mediation/Ombudsman Training	\$ (25.00)	catering	50	attendees	1	time	\$ (1,250.00)
105	787	Speaker Fees	\$ (900.00)	\$ (900.00)	Mediation/Ombudsman Training	\$ (900.00)	speaker fee	1		1		\$ (900.00)
106	810	Professional/Contract Fees	\$ (1,500.00)	\$ (1,461.31)	Ombudsman Insurance Policy	\$ (1,500.00)	policy	1		1		\$ (1,500.00)
107	867	Travel/Other	\$ (1,500.00)	\$ (900.00)	Mediator travel	\$ (150.00)	travel	10	mediations	1	time	\$ (1,500.00)
108			\$ (5,150.00)	\$ (4,261.31)	1615 Total							\$ (5,150.00)
109	RISK MANAGEMENT PUBLICATIONS - 1625											
110												
111	786	Promotion	\$ (4,000.00)	\$ (215.80)	Text Alert System	\$ (4,000.00)		1		1		\$ (4,000.00)
112			\$ (4,000.00)	\$ (215.80)	1625 Total							\$ (4,000.00)
113	FORMS DEVELOPMENT - 1650											
114												
115	630	Catering/Hotel	\$ (420.00)	\$ -	Forms Workgroup Meeting	\$ (14.00)	catering	15	lunches	2	meetings	\$ (420.00)
116	810	Professional/Contract Fees	\$ (6,000.00)	\$ (750.00)	Translation Fees/Copyright Fees Forms	\$ (4,000.00)		1		1		\$ (4,000.00)
117			\$ (6,420.00)	\$ (750.00)	1650 Total							\$ (4,420.00)
118	LEGAL HOTLINE - 1665											
119												
120	781	Printing	\$ (200.00)	\$ -	Legal Hotline Letterhead	\$ (200.00)	printing	1		1		\$ (200.00)
121	810	Professional/Contract Fees	\$ (185,000.00)	\$ (185,000.00)	Legal Services	\$ (190,000.00)	fee	1	year	1		\$ (190,000.00)
122			\$ (600.00)	\$ (300.00)	Other Fees (postage/copying, etc. costs)	\$ (50.00)		12	months	1		\$ (600.00)
123			\$ (185,800.00)	\$ (185,300.00)	1665 Total							\$ (190,800.00)
124			\$ (318,181.00)	\$ (310,137.11)	TOTAL (EXPENSE)							\$ (344,382.00)
125			\$ 19,700.00	\$ 12,000.00	TOTAL INCOME							\$ 15,200.00
126			\$ (298,481.00)	\$ (298,137.11)	TOTAL NET (EXPENSE)/INCOME							\$ (329,182.00)

BUSINESS SERVICES & TECHNOLOGY

2019 Approved	2019 Projections	Code		2020
PROJECTED INCOME				
\$ 48,000.00	\$ -	433	FORMS LICENSING	\$ 60,000.00
\$ 7,200.00	\$ -	466	COMMUNICATIONS	\$ 7,200.00
\$ 55,200.00	\$ -		TOTAL PROJECTED INCOME	\$ 67,200.00
PROJECTED DIRECT (EXPENSES)				
\$ (9,000.00)	\$ (2,000.00)	540	STAFF DEVELOPMENT	\$ (9,000.00)
\$ -	\$ (8,950.00)	621	REPAIRS/MAINTENANCE	\$ (15,740.00)
\$ -	\$ (13,155.00)	623	UTILITIES	\$ (19,650.00)
\$ (1,200.00)	\$ (1,000.00)	630	CATERING/HOTEL	\$ (1,200.00)
\$ (16,000.00)	\$ (8,500.00)	631	COMPUTER SERVICES & EXPENSES	\$ (16,000.00)
\$ -	\$ -	640	EQUIPMENT MAINTENANCE/RENTAL	\$ (749.82)
\$ (5,250.00)	\$ (2,600.00)	770	SUPPLIES	\$ (5,938.46)
\$ (250.00)	\$ -	780	POSTAGE	\$ (465.60)
\$ (28,500.00)	\$ (21,000.00)	781	PRINTING	\$ (29,850.00)
\$ (7,000.00)	\$ (5,000.00)	786	PROMOTION	\$ (7,000.00)
\$ (3,225.00)	\$ (2,025.00)	790	SUBSCRIPTIONS/REFERENCE	\$ (3,225.00)
\$ (1,367,762.33)	\$ (1,222,130.00)	810	PROFESSIONAL/CONTRACT FEES	\$ (1,273,650.49)
\$ -	\$ -	850	TELEPHONE	\$ (11,174.30)
\$ (17,635.85)	\$ (3,923.60)	860	CONFERENCES	\$ (20,034.85)
\$ (10,770.00)	\$ (6,800.00)	867	TRAVEL	\$ (10,770.00)
\$ (1,466,593.18)	\$ (1,297,083.60)		TOTAL DIRECT (EXPENSES)	\$ (1,424,448.52)
\$ (1,411,393.18)	\$ (1,297,083.60)		TOTAL NET (EXPENSES)/INCOME	\$ (1,357,248.52)

BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY

A	B	C	D	E	F	G	H	I	J	K	L
Code		2019 Approved	2019 Projections		Rate	Item	Qty	Item	Qty	Item	2020 Total
BUSINESS SERVICES AND TECHNOLOGY SUPPORT - 1701											
540	Staff Development	\$ (5,000.00)		Technical Training/Education (CES, Defcon, Interop)	\$ (5,000.00)	training	1	year	1	time	\$ (5,000.00)
621	Repairs/Maintenance	\$ -	\$ (8,950.00)	General Upkeep (lights, air filters, etc.)	\$ (515.00)		1		1		\$ (515.00)
		\$ -		Pest Control	\$ (250.00)		1		1		\$ (250.00)
		\$ -		Elevator	\$ (400.00)		1		1		\$ (400.00)
		\$ -		Building/General	\$ (975.00)		1		1		\$ (975.00)
		\$ -		HVAC - AZ Control Specialist Contract	\$ (850.00)		1		1		\$ (850.00)
		\$ -		HVAC Service Contract - O'Neil	\$ (1,100.00)		1		1		\$ (1,100.00)
		\$ -		HVAC Miscellaneous Repairs	\$ (575.00)		1		1		\$ (575.00)
		\$ -		Security/Fire Alarm/Extinguishers	\$ (400.00)		1		1		\$ (400.00)
		\$ -		Exterior Repairs/Maintenance	\$ (1,000.00)		1		1		\$ (1,000.00)
		\$ -		Security Monitoring	\$ (75.00)		1		1		\$ (75.00)
		\$ -		Interior Repairs/Maintenance	\$ (1,750.00)		1		1		\$ (1,750.00)
		\$ -		Janitorial/Window Cleaning	\$ (5,675.00)		1		1		\$ (5,675.00)
		\$ -		Pictures/Furnishings	\$ (750.00)		1		1		\$ (750.00)
		\$ -		Landscaping - Maintenance	\$ (1,425.00)		1		1		\$ (1,425.00)
623	Utilities	\$ -	\$ (13,155.00)	Electricity	\$ (16,500.00)		1		1		\$ (16,500.00)
		\$ -		Sewer/Water	\$ (1,150.00)		1		1		\$ (1,150.00)
		\$ -		Trash	\$ (2,000.00)		1		1		\$ (2,000.00)
640	Equipment Maintenance/Rental	\$ -		Postage Machine	\$ (49.82)						\$ (49.82)
				Copier & Printer Leases	\$ (700.00)		1		1		\$ (700.00)
770.1	Supplies	\$ (1,500.00)		Supplies	\$ (1,500.00)	supplies	1		1		\$ (692.42)
		\$ -		Coffee (Parks & Co.)	\$ (645.94)						\$ (645.94)
		\$ -		Bottled Water/Coolers (Ready Refresh by Nestle)	\$ (850.10)						\$ (850.10)
780	Postage	\$ (250.00)		Postage	\$ (256.50)						\$ (256.50)
		\$ -		UPS (Weekly Pick-Up Fees)	\$ (209.10)						\$ (209.10)
781	Printing	\$ (2,500.00)		Printing/Copies	\$ (2,500.00)						\$ (2,500.00)
		\$ -		Letterhead, Envelopes, Business Cards	\$ (1,350.00)						\$ (1,350.00)
790	Subscriptions/Reference	\$ (750.00)		Books, Periodicals and Reference Texts	\$ (750.00)	subscriptions	1		1		\$ (750.00)
810	Contract Fees	\$ -		Paper Shredding	\$ (146.90)						\$ (146.90)
		\$ -		125 Plan Admin. (WageWorks)	\$ (599.50)						\$ (599.50)
		\$ -		Property Management Fees	\$ (1,541.76)						\$ (1,541.76)
850	Telephone	\$ -		Long Distance, Data Lines, Mobile, Monthly Lines, & Internet	\$ (11,174.30)						\$ (11,174.30)
860	Conferences	\$ (300.00)		Leadership Conference - Daily Expense	\$ (50.00)	per diem	3	days	2	staff	\$ (300.00)
		\$ (16.35)	\$ (16.35)	Leadership Conference - Mileage	\$ (0.55)	per mile	15	miles	2	staff	\$ (16.35)
		\$ (27.25)	\$ (27.25)	Arizona REALTOR® Conference - Mileage	\$ (0.55)	miles	50	miles	1	staff	\$ (27.25)
		\$ (500.00)		IT Directors Conference - Airfare	\$ (500.00)	airfare	1	flight	1	staff	\$ (500.00)
		\$ (750.00)		IT Directors Conference - Hotel	\$ (250.00)	night	3	nights	1	staff	\$ (750.00)
		\$ (225.00)		IT Directors Conference - Daily Expense	\$ (75.00)	per diem	3	days	1	staff	\$ (225.00)
		\$ (600.00)	\$ (600.00)	NAR EXPO (New Orleans) - Airfare	\$ (600.00)	airfare	1	flight	1	staff	\$ (600.00)
		\$ (800.00)	\$ (800.00)	NAR EXPO (New Orleans) - Daily Expense	\$ (200.00)	per diem	4	nights	1	staff	\$ (800.00)
		\$ (1,280.00)	\$ (1,280.00)	NAR EXPO (New Orleans) - Hotel	\$ (320.00)	night	4	nights	1	staff	\$ (1,280.00)
		\$ (450.00)	\$ (450.00)	NAR EXPO (New Orleans) - Registration	\$ (450.00)	registration	1		1	staff	\$ (450.00)
		\$ (600.00)		NAR Legislative (D.C.) - Airfare	\$ (600.00)	airfare	1		1	staff	\$ (600.00)
		\$ (1,000.00)		NAR Legislative (D.C.) - Daily Expense	\$ (200.00)	per diem	5	nights	1	staff	\$ (1,000.00)
		\$ (1,600.00)		NAR Legislative (D.C.) - Hotel	\$ (320.00)	night	5	nights	1	staff	\$ (1,600.00)
		\$ (450.00)		NAR Legislation (D.C.) - Registration	\$ (450.00)	registration	1		1	staff	\$ (450.00)
				NAR iOi Summit - Airfare	\$ (500.00)	airfare	1	flight	1	BST Chair	\$ (500.00)
				NAR iOi Summit - Daily Expense	\$ (150.00)	per diem	4	days	1	BST Chair	\$ (600.00)
				NAR iOi Summit - Hotel	\$ (250.00)	night	4	nights	1	BST Chair	\$ (1,000.00)
				NAR iOi Summit - Registration	\$ (299.00)	registration	1		1	BST Chair	\$ (299.00)
		\$ (1,200.00)		RAMCON - Airfare	\$ (600.00)	airfare	1	flight	2	staff	\$ (1,200.00)
		\$ (1,600.00)		RAMCON - Daily Expense	\$ (200.00)	per diem	4	nights	2	staff	\$ (1,600.00)
		\$ (2,560.00)		RAMCON - Hotel	\$ (320.00)	night	4	nights	2	staff	\$ (2,560.00)
867	Travel	\$ -		RE Connect Conference - Airfare	\$ -	airfare	1		1	chair	\$ -
		\$ -		RE Connect Conference - Registration	\$ -	registration	1		1	chair	\$ -
		\$ -		RE Connect Conference - Hotel	\$ -	night	4	nights	1	chair	\$ -
		\$ -		RE Connect Conference - Daily Expense	\$ -	per diem	4	nights	1	chair	\$ -
867.2	Staff Travel	\$ (545.00)		Miscellaneous In-state Travel	\$ (0.55)	per mile	1000	miles	1		\$ (545.00)
		\$ (24,503.60)	\$ (25,278.60)	1701 Total							\$ (78,758.94)

BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY

	A	B	C	D	E	F	G	H	I	J	K	L	
63													
64					SOFTWARE DEVELOPMENT - 1710								
65	631	Computer Service & Expense	\$ (1,000.00)	\$ (1,000.00)	Memory/Drives	\$ (1,000.00)	total	1	total	1	yearly	\$ (1,000.00)	
66	810	Professional/Contract Fees	\$ (2,000.00)		Telerek License	\$ -	renewal	1	license	1	yearly	\$ -	
67			\$ (1,188.00)		Telerek Platform	\$ -	renewal	1	license	1	yearly	\$ -	
68			\$ (150.00)		Auth0	\$ (200.00)		1	license	1	yearly	\$ (200.00)	
69			\$ (1,795.00)		SQL Redgate	\$ (1,350.00)	renewal	1		1	yearly	\$ (1,350.00)	
70			\$ (1,000.00)	\$ (540.00)	Avangate SkyVia.com	\$ (1,000.00)						\$ (1,000.00)	
71			\$ -		Outsourced Consulting	\$ (20,000.00)	consulting	1	license	1	yearly	\$ (20,000.00)	
72			\$ (10,000.00)	\$ (4,700.00)	Microsoft Azure Subscription	\$ (5,000.00)	protection	1	license	1	yearly	\$ (5,000.00)	
73			\$ (870.33)	\$ (903.00)	Domains	\$ (870.33)	total	1	total	1	yearly	\$ (870.33)	
74			\$ (18,003.33)	\$ (7,143.00)	1710 Total							\$ (29,420.33)	
75													
76													
77					IT RESOURCES AND SECURITY MANAGEMENT - 1730								
78	631	Computer Expense	\$ (15,000.00)	\$ (7,500.00)	Desktop/Laptop Maintenance & Support	\$ (15,000.00)		1		1		\$ (15,000.00)	
79	810	Professional/Contract Fees	\$ (1,250.00)	\$ (742.00)	Infrastructure Server Imaging Veritas/Symantec	\$ (250.00)						\$ (250.00)	
80			\$ (1,500.00)	\$ (500.00)	Infrastructure - SSL Licenses	\$ (1,500.00)	renewal	1	license	1	yearly	\$ (1,500.00)	
81			\$ (3,000.00)	\$ (4,000.00)	Infrastructure - ExaGrid Licensing	\$ (4,000.00)	renewal	1	units	1	yearly	\$ (4,000.00)	
82			\$ (70.00)	\$ (50.00)	Doodle.com	\$ (50.00)		1	units	1	yearly	\$ (50.00)	
83			\$ (1,500.00)	\$ (650.00)	Infrastructure - Webex Web/Video Conferencing	\$ (62.50)	service	12	months	1		\$ (750.00)	
84			\$ (99.00)	\$ (99.00)	MindJet	\$ (99.00)						\$ (99.00)	
85			\$ (6,000.00)	\$ (5,000.00)	Vipre	\$ (500.00)	per month	12	months	1	office	\$ (6,000.00)	
86			\$ (15,000.00)		Office 365	\$ (15,000.00)						\$ (15,000.00)	
87			\$ (70,000.00)	\$ (100,000.00)	Managed Service Provider	\$ (120,000.00)		1	Year			\$ (120,000.00)	
88			\$ (30,000.00)	\$ (40,000.00)	Infrastructure - RAMCO AMS Licensing	\$ (3,400.00)	per month	12	months	1	office	\$ (40,800.00)	
89			\$ (5,000.00)	\$ (2,500.00)	Infrastructure - Domain and Hosting Fees	\$ (5,000.00)	fee	1		1		\$ (5,000.00)	
90			\$ (10,000.00)	\$ (10,000.00)	Infrastructure - Videoconference Fees	\$ (10,000.00)	license	1		1		\$ (10,000.00)	
91			\$ (10,000.00)	\$ (9,300.00)	Infrastructure - IVCI	\$ (10,000.00)	license	1		1		\$ (10,000.00)	
92			\$ (15,000.00)	\$ (20,500.00)	Infrastructure - IVCI (Svc Maint Agree)	\$ (15,000.00)						\$ (15,000.00)	
93			\$ (5,000.00)		Infrastructure - Cisco Switch SmartNet	\$ (5,000.00)		1		1		\$ (5,000.00)	
94			\$ (3,000.00)		Infrastructure - Cisco Main Switch Maint.	\$ (3,000.00)		1		1		\$ (3,000.00)	
95			\$ (10,000.00)	\$ (5,000.00)	Infrastructure Cisco - Firewall - Lic	\$ (10,000.00)		1	Year			\$ (10,000.00)	
96			\$ (3,000.00)	\$ (1,400.00)	Infrastructure - Fax Service	\$ (3,000.00)	annual	1	year	1		\$ (3,000.00)	
97			\$ (1,500.00)	\$ (1,500.00)	Infrastructure - UPS Maintenance	\$ (1,500.00)						\$ (1,500.00)	
98			\$ (750.00)	\$ (500.00)	GoDaddy - Hosting (6 live active)	\$ (750.00)	renewal			1	yearly	\$ (750.00)	
99			\$ (3,000.00)	\$ (1,500.00)	GoDaddy - Domains	\$ (3,000.00)	renewal			1	yearly	\$ (3,000.00)	
100			\$ (2,400.00)	\$ (6,000.00)	Adobe Subscriptions	\$ (500.00)	per month	12	months	1	office	\$ (6,000.00)	
101			\$ (3,000.00)	\$ (650.00)	QuickBooks Consultant	\$ (3,000.00)	annual	1	year	1		\$ -	
102			\$ (500.00)	\$ (500.00)	TechSmith (SnagIt)	\$ (500.00)	renewal			1	yearly	\$ (500.00)	
103			\$ (295.00)	\$ (250.00)	HostTracker	\$ (295.00)		1		1		\$ (295.00)	
104			\$ (120.00)	\$ (120.00)	WeTransfer	\$ (120.00)						\$ (120.00)	
105			\$ (60.00)	\$ (60.00)	Sharefile	\$ (60.00)						\$ (60.00)	
106			\$ (125.00)	\$ (120.00)	Siber RoboForm® Goodsync	\$ (125.00)						\$ (125.00)	
107			\$ (72.00)	\$ (72.00)	Add Event	\$ (6.00)		12	months	1		\$ -	
108			\$ (150.00)	\$ (150.00)	REALTOR® Assn. - Michelle Domain	\$ (150.00)						\$ (150.00)	
109			\$ (240.00)		Ninte Pro	\$ (240.00)						\$ -	
110			\$ (900.00)	\$ (600.00)	Cox Communications - Rm 4 Line	\$ (75.00)		12	months	1		\$ (900.00)	
111			\$ (4,800.00)	\$ (4,300.00)	Citrix - GoToWebinar	\$ (375.00)		12	months	1		\$ (4,500.00)	
112			\$ (24,000.00)	\$ (22,000.00)	ViaWest (Rack + Internet)	\$ (2,000.00)		12	months	1		\$ (24,000.00)	
113			\$ -		Security - Network Layer Vulnerability Scan	\$ (10,000.00)	Every other year - next 2020					\$ (10,000.00)	
114			\$ (750.00)	\$ (750.00)	Temperature Alert	\$ (750.00)		1		1		\$ (750.00)	
115			\$ (3,000.00)	\$ (1,500.00)	Trans-West Phone Warranty	\$ (3,000.00)		1		1		\$ (3,000.00)	
116			\$ (2,900.00)	\$ (1,500.00)	Security - WebSense Triton (Mailboxes)	\$ (2,900.00)						\$ (2,900.00)	
117			\$ (1,300.00)	\$ (1,100.00)	Security - WebSense Web (Internet)	\$ (1,300.00)						\$ (1,300.00)	
118			\$ (254,281.00)	\$ (250,413.00)	1730 Total							\$ (314,299.00)	
119													
120													

BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY

	A	B	C	D	E	F	G	H	I	J	K	L
121	BUSINESS SERVICES DEPARTMENT - 1770											
122	INCOME											
123	433	Forms Licensing	\$ 12,000.00		Forms Licensing - DotLoop	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
124			\$ 12,000.00		Forms Licensing - Brokermint	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
125					Forms Licensing - Skyslope	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
126					Forms Licensing - DocuSign	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
127					Forms Licensing - zipForm®	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
128			\$ 12,000.00		Forms Licensing - Instanet Solutions	\$ 1,000.00	license	1	license	12	months	\$ -
129			\$ 12,000.00		Forms Licensing - Reesio	\$ 1,000.00	license	1	license	12	months	\$ -
130			\$ 48,000.00	\$ -	1770 Income Total							\$ 60,000.00
131												
132	EXPENSE											
133	630	Catering/Hotel	\$ (1,200.00)	\$ (1,000.00)	Catering	\$ (1,200.00)	session	1	session	1	time	\$ (1,200.00)
134	786	Promotion	\$ (5,000.00)	\$ (5,000.00)	Promotional Expense	\$ (5,000.00)	promotion	1		1		\$ (5,000.00)
135	810	Professional/Contract Fees	\$ (210,600.60)	\$ (220,000.00)	GoPaperless	\$ (4.20)	\$/Yr/Member	1	annual	51145	members	\$ (214,809.00)
136			\$ (178,007.65)	\$ (172,000.00)	zipForm Fees (Mobile & MLS Connect)	\$ (3.55)	\$/Yr/Member		annual	51145	members	\$ -
137			\$ (323,393.75)	\$ (263,440.00)	Forms Provider	\$ 0.54	per member	12	months	51145	annual	\$ (331,419.60)
138			\$ (38,000.00)	\$ (38,000.00)	ClickDimensions	\$ (38,000.00)	5 Million Emails	1	annual			\$ (38,000.00)
139			\$ (13,500.00)	\$ (675.00)	Abacus Law	\$ (750.00)		12	months			\$ (9,000.00)
140			\$ (88,000.00)	\$ (85,000.00)	TechHelpline	\$ (1.92)	\$/Yr/Member	1	annual	51145	members	\$ (98,198.40)
141			\$ (185,000.00)	\$ (145,944.00)	Clareity SSO	\$ (12,500.00)		12	months			\$ (150,000.00)
142	867.2	Staff Travel	\$ (1,000.00)	\$ (6,800.00)	Miscellaneous Travel	\$ (1,000.00)	travel	1		1		\$ (1,000.00)
143			\$ (2,725.00)		Mileage	\$ (0.55)	miles	5000	miles	1	annual	\$ (2,725.00)
144			\$ (1,300.00)		Daily Expense	\$ (65.00)	per diem	20	days	1	staff	\$ (1,300.00)
145			\$ (900.00)		Auto Rental	\$ (225.00)	rental	4	rentals	1	staff	\$ (900.00)
146			\$ (2,300.00)		Hotel/Lodging	\$ (115.00)	night	20	nights	1	staff	\$ (2,300.00)
147			\$ (1,050,927.00)	\$ (937,859.00)	1770 Expense Total							\$ (855,852.00)
148			\$ (1,002,927.00)	\$ (937,859.00)	1770 Total Net							\$ (795,852.00)
149												
150												

BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY

	A	B	C	D	E	F	G	H	I	J	K	L	
151	COMMUNICATIONS - 1780												
152	INCOME												
153	466.2	Advertising Income	\$ 7,200.00		Ads (AAR Email Blasts)	\$ 7,200.00			1		1	\$ 7,200.00	
154			\$ 7,200.00	\$ -	1780 Income Total							\$ 7,200.00	
155	EXPENSE												
156													
157	540	Staff Development	\$ (4,000.00)	\$ (2,000.00)	Training/Seminars	\$ (2,000.00)			1		2	staff	\$ (4,000.00)
158	770	Supplies	\$ (750.00)	\$ (600.00)	Miscellaneous Art Supplies	\$ (750.00)			1		1		\$ (750.00)
159			\$ (2,500.00)	\$ (1,500.00)	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)	\$ (21,000.00)	Promotional Materials - Member Booklets	\$ (26,000.00)			1		1		\$ (26,000.00)
162	786	Promotion	\$ (2,000.00)		Contest Prizes	\$ (2,000.00)			1		1		\$ (2,000.00)
163	790	Subscriptions/Reference	\$ (500.00)	\$ (250.00)	References and Texts	\$ (500.00)			1		1		\$ (500.00)
164			\$ (170.00)		Feedblitz	\$ (170.00)			1		1		\$ (170.00)
165			\$ (300.00)	\$ (300.00)	Business Intelligence Subscription	\$ (300.00)			1		1		\$ (300.00)
166			\$ (780.00)	\$ (750.00)	Survey Monkey Subscription	\$ (780.00)			1		1		\$ (780.00)
167			\$ (600.00)	\$ (600.00)	Uberflip	\$ (600.00)			1		1		\$ (600.00)
168			\$ (125.00)	\$ (125.00)	Hootsuite	\$ (125.00)			1		1		\$ (125.00)
169	810	Professional/Contract Fees	\$ (3,000.00)	\$ (21,315.00)	Website Hosting								\$ -
170			\$ (12,500.00)	\$ (6,350.00)	Web Consulting								\$ -
171			\$ (18,000.00)		Website Maintenance								\$ -
172			\$ (3,000.00)	\$ (2,500.00)	Web Plug-ins/Software								\$ -
173					Website Maintenance, Hosting, Programming & Consulting	\$ (5,035.00)	monthly		12		1		\$ (60,420.00)
174			\$ (25,000.00)	\$ (10,000.00)	Video Production	\$ (25,000.00)			1		1		\$ (25,000.00)
175			\$ (1,500.00)	\$ (1,500.00)	Social Media Ads	\$ (1,500.00)			1		1		\$ (1,500.00)
176			\$ (500.00)	\$ (500.00)	Headshot Photos (President)	\$ (500.00)			1		1		\$ (500.00)
177			\$ (2,500.00)		GroupTexting	\$ (2,500.00)			1		1		\$ (2,500.00)
178			\$ (396.00)		UBIT	\$ (396.00)			1		1		\$ (396.00)
179					Zoom Licensing	\$ (5,000.00)			1		1		\$ (5,000.00)
180			\$ (2,500.00)	\$ (2,500.00)	Getty Images	\$ (2,500.00)			1		1		\$ (2,500.00)
181			\$ (2,500.00)	\$ (2,500.00)	Clipart Subscription	\$ (2,500.00)			1		1		\$ (2,500.00)
182			\$ (900.00)	\$ (850.00)	Font Packages	\$ (900.00)					1		\$ (900.00)
183			\$ (1,680.00)		Adobe Creative Suite (annual)	\$ (840.00)		2	licenses		1		\$ -
184			\$ (1,000.00)		Creative Manager Software	\$ (1,000.00)			1		1		\$ (1,000.00)
185	860	Conferences	\$ (500.00)		NAR Comm. Director Institute - Travel	\$ (500.00)			1	time	1	staff	\$ (500.00)
186			\$ (300.00)		NAR Comm. Director Institute - Daily Exp	\$ (75.00)	night	4	days		1	staff	\$ (300.00)
187			\$ (900.00)		NAR Comm. Director Institute - Hotel	\$ (300.00)		3	nights		1	staff	\$ (900.00)
188			\$ (125.00)		NAR Comm. Director Institute - Reg	\$ (125.00)			1	time	1	staff	\$ (125.00)
189			\$ (500.00)	\$ (750.00)	NAREE Comm. Director - Travel	\$ (500.00)			1	time	1	staff	\$ (500.00)
190			\$ (300.00)		NAREE Comm. Director - Daily Exp.	\$ (75.00)	night	4	days		1	staff	\$ (300.00)
191			\$ (900.00)		NAREE Comm. Director - Hotel	\$ (300.00)		3	nights		1	staff	\$ (900.00)
192			\$ (125.00)		NAREE Comm. Director - Reg.	\$ (125.00)			1	time	1	staff	\$ (125.00)
193			\$ (27.25)		Arizona REALTOR® Conference - Mileage	\$ (0.55)	per mile	50	miles		1	staff	\$ (27.25)
194	867.2	Staff Travel	\$ (2,000.00)		Outreach Travel	\$ (2,000.00)			1		1		\$ (2,000.00)
195			\$ (118,878.25)	\$ (76,390.00)	1780 Expense Total								\$ (146,118.25)
196			\$ (111,678.25)	\$ (76,390.00)	1780 Total Net								\$ (138,918.25)
197													
198													
199			\$ (1,466,593.18)	\$ (1,297,083.60)	GRAND TOTAL (EXPENSE)								\$ (1,424,448.52)
200			\$ 55,200.00	\$ -	GRAND TOTAL INCOME								\$ 67,200.00
201			\$ (1,411,393.18)	\$ (1,297,083.60)	GRAND TOTAL NET								\$ (1,357,248.52)

PROFESSIONAL & BUSINESS DEVELOPMENT				
2019 Approved	2019 Projections	Code		2020
PROJECTED INCOME				
\$ 28,437.00	\$ 32,645.00		INCOME (MRE, REALTOR Institute, Ed. Development)	\$ 32,080.00
\$ 318,820.00	\$ 329,659.00		REGISTRATION	\$ 284,810.00
\$ 1,000.00	\$ 1,000.00		SPONSORSHIP	\$ 1,500.00
\$ 348,257.00	\$ 363,304.00		TOTAL PROJECTED INCOME	\$ 318,390.00
PROJECTED DIRECT (EXPENSES)				
\$ (2,000.00)	\$ (1,000.00)	540	STAFF DEVELOPMENT	\$ (3,100.00)
\$ (475.00)	\$ (500.00)	605	AWARDS/GIFTS	\$ (550.00)
\$ -	\$ (4,100.00)	621	REPAIRS & MAINTENANCE	\$ (7,325.00)
\$ -	\$ (6,250.00)	623	UTILITIES	\$ (8,115.00)
\$ (335,235.00)	\$ (208,800.68)	630	CATERING/HOTEL	\$ (284,807.00)
\$ -	\$ -	631	COMPUTER SERVICES & EXPENSES	\$ (500.00)
\$ (13,000.00)	\$ (1,450.00)	632	COPYING	\$ (1,750.00)
\$ (5,319.00)	\$ (3,020.00)	639	DUES/COMMITMENTS	\$ (3,468.00)
\$ -	\$ (25,256.72)	640	EQUIPMENT MAINTENANCE/RENTAL	\$ (26,476.26)
\$ (12,517.00)	\$ (12,568.78)	770	SUPPLIES	\$ (12,328.82)
\$ (3,592.00)	\$ (4,015.50)	780	POSTAGE	\$ (34,119.50)
\$ (7,275.00)	\$ (3,706.01)	781	PRINTING	\$ (12,195.50)
\$ (29,900.00)	\$ (22,106.84)	786	PROMOTION	\$ (23,900.00)
\$ (189,650.00)	\$ (213,650.69)	787	SPEAKER FEES	\$ (245,600.00)
\$ (164,159.00)	\$ (174,687.70)	810	PROFESSIONAL/CONTRACT FEES	\$ (135,310.96)
\$ -	\$ (6,321.52)	850	TELEPHONE	\$ (6,321.52)
\$ (10,869.00)	\$ (9,986.86)	860	CONFERENCES	\$ (10,674.00)
\$ (17,989.00)	\$ (9,224.00)	867	TRAVEL	\$ (15,003.00)
\$ (791,980.00)	\$ (706,645.30)		TOTAL DIRECT (EXPENSES)	\$ (831,544.56)
\$ (443,723.00)	\$ (343,341.30)		TOTAL NET (EXPENSES)/INCOME	\$ (513,154.56)

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
1	Code		2019 Approved	2019 Projections		Rate	Item	Qty	Item	Qty	Item	2020 Total
2	PROFESSIONAL & BUSINESS DEVELOPMENT SUPPORT - 1801											
3	EXPENSE											
4	540	Staff Development	\$ (1,000.00)		Staff Training - webinars, events	\$ (1,000.00)		1	training	1	time	\$ (1,000.00)
5	621	Repairs/Maintenance	\$ -	\$ (4,100.00)	General Upkeep (lights, air filters, etc.)	\$ (250.00)		1		1		\$ (250.00)
6			\$ -		Pest Control	\$ (125.00)		1		1		\$ (125.00)
7			\$ -		Elevator	\$ (200.00)		1		1		\$ (200.00)
8			\$ -		Building/General	\$ (450.00)		1		1		\$ (450.00)
9			\$ -		HVAC - AZ Control Specialist Contract	\$ (400.00)		1		1		\$ (400.00)
10			\$ -		HVAC Service Contract - O'Neil	\$ (500.00)		1		1		\$ (500.00)
11			\$ -		HVAC Miscellaneous Repairs	\$ (275.00)		1		1		\$ (275.00)
12			\$ -		Security/Fire Alarm/Extinguishers	\$ (200.00)		1		1		\$ (200.00)
13			\$ -		Exterior Repairs/Maintenance	\$ (450.00)		1		1		\$ (450.00)
14			\$ -		Security Monitoring	\$ (75.00)		1		1		\$ (75.00)
15			\$ -		Interior Repairs/Maintenance	\$ (800.00)		1		1		\$ (800.00)
16			\$ -		Janitorial/Window Cleaning	\$ (2,600.00)		1		1		\$ (2,600.00)
17			\$ -		Pictures/Furnishings	\$ (350.00)		1		1		\$ (350.00)
18			\$ -		Landscaping - Maintenance	\$ (650.00)		1		1		\$ (650.00)
19	623	Utilities	\$ -	\$ (6,250.00)	Electricity	\$ (7,500.00)		1		1		\$ (7,500.00)
20			\$ -		Sewer/Water	\$ (515.00)		1		1		\$ (515.00)
21			\$ -		Trash	\$ (100.00)		1		1		\$ (100.00)
22	630	Catering/Hotel	\$ (800.00)	\$ (800.00)	Workgroups/Committee	\$ (300.00)		5	mtgs	1	time	\$ (1,500.00)
23	631	Computer	\$ -		Repair/Replacement	\$ (500.00)	annual	1	time	1	time	\$ (500.00)
24	632	Copying	\$ (13,000.00)	\$ -	Workgroups/Conferences/Classes/General	\$ -						\$ -
25			\$ -	\$ (1,450.00)	Copying Overages	\$ (1,750.00)		1	time	1	time	\$ (1,750.00)
26	639	Dues/Commitments	\$ (395.00)	\$ (395.00)	eLearning Guild Membership	\$ (495.00)	annual fee	1	time	1	time	\$ (495.00)
27			\$ (295.00)		ASAE Education dues	\$ -	annual					
28			\$ (259.00)	\$ (259.00)	ATD membership	\$ (399.00)	annual	1	fee	1	time	\$ (399.00)
29			\$ (99.00)	\$ (99.00)	Live Streaming class platform (Zoom)	\$ (99.00)	fee	1	fee	1	time	\$ (99.00)
30			\$ (264.00)	\$ (264.00)	Animoto	\$ (264.00)	annual	1	fee	1	time	\$ (264.00)
31			\$ (649.00)	\$ (649.00)	GoAnimate video	\$ (649.00)	annual	1	fee	1	time	\$ (649.00)
32			\$ (228.00)		Poll Everywhere	\$ (19.00)	fee	12	months	1	time	\$ (228.00)
33			\$ (397.00)	\$ (397.00)	Social Media Examiner subscription	\$ (397.00)	annual	1	fee	1	year	\$ (397.00)
34			\$ (199.00)	\$ (199.00)	Vimeo subscription	\$ (199.00)	annual	1	fee	1	year	\$ (199.00)
35			\$ (389.00)	\$ (413.00)	ASCAP music license	\$ (393.00)	year	1	license	1	year	\$ (393.00)
36	640	Equipment Maintenance/Rental	\$ -	\$ (56.72)	Postage Machine	\$ (28.26)	annual	1	time	1	time	\$ (28.26)
37			\$ -	\$ (25,200.00)	Copier & Printer Leases	\$ (2,204.00)	monthly	12	times	1	time	\$ (26,448.00)
38	770	Supplies	\$ (300.00)	\$ (300.00)	Area Supplies	\$ (400.00)		1	time	1	time	\$ (400.00)
39			\$ -	\$ (893.00)	Office Supplies (soda, water, etc)	\$ (893.00)	annual	1	time	1	time	\$ (893.00)
40			\$ -	\$ (342.16)	Coffee (Parks & Co.)	\$ (342.16)	annual	1	time	1	time	\$ (342.16)
41			\$ -	\$ (892.62)	Bottled Water/Coolers (Ready Refresh by Nestle)	\$ (892.62)	annual	1	time	1	time	\$ (892.62)
42			\$ (600.00)	\$ (600.00)	Reference and tools	\$ (600.00)		1	time	1	time	\$ (600.00)
43			\$ (692.00)	\$ (692.00)	Thermal binding supplies	\$ (692.00)		1	time	1	time	\$ (692.00)
44	780	Postage	\$ -	\$ (877.66)	Postage	\$ (877.66)	annual	1	time	1	time	\$ (877.66)
45			\$ -	\$ (213.84)	UPS (Weekly Pick-Up Fees)	\$ (213.84)	annual	1	time	1	time	\$ (213.84)
46	781	Printing	\$ (1,500.00)	\$ (1,500.00)	Brochure/Flyers	\$ (2,000.00)		1	time	1	time	\$ (2,000.00)
47			\$ -		Business Cards/Notes, Letterhead, Envelopes	\$ (650.00)		1	time	1	time	\$ (650.00)
48	786	Promotion	\$ (1,500.00)	\$ (1,000.00)	Event Tables - local association expos	\$ (500.00)		2	events	1	time	\$ (1,000.00)
49			\$ (1,200.00)	\$ (800.00)	Event Tables - educational promotional materials	\$ (400.00)		2	events	1	time	\$ (800.00)
50			\$ (1,200.00)	\$ (1,200.00)	Facebook event boosted posts	\$ (175.00)	per post	4	events	1	time	\$ (700.00)
51			\$ (2,000.00)	\$ (2,000.00)	Education program Facebook ads/boost posts	\$ (125.00)	per ad/post	20	ads	1	time	\$ (2,500.00)

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
52	810	Professional/Contract Fees	\$ (345.00)	\$ (345.00)	Canva, Dropbox, Amazon Prime	\$ (345.00)	annual	1	time	1	time	\$ (345.00)
53			\$ (3,000.00)	\$ (3,500.00)	Online Registration System Enhancements	\$ (3,000.00)		1	time	1	time	\$ (3,000.00)
54			\$ (1,000.00)	\$ (1,000.00)	REBAC License Renewal	\$ (1,000.00)		1	time	1	time	\$ (1,000.00)
55			\$ (325.00)	\$ (325.00)	Thermal Binding Machine Maintenance	\$ (325.00)		1	time	1	time	\$ (325.00)
56			\$ (360.00)	\$ (360.00)	Survey Monkey	\$ (360.00)		1	time	1	time	\$ (360.00)
57			\$ (2,000.00)	\$ (1,500.00)	Education Video Development	\$ (2,000.00)		1	time	1	time	\$ (2,000.00)
58			\$ (11,000.00)	\$ (11,000.00)	EFT credit card fees for education programs	\$ (11,000.00)	fees	1	time	1	time	\$ (11,000.00)
59			\$ (2,500.00)	\$ (2,500.00)	Reteach.us website enhancements/maintenance	\$ (2,500.00)						
60			\$ -		Event Website development	\$ (9,000.00)	fee	1	time	1	time	\$ (9,000.00)
61			\$ -	\$ (120.00)	Paper Shredding	\$ (10.00)	fee	12	months	1	time	\$ (120.00)
62			\$ -	\$ (123.00)	125 Plan Admin. (WageWorks)	\$ (10.25)	monthly	12		1	time	\$ (123.00)
63			\$ -	\$ (696.96)	Property Management Fees	\$ (58.08)	monthly	12	months	1	time	\$ (696.96)
64	850	Telephone	\$ -	\$ (6,321.52)	Long Distance, Data Lines, Mobile, Monthly Lines, & Internet	\$ (6,321.52)	annual	1	time	1	time	\$ (6,321.52)
65	860	Conferences	\$ (475.00)	\$ (475.00)	NAR EXPO (New Orleans) - Registration	\$ (475.00)	registration fee	1	fee	1	time	\$ (475.00)
66			\$ (960.00)	\$ (960.00)	NAR EXPO (New Orleans) - Hotel	\$ (275.00)	night	3	nights	1	time	\$ (825.00)
67			\$ (600.00)	\$ (600.00)	NAR EXPO (New Orleans) - Daily Expense	\$ (200.00)	per diem	3	days	1	staff	\$ (600.00)
68			\$ (600.00)	\$ (600.00)	NAR EXPO (New Orleans) - Airfare	\$ (450.00)	airfare	1	time	1	staff	\$ (450.00)
69			\$ (600.00)	\$ (301.51)	NAR Legislative (D.C.) - Daily Expense	\$ (200.00)	per diem	3	days	1	staff	\$ (600.00)
70			\$ (960.00)	\$ (955.23)	NAR Legislative (D.C.) - Hotel	\$ (350.00)	night	3	nights	1	staff	\$ (1,050.00)
71			\$ (600.00)	\$ (481.61)	NAR Legislative (D.C.) - Airfare	\$ (600.00)	airfare	1	time	1	staff	\$ (600.00)
72			\$ (275.00)	\$ (275.00)	State Education Director conference registration	\$ (275.00)	registration fee	1	time	1	time	\$ (275.00)
73			\$ (400.00)	\$ (400.00)	State Ed. Director Conference - Airfare	\$ (400.00)	airfare	1	time	1	staff	\$ (400.00)
74			\$ (150.00)	\$ (150.00)	State Ed. Director Conference - Daily Expense	\$ (75.00)	per diem	2	days	1	staff	\$ (150.00)
75			\$ (650.00)	\$ (650.00)	State Ed. Director Conference - Hotel	\$ (325.00)	night	2	nights	1	staff	\$ (650.00)
76	867	Travel	\$ (2,000.00)	\$ (2,000.00)	PBD Chair travel	\$ (2,000.00)		1	time	1	time	\$ (2,000.00)
77	867.2	Staff Travel	\$ (750.00)	\$ (750.00)	In-state travel	\$ (750.00)	mileage	1	pool	1	staff	\$ (750.00)
78			\$ (56,516.00)	\$ (88,232.83)	1801 Total							\$ (105,467.02)
79												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
80	REALTOR INSTITUTE - 1815											
81	INCOME											
82	467	Registration	\$ 7,080.00	\$ 6,800.00	Live Streamed Classes - One-Day - remote site	\$ 59.00	registration fee	35	students	2	classes	\$ 4,130.00
83			\$ -		Live Streamed Class - Two-Day - remote site	\$ 89.00	registration fee	35	students	1	class	\$ 2,670.00
84	467.1	Income	\$ 19,500.00	\$ 19,500.00	GRI Class Provider Per Student Fee	\$ 15.00	royalty fee	1300	students	1	time	\$ 19,500.00
85	467.2	Income	\$ 375.00	\$ 1,000.00	Retest	\$ 25.00	retest fee	28	students	1	time	\$ 700.00
86	467.3	Income	\$ 4,000.00	\$ 6,000.00	Learning Library Business Plan Class Revenue Share	\$ 36.00	fee	150	students	1	time	\$ 5,400.00
87	467.4	Income	\$ 1,750.00	\$ 1,750.00	New GRI Designee Fee	\$ 30.00	fee	70	students	1	time	\$ 2,100.00
88			\$ 32,705.00	\$ 35,050.00	1815 Income Total							\$ 34,500.00
89	EXPENSE											
90	EXPENSE											
91	605	Awards/Gifts	\$ (150.00)	\$ (150.00)	Gift card for survey response drawing	\$ (75.00)	gift card	2	survey	1	time	\$ (150.00)
92	630	Catering/Hotel	\$ (100.00)	\$ (100.00)	Live Streamed Class Instructor Lunch	\$ (120.00)	lunch	1	time	1	time	\$ (120.00)
93			\$ (800.00)	\$ (800.00)	Workgroup/Audition Meetings	\$ (600.00)	meeting	1	meeting	1	time	\$ (600.00)
94	770	Supplies	\$ (300.00)	\$ (300.00)	Office supplies	\$ -						\$ -
95			\$ (900.00)	\$ (902.00)	GRI pins	\$ -	per pin					\$ -
96			\$ (600.00)	\$ (617.00)	Certificate paper	\$ (600.00)		1	time	1	time	\$ (600.00)
97			\$ (475.00)	\$ (480.00)	Class Monitor Appreciation	\$ (5.00)	per card	70	classes	1	time	\$ (350.00)
98	780	Postage	\$ (480.00)	\$ (480.00)	Live Streamed Location Class Student Workbooks	\$ (120.00)	shipping	3	classes	1	time	\$ (360.00)
99	781	Printing	\$ (2,000.00)		Live Stream student workbooks	\$ (16.50)	per book	3	classes	35	students	\$ (1,732.50)
100	786	Promotion	\$ (15,000.00)	\$ (15,000.00)	Scholarships	\$ (15,000.00)		1	time	1	time	\$ (15,000.00)
101			\$ (200.00)	\$ (200.00)	Promotion activities	\$ -	per ad					\$ -
102			\$ (300.00)	\$ (300.00)	Promotion materials (GRI ribbons/buttons)	\$ -						\$ -
103			\$ (300.00)	\$ (300.00)	Promotional materials for AAR tables	\$ (500.00)		1	time	1	time	\$ (500.00)
104	787	Speaker Fees	\$ (3,600.00)	\$ (3,600.00)	Live Streaming Class Instructor Fee	\$ (900.00)	fee	1	time	4	instructors	\$ (3,600.00)
105			\$ (300.00)	\$ -	Instructor Teaching Tip Webinars	\$ -						\$ -
106			\$ (3,000.00)	\$ (3,000.00)	GRI Designee/MRES class	\$ (3,000.00)		1	time	1	time	\$ (3,000.00)
107	810	Professional/Contract Fees	\$ (3,000.00)	\$ (3,000.00)	NAR Graduate Fee	\$ (25.00)		1	time	150	designees	\$ (3,750.00)
108			\$ (1,200.00)	\$ (1,200.00)	Live Stream Revenue Share	\$ (10.00)	share	3	classes	35	registrants	\$ (1,050.00)
109			\$ (3,000.00)	\$ (3,000.00)	Online Learning Platform Updates	\$ (3,000.00)	fees	1	time	1	time	\$ (3,000.00)
110			\$ (1,500.00)	\$ (1,500.00)	GRI Website Enhancements/Maintenance	\$ (1,500.00)	fees	1	time	1	time	\$ (1,500.00)
111			\$ (720.00)	\$ (720.00)	Instructor Intro Videos - editing	\$ (60.00)	per hour	6	classes	2	hours	\$ (720.00)
112	867	Travel	\$ (1,500.00)	\$ (1,500.00)	Live Streaming Class Instructor Travel Expenses	\$ (375.00)		1	time	1	classes	\$ (375.00)
113	867.2	Staff Travel	\$ (400.00)	\$ (400.00)	Staff Travel to GRI classes	\$ (200.00)	mileage	2	sites	1	time	\$ (400.00)
114			\$ (39,825.00)	\$ (37,549.00)	1815 Expense Total							\$ (36,807.50)
115			\$ (7,120.00)	\$ (2,499.00)	1815 Total Net							\$ (2,307.50)
116												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
117	rCRMS - 1820											
118	INCOME											
119	468.1	Registration	\$ 2,765.00	\$ 6,276.00	Live Two-Day Contract Class	\$ 89.00	registration fee	1	classes	35	registrants	\$ 3,115.00
120			\$ 18,585.00	\$ 34,032.00	Live Classes - One-Day	\$ 59.00	registration fee	9	classes	35	registrants	\$ 18,585.00
121	468.2	Registration	\$ 5,880.00	\$ 13,827.00	Live Streaming Classes	\$ 49.00	registration fee	4	classes	50	registrants	\$ 9,800.00
122			\$ 27,230.00	\$ 54,135.00	1820 Income Total							\$ 31,500.00
123	EXPENSE											
124	EXPENSE											
125	630	Catering/Hotel	\$ (96.00)	\$ (85.00)	Live Streamed Classes - instructor lunch	\$ (250.00)	lunch	1	time	1	time	\$ (250.00)
126	780	Postage	\$ (144.00)	\$ (259.00)	Live Locations	\$ (16.00)	per class	9	classess	1	time	\$ (144.00)
127			\$ (300.00)	\$ (309.00)	Live Streamed locations	\$ (95.00)	per class	4	classes	1	time	\$ (380.00)
128	770	Supplies	\$ -		Certificate Paper	\$ (300.00)		1	time	1	time	\$ (300.00)
129	787	Speaker Fees	\$ (3,000.00)		Live Classes - One-Day (1 Instructor)	\$ -						\$ -
130			\$ (9,000.00)	\$ (21,250.00)	Live Classes - One-Day (2 Instructors)	\$ (750.00)	per day	2	instructors	9	classes	\$ (13,500.00)
131			\$ (3,000.00)	\$ (7,500.00)	Live Class Contract - Two-Day	\$ (1,500.00)	per class	2	instructors	1	classes	\$ (3,000.00)
132			\$ (3,000.00)	\$ (3,750.00)	Live Streamed Classes (1 instructor)	\$ (750.00)	per day	1		4	classes	\$ (3,000.00)
133	810	Professional/Contract Fees	\$ (1,200.00)	\$ (1,680.00)	Live Streamed Class Fee Share	\$ (10.00)	fee	4	classess	50	students	\$ (2,000.00)
134			\$ (3,078.00)	\$ (8,830.00)	Live One-Day Class Revenue Share	\$ (145.00)	profit share	9	classes	1	time	\$ (1,305.00)
135			\$ -		Live Two-Day Class Revenue Share	\$ -						\$ 0.00
136			\$ (22,818.00)	\$ (43,663.00)	1820 Expense Total							\$ (23,879.00)
137			\$ 4,412.00	\$ 10,472.00	1820 Net							\$ 7,621.00
138												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
139	CERTIFIED RESIDENTIAL PROPERTY MANAGEMENT CERTIFICATION - 1825											
140	INCOME											
141	472	Registration	\$ 15,800.00	\$ 14,316.00	Live PM Bootcamp	\$ 79.00	reg fees	30	attendees	4	classes	\$ 9,480.00
142			\$ 3,750.00	\$ 16,128.00	Live 3-hour classes	\$ 25.00	reg fees	30	attendees	8	classes	\$ 6,000.00
143			\$ 5,175.00	\$ 5,175.00	Property Management Summit	\$ 69.00	reg fees	75	attendees	1	time	\$ 5,175.00
144			\$ -		Live Streamed Bootcamp class	\$69.00	reg fee	50	attendees	1	time	\$ 3,450.00
145			\$ 9,275.00	\$ 13,090.00	Live Streamed C/E classes	\$ 35.00	reg pkg (2 classes)	53	attendees	4	days	\$ 7,420.00
146			\$ 3,400.00		Live Streamed C/E classes	\$ 20.00	reg fee singles	17	attendees	8	classes	\$ 2,720.00
147			\$ 37,400.00	\$ 48,709.00	1825 Income Total			-				\$ 34,245.00
148	EXPENSE											
149	EXPENSE											
150	605	Awards/Gifts	\$ (50.00)	\$ (50.00)	Webinar Honorariums	\$ (25.00)	gift card	2	webinars	1	time	\$ (50.00)
151	630	Catering	\$ (150.00)	\$ (171.00)	Live Streamed Classes - instructor lunch	\$ (200.00)	lunches	1	time	1	time	\$ (200.00)
152			\$ (4,000.00)	\$ (4,000.00)	Property Management Summit	\$ (50.00)	meals	80	attendees	1	time	\$ (4,000.00)
153	639	Dues/Commitments	\$ (195.00)	\$ (195.00)	NARPM dues	\$ (195.00)	membership	1	fee	1	time	\$ (195.00)
154	770	Supplies	\$ (200.00)	\$ (200.00)	Pins	\$ -						\$ -
155			\$ (100.00)	\$ (100.00)	Certificate paper	\$ (300.00)		1	time	1	time	\$ (300.00)
156	780	Postage	\$ (1,600.00)	\$ (608.00)	Live Streamed class materials	\$ (105.00)	delivery/UPS	1		5	days	\$ (525.00)
157			\$ -		Live class locations	\$ (16.00)	delivery	12	classes	1	time	\$ (192.00)
158	786	Promotion	\$ (200.00)	\$ (100.00)	Facebook Ads - Summit	\$ -	ad	2	ads	1	time	\$ -
159	787	Speaker Fees	\$ (9,000.00)	\$ (7,500.00)	PM Bootcamp	\$ (900.00)	per instructor	2	instructors	5	classes	\$ (9,000.00)
160			\$ (7,500.00)	\$ (3,000.00)	Live Streamed C/E classess	\$ (750.00)	per hour	2	instructors	4	days	\$ (6,000.00)
161			\$ (1,875.00)	\$ (6,000.00)	Live 3-hour classes	\$ (125.00)	per hour	4	hours	8	classes	\$ (4,000.00)
162			\$ (1,000.00)	\$ (500.00)	Property Management Summit	\$ 400.00	speaker	1	speaker	1	time	\$ 400.00
163	810	Professional Contract Fees	\$ (2,650.00)	\$ (2,180.00)	Live Streamed C/E class fee share	\$ (10.00)	fee	330	students	1	time	\$ (3,300.00)
164			\$ (850.00)		Live Streamed C/E class fee share	\$ -						\$ -
165			\$ (700.00)	\$ (1,480.00)	Live 3-hour class revenue share	\$ (206.00)	share	8	classes	1	time	\$ (1,648.00)
166			\$ (6,720.00)	\$ (2,971.00)	PM Bootcamp revenue shares	\$ (677.00)	share	4	classes	1	time	\$ (2,708.00)
167			\$ (150.00)	\$ (75.00)	Webinar recording edits	\$ (75.00)	hour	2	webinars	1	time	\$ (150.00)
168			\$ (36,940.00)	\$ (29,130.00)	1825 Expense Total		\$ -					\$ (31,868.00)
169			\$ 460.00	\$ 19,579.00	1825 Total Net		-					\$ 2,377.00
170												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
171	LEADERSHIP TRAINING - 1840											
172	INCOME											
173	464	Registration	\$ 12,500.00	\$ 12,500.00	Conference Registration	\$ 125.00	registration fee	100	registrants	1	time	\$12,500.00
174			\$ 7,840.00	\$ 7,840.00	Conference Dinner Tickets	\$ 80.00	ticket fee	98	registrants	1	time	\$7,840.00
175	440.9	Sponsorship	\$ 1,000.00	\$ 1,000.00	Dinner Wine Sponsorship	\$ 1,500.00	sponsorship	1	time	1	time	\$1,500.00
176			\$ 21,340.00	\$ 21,340.00	1840 Income Total							\$21,840.00
177	EXPENSE											
178	EXPENSE											
179	630	Catering/Hotel	\$ (12,000.00)	\$ (12,000.00)	Conference audio/visual	\$ (20,000.00)		1	time	1	time	\$ (20,000.00)
180			\$ (1,800.00)	\$ (1,800.00)	Conference dinner wine	\$ (55.00)	per bottle	20	tables	2	per table	\$ (2,200.00)
181			\$ (3,000.00)	\$ (3,000.00)	Conference room rental	\$ -	fee	1	time	1	time	\$ -
182			\$ (3,000.00)	\$ (3,000.00)	Conference Day 2 Continental	\$ (35.00)	breakfast	1	time	100	registrants	\$ (3,500.00)
183			\$ (10,000.00)	\$ (10,000.00)	Conference Meal Package Day 1 (breakfast, breaks, lunch)	\$ (110.00)	meal cost	1	time	100	registrants	\$ (11,000.00)
184			\$ (5,000.00)	\$ (5,000.00)	Conference Meal Package Day 1 (comps)	\$ (110.00)	meal cost	1	time	50	comps	\$ (5,500.00)
185			\$ (10,780.00)	\$ (10,780.00)	Conference Installation Dinner	\$ (120.00)	dinner tickets	1	time	98	registrants	\$ (11,760.00)
186			\$ (9,900.00)	\$ (9,900.00)	Conference Installation Dinner Comps (past pres., ExCom, guests, staff, speakers)	\$ (120.00)	dinner tickets	1	time	90	comps	\$ (10,800.00)
187			\$ (2,300.00)	\$ (2,300.00)	Conference Reception	\$ (3,500.00)		1		1	time	\$ (3,500.00)
188			\$ (5,100.00)	\$ (4,500.00)	LTA Module 1 (January)	\$ (4,500.00)	meal pkg	1		1	time	\$ (4,500.00)
189			\$ (5,100.00)	\$ (4,500.00)	LTA Module 2 (February)	\$ (4,500.00)	meal pkg	1		1	time	\$ (4,500.00)
190			\$ (5,100.00)	\$ (4,500.00)	LTA Module 3 (March)	\$ (4,500.00)	meal pkg	1		1	time	\$ (4,500.00)
191			\$ (5,100.00)	\$ (4,500.00)	LTA Module 4 (April)	\$ (4,500.00)	meal pkg	1		1	time	\$ (4,500.00)
192			\$ (600.00)	\$ -	LTA Event at Convention	\$ -						\$ -
193			\$ (2,400.00)	\$ (2,400.00)	LTA Room Rental, audio/visual	\$ (300.00)	fee	1	time	4	times	\$ (1,200.00)
194			\$ (500.00)	\$ (500.00)	Leadership Open Workshop room rental	\$ (500.00)	rate	1	time	1	time	\$ (500.00)
195			\$ (875.00)	\$ (875.00)	Leadership Open Workshop (breakfast/lunch)	\$ (35.00)	meal pkg	1	time	25	registrants	\$ (875.00)
196	770	Supplies	\$ (300.00)	\$ (300.00)	Miscellaneous	\$ (300.00)		1	time	1	time	\$ (300.00)
197			\$ (1,000.00)	\$ (900.00)	LTA Supplies	\$ (1,000.00)		1	time	1	time	\$ (1,000.00)
198			\$ (2,400.00)	\$ (2,400.00)	Conference Attendee packet/portfolio	\$ (2,400.00)		1	time	1	time	\$ (2,400.00)
199	781	Printing	\$ (400.00)	\$ (400.00)	Conference Printing	\$ (400.00)	banner	1	time	1	time	\$ (400.00)
200			\$ (375.00)	\$ -	LTA student journals	\$ (15.00)	per book	1	time	25	registrants	\$ (375.00)
201	787	Speaker Fees	\$ (30,000.00)	\$ (30,000.00)	Conference Speakers	\$ (30,000.00)	fee	1	time	1	time	\$ (30,000.00)
202			\$ (4,000.00)	\$ (4,000.00)	LTA 1: Speaker fee	\$ (1,500.00)	fee	2	speakers	2	time	\$ (6,000.00)
203			\$ (4,000.00)	\$ (4,000.00)	LTA 2: Speaker fee	\$ (1,500.00)	fee	2	speakers	2	time	\$ (6,000.00)
204			\$ (4,000.00)	\$ (4,000.00)	LTA 3: Speaker fee	\$ (1,500.00)	fee	2	speakers	2	time	\$ (6,000.00)
205			\$ (4,000.00)	\$ (4,000.00)	LTA 4: Speaker fee	\$ (1,500.00)	fee	2	speakers	2	time	\$ (6,000.00)
206			\$ (600.00)	\$ (200.00)	LTA Guest Speaker	\$ (600.00)	rate	1	speaker	1	time	\$ (600.00)
207			\$ (6,000.00)	\$ (6,000.00)	Leadership Open Workshop speaker	\$ (6,000.00)	fee	1	speaker	1	time	\$ (6,000.00)

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
208	810	Professional/Contract Fees	\$ (4,500.00)	\$ (4,500.00)	Table centerpieces	\$ (4,900.00)	fee	1	time	1	time	\$ (4,900.00)
209			\$ (375.00)	\$ (25.00)	LTA Assessment	\$ (25.00)	fee	1	time	1	time	\$ (25.00)
210			\$ (22,000.00)	\$ (22,000.00)	Production	\$ (15,000.00)		1	time	1	time	\$ (15,000.00)
211			\$ (800.00)	\$ (800.00)	Conference RegOnline Fees	\$ (5.00)	fee	160	registrants	1	time	\$ (800.00)
212			\$ (1,200.00)	\$ (900.00)	Conference Photographer	\$ (900.00)	fee	1	time	1	time	\$ (900.00)
213			\$ (125.00)	\$ (125.00)	ASCAP/BMI music license - Conference	\$ (125.00)	fee	1	time	1	time	\$ (125.00)
214			\$ (125.00)	\$ (125.00)	ASCAP/BMI music icense - LTA	\$ (125.00)	fee	1	time	1	time	\$ (125.00)
215	867	Travel	\$ (1,800.00)	\$ (1,600.00)	LTA President-elect travel (Jan)	\$ (180.00)	hotel	4	modules	1	time	\$ (720.00)
216			\$ (1,800.00)	\$ -	LTA Treasurer travel (Eric)	\$ (450.00)	travel/hotel	4	modules	1	time	\$ (1,800.00)
217			\$ (800.00)	\$ -	LTA First Vice President travel (Gary)	\$ (450.00)	hotel/travel	4	modules	1	time	\$ (1,800.00)
218			\$ (800.00)	\$ (250.00)	LTA 1: Speaker lodging	\$ (257.00)	rate	2	speakers	2	nights	\$ (1,028.00)
219			\$ (364.00)	\$ (364.00)	LTA 1: Speaker mileage	\$ (364.00)	mileage	1	2 speakers	1	time	\$ (364.00)
220			\$ (800.00)	\$ (180.00)	LTA 2: Speaker lodging	\$ (180.00)	rate	2	speakers	2	nights	\$ (720.00)
221			\$ (364.00)	\$ (364.00)	LTA 2: Speaker mileage	\$ (364.00)	mileage	1	2 speakers	1	time	\$ (364.00)
222			\$ (800.00)	\$ (120.00)	LTA 3: Speaker lodging	\$ (120.00)	rate	2	speakers	2	nights	\$ (480.00)
223			\$ (364.00)	\$ (364.00)	LTA 3: Speaker mileage	\$ (364.00)	mileage	1	2 speakers	1	time	\$ (364.00)
224			\$ (800.00)	\$ (120.00)	LTA 4: Speaker lodging	\$ (120.00)	rate	2	speakers	2	nights	\$ (480.00)
225			\$ (364.00)	\$ (364.00)	LTA 4: Speaker mileage	\$ (364.00)	mileage	1	2 speakers	1	time	\$ (364.00)
226			\$ (600.00)	\$ (600.00)	Leadership Open Workshop speaker travel	\$ (600.00)	mileage	1		1	time	\$ (600.00)
227			\$ (200.00)	\$ (200.00)	Leadership Open Workshop speaker lodging	\$ (200.00)	rate	1	speakers	1	night	\$ (200.00)
228	867.2	Staff Travel	\$ (60.00)	\$ (48.00)	LTA	\$ (12.00)	mileage	4	sessions	1	staff	\$ (48.00)
229			\$ -		Conference (hotel and mileage)	\$ (255.00)	hotel	2	staff	2	nights	\$ (1,020.00)
230			\$ (178,671.00)	\$ (168,804.00)	1840 Expense Total							\$ (186,137.00)
231			\$ (157,331.00)	\$ (147,464.00)	1840 Total Net							\$ (164,297.00)
232												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
233	INDUSTRY PARTNERS CONFERENCE - 1850											
234	INCOME											
235	471	Registration	\$ 33,375.00	\$ 33,375.00	Registration Fees	\$ 89.00	fee	375	attendees	1	time	\$ 33,375.00
236			\$ 1,000.00	\$ 1,000.00	Breakfast sponsor	\$ 1,000.00	fee	1	sponsor	1	time	\$ 1,000.00
237			\$ 1,400.00	\$ 1,400.00	Break sponsors	\$ 1,400.00	fee	1		1	time	\$ 1,400.00
238			\$ 9,800.00	\$ 9,800.00	Vendor Tables	\$ 700.00	fee	14	vendor	1	time	\$ 9,800.00
239			\$ 45,575.00	\$ 45,575.00	1850 Income Total							\$ 45,575.00
240	EXPENSE											
241	EXPENSE											
242	630	Catering/Hotel	\$ (22,940.00)	\$ (22,940.00)	Meals, audio/visual	\$ (62.00)	F&B	370	attendees	1	time	\$ (22,940.00)
243			\$ (750.00)	\$ (750.00)	Audio/Visual	\$ (1,000.00)		1	pool	1	time	\$ (1,000.00)
244	786	Promotion	\$ (800.00)	\$ (800.00)	Prizes	\$ (800.00)		1	time	1	time	\$ (800.00)
245	810	Professional/Contract Fees	\$ (11,966.00)	\$ (11,966.00)	Partner Revenue Share	\$ (6,250.00)		2	shares	1	time	\$ (12,500.00)
246			\$ (1,875.00)	\$ (1,875.00)	Regonline fees	\$ (5.00)		375	attendees	1	time	\$ (1,875.00)
247			\$ (200.00)	\$ (200.00)	Facebook ads	\$ -	ad					\$ -
248			\$ (38,531.00)	\$ (38,531.00)	1850 Expense Total							\$ (39,115.00)
249			\$ 7,044.00	\$ 7,044.00	1850 Total Net							\$ 6,460.00
250												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
251	MRES SOCIETY - 1855											
252	INCOME											
253	465	Income	\$ 500.00	\$ 575.00	MRE Society New Member Dues	\$ 25.00	dues	20	new mbrs	1	time	\$ 500.00
254			\$ 500.00	\$ 575.00	1855 Income Total							\$ 500.00
255	EXPENSE											
256	EXPENSE											
257	605	Awards/Gifts	\$ (50.00)	\$ (50.00)	Gift card drawing	\$ (50.00)	gift card	1	survey	1	drawing	\$ (50.00)
258	770	Supplies	\$ (400.00)	\$ (400.00)	Certificates	\$ -						\$ -
259			\$ (500.00)	\$ (500.00)	Brochures/Flyers	\$ -						\$ -
260	787	Speaker Fees	\$ (2,000.00)	\$ (2,000.00)	MRES/GRI Special Class Instructor	\$ (2,000.00)	fee	1	time	1	time	\$ (2,000.00)
261			\$ (2,950.00)	\$ (2,950.00)	1855 Expense Total							\$ (2,050.00)
262			\$ (2,450.00)	\$ (2,375.00)	1855 Net							\$ (1,550.00)
263												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
264	CONVENTION - 1860											
265	INCOME											
266	469	Registration	\$ 109,450.00	\$ 59,776.00	Registration Fees - Full	\$ 199.00	registration fee	200	registrants	1	time	\$ 39,800.00
267			\$ -		Registration - Full earlybird	\$ 175.00	earlybird	100	registrants	1	time	\$ 17,500.00
268			\$ -		Registration Fees - Single Day	\$ 99.00	registration fee	100	registrants	1	time	\$ 9,900.00
269			\$ 30,000.00	\$ 21,000.00	Vendor tables	\$ 1,900.00	vendor table	10	tables	1	time	\$ 19,000.00
270			\$ 10,000.00	\$ 24,000.00	Sponsors	\$ 5,000.00	sponsorships fee	2	sponsors	1	time	\$ 25,000.00
271			\$ -	\$ 2,500.00	Sponsored Workshops	\$ -						\$ -
272			\$ -	\$ 490.00	Cocktails w/Champions/Tailgate Party	\$ -						\$ -
273			\$ 149,450.00	\$ 107,766.00	1860 Income Total		\$ -					\$ 111,200.00
274	EXPENSE											
275	EXPENSE											
276	630	Catering/Hotel	\$ (10,000.00)	\$ (92,531.98)	Audio/Visual (stage, microphones, projectors, screens, technician)	\$ (25,000.00)		1	time	1	time	\$ (25,000.00)
277			\$ (2,500.00)		Presidents Reception	\$ (2,500.00)		1	reception	1	time	\$ (2,500.00)
278			\$ -		Reception Welcome	\$ (14,000.00)	f&b	1	reception	1	time	\$ (14,000.00)
279			\$ -		Coffee snacks	\$ (8,000.00)	muffins/bagels	2	days	1	time	\$ (16,000.00)
280			\$ (24,500.00)		Reception Day 1	\$ (14,000.00)	F&B	1	time	1	reception	\$ (14,000.00)
281			\$ (80,100.00)		All Day Meal Beverage Package	\$ -			attendees	1	day	\$ -
282			\$ -		Day 1 Lunch	\$ (47.00)	lunch	460	attendees	1	day	\$ (21,620.00)
283			\$ (600.00)		AAR Business: Executive Committee & Officer Meeting	\$ -						\$ -
284			\$ -		All Day Beverage Service	\$ (38.00)	beverages	460	attendees	2	time	\$ (34,960.00)
285			\$ -		Afternoon Snacks - Day 1	\$ (8.00)	per person	460	attendees	1	time	\$ (3,680.00)
286			\$ (2,000.00)		AAR Business: Breaks - Day 3	\$ -	morning break	1	break	1	time	\$ -
287			\$ (89,000.00)		All Day Meal Beverage Package - Day 2	\$ -	lunch		attendees	1	time	\$ -
288			\$ -		Day 2 Lunch	\$ (47.00)	lunch	460	attendees	1	time	\$ (21,620.00)
289			\$ -		Reserved Parking Lot	\$ (1,000.00)	per day	3	days	1	time	\$ (3,000.00)
290			\$ (1,308.00)		AAR Business: BOD and Caucus Coffee Svc.	\$ -	gallon					\$ -
291	770	Supplies	\$ (750.00)	\$ (25.00)	Materials	\$ (750.00)		1	time	1	time	\$ (750.00)
292	780	Postage	\$ -		Save the date postcard	\$ (14,850.00)	postage	1	time	1	time	\$ (14,850.00)
293			\$ -		Schedule/speaker postcard	\$ (14,850.00)	postage	1	time	1	time	\$ (14,850.00)
294	781	Printing	\$ (3,000.00)	\$ (1,806.01)	Flyers/Posters/Logo items	\$ -						\$ -
295			\$ -		Save the date postcard	\$ (3,019.00)	printing	1	time	1	time	\$ (3,019.00)
296			\$ -		Schedule/speaker postcard	\$ (3,019.00)	printing	1	time	1	time	\$ (3,019.00)
297			\$ -		Onsite program	\$ (1,000.00)	printing	1	time	1	time	\$ (1,000.00)
298	786	Promotion	\$ (600.00)	\$ (406.84)	Contest prizes	\$ (300.00)		2	prizes	1	time	\$ (600.00)
299			\$ (6,000.00)		Facebook ads	\$ (2,000.00)		1	time	1	time	\$ (2,000.00)
300			\$ (600.00)		Promotional items	\$ -						\$ -
301	787	Speaker Fees	\$ (18,000.00)	\$ (63,525.69)	National Speakers	\$ -						\$ -
302			\$ -		Breakout Speakers	\$ (3,000.00)		4	speakers	1	time	\$ (12,000.00)
303			\$ (30,000.00)		Keynote Speakers (opening & closing)	\$ (30,000.00)	fee	1	speakers	2	days	\$ (60,000.00)
304			\$ -		General Session speaker (Day 1)	\$ (15,000.00)	fee	1	speakers	1	days	\$ (15,000.00)
305			\$ (3,000.00)		Local C/E Speakers	\$ (125.00)	per hour	3	hours	6	classes	\$ (2,250.00)
306			\$ -		Speaker Travel/Lodging	\$ (1,200.00)	air/hotel(2)	6	speakers	1	time	\$ (7,200.00)

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
307	810	Professional/Contract Fees	\$ (3,000.00)	\$ (53,855.74)	RegOnline fees	\$ (5.25)	fee	1	fee	460	attendees	\$ (2,415.00)
308			\$ -		Mailing house for postcard mailings	\$ (960.00)	fee	2	mailings	1	time	\$ (1,920.00)
309			\$ -		Videographer (video for future promotions)	\$ (3,000.00)	fee	1	time	1	time	\$ (3,000.00)
310			\$ -		Photographer	\$ (175.00)	per hour	19	hours	1	time	\$ (3,325.00)
311			\$ (18,000.00)		Marketing/Graphics	\$ (5,000.00)	fee	1	firm	1	time	\$ (5,000.00)
312			\$ (25,000.00)		Production (pipe drape, uplighting, conversation seating)	\$ (10,000.00)	fee	1	time	1	time	\$ (10,000.00)
313			\$ (2,000.00)		DJ for general session	\$ (1,600.00)	fee	1	days	1	session	\$ (1,600.00)
314			\$ -		DJ for Welcome Reception	\$ (800.00)	fee	1	time	1	time	\$ (800.00)
315			\$ (1,500.00)		Photobooth for Receptions	\$ (750.00)	fee	2	receptions	1	time	\$ (1,500.00)
316			\$ (125.00)		ASCAP/BMI fee	\$ (125.00)	fee	1	time	1	time	\$ (125.00)
317	867.2	Staff Travel	\$ (840.00)	\$ -	Lodging	\$ (321.00)	night	3	nights	1	staff	\$ (963.00)
318			\$ (75.00)		Daily Expense	\$ (25.00)	daily expense	1	time	3	staff	\$ (75.00)
319			\$ (48.00)		Mileage	\$ (16.00)	mileage	1	time	4	staff	\$ (64.00)
320			\$ (322,546.00)	\$ (212,151.26)	1860 Expense Total							\$ (323,705.00)
321			\$ (173,096.00)	\$ (104,385.26)	1860 Total Net							\$ (212,505.00)
322												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
323	EDUCATION OUTREACH - 1870											
324	INCOME											
325	462	Registration	\$ 4,425.00	\$ 1,239.00	One-Day REBAC - Live Classes	\$ 59.00	reg fee	2	classes	25	students	\$ 2,950.00
326			\$ -	\$ 13,240.00	ePro - Live Streamed Classes	\$ 159.00	registration fees	1	class	25	students	\$ 3,975.00
327			\$ -		One-day REBAC Live Streamed	\$ 59.00	registration fees	2	classes	25	students	\$ 2,950.00
328			\$ 9,625.00	\$ 28,490.00	C/E - Live Streamed Classes	\$ 35.00	registration pkg	10	days	35	students	\$ 12,250.00
329			\$ 8,800.00		C/E - Live Streamed Classes	\$ 20.00	registration single	20	classes	20	students	\$ 8,000.00
330			\$ 22,850.00	\$ 42,969.00	1870 Income Total							\$ 30,125.00
331	EXPENSE											
332	EXPENSE											
333	605	Awards/Gifts	\$ (125.00)	\$ (200.00)	Monitor Appreciation	\$ -	gift cards					\$ -
334	630	Catering/Hotel	\$ (330.00)	\$ (424.00)	Live Streamed C/E Class - instructor lunches	\$ (400.00)	lunches	1	time	1	time	\$ (400.00)
335			\$ (45.00)		REBAC Live Streamed Class - instructor lunch	\$ -	lunch					\$ -
336			\$ (4,960.00)	\$ (2,850.00)	Trends Summit (Room Rental)	\$ (2,850.00)		1	time	1	time	\$ (2,850.00)
337			\$ -	\$ (3,500.00)	Trends Summit Catering	\$ (3,500.00)		1	time	1	time	\$ (3,500.00)
338			\$ (400.00)		Education Forum	\$ (300.00)	snacks	1	time	1	time	\$ (300.00)
339	770	Supplies	\$ (850.00)	\$ (675.00)	Live Streaming Class Supplies	\$ (300.00)	supplies	1	time	1	time	\$ (300.00)
340	780	Postage	\$ (660.00)	\$ (860.00)	C/E Live Streamed Class materials	\$ (75.00)	shipment	13	days	1	time	\$ (975.00)
341			\$ (48.00)	\$ (48.00)	REBAC Live Class Materials	\$ (16.00)	delivery	2	classes	1	locations	\$ (32.00)
342	787	Speaker Fees	\$ -	\$ (3,600.00)	ePRO class speaker	\$ (125.00)	per hour	1	class	12	hours	\$ (1,500.00)
343			\$ (2,250.00)	\$ (750.00)	REBAC One-Day Class - Speaker	\$ (125.00)	per hours	6	hours	2	classes	\$ (1,500.00)
344			\$ -		REBAC Live - One-Day class	\$ (125.00)	per hour	6	hours	2	classes	\$ (1,500.00)
345			\$ (9,900.00)	\$ (8,250.00)	C/E Live Streamed - Instructor Fee	\$ (150.00)	per hours	6	hours	10	days	\$ (9,000.00)
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	\$ (2,250.00)	\$ (630.00)	REBAC One-Day class Royalty Fees	\$ (30.00)	fee	2	classes	25	students	\$ (1,500.00)
348			\$ -	\$ (5,250.00)	ePRO live streamed revenue share	\$ (10.00)	fee	1	classes	25	students	\$ (250.00)
349			\$ -	\$ (210.00)	REBAC One-Day live Revenue Share	\$ -						\$ -
350			\$ -	\$ (1,920.00)	ePRO class royalty fees	\$ (60.00)	fee	1	time	25	students	\$ (1,500.00)
351			\$ (4,950.00)	\$ (8,880.00)	C/E Live Streamed Revenue Share	\$ (10.00)	fee	10	days	55	students	\$ (5,500.00)
352			\$ -		REBAC One-Day Live Streamed Revenue Share	\$ (10.00)	fee	2	classes	25	students	\$ (500.00)
353	867	Travel	\$ (2,400.00)		C/E Live Streamed - Travel	\$ -	mileage/hotel					\$ -
354	867.2	Staff Travel	\$ (36.00)		Mileage to Live Classes	\$ (12.00)	mileage	1	time	2	classess	\$ (24.00)
355			\$ (49,204.00)	\$ (58,047.00)	1870 Expense Total							\$ (51,131.00)
356			\$ (26,354.00)	\$ (15,078.00)	1870 Total Net							\$ (21,006.00)
357												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
358	EDUCATION DEVELOPMENT - 1871											
359	INCOME											
360	461.1	Income	\$ 112.00	\$ 380.00	Online CE Affinity Partnership Share	\$ 95.00	income	4	times	1	time	\$ 380.00
361	461.2	Income	\$ 2,200.00	\$ 2,960.00	REBAC Affinity Partnership Income	\$ 740.00	income	4	times	1	time	\$ 2,960.00
362			\$ -	\$ 480.00	Paperless Agent	\$90	income	6	times	1	time	\$ 540.00
363			\$ 2,312.00	\$ 3,820.00	1871 Income Total							\$ 3,880.00
364	EXPENSE											
365	EXPENSE											
366	540	Staff Development	\$ (1,000.00)	\$ (1,000.00)	Education program webinars/conference	\$ (2,100.00)		1	time	1	time	\$ (2,100.00)
367	639	Dues/Commitments	\$ (800.00)		Education software	\$ -						\$ -
368			\$ (1,000.00)		Digital Badge Platform License	\$ -						\$ -
369	770	Supplies	\$ (750.00)	\$ (750.00)	Resources and Supplies	\$ (750.00)	fee	1	time	1	time	\$ (750.00)
370	810	Professional/Contract Fees	\$ (6,000.00)	\$ (6,000.00)	Curriculum Development Fees	\$ (3,000.00)	fee	1	time	1	time	\$ (3,000.00)
371			\$ (1,200.00)		Curriculum activity class enhancements	\$ -						\$ -
372			\$ (3,000.00)		Online Platform License	\$ -	license					\$ -
373			\$ (1,425.00)	\$ (1,425.00)	Contract Conversation - video editing	\$ (475.00)	per video	3	videos	1	time	\$ (1,425.00)
374			\$ (100.00)		ADRE Instructor Expedited (add course)	\$ (10.00)	fee	10	instructors	1	time	\$ (100.00)
375			\$ (150.00)		ADRE Course License Fees - Courses	\$ (15.00)	fee	10	courses	1	time	\$ (150.00)
376			\$ (300.00)		ADRE Course License Fees - Remote Courses	\$ (25.00)	fee	12	courses	1	time	\$ (300.00)
377			\$ -		Education Development/Software	\$ (2,300.00)	subscriptions	1	time	1	time	\$ (2,300.00)
378			\$ (2,270.00)	\$ (2,300.00)	Gamification Development/software	\$ -	subscriptions					\$ -
379			\$ (17,995.00)	\$ (11,475.00)	1871 Expense Total							\$ (10,125.00)
380			\$ (15,683.00)	\$ (7,655.00)	1871 Total Net							\$ (6,245.00)
381												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
382	INSTRUCTOR DEVELOPMENT - 1872											
383	INCOME											
384	463.2	Registration	\$ 585.00	\$ 585.00	Instructor Forum (3 hours)	\$ 39.00	registration fee	15	registrants	1	class	\$ 585.00
385			\$ 395.00	\$ 395.00	Instructor Skills IDW	\$ 69.00	registration fee	8	registrants	1	class	\$ 552.00
386			\$ 735.00	\$ 735.00	Instructor Skills IDW	\$ 49.00	AAR Cadre reg. fee	12	registrants	1	class	\$ 588.00
387			\$ 1,715.00	\$ 1,715.00	1872 Income Total							\$ 1,725.00
388	EXPENSE											
389	EXPENSE											
390	605	Awards/Gifts	\$ -		Excellence in Education Award	\$ (200.00)	plaque	1	time	1	time	\$ (200.00)
391	630	Catering/Hotel	\$ (200.00)	\$ (113.70)	Instructor Skills IDW - snacks	\$ (12.00)	coffee/snacks	20	registrants	1	class	\$ (240.00)
392			\$ (150.00)	\$ (150.00)	Instructor Forum - snacks	\$ (12.00)	coffee/snack	15	registrants	1	forum	\$ (180.00)
393	639	Dues	\$ (150.00)	\$ (150.00)	REEA membership	\$ (150.00)	annual	1	membership	1	annual	\$ (150.00)
394	770	Supplies	\$ (500.00)	\$ (300.00)	Materials/Resources	\$ (500.00)	annual	1	time	1	time	\$ (500.00)
395	787	Speaker Fees	\$ (2,500.00)	\$ (2,500.00)	Instructor Skills IDW	\$ (2,500.00)	fee	1	class	1	time	\$ (2,500.00)
396			\$ (400.00)		Teaching Tip Webinar Recording	\$ -						\$ -
397			\$ (3,500.00)	\$ (3,500.00)	Live Streaming Instructor Workshop	\$ (3,500.00)	fee	1	seminar	1	time	\$ (3,500.00)
398			\$ (100.00)	\$ (100.00)	Instructor Forum	\$ (100.00)	honorarium	1	time	1	time	\$ (100.00)
399	810	Professional/Contract Fees	\$ (1,500.00)	\$ (1,395.00)	Scholarship to Bob Pike Bootcamp	\$ (1,600.00)	scholarship	1	instructor	1	time	\$ (1,600.00)
400			\$ (1,000.00)	\$ (1,000.00)	Training Programs/Webinars/Conferences	\$ -			webinars	1	time	\$ -
401			\$ -		Trainer Webinars	\$ (75.00)		8	webinars	1	time	\$ (600.00)
402	860	Conferences	\$ (1,600.00)	\$ (1,445.00)	Training Magazine Conference - Registration	\$ (1,600.00)	fee	1	webinars	1	time	\$ (1,600.00)
403			\$ (450.00)	\$ (450.00)	REEA Convention - registration	\$ (450.00)	fee	1	registration	1	time	\$ (450.00)
404			\$ (24.00)		Instructor Forum/IDW - Mileage	\$ (12.00)	mileage	2	mileage	1	staff	\$ (24.00)
405			\$ (600.00)	\$ (600.00)	REEA Convention - Hotel	\$ (300.00)	per night	2	nights	1	staff	\$ (600.00)
406			\$ (150.00)	\$ (150.00)	REEA Convention - Daily Expense	\$ (75.00)	per day	2	days	1	staff	\$ (150.00)
407			\$ (400.00)	\$ (400.00)	REEA Convention - Airfare (Atlanta)	\$ (400.00)	airfare	1	flight	1	staff	\$ (400.00)
408			\$ (825.00)	\$ (559.70)	Training Magazine Conference - Hotel	\$ (275.00)	room	3	nights	1	staff	\$ (825.00)
409			\$ (400.00)	\$ (441.60)	Training Magazine Conference - Airfare	\$ (400.00)	flight	1	flight	1	staff	\$ (400.00)
410			\$ (150.00)	\$ (92.21)	Training Magazine Conference - Daily Expense	\$ (75.00)	per day	2	days	1	staff	\$ (150.00)
411			\$ (14,599.00)	\$ (13,347.21)	1872 Expense Total							\$ (14,169.00)
412			\$ (12,884.00)	\$ (11,632.21)	1872 Total Net							\$ (12,444.00)

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
413	BROKER UNIVERSITY - 1875											
414	INCOME											
415	460.1	Registration	\$ 1,650.00	\$1,650.00	BMC (package) live streaming	\$ 55.00	registration fee	2	offering	30	students	\$ 3,300.00
416			\$ 5,530.00		Broker Summit (live attendees)	\$ -						\$ -
417			\$ 7,180.00	\$ 1,650.00	1875 Income Total							\$ 3,300.00
418	EXPENSE											
419	EXPENSE											
420	605	Awards/Gifts	\$ (100.00)	\$ (50.00)	Broker Webinar Appreciation	\$ (25.00)	gift cards	2	webinars	2	guests	\$ (100.00)
421	630	Catering/Hotel	\$ (96.00)		Broker Brief Webinars - speaker lunch	\$ -						\$ -
422			\$ -		Broker Forums	\$ (15.00)	coffee/snacks	4	forums	24	attendees	\$ (1,440.00)
423			\$ (30.00)	\$ (30.00)	BMC Live Streamed - instructor lunch	\$ (18.00)	meal	2	days	2	offerings	\$ (72.00)
424			\$ (4,125.00)		Broker Summit - Meal Package	\$ -						\$ -
425			\$ (2,500.00)		Broker Summit - Audio/Visual, Room Rental	\$ -						\$ -
426			\$ (200.00)		Workgroup/Task Force Meetings	\$ -						\$ -
427	770	Supplies	\$ (600.00)		Broker Outreach	\$ -	each					\$ -
428			\$ (300.00)		Summit Supplies	\$ -	each					\$ -
429			\$ -		Broker Forum Materials	\$ (9.99)	each	24	attendees	4	forums	\$ (959.04)
430	780	Postage	\$ (360.00)	\$ (360.00)	Ship Materials to Remote Locations	\$ (60.00)	shipments	6	locations	2	time	\$ (720.00)
431	787	Speaker Fees	\$ (1,125.00)	\$ (1,125.00)	BMC - Speaker Fee	\$ (125.00)	per hours	9	hours	2	offering	\$ (2,250.00)
432	810	Professional/Contract Fees	\$ (900.00)	\$ (900.00)	Mack in Minute - Video Editing	\$ (200.00)	per quarter	4	quarters	1	time	\$ (800.00)
433			\$ (300.00)	\$ (300.00)	BMC Live Streamed Revenue Fee Share	\$ (10.00)	fee	30	students	2	offerings	\$ (600.00)
434			\$ (150.00)		Broker Webinar Recording Edits	\$ (75.00)	hour	2	webinars	1	hour	\$ (150.00)
435			\$ (125.00)		ASCAP/BMI Music License for Summit	\$ -						\$ -
436			\$ (450.00)		Video promo commercial production	\$ -						\$ -
437	867.2	Staff Travel	\$ (24.00)		Mileage to Broker Summit location	\$ -						\$ -
438			\$ (11,385.00)	\$ (2,765.00)	1875 Expense Total							\$ (7,091.04)
439			\$ (4,205.00)	\$ (1,115.00)	1875 Total Net							\$ (3,791.04)
440			\$ (791,980.00)	\$ (706,645.30)		TOTAL (EXPENSE)						\$ (831,544.56)
441			\$ 348,257.00	\$ 363,304.00		TOTAL INCOME						\$ 318,390.00
442			\$ (443,723.00)	\$ (343,341.30)		TOTAL NET (EXPENSE)/INCOME						\$ (513,154.56)

OPERATIONS & STRATEGIC INITIATIVES SUMMARY				
2019 Approved	2019 Projections	Code		2020
PROJECTED INCOME				
\$ 10,000.00	\$ 75,000.00	410	INTEREST	\$ 35,000.00
\$ 102,834.40	\$ 70,157.30	415	RENTS	\$ 77,611.72
\$ 9,535,170.00	\$ 9,762,300.00	430	INCOME	\$ 9,725,550.00
\$ 1,000.00	\$ 2,000.00	435	LAW BOOK SALES	\$ 1,000.00
\$ 4,500.00	\$ 188,000.00	497	MISCELLANEOUS INCOME	\$ 10,000.00
\$ 9,653,504.40	\$ 10,097,457.30		TOTAL PROJECTED INCOME	\$ 9,849,161.72
PROJECTED DIRECT (EXPENSES)				
\$ (3,256,500.00)	\$ -	500	SALARIES/BENEFITS	\$ (3,412,035.00)
\$ (7,000.00)	\$ (2,000.00)	540	STAFF DEVELOPMENT	\$ (5,000.00)
\$ (11,275.00)	\$ (8,775.00)	605	AWARDS/GIFTS	\$ (11,275.00)
\$ (106,600.32)	\$ (41,965.00)	621	REPAIRS/MAINTENANCE	\$ (62,355.00)
\$ (121,950.06)	\$ (65,500.00)	623	UTILITIES	\$ (71,245.00)
\$ (6,500.00)	\$ (6,362.00)	624	INSURANCE	\$ (6,500.00)
\$ (63,000.00)	\$ (63,000.00)	625	DEBT RETIREMENT/TAXES	\$ (63,000.00)
\$ (46,350.00)	\$ (36,195.00)	630	CATERING/HOTEL	\$ (86,050.00)
\$ -	\$ -	631	COMPUTER SERVICES & EXPENSES	\$ (1,300.00)
\$ (2,500.00)	\$ -	632	COPYING	\$ (2,500.00)
\$ (60,103.00)	\$ (58,419.00)	639	DUES/COMMITMENTS	\$ (56,650.00)
\$ (43,710.00)	\$ (52,656.00)	640	EQUIPMENT MAINTENANCE/RENTAL	\$ (6,110.00)
\$ (267,000.00)	\$ (246,711.00)	690	EFT/CREDIT CARD FEES (MISCELLANEOUS)	\$ (267,000.00)
\$ (300,912.00)	\$ (300,912.00)	700	DEPRECIATION	\$ (276,760.00)
\$ (1,755,005.00)	\$ (1,755,005.00)	750	RESERVE FUNDING	\$ (1,841,220.00)
\$ (28,560.00)	\$ (10,800.00)	770	SUPPLIES	\$ (15,465.00)
\$ (8,664.00)	\$ (3,560.00)	780	POSTAGE	\$ (3,642.00)
\$ (4,000.00)	\$ (550.00)	781	PRINTING	\$ (1,200.00)
\$ (42,500.00)	\$ (39,040.00)	786	PROMOTION	\$ (42,500.00)
\$ (600.00)	\$ (500.00)	788	STAFF EXPENSE	\$ (500.00)
\$ (4,000.00)	\$ -	800	TAXES/PERSONAL PROPERTY TAX	\$ -
\$ (500.00)	\$ (200.00)	804	RENTAL TAXES	\$ (500.00)
\$ (143,245.00)	\$ (109,978.00)	810	PROFESSIONAL/CONTRACT FEES	\$ (147,923.00)
\$ (73,000.00)	\$ (10,411.00)	850	TELEPHONE	\$ (15,000.00)
\$ (24,649.00)	\$ (14,318.00)	860	CONFERENCES	\$ (23,875.00)
\$ (168,588.00)	\$ (135,828.00)	867	TRAVEL (CEO/EXCOM/Officer/Other)	\$ (163,272.00)
\$ (6,546,711.38)	\$ (2,962,685.00)		TOTAL DIRECT (EXPENSES)	\$ (6,582,877.00)
\$ 3,106,793.02	\$ 7,134,772.30		TOTAL NET (EXPENSES)/INCOME	\$ 3,266,284.72

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L
1	Code		2019 Approved	2019 Projections		Rate	Item	Qty	Item	Qty	Item	2020 Total
2	GENERAL OVERHEAD - 1000											
3	INCOME											
4	410	Gain on investments	\$ 10,000.00	\$ 75,000.00	RMA - Money Market Holding Account	\$ 35,000.00	interest	1	time	1	year	\$ 35,000.00
5	435	Law book sales	\$ 1,000.00	\$ 2,000.00	Law Book Sales	\$ 1,000.00		1		1		\$ 1,000.00
6	497	Miscellaneous Income	\$ 4,500.00	\$ 188,000.00	Miscellaneous Income	\$ 10,000.00		1		1		\$ 10,000.00
7			\$ 15,500.00	\$ 265,000.00	1000 Income Total							\$ 46,000.00
8												
9	EXPENSE											
10	540	Staff Development	\$ (7,000.00)	\$ (2,000.00)	General Training - Workshop (CMLS Convention, etc.)	\$ (5,000.00)	miscellaneous	1	time	1	time	\$ (5,000.00)
11	605	Awards/Gifts	\$ (3,500.00)	\$ (4,500.00)	Staff Recognition (Birthdays, Holiday party, etc.)	\$ (3,500.00)		1		1		\$ (3,500.00)
12			\$ (1,000.00)		Miscellaneous/Members (flowers, funerals, etc.)	\$ (1,000.00)		1		1		\$ (1,000.00)
13	631	Computer Service & Expense	\$ -		Miscellaneous Computer Expenses	\$ (800.00)		1		1		\$ (800.00)
14	639	Dues/Commitments	\$ -	\$ (4,210.00)	Miscellaneous (Notary Bond , etc.) - Renew in 2021	\$ -		1		1		\$ -
15			\$ (100.00)		AZ Corporation Commission (fee/letters of good standing)	\$ (50.00)		1		1		\$ (50.00)
16			\$ (50.00)		Phoenix Privilege Fee	\$ (50.00)		1		1		\$ (50.00)
17			\$ (135.00)		Costco Membership	\$ (135.00)		1		1		\$ (135.00)
18			\$ (350.00)		ASAE Dues	\$ (350.00)		1		1		\$ (350.00)
19			\$ (1,400.00)		Law Book Royalties	\$ (500.00)		1		1		\$ (500.00)
20			\$ (3,000.00)		Surety Bond - Renews June 2019	\$ -		1		1		\$ -
21	640	Equipment Maintenance/Rental	\$ (1,000.00)	\$ (52,656.00)	Non-agreement Repairs	\$ (1,000.00)		1		1		\$ (1,000.00)
22			\$ (410.00)		Postage Machine	\$ (110.00)		1		1		\$ (110.00)
23			\$ (42,300.00)		Copier and Printer Leases	\$ (5,000.00)		1		1		\$ (5,000.00)
24	690	EFT/Credit Card Fees (Miscellaneous)	\$ (250,000.00)	\$ (246,711.00)	NAR EFT Fees (2.45% of \$190 *51,145 members) + RAPAC billing	\$ (250,000.00)		1		1		\$ (250,000.00)
25			\$ (16,500.00)		Electronic Check Fees for Dues Paid Through eCommerce	\$ (16,500.00)		1		1		\$ (16,500.00)
26			\$ (500.00)		Stop Payment Fees, NSF Items	\$ (500.00)		1		1		\$ (500.00)
27	770	Supplies	\$ (19,000.00)	\$ (10,800.00)	General (labels, scantron, badges, soda, paper, etc.)	\$ (8,500.00)		1		1		\$ (8,500.00)
28			\$ (1,560.00)		Coffee (Parks & Co.)	\$ (43.75)		12		1		\$ (525.00)
29			\$ (3,300.00)		Bottled Water/Coolers (Ready Refresh by Nestle)	\$ (145.00)		12		1		\$ (1,740.00)
30			\$ (2,000.00)		Checks/Invoices	\$ (2,000.00)		1		1		\$ (2,000.00)
31	781	Printing	\$ (4,000.00)	\$ (550.00)	Business Cards/Notes, Letterhead, Envelopes	\$ (1,200.00)		1		1		\$ (1,200.00)
32	788	Staff Expense	\$ (600.00)	\$ (500.00)	Employee/Line Officer Headshots	\$ (500.00)		1		1		\$ (500.00)
33	800	Taxes/Personal Property	\$ (4,000.00)	\$ -	Personal Property Tax/Use Tax	\$ -		1		1		\$ -
34	810	Professional/Contract Fees	\$ (600.00)	\$ (39,825.00)	Paper Shredding	\$ (25.00)		12	months	1	time	\$ (300.00)
35			\$ (34,500.00)		Annual Audit	\$ (38,000.00)		1		1		\$ (38,000.00)
36			\$ (7,500.00)		Organizational Assessment	\$ (5,000.00)		1		1		\$ (5,000.00)
37			\$ (1,620.00)		125 Plan Admin. (Wage Works)	\$ (84.00)	month	12	months	1	time	\$ (1,008.00)
38			\$ -		QuickBooks Software & Hosting	\$ (475.00)	month	12	months	1	time	\$ (5,700.00)
39			\$ (450.00)		Basecamp Fees	\$ (500.00)		1		1		\$ (500.00)
40	850	Telephone	\$ (73,000.00)	\$ (10,411.00)	Long Distance, Data Lines, Mobile, Monthly Lines, & Internet	\$ (15,000.00)		1		1		\$ (15,000.00)
41	867.2	Staff Travel	\$ (500.00)	\$ (100.00)	Staff Mileage	\$ (250.00)		1		1		\$ (250.00)
42			\$ (479,875.00)	\$ (372,263.00)	1000 Expense Total							\$ (364,718.00)
43												

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L	
44	RESERVE FUNDING - 1100												
45	EXPENSE												
46	700	Depreciation	\$ (300,912.00)	\$ (300,912.00)	2019 Capital Depreciation 3100 (based on 100% of 2018 Audit)	\$ (276,760)	depreciation		1	time	1	time	\$ (276,760.00)
47	750	Reserve Funding	\$ (1,755,005.00)	\$ (1,755,005.00)	Issues Mobilization (Realtor Party)	\$ (35.00)			51,145	members	1	time	\$ (1,790,075.00)
48					Operating Reserve	\$ (1.00)			51,145	members		time	\$ (51,145.00)
49					Issues Mobilization	\$ -				members			\$ -
50			\$ (2,055,917.00)	\$ (2,055,917.00)	1100 Total								\$ (2,117,980.00)
51													
52	DUES - 1400												
53	INCOME												
54	430	Income	\$ 9,527,170.00	\$ 9,753,500.00	Represents +2% from 2019 budget	\$ 190.00	year		51,145	members	1	time	\$ 9,717,550.00
55					FPU's of 50,143 to 51,145 FPU's								
56			\$ 8,000.00	\$ 8,800.00	Affiliate Dues	\$ 8,000.00			1	time	1	time	\$ 8,000.00
57			\$ 9,535,170.00	\$ 9,762,300.00	1400 Total								\$ 9,725,550.00
58													
59													
60	OPERATIONS SUPPORT - 1901												
61	EXPENSE												
62	630	Catering/Hotel	\$ (2,000.00)	\$ (2,000.00)	Staff Meetings	\$ (2,000.00)			1		1	staff	\$ (2,000.00)
63	631	Computer Services & Expense	\$ -		Computer Accessories	\$ (500.00)			1		1		\$ (500.00)
64	632	Copying	\$ (2,500.00)		Operations Copies	\$ (2,500.00)	annually		1	time	1	time	\$ (2,500.00)
65	639	Dues/Commitments	\$ (4,000.00)	\$ (4,209.00)	CEO State Bar Dues/CLE Fees	\$ (4,000.00)	annually		1	time	1	CEO	\$ (4,000.00)
66			\$ (925.00)		CMLS Membership	\$ -	annually		1	time	1	CEO	\$ -
67			\$ -		Arizona's Finest Lawyers Dues	\$ (420.00)	annually		1	time	1	CEO	\$ (420.00)
68	780	Postage	\$ (1,664.00)	\$ (3,560.00)	UPS (weekly pick-up fee)	\$ (8.50)	week		52	weeks	1	svc chg	\$ (442.00)
69			\$ (7,000.00)		Postage (all programs and general office)	\$ (3,200.00)	annually		1	time	1	time	\$ (3,200.00)
70	786	Promotion	\$ (5,000.00)	\$ (9,040.00)	Association Events/Incentives	\$ (5,000.00)	fee		1	time	1	time	\$ (5,000.00)
71			\$ (2,500.00)		Flair	\$ (2,500.00)	annually		1	time	1	time	\$ (2,500.00)
72			\$ (5,000.00)		Sponsorships	\$ (5,000.00)			1	time	1	time	\$ (5,000.00)
73	810	Professional/Contrcts	\$ -	\$ -	Outside Legal	\$ (5,000.00)	annually		1	time	1	time	\$ (5,000.00)
74	867.2	Staff Travel	\$ (800.00)	\$ (800.00)	In-state Travel	\$ (800.00)	travel		1	time	1	staff	\$ (800.00)
75			\$ (31,389.00)	\$ (19,609.00)	1901 Total								\$ (31,362.00)
76													
77	ASSOCIATION RELATIONS - 1903												
78	EXPENSE												
79	630	Catering/Hotel	\$ (5,000.00)	\$ (15,000.00)	AE Workshop - Catering	\$ (5,000.00)	breakfast/dinner		1	time	1	workshop	\$ (5,000.00)
80			\$ (2,000.00)		AE Lunches/Breakfasts at AAR Meetings	\$ (1,000.00)	lunch		2	lunches	1	time	\$ (2,000.00)
81			\$ (2,500.00)		AEI State Night Out Dinner	\$ (3,000.00)	dinner		1	time	1	dinner	\$ (3,000.00)
82			\$ (6,000.00)		Past Presidents Dinner	\$ (6,000.00)			1		1		\$ (6,000.00)
83			\$ -		NAR Leadership Summit Night Out	\$ (3,000.00)	dinner		1	time	1	dinner	\$ (3,000.00)
84	786	Promotion	\$ (5,000.00)	\$ (5,000.00)	Association Relations/Promotion/Line Officer Hosting	\$ (5,000.00)			1		1		\$ (5,000.00)
85	867.2	Staff Travel	\$ (900.00)	\$ (500.00)	AE Workshop - AAR Staff Hotel	\$ (150.00)	night		1	nights	6	staff	\$ (900.00)
86			\$ (900.00)		AE Workshop - AAR Staff Mileage (Senior VPs)	\$ (150.00)			1	time	6	staff	\$ (900.00)
87			\$ (2,000.00)		Office/Staff to Association Events	\$ (2,000.00)			1		1		\$ (2,000.00)
88			\$ (24,300.00)	\$ (20,500.00)	1903 Total								\$ (27,800.00)
89													

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L
90	NATIONAL MEETINGS - 1905											
91	EXPENSE											
92	630	Catering/Hotel	\$ (3,300.00)	\$ (895.00)	AZ Reception at Region XI Conference (Las Vegas, NV)	\$ (110.00)	attendees	30	each	1	event	\$ (3,300.00)
93	639	Dues/Commitments	\$ (50,143.00)	\$ (50,000.00)	Region XI dues	\$ (1.00)		51145	members	1	time	\$ (51,145.00)
94	860	Conferences	\$ (2,400.00)	\$ (13,790.00)	Operations Staff - NAR AEI - March (San Diego) - Hotel	\$ (275.00)	night	4	nights	2	staff	\$ (2,200.00)
95			\$ (1,000.00)		Operations Staff - NAR AEI - March (San Diego) - Daily Expense	\$ (150.00)	per diem	5	days	2	staff	\$ (1,500.00)
96			\$ (700.00)		Operations Staff - NAR AEI - March (San Diego) - Airfare	\$ (250.00)	airfare	1	traveler	2	staff	\$ (500.00)
97			\$ (1,050.00)		Operations Staff - NAR AEI - March (San Diego) - Registration	\$ (525.00)	registration	1	registration	2	staff	\$ (1,050.00)
98			\$ (3,200.00)		Operations Staff - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	5	nights	2	staff	\$ (3,200.00)
99			\$ (2,400.00)		Operations Staff - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	6	days	2	staff	\$ (2,400.00)
100			\$ (1,200.00)		Operations Staff - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	1	traveler	2	staff	\$ (1,200.00)
101			\$ (2,560.00)		Operations Staff - NAR EXPO - November (New Orleans, LA) - Hotel	\$ (275.00)	night	4	nights	2	staff	\$ (2,200.00)
102			\$ (2,000.00)		Operations Staff - NAR EXPO - November (New Orleans, LA) - Daily Expense	\$ (150.00)	per diem	5	days	2	staff	\$ (1,500.00)
103			\$ (1,200.00)		Operations Staff - NAR EXPO - November (New Orleans, LA) - Airfare	\$ (450.00)	airfare	1	traveler	2	staff	\$ (900.00)
104			\$ (900.00)		Operations Staff - NAR EXPO - November (New Orleans, LA) - Registration	\$ (450.00)	registration	1	registration	2	staff	\$ (900.00)
105	867	Travel	\$ (1,000.00)	\$ (73,794.00)	Airfare Increase Pool - National Travel	\$ (1,000.00)	miscellaneous	1	pool	1	pool	\$ (1,000.00)
106			\$ (1,200.00)		AE Institute - March (San Diego) - Hotel	\$ (275.00)	night	4	nights	1	CEO	\$ (1,100.00)
107			\$ (500.00)		AE Institute - March (San Diego) - Daily Expense	\$ (150.00)	per diem	5	days	1	CEO	\$ (750.00)
108			\$ (350.00)		AE Institute - March (San Diego) - Airfare	\$ (250.00)	airfare	1	traveler	1	CEO	\$ (250.00)
109			\$ (575.00)		AE Institute - March (San Diego) - Registration	\$ (575.00)	registration	1	time	1	CEO	\$ (575.00)
110			\$ (400.00)		Meeting with NAR CEO - Daily Expense	\$ (200.00)	per diem	2	days	1	CEO	\$ (400.00)
111			\$ (490.00)		Region XI Conference - April (Las Vegas, NV) - Hotel	\$ (250.00)	night	2	nights	1	CEO	\$ (500.00)
112			\$ (150.00)		Region XI Conference - April (Las Vegas, NV) - Daily Expense	\$ (150.00)	per diem	3	days	1	CEO	\$ (450.00)
113			\$ -		Region XI Conference - April (Las Vegas, NV) - Airfare	\$ (250.00)	airfare	1	traveler	1	CEO	\$ (250.00)
114			\$ (2,240.00)		NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	CEO	\$ (2,240.00)
115			\$ (1,600.00)		NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	CEO	\$ (1,600.00)
116			\$ (1,200.00)		NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	CEO	\$ (1,200.00)
117			\$ (700.00)		State AE Meeting - June - Hotel	\$ (350.00)	night	2	nights	1	CEO	\$ (700.00)
118			\$ (200.00)		State AE Meeting - June - Daily Expense	\$ (100.00)	per diem	2	days	1	CEO	\$ (200.00)
119			\$ (600.00)		State AE Meeting - June - Airfare	\$ (600.00)	airfare	1	traveler	1	CEO	\$ (600.00)
120			\$ (250.00)		State AE Meeting - June - Registration	\$ (250.00)	registration	1	time	1	CEO	\$ (250.00)
121			\$ (450.00)		NAR Leadership Summit - August (Chicago) - Daily Expense	\$ (150.00)	per diem	3	days	1	CEO	\$ (450.00)
122			\$ (450.00)		NAR Leadership Summit - August (Chicago) - Airfare	\$ (450.00)	airfare	1	traveler	1	CEO	\$ (450.00)
123			\$ (1,920.00)		NAR EXPO - November (New Orleans, LA) - Hotel	\$ (275.00)	night	6	nights	1	CEO	\$ (1,650.00)
124			\$ (1,200.00)		NAR EXPO - November (New Orleans, LA) - Daily Expense	\$ (150.00)	per diem	6	days	1	CEO	\$ (900.00)
125			\$ (1,200.00)		NAR EXPO - November (New Orleans, LA) - Airfare	\$ (450.00)	airfare	2	travelers	1	CEO	\$ (900.00)
126			\$ (450.00)		NAR EXPO - November (New Orleans, LA) - Registration	\$ (450.00)	registration	1	time	1	CEO	\$ (450.00)
127			\$ (1,500.00)		President - Misc. (registration fees, function tickets, etc.)	\$ (1,500.00)	miscellaneous	1	pool	1	Pres	\$ (1,500.00)
128			\$ (490.00)		President - Region XI Conf. - April (Las Vegas, NV) - Hotel	\$ (250.00)	night	2	nights	1	Pres	\$ (500.00)
129			\$ (150.00)		President - Region XI Conf. - April (Las Vegas, NV) - Daily Expense	\$ (150.00)	per diem	3	days	1	Pres	\$ (450.00)
130			\$ -		President - Region XI Conf. - April (Las Vegas, NV) - Airfare	\$ (250.00)	airfare	1	traveler	1	Pres	\$ (250.00)
131			\$ (2,240.00)		President - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Pres	\$ (2,240.00)
132			\$ (1,600.00)		President - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	Pres	\$ (1,600.00)
133			\$ (1,200.00)		President - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	Pres	\$ (1,200.00)
134			\$ (1,920.00)		President - NAR EXPO - November (New Orleans, LA) - Hotel	\$ (275.00)	night	6	nights	1	Pres	\$ (1,650.00)
135			\$ (1,200.00)		President - NAR EXPO - November (New Orleans, LA) - Daily Expense	\$ (150.00)	per diem	6	days	1	Pres	\$ (900.00)
136			\$ (1,200.00)		President - NAR EXPO - November (New Orleans, LA) - Airfare	\$ (450.00)	airfare	2	travelers	1	Pres	\$ (900.00)
137			\$ (1,200.00)		President-elect - Misc. (registration fees, function tickets, etc.)	\$ (1,200.00)	miscellaneous	1	pool	1	Pres-elect	\$ (1,200.00)
138			\$ (490.00)		President-elect - Region XI Conf. - April (Las Vegas, NV) - Hotel	\$ (250.00)	night	2	nights	1	Pres-elect	\$ (500.00)
139			\$ (150.00)		President-elect - Region XI Conf. - April (Las Vegas, NV) - Daily Expense	\$ (150.00)	per diem	3	days	1	Pres-elect	\$ (450.00)
140			\$ -		President-elect - Region XI Conf. - April (Las Vegas, NV) - Airfare	\$ (250.00)	airfare	1	traveler	1	Pres-elect	\$ (250.00)
141			\$ (2,240.00)		President-elect - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Pres-elect	\$ (2,240.00)
142			\$ (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)
143			\$ (1,200.00)		President-elect - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	Pres-elect	\$ (1,200.00)
144			\$ (450.00)		President-elect - NAR Leadership Summit - Aug. (Chicago) - Daily Expense	\$ (150.00)	per diem	3	days	1	Pres-elect	\$ (450.00)
145			\$ (450.00)		President-elect - NAR Leadership Summit - Aug. (Chicago) - Airfare	\$ (450.00)	airfare	1	traveler	1	Pres-elect	\$ (450.00)
146			\$ (1,920.00)		President-elect - NAR EXPO - November (New Orleans, LA) - Hotel	\$ (275.00)	night	6	nights	1	Pres-elect	\$ (1,650.00)
147			\$ (1,200.00)		President-elect - NAR EXPO - November (New Orleans, LA) - Daily Expense	\$ (150.00)	per diem	6	days	1	Pres-elect	\$ (900.00)
148			\$ (1,200.00)		President-elect - NAR EXPO - November (New Orleans, LA) - Airfare	\$ (450.00)	airfare	2	travelers	1	Pres-elect	\$ (900.00)
149			\$ (1,200.00)		First VP - Misc. (registration fees & function tickets)	\$ (1,200.00)	miscellaneous	1	pool	1	First VP	\$ (1,200.00)
150			\$ (490.00)		First VP - Region XI Conference - April (Las Vegas, NV) - Hotel	\$ (250.00)	night	2	nights	1	First VP	\$ (500.00)
151			\$ (150.00)		First VP - Region XI Conference - April (Las Vegas, NV) - Daily Expense	\$ (150.00)	per diem	3	days	1	First VP	\$ (450.00)
152			\$ -		First VP - Region XI Conference - April (Las Vegas, NV) - Airfare	\$ (250.00)	airfare	1	traveler	1	First VP	\$ (250.00)
153			\$ (2,240.00)		First VP - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	First VP	\$ (2,240.00)
154			\$ (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)
155			\$ (1,200.00)		First VP - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	First VP	\$ (1,200.00)

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L
156			\$ (1,920.00)		First VP - NAR EXPO - November (New Orleans, LA) - Hotel	\$ (275.00)	night	6	nights	1	First VP	\$ (1,650.00)
157			\$ (1,200.00)		First VP - NAR EXPO - November (New Orleans, LA) - Daily Expense	\$ (150.00)	per diem	6	days	1	First VP	\$ (900.00)
158			\$ (1,200.00)		First VP - NAR EXPO - November (New Orleans, LA) - Airfare	\$ (450.00)	airfare	2	travelers	1	First VP	\$ (900.00)
159			\$ (1,200.00)		Treasurer - Misc. (registration fees & function tickets)	\$ (1,200.00)	miscellaneous	1	pool	1	Treasurer	\$ (1,200.00)
160			\$ (490.00)		Treasurer - Region XI Conference - April (Las Vegas, NV) - Hotel	\$ (250.00)	night	2	nights	1	Treasurer	\$ (500.00)
161			\$ (150.00)		Treasurer - Region XI Conference - April (Las Vegas, NV) - Daily Expense	\$ (150.00)	per diem	3	days	1	Treasurer	\$ (450.00)
162			\$ -		Treasurer - Region XI Conference - April (Las Vegas, NV) - Airfare	\$ (250.00)	airfare	1	traveler	1	Treasurer	\$ (250.00)
163			\$ (2,240.00)		Treasurer - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Treasurer	\$ (2,240.00)
164			\$ (1,600.00)		Treasurer - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	Treasurer	\$ (1,600.00)
165			\$ (1,200.00)		Treasurer - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	Treasurer	\$ (1,200.00)
166			\$ (1,920.00)		Treasurer - NAR EXPO - November (New Orleans, LA) - Hotel	\$ (275.00)	night	6	nights	1	Treasurer	\$ (1,650.00)
167			\$ (1,200.00)		Treasurer - NAR EXPO - November (New Orleans, LA) - Daily Expense	\$ (150.00)	per diem	6	days	1	Treasurer	\$ (900.00)
168			\$ (1,200.00)		Treasurer - NAR EXPO - November (New Orleans, LA) - Airfare	\$ (450.00)	airfare	2	travelers	1	Treasurer	\$ (900.00)
169			\$ -		Immediate Past President - Region XI Conference - April (Las Vegas, NV) - Hotel	\$ (250.00)	night	2	nights	1	First VP	\$ (500.00)
170			\$ -		Immediate Past President - Region XI Conference - April (Las Vegas, NV) - Daily Expense	\$ (150.00)	per diem	3	days	1	First VP	\$ (450.00)
171			\$ -		Immediate Past President - Region XI Conference - April (Las Vegas, NV) - Airfare	\$ (250.00)	airfare	1	traveler	1	First VP	\$ (250.00)
172			\$ (2,240.00)		Immediate Past President - NAR Legislative - May (D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Past Pres	\$ (2,240.00)
173			\$ (1,600.00)		Immediate Past President - NAR Legislative - May (D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	Past Pres	\$ (1,600.00)
174			\$ (600.00)		Immediate Past President - NAR Legislative - May (D.C.) - Airfare	\$ (600.00)	airfare	1	traveler	1	Past Pres	\$ (600.00)
175			\$ (1,920.00)		Immediate Past President - NAR EXPO - November (New Orleans, LA) - Hotel	\$ (275.00)	night	6	nights	1	Past Pres	\$ (1,650.00)
176			\$ (1,200.00)		Immediate Past President - NAR EXPO - November (New Orleans, LA) - Daily Expense	\$ (150.00)	per diem	6	days	1	Past Pres	\$ (900.00)
177			\$ (600.00)		Immediate Past President - NAR EXPO - November (New Orleans, LA) - Airfare	\$ (450.00)	airfare	1	traveler	1	Past Pres	\$ (450.00)
178			\$ (450.00)		Immediate Past President - NAR EXPO - November (New Orleans, LA) - Registration	\$ (450.00)	registration	1	time	1	Past Pres	\$ (450.00)
179			\$ (8,650.00)		Region XI 2019 RVP travel expenses	\$ -		1	year	1	RVP	\$ -
180			\$ (2,240.00)		NAR Director(s) - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Director	\$ (2,240.00)
181			\$ (1,600.00)		NAR Director(s) - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	Director	\$ (1,600.00)
182			\$ (600.00)		NAR Director(s) - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	1	traveler	1	Director	\$ (600.00)
183			\$ (1,920.00)		NAR Director(s) - NAR EXPO - November (New Orleans, LA) - Hotel	\$ (275.00)	night	6	nights	1	Director	\$ (1,650.00)
184			\$ (1,200.00)		NAR Director(s) - NAR EXPO - November (New Orleans, LA) - Daily Expense	\$ (150.00)	per diem	6	days	1	Director	\$ (900.00)
185			\$ (600.00)		NAR Director(s) - NAR EXPO - November (New Orleans, LA) - Airfare	\$ (450.00)	airfare	1	traveler	1	Director	\$ (450.00)
186			\$ (450.00)		NAR Director(s) - NAR EXPO - November (New Orleans, LA) - Registration	\$ (450.00)	registration	1	time	1	Director	\$ (450.00)
187			\$ (384.00)		Region 11 VP - Leadership Conference	\$ (255.00)	hotel	2	nights	1	member	\$ (510.00)
188			\$ (1,220.00)		Region 11 VP - Arizona REALTOR® Convention	\$ (321.00)	hotel	4	nights	1	member	\$ (1,284.00)
189			\$ (1,000.00)		National/Regional Expenses	\$ (1,000.00)		1	pool	1	pool	\$ (1,000.00)
190			\$ (163,652.00)	\$ (138,479.00)	1905 Total							\$ (153,394.00)
191												

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L
192	EXECUTIVE COMMITTEE SUPPORT - 1920											
193	EXPENSE											
194	605	Awards/Gifts	\$ (175.00)	\$ (4,275.00)	Permanent Plaque Plates	\$ (175.00)			1		1	\$ (175.00)
195			\$ (1,500.00)		DSA & Vision Award	\$ (1,500.00)			1		1	\$ (1,500.00)
196			\$ (2,500.00)		President's Gift/Plaque	\$ (2,500.00)			1		1	\$ (2,500.00)
197			\$ (100.00)		President-elect's Gavel	\$ (100.00)			1		1	\$ (100.00)
198			\$ (2,500.00)		Recognition	\$ (2,500.00)			1		1	\$ (2,500.00)
199	630	Catering/Hotel	\$ (2,200.00)	\$ (18,300.00)	Planning Session - April (Audio/Visual, Room Rental, Internet)	\$ (2,200.00)			1		1	\$ (2,200.00)
200			\$ (600.00)		Planning Session - April (Resort Charge)	\$ (600.00)			1		1	\$ (600.00)
201			\$ (12,000.00)		Planning Session - April (Meals)	\$ (12,000.00)			1		1	\$ (12,000.00)
202			\$ (2,000.00)		Planning Session Deposits	\$ (4,000.00)			1		1	\$ (4,000.00)
203			\$ (2,000.00)		Planning Session for 2021 Deposit - Pay in December 2019	\$ -						\$ -
204			\$ -		Governance Meetings - March (Audio/Visual, Room Rental, Internet)	\$ (6,000.00)			1		1	\$ (6,000.00)
205			\$ -		Governance Meetings - March (Meals)	\$ (30,200.00)			1		1	\$ (30,200.00)
206			\$ (2,250.00)		ExCom Meeting - Lunches	\$ (450.00)		5 meetings			1	\$ (2,250.00)
207			\$ (4,500.00)		ExCom Thank You Dinner - October (Leadership Conference)	\$ (4,500.00)			1		1	\$ (4,500.00)
208	770	Supplies	\$ (2,700.00)	\$ -	Swanepoel Reports	\$ (108.00)		25 books			1 time	\$ (2,700.00)
209	810	Professional/Contract Fees	\$ (12,500.00)	\$ (4,586.00)	National Facilitator Planning Session April	\$ (10,000.00)	fee		1 time		1 facilitator	\$ (10,000.00)
210	860	Conferences	\$ (915.00)	\$ (528.00)	Operations Staff - Arizona REALTOR® Convention - March - Hotel	\$ (321.00)	night		3 nights		1 staff	\$ (963.00)
211			\$ (200.00)		Operations Staff - Arizona REALTOR® Convention - March - Daily Expense	\$ (50.00)	per diem		2 days		2 staff	\$ (200.00)
212			\$ (80.00)		Operations Staff - Arizona REALTOR® Convention - March - Mileage	\$ (40.00)	day		1 day		2 staff	\$ (80.00)
213			\$ (2,200.00)		Arizona REALTORS® Staff - Planning Session - April - Hotel	\$ (289.00)	night		1 night		8 staff	\$ (2,312.00)
214			\$ (800.00)		Arizona REALTORS® Staff - Planning Session - April - Daily Expense	\$ (50.00)	per diem		2 days		8 staff	\$ (800.00)
215			\$ (1,000.00)		Arizona REALTORS® Staff - Planning Session - April - Mileage	\$ (125.00)	day		1 day		8 staff	\$ (1,000.00)
216			\$ (384.00)		Operations Staff - Leadership Conference - October - Hotel	\$ (255.00)	night		2 nights		1 staff	\$ (510.00)
217			\$ (300.00)		Operations Staff - Leadership Conference - October - Daily Expense	\$ (50.00)	per diem		3 days		2 staff	\$ (300.00)
218			\$ (160.00)		Operations Staff - Leadership Conference - October - Mileage	\$ (40.00)	day		2		2 staff	\$ (160.00)
219	867	Travel	\$ (915.00)	\$ (58,134.00)	Arizona REALTOR® Convention - March - Hotel	\$ (321.00)	night		3 nights		1 CEO	\$ (963.00)
220			\$ (200.00)		Arizona REALTOR® Convention - March - Daily Expense	\$ (50.00)	per diem		4 days		1 CEO	\$ (200.00)
221			\$ (40.00)		Arizona REALTOR® Convention - March - Mileage	\$ (40.00)	day		1 rental		1 CEO	\$ (40.00)
222			\$ (384.00)		Leadership Conference - October - Hotel	\$ (255.00)	night		2 nights		1 CEO	\$ (510.00)
223			\$ (150.00)		Leadership Conference - October - Daily Expense	\$ (50.00)	per diem		3 days		1 CEO	\$ (150.00)
224			\$ (40.00)		Leadership Conference - October - Mileage	\$ (40.00)	day		1 rental		1 CEO	\$ (40.00)
225			\$ (1,500.00)		CEO Update Travel	\$ (1,500.00)	misc expense		1 pool		1 CEO	\$ (1,500.00)
226			\$ (10,065.00)		Arizona REALTOR® Convention - March - Hotel	\$ (321.00)	night		3 nights		11 members	\$ (10,593.00)
227			\$ (2,200.00)		Arizona REALTOR® Convention - March - Daily Expense	\$ (50.00)	per diem		4 days		11 members	\$ (2,200.00)
228			\$ (4,224.00)		Leadership Conference - October - Hotel	\$ (255.00)	night		2 nights		11 members	\$ (5,610.00)
229			\$ (1,650.00)		Leadership Conference - October - Daily Expense	\$ (50.00)	per diem		3 days		11 members	\$ (1,650.00)
230			\$ (8,550.00)		Mileage Pool for all ExCom Meetings and Conferences	\$ (0.57)	mile	1000 miles			15 members	\$ (8,550.00)
231			\$ (3,660.00)		Arizona REALTOR® Convention - March - Hotel	\$ (321.00)	night		3 nights		4 officers	\$ (3,852.00)
232			\$ (800.00)		Arizona REALTOR® Convention - March - Daily Expense	\$ (50.00)	per diem		4 days		4 officers	\$ (800.00)
233			\$ (1,536.00)		Leadership Conference - October - Hotel	\$ (255.00)	night		2 nights		4 officers	\$ (2,040.00)
234			\$ (600.00)		Leadership Conference - October - Daily Expense	\$ (50.00)	per diem		3 days		4 officers	\$ (600.00)
235			\$ (8,000.00)		Line Officers - Local Association Visits - Mileage	\$ (8,000.00)	mileage pool		1 pool		1 pool	\$ (8,000.00)
236			\$ (9,000.00)		Line Officers - In State Travel - Hotel	\$ (150.00)	night		15 nights		4 officers	\$ (9,000.00)
237			\$ -		Treasurer-Elect In State Travel	\$ (2,000.00)	time		1		1 officers	\$ (2,000.00)
238			\$ (2,500.00)		Line Officers - Retreat	\$ (2,500.00)	day		1 day		1 day	\$ (2,500.00)
239			\$ (6,875.00)		Planning Session for 2019 - April - Hotel	\$ (289.00)	night		1 night		25 members	\$ (7,225.00)
240			\$ (4,500.00)		Planning Session for 2019 - April - Mileage	\$ (4,500.00)	mileage pool		1 pool		1 pool	\$ (4,500.00)
241			\$ (2,000.00)		RVPs - Local Association Visits - Mileage	\$ (2,000.00)	mileage pool		1 pool		1 pool	\$ (2,000.00)
242			\$ (122,953.00)	\$ (85,823.00)	1920 Total							\$ (162,073.00)
243												

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L	
244	CONSUMER OUTREACH - 1955												
245	EXPENSE												
246	786	Promotion	\$ (20,000.00)	\$ (25,000.00)	Community Involvement/Community Service Awards (October)	\$ (20,000.00)			1		1	\$ (20,000.00)	
247			\$ (5,000.00)		Homeless Initiative	\$ (5,000.00)			1		1	\$ (5,000.00)	
248	810	Professional/Contract Fees	\$ (3,000.00)	\$ (49,400.00)	Spokesperson Training - Officers	\$ (2,500.00)			1		1	\$ (2,500.00)	
249			\$ (36,000.00)		Public Relations - Firm Retainer	\$ (36,900.00)			1		1	\$ (36,900.00)	
250			\$ (25,000.00)		Public Relations - Annual Special Project	\$ (25,000.00)			1		1	\$ (25,000.00)	
251			\$ (1,350.00)		Public Relations - Media Monitoring and Clips	\$ (1,350.00)			1		1	\$ (1,350.00)	
252	867	Travel/Other	\$ (2,500.00)	\$ (2,500.00)	Miscellaneous Travel (Officers)	\$ (2,500.00)			1		1	\$ (2,500.00)	
253			\$ (92,850.00)	\$ (76,900.00)	1955 Total							\$ (93,250.00)	
254	PERSONNEL - 1990												
255	EXPENSE												
257	501	Salaries/Benefits	\$ (2,525,000.00)		Salaries (28)	\$ (2,650,000.00)	salaries		1	time	1	time	\$ (2,650,000.00)
258	503	Payroll Taxes	\$ (220,000.00)		Payroll Taxes/Fees	\$ (229,850.00)	taxes		1	time	1	time	\$ (229,850.00)
259	510	Group Medical/Dental/Life Ins.	\$ (280,000.00)		Insurance	\$ (289,580.00)	fee		1	time	1	time	\$ (289,580.00)
260	525	Workers Comp Ins.	\$ (10,000.00)		Workers Compensation	\$ (10,350.00)	fee		1	time	1	time	\$ (10,350.00)
261	530	Pension Plan Contributions	\$ (215,000.00)		401K	\$ (225,255.00)	contributions		1	time	1	time	\$ (225,255.00)
262	531	Pension Plan Admin	\$ (3,000.00)		TPA	\$ (3,000.00)	fee		1	time	1	time	\$ (3,000.00)
263	535	Payroll Fees/Expenditures	\$ (3,500.00)		Payroll Fees	\$ (4,000.00)	fee		1	time	1	time	\$ (4,000.00)
264			\$ (3,256,500.00)	\$ (3,064,608.00)	1990 Total							\$ (3,412,035.00)	
265	BUILDING - 6000												
266	INCOME												
268	415	Rents	\$ 35,142.08	\$ -	AHCC	\$ -	month		8	months	1	\$ -	
269			\$ 18,098.16	\$ -	AHCC	\$ -	month		4	months	1	\$ -	
270			\$ -		Dr. Sun (from Jan. 1, 2020 to June 30, 2020)	\$ 1,019.11	month		6	months	1	\$ 6,114.66	
271			\$ 11,873.16	\$ 11,873.16	Dr. Sun (from July 1, 2020 to Dec. 31, 2020)	\$ 1,049.68	month		6	months	1	\$ 6,298.08	
272			\$ 13,259.68	\$ 19,696.40	Assoc. of Golf Merchandisers (from Jan. 1, 2020 to April 30, 2020)	\$ 1,609.18	month		4	months	1	\$ 6,436.72	
273			\$ 6,436.72		Assoc. of Golf Merchandisers (expires 4/30/2020)	\$ -	month		8	months	1	\$ -	
274				\$ 20,563.14	Southwest Institute	\$ 1,756.22	month		12	months	1	\$ 21,074.64	
275			\$ -		Urban Fabric Builders (from Jan. 1, 2020 to June 30, 2020)	\$ 3,094.22	month		6	months	1	\$ 18,565.32	
276			\$ 18,024.60	\$ 18,024.60	Urban Fabric Builders (from July 1, 2020 to Dec. 31, 2020)	\$ 3,187.05	month		6	months	1	\$ 19,122.30	
277			\$ 102,834.40	\$ 70,157.30	6000 Income Total							\$ 77,611.72	
278	EXPENSE												
280	621	Repairs/Maintenance	\$ (3,500.00)	\$ (41,965.00)	General Upkeep (lights, air filters, etc.)	\$ (2,045.00)			1		1	\$ (2,045.00)	
281			\$ (1,587.20)		Pest Control	\$ (935.00)			1		1	\$ (935.00)	
282			\$ (2,710.80)		Elevator	\$ (1,600.00)			1		1	\$ (1,600.00)	
283			\$ (6,500.00)		Building/General	\$ (3,800.00)			1		1	\$ (3,800.00)	
284			\$ (5,640.00)		HVAC - AZ Control Specialist Contract	\$ (3,300.00)			1		1	\$ (3,300.00)	
285			\$ (7,500.00)		HVAC Service Contract - O'Neil	\$ (4,400.00)			1		1	\$ (4,400.00)	
286			\$ (3,919.32)		HVAC Miscellaneous Repairs	\$ (2,290.00)			1		1	\$ (2,290.00)	
287			\$ (2,710.00)		Security/Fire Alarm/Extinguishers	\$ (1,585.00)			1		1	\$ (1,585.00)	
288			\$ (6,700.00)		Exterior Repairs/Maintenance	\$ (3,920.00)			1		1	\$ (3,920.00)	
289			\$ (393.00)		Security Monitoring	\$ (230.00)			1		1	\$ (230.00)	
290			\$ (11,890.00)		Interior Repairs/Maintenance	\$ (6,950.00)			1		1	\$ (6,950.00)	
291			\$ (38,850.00)		Janitorial/Window Cleaning	\$ (22,700.00)			1		1	\$ (22,700.00)	
292			\$ (5,000.00)		Pictures/Furnishings	\$ (2,925.00)			1		1	\$ (2,925.00)	
293			\$ (9,700.00)		Landscaping - Maintenance	\$ (5,675.00)			1		1	\$ (5,675.00)	
294	623	Utilities	\$ (112,900.00)	\$ (65,500.00)	Electricity	\$ (65,950.00)			1		1	\$ (65,950.00)	
295			\$ (7,714.50)		Sewer/Water	\$ (4,515.00)			1		1	\$ (4,515.00)	
296			\$ (1,335.56)		Trash	\$ (780.00)			1		1	\$ (780.00)	
297	624	Insurance	\$ (6,500.00)	\$ (6,362.00)	Property Insurance (Osborn)	\$ (6,500.00)			1		1	\$ (6,500.00)	
298	625	Real Estate Taxes	\$ (63,000.00)	\$ (63,000.00)	Property Taxes	\$ (63,000.00)			1		1	\$ (63,000.00)	
299	804	Rental taxes	\$ (500.00)	\$ (200.00)	Rental Taxes	\$ (500.00)			1		1	\$ (500.00)	
300	810	Professional/Contract Fees	\$ (10,560.00)	\$ (16,167.00)	Management Fees	\$ (6,500.00)			1		1	\$ (6,500.00)	
301			\$ (40.00)		Permits/Fees	\$ (40.00)			1		1	\$ (40.00)	
302			\$ (125.00)		Check Fees	\$ (125.00)			1		1	\$ (125.00)	
303			\$ (10,000.00)		Leasing Agent Commission	\$ (10,000.00)			1		1	\$ (10,000.00)	
304			\$ (319,275.38)	\$ (193,194.00)	6000 Expense Total	\$ (133,600.00)						\$ (220,265.00)	
305			\$ (6,546,711.38)	\$ (6,027,293.00)	TOTAL (EXPENSE)							\$ (6,582,877.00)	
306			\$ 9,653,504.40	\$ 10,097,457.30	TOTAL INCOME							\$ 9,849,161.72	
307			\$ 3,106,793.02	\$ 4,070,164.30	TOTAL NET (EXPENSE)/INCOME							\$ 3,266,284.72	

Arizona REALTORS® 2020 CAPITAL BUDGET
(Proposed)

	<u>Budget</u>	<u>Actual</u>
<u>Computer</u>		
Network Infrastructure: Replacements & Upgrades	\$0	\$0
Network Infrastructure: General	\$0	\$0
Network Infrastructure: Security	\$25,000	\$0
ExCom Tablet Reimbursements	\$4,800	\$0
Website, Software, and Hardware Upgrades	\$10,000	\$0
New and Replacement Workstations/Laptops	\$33,000	\$0
	<u>\$72,800</u>	<u>\$0</u>
<u>Furniture & Equipment</u>		
Audio/Video	\$47,000	\$0
Replacement Desk & Office Furniture	\$16,000	\$0
Miscellaneous	\$0	\$0
	<u>\$63,000</u>	<u>\$0</u>
<u>Building</u>		
HVAC	\$20,780	\$0
Meeting Center	\$135,000	\$0
Interior Repairs & Improvements	\$15,000	\$0
Exterior Repairs & Improvements	\$0	\$0
	<u>\$170,780</u>	<u>\$0</u>
ExCom Motion	\$ -	\$ -
Total Yr. 2020	<u><u>\$306,580</u></u>	<u><u>\$0</u></u>



Proposed
2020 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 26, 2019 in Phoenix. The participants included Arizona REALTORS® officers, directors, committee chairs/vice chairs, local association leaders and key Arizona REALTORS® personnel. The 2019 Strategic Plan created a solid foundation for the 2020 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 **Mary Roberts** and **Christine Todd** facilitated the planning process. Within our vision and purpose, we will intentionally manage or create an experience for our members and staff.

Global Discussion:

At the 2019 Planning Session 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 **and that Presidential Advisory Group is in the planning stages.**

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.
4. Continue to proactively research and review options for a member Association Health Plan.
5. Continue to review options for retirement/financial planning tools for members.

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 Provide local associations to provide new REALTOR® with orientation resources to include Arizona REALTORS® as needed.
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.
5. Increase the number of opportunities for local association executives to meet and network.

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 **communicate with members and** 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 **Region Vice Presidents** and leadership.
5. **Develop more structured tools and procedures for Region Vice Presidents’ communications and reports.**

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 **Multiple Listing Services**, institutes, societies, councils and other homeownership entities on endeavors that benefit the membership.

Actions:

1. Encourage communication and collaboration with associations and **Multiple Listing Services** regarding the member experience.
2. Maintain a collaborative working relationship with **Arizona Department of Real Estate.**
3. Maintain **Multiple Listing Services** 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 identifies issues that impact the real estate industry and advocates and to 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 the REALTOR® Party.
2. Educate and encourage members to share the value of RAPAC the REALTOR® Party.
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/RAPAC 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 RPAC/RAPAC goals.
2. Articulate RPAC/RAPAC successes to members with emphasis on how it affects their day-to-day business.
3. Establish an emphasis on previous RPAC/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, **fix and flips, and REALTOR® as principal transactions.**

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.

Actions:

1. **Implement procedures to expedite the hearing process and evaluate whether additional resources are needed to accomplish this.**
2. **Educate members about the Professional Standards enforcement process.**

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 assists members in being the best prepared practitioners, with the highest standards, by enhancing their knowledge and skills through education.

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 life-long 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 the Arizona Department of Real Estate to permit e/e continuing education 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 Assess the needs of the diverse brokerage community and actively promote existing education resources to the broker member.
2. Design educational programs that Focus educational programs on building member success and professionalism.
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.
2. Provide resources addressing “how to be a leader – where do I start?”

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. Continue to investigate and implement new education platforms that allow us to reach our members as well as engage them interactively in a learning environment.

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 and such as lead generation, top producer panels, best practices and business planning. 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.
3. Provide energizing networking opportunities.
4. Investigate partnership/promotion opportunities with brokerages, builders, and other real estate related organizations.
5. Investigate third party marketing firms with Requests For Proposals 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.
2. Create pre-formatted graphics & content for local associations to populate their websites and distribute as needed.
3. Collaborate with real estate schools in the state.
4. Provide grants to locals to promote and train.

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.
4. Consider creating a “What do you want to hear about?” input field for member suggestions in the *Arizona REALTOR® VOICE*.
5. Consider creating pop-up box to chat on website.
6. Send a traditional postcard mailing reminding members of the *Arizona REALTOR® VOICE*.

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.D.4: The Arizona REALTORS® solicits community outreach efforts conducted by REALTOR® members and recognizes them through an annual award.

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.~~ **Moved to 6D.4**

Strategic Objective 6.F: 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.G: 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.H: 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
2019 Business Plan

FROM: Operations & Strategic Initiatives
Chair: Gary Nelson, Treasurer
Staff Liaison: K. Michelle Lind, Esq., CEO
DATE: October 2019

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

- Researching Association Health Plan options
- Arizona Housing Fund Research

RECOMMENDATIONS

- Approval of the 2020 Strategic Plan, Operating & Capital Budgets, and Primary Committee Business Plans
- Approval of the Primary Committee Communications/Social Media Guidelines
- Approval of Bylaw revisions to allow for NAR Reach Investment

GROUPS FORMED

- 2020 Planning Session
- Primary Committee PAG

BOARD OF DIRECTORS

The Arizona REALTORS® is an effective member directed, fiscally responsible, non-profit corporation. Arizona REALTORS® 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 2020 BOD based on 12/31/18 membership numbers.	Letters mailed to brokers 1/5/19
Establish recommendations for allocation of surplus from 2018 operating budget for BOD approval.	Completed – Approved during March 28 th meeting
Begin 2020 officer election process. Announce deadline and application submission dates. Submit 2020 candidate statements for BOD vote.	Deadline was January 27 th . Application deadline was announced throughout 2018, with the last post on November 20, 2018 in the Voice. Candidate statements submitted Election held March 28 th

	Announcements for 2021 elections made May 14th, July 23rd, September 24th
Operate in compliance with bylaws, policies and applicable laws.	On-going
Communicate upcoming meeting times and agendas effectively.	Completed
Evaluate and/or approve funds for innovative programs, products and/or services as submitted.	NAR Reach Recommendation on October ExCom Agenda
Evaluate the need for additional bylaws and policies that define success/behaviors/standards for association primary committees and implement as advisable.	Primary Committee PAG formed. Meeting held May 7, 2019, recommendations submitted and reviewed. Primary Committee Communications/Social Media Guidelines drafted and on October ExCom Agenda for approval.
Draft, update and distribute meeting agendas and materials for the Board of Directors meetings in a timely manner.	Completed
Maintain at least 80% attendance by Directors.	<ul style="list-style-type: none"> ● 87 % - March meeting ● ___ % - October meeting

EXECUTIVE COMMITTEE

The Arizona REALTORS® is an effective member directed, fiscally responsible, non-profit corporation. Arizona REALTORS® 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 – see 2019 officer attendance list
Assist President-elect and First Vice President with selecting primary committee chairs, vice chairs and association executive representative for 2020 to be approved by ExCom in January and BOD at March meeting.	<p>Motion approved in the January 16 meeting.</p> <p>Motion approved during the March 28th BOD meeting.</p>
Assist President-elect in identifying members, scheduling and organizing planning session for 2020. Coordinate Planning Session outcomes, distribute Strategic Plan to attendees for comment. Distribute Strategic final plan for implementation in business plans and budget.	<p>Session held April 27th at the Arizona Science Center. Christine Todd was the facilitator.</p> <p>Drafting 2020 Strategic Plan for approval in progress.</p> <p>Drafts of budget and area business plans will follow.</p> <p>Proposed 2020 Strategic Plan, Operating and Capital Budgets, and Primary committee Business Plans approved during September 6th budget meeting. On October 18th BOD agenda for final approval.</p>
Update the Arizona REALTORS® officer position description and activity checklists. Distribute job	Descriptions included in Reference Materials - sent December 27, 2018

descriptions and budgeted expense and reimbursement expectations to line officers and executive committee members.	Budgeted expense reviewed with committee.
Evaluate the need for additional bylaws and policies that define success/behaviors/standards for association primary committees and implement as advisable.	Primary Committee PAG formed. Meeting held May 7, 2019.
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.	Primary Committee PAG formed. Meeting held May 7, 2019, recommendations submitted and reviewed. Primary Committee Communications/Social Media Guidelines drafted and on October Agenda for approval.
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”).	Talking points compiled monthly and posted in ShareFile and on association website.
Provide a vehicle for feedback obtained from Project “Belly-to-Belly” on what is and is not working.	Completed - survey sent September 16th
Develop the systems required to measure the success of Project “Belly-to-Belly.”	Completed - Keeping a log of leadership and staff association/office visits.
Develop and deliver monthly “talking points” on association activities to association RVPs and leadership.	Talking points were emailed and posted on website and ShareFile folder in January, February, March, April and May, June/July, August, September.
Operate in compliance with bylaws, policies and applicable laws.	On-going
Communicate upcoming meeting times and agendas effectively.	Completed - Updated Meetings/Events calendar included in January and June 2019 meeting materials.
Evaluate and/or approve funds and agreements for innovative programs, products and/or services as submitted.	NAR Reach Recommendation on October ExCom Agenda
Draft, update and distribute meeting agendas and materials for Executive Committee meetings in January, March, June, September and October in a timely manner.	Completed
Maintain at least 80% attendance by committee members.	<ul style="list-style-type: none"> ● 93 % - January meeting ● 93 % - March meeting. ● 93 % - June meeting ● 87 % - 2019 Budget meeting ● ____% - October meeting

ASSOCIATION RELATIONS

The Arizona REALTORS® partners with and collaborates with local member associations, MLSs and other industry partners to accomplish mutual goals. Arizona REALTORS® leadership engages with local association leadership to strengthen the strategic partnership.

Measurable Objectives	Status
Complete the NAR Mandatory Core Standards Compliance form for Arizona REALTORS® and submit as required by NAR.	<p>Arizona REALTORS® compliance application submitted, and NAR certified for 2018.</p> <p>17 local associations certified by state for 2018. Western Pinal surrendered its charter with NAR and merged with WEMAR.</p> <p>2019 Certification application underway.</p>
Assist and certify local associations in NAR mandatory core standards compliance.	<p>Notified local associations in January that 2019 Compliance Tool is available and due to AZ REALTORS® no later than November 1st.</p> <p>Status updates for Local association compliance “report card” being prepared for 2019 to be sent to Local AEs in October.</p>
Plan and conduct annual Arizona AE Workshop.	<p>Planning in progress, working with AE Liaison Randy Rogers on July workshop.</p> <p>Completed successful workshop with Randy Rogers July 22 & 23.</p>
Deliver timely information and updates to AEs on Arizona REALTORS® activities.	On-going via Basecamp
Coordinate with local associations regarding NAR’s Association Executive Institute.	<p>Completed</p> <p>AEI Attendees were notified of state night plans out in January.</p> <p>Local AE state night out dinner held at AEI</p>
Figure 2020 director entitlements for local associations using 12/31/18 membership report.	<p>Completed.</p> <p>Posted in Association Executive Basecamp group on January 4th and April 1st</p>
Determine which Arizona AEs are eligible to serve on 2020 BOD.	Completed June 2019.
Partner with local associations to provide new REALTOR® orientation resources to include Arizona REALTORS®.	<p>New member orientation video produced and distributed in December 2018.</p> <p>Evaluation of new Arizona REALTORS® orientation video will be conducted during AE Workshop.</p>

	New Arizona REALTORS® member Resource Guide introduced at AE Workshop.
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.	Available on an as needed basis for consultation. NAR “That’s Who We R” campaign promotions shared. Local Association media clips shared via Basecamp regularly. AE and President-Elect dinner hosted at NAR Leadership Summit in August.
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.	Ongoing reminders are shared with AEs throughout the year REALTOR® Party Director assists with NAR grants.
Maintain a collaborative working relationship with the ADRE.	On-going General Counsel and/or VP of Government Affairs attends all ADRE meetings.
Arizona REALTORS® cultivates strategic alliances and partners with MLSs, institutes, societies, councils, and other homeownership entities on endeavors that benefit the membership. (CCIM/IREM, VAREP)	Sponsorship of IREM/CCIM Economic Forecast - January 24, 2019. CEO serving on ARMLS Board of Directors. Sponsorship of the VAREP Gala – April 25, 2019.
Investigate and compile MLS regional consolidation resources for Local Associations.	Completed - Available on Basecamp
Influence members to utilize REALTOR® brands (products and services).	On-going via The Voice, Social Media and in-person presentations.

CONSUMER OUTREACH

The Arizona REALTORS® will demonstrate engagement in not less than four meaningful consumer engagement activities annually.

Measurable Objectives	Status
Respond to media requests for interviews and information.	21 earned media spots between 12/5/18 and 9/16/19 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®.	REALTOR® Value stressed in earned media. Value promoted via social media. Arizona Housing Fund Meetings and proposal to address homelessness.

Promote the value and the “why” of the REALTOR® brand to our members and consumers.	On-going via The Voice, social media, Facebook live events, and in media stories.
Promote REALTORS® as professionals.	See above.
Engage the public in legislative/political issues that impact real estate and related issues.	Prop 126 Op-Ed in the Arizona Capitol Times on January 28 th
Organize human resources or fundraising for the benefit of charitable/community organizations.	Donations made to the Andre House in Phoenix on three occasions. On-going promotion of Totes for Hope.
Establish Arizona REALTORS® as a source of credible information about Arizona real estate issues.	On-going with Public Relations firms assistance.

NATIONAL ASSOCIATION

The Arizona REALTORS® is regarded as an influential voice and partner to the NATIONAL ASSOCIATION OF REALTORS®.

Measurable Objectives	Status
Make recommendations to NAR for committee/officer positions.	Completed.
Coordinate NAR meeting calendar with line officers and communicate expectations effectively, through preferred methods.	Completed for May – underway for November Meetings.
Coordinate attendance at NAR Legislative meetings	Registrations complete. D.C. meeting schedule completed and distributed to officers.
Coordinate attendance at NAR Expo/Conference	Registrations complete.

REGION 11

The Arizona REALTORS®, as a member of Region 11, plays a vital role in its influence on NAR policy and decision making. Arizona REALTORS® 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 Nominating and Strategic Planning Committees appointees approved. Facilitated conference calls with Region leadership. May Regional Caucus and successful Reception held. November Caucus and Reception planning currently underway.

Assist in coordinating and attending Region 11 Conference.	Successful Region XI Conference held April 10-12, 2019 at the Wigwam in Litchfield Park. Attended by Officers and other Leadership.
Assist Arizona's 2019 RVP	On-going – see above Transfer of Region funds completed and accounting processed Region NAR Leadership bio book completed and submitted to NAR Leadership. Revisions to Region Bylaws completed and submitted for approval.

DUES/FINANCIAL

The Arizona REALTORS® is an effective member directed, fiscally responsible, non-profit corporation. Annual dues collected by the Arizona REALTORS® are used to ensure its members are the best prepared real estate professionals with the highest standards.

Measurable Objectives	Status
Collect dues from local associations and members-at-large. Conduct monthly dues/membership reconciliations.	On-going Dues collected from 52,168 members as of 8/31/19.
Evaluate annual budget to ensure that dues are properly allocated to Arizona REALTORS®'s policies, programs and services.	On-going – reallocation motions submitted and completed as necessary
Prepare, analyze and distribute monthly financials to the Executive Committee for review and to ensure the association's financial goals are being met.	On-going
Continue to proactively research and review options for Arizona REALTORS® efficiency.	Internal operations review completed – efficiency changes implemented.
Prepare suggested budget adjustments, if necessary, for ExCom consideration.	Capital budget motion approved during March meetings. PBD Budget reallocation Motion approved in May.
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. Reserve/investment account updates on-going. Reserve account/investment meeting with UBS held February 26. UBS reported at March ExCom meeting.
Reconcile all Arizona REALTORS® checking accounts monthly (Arizona REALTORS®, 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 and motion approved during March meetings.
Assist with the annual audits (Arizona REALTORS®, ARDAF, ARFHCO, RAPAC).	Association audit meeting held February 26 th . Association audit completed. ARDAF, ARFHCO and RAPAC audits scheduled. Completed July 1, 2019.
Prepare and finalize 2020 Operating and Capital budget with the 2020 Executive Committee and Board of Directors.	Preparation of draft budgets to begin in June. Proposed 2020 Strategic Plan, Operating and Capital Budgets, and Primary committee Business Plans approved during September 6th budget meeting. On October 18th BOD agenda for final approval.

BUILDING

The Arizona REALTORS®'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 the Executive Committee.	On-going Exterior lighting installed 2 nd floor conference room construction completed. Furniture installed Mid-May. Improvements to 2 nd floor vacant space completed. Bids for entrance improvements underway. Bids for parking lot re-stenciling underway.
Assist property manager in working with tenants to maintain lease agreements.	1 st floor completely leased. 2nd floor vacant space listed for lease.
Conduct thorough review of Arizona REALTORS® building infrastructure and make recommendations for needed improvements in the 2020 Capital Budget.	Completed

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. The Arizona REALTORS® 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
Maintain a staff succession plan.	Completed

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 July 1, 2019.
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	On-going
Prepare and distribute local association funds and reports.	Distributions made weekly. Financial reports prepared quarterly.

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

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

Measurable Objectives	Status
Coordinate annual audit.	Completed July 1, 2019.
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	On-going

2019 PBD Measurable Objective Update

From: Professional and Business Development (PBD) Committee
Chair: Cindy Ready
Staff Liaison: Barb Freestone
Date: September 17, 2019

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 – Planning
- Convention Planning

Recommendations

- None at this time

Groups Formed

- GRI Oversight Workgroup – Marci Slater
- Industry Partners Conference Planning Workgroup – Mandy Neat
- REALTOR Value Statement Task Force – Becca Linnig
- Convention Task Force – Jim Sexton
- Agent Mentor Feasibility Task Force – Eric Gibbs

Program, Product, Service or Activity (PPSA):

Broker University

Measurable objectives	Status
Design and deliver a broker summit that addresses the needs of the diverse brokerage community	2018 Broker University Workgroup and PBD recommended and approved discontinuing this in 2019
Develop, partner and/or provide programs that focus on operational competencies.	In talks with Candy Cooke to present a live streaming CRB class this year
Programs receives a minimum of 80% attendee satisfaction.	N/A
Design and deliver a communication	Quarterly eblasts sent to Brokers

campaign connecting the value of AAR's education programs to the broker and their agents.	
Offer a minimum of two Broker Management Clinics that incorporate practical based content.	September 18 and September 23- Convention did not offer BMC this year
Produce and distribute a minimum of two webinars focusing on issues important to brokers.	One webinar recorded to date: June 11 webinar on Recruiting & Hiring Top Producing Agents (Paramount Consulting Group) No other webinar topic has been identified or requested
Develop and implement a drip campaign to increase awareness of the skill development/operational resources available to them.	
Continue to produce and distribute the Mack In A Minute video series.	Monthly releases – 1 st Monday of each month to Broker/Legal Hotline distribution list – beginning in June – video will be included in the first Voice issue of each month
Develop a list of topics that should be included in an agent mentor program as well as resources that can be used by brokerages.	Task force appointed – report pending PBD Committee review
Explore the feasibility and need to develop a “broker in a box” agent training product.	Task force appointed (Kathy Laswick, chair) – on hold until Agent Mentor Task Force meets

Program, Product, Service or Activity (PPSA):

rCRMS (Certified Risk Management Specialist)

Measurable objectives	Status
Offer a minimum of 10 live rCRMS classes and 4 live streamed rCRMS classes through association partnerships and live streaming at a competitive and affordable price.	2019 scheduled to date: 18 live classes 4 live-streamed classes
Monitor attendee feedback to update curriculum as needed.	Ongoing
Maintain a cadre of qualified instructors who meet the AAR adopted Instructor Standards and bring practical experience to the program.	On-going. New instructor for 2019 Kathy Laswick

	In process of identifying new attorney instructor for 2019
Maintain a dedicated instructor page to house course materials.	On-going
Offer rCRMS certification holders discounted class registration fees.	\$19 discount off registration fees
Strengthen the value proposition message for CRMS program marketing.	Message reviewed – no revisions recommended
Recognize newly certified members on AAR facebook page and announced to local associations.	62 graduates in 2018 24 graduates to date in 2019 Monthly announcements via facebook and email to AE's

Program, Product, Service or Activity (PPSA):

Education Outreach

Measurable objectives	Status
Maintain and grow a cadre of qualified instructors who meet the AAR adopted Instructor Standards and bring practical experience and classroom engagement to the classes.	On-going Kathy Laswick and Sally Liddicoat added to Ed Outreach cadre
Offer, through partnership and revenue share opportunities with local associations and brokerages, a minimum of 3 REBAC courses, and 11 days of live streamed c/e classes with competitive and affordable registration fees.	10 association partners (BHC, CAZ, Kingman, Lhavas, NAZ, Prescott, Sedona, SEArizona, WMtn, Yuma) Note: offered ABR in January in partnership with Texas Association streaming to our local associations remote sites – very successful Offered ePRO in August through live streaming – very successful
Provide resources for instructors to incorporate engagement activities into live streaming classes.	
Provide local associations with an education reference guide.	2019 update –Class Marketing Toolkit rolled out this month
Deliver an Annual Trends Summit featuring national speakers for changing trends and business practices in the industry.	Timeframe – December

Engage in opportunities or partnerships to provide new agent resources/training opportunities.	Webinars offered to date: February Tips for Dealing With HOA's March FEMA Flood Program Update March: Power of Engaging Drip Campaigns April AirBnB & HOA's May – LLC for Investment Property
Explore the feasibility of working with online vendors who provide online pre-licensing programs.	No vendor requests received to date
Compile and package AAR's existing micro-learning content into an easy to find resource.	
Create infographic connecting educational resources that are available to the attributes of a professional.	

Program, Product, Service or Activity (PPSA):

Education Development

Measurable objectives	Status
Maintain and update learning management platform license.	Renewed license with Learning Library
Monitor and enhance live streaming platform to ensure it provides an effective learning experience.	Ongoing Currently reviewing new features of Zoom platform that include waiting rooms and breakout rooms
Incorporate gamification elements into education programs.	Researching C3 Software Regularly encourage instructors to utilize Kahoot or PollEverywhere in their presentations
Curriculum development and delivery resources are available to develop quality programs.	Legal staff completed review of CRMS curriculum December 2018 CRMS Federal Legal Issues in process of revisions New 3-hour course completed – Sale Contingent On...(obligations vs. contingencies) New course on Article 26 (Commissioners Rules) ready to roll out shortly.

Produce a minimum of 3 Contract Conversation videos.	2019 recordings: September 27 : <ul style="list-style-type: none"> • Buyer Contingency Form (Scott and Stephen Gomez) • READE Form (Nikki and Gerry Russell) September 19: <ul style="list-style-type: none"> • Additional Clause Addendum form (Scott and Mike Porter)
Create content that articulates the REALTOR value to the consumer, both on the agent and broker level and deliver it to the BS&T team.	Task Force met in May/June – recommendations approved by PBD Committee and will be forwarded to BS&T for implementation

Program, Product, Service or Activity (PPSA):

Instructor Development

Measurable objectives	Status
Provide a minimum of one Instructor Development Workshop to continually grow their skills and understanding of the needs of the modern learner.	February 11 (presentation skills in morning/curriculum writing in afternoon) – 12 attended morning session / 7 stayed for the afternoon workshop
Provide training and resources to AAR’s instructors who teach AAR’s live streaming classes.	On-going
Develop teaching tip/best practice and classroom management video snippets for AAR classes.	Working on Facebook group for Arizona REALTOR instructor Cadre
Monitor and share emerging trends in instructor skills which can aid instructors in enhancing their skills.	On-going
Distribute information about NAR’s Commitment to Excellence program and encourage instructors to promote it in their classes.	Done – June 19 email and powerpoint slide template
Provide one scholarship to the Bob Pike Train the Trainer for one new AAR instructor who would benefit from the program.	Kathy Laswick attended the April Train the Trainer Bootcamp.

Program, Product, Service or Activity (PPSA):

Industry Partners Conference

Measurable objectives	Status
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 17 Black Canyon Conference Center Planning chair: Mandy Neat

Program, Product, Service or Activity (PPSA):

Leadership Training & Development

Measurable objectives	Status
Offer an annual conference for incoming leadership and members who wish to become leaders.	Leadership Conference October 16-18, 2019 Embassy Suites Paradise Valley
Offer a leadership development program (LTA) specifically for incoming local association presidents-elect.	Schedule has been distributed to AE's as well as posted on the AE Basecamp. (3/6-7, 4/24-25, 7/17-18, 8/21-22)
Develop and/or partner to offer educational events, classes and opportunities to enhance leadership skills.	November 20 – Leadership Journey to be co-hosted with SAAR

Program, Product, Service or Activity (PPSA):

MRES Society

Measurable objectives	Status
Recognize members' lifelong learning commitment through a membership-based program connected to educational accomplishments.	MRES Society program
Distribute MRES Society information through targeted eblasts, rCRMS/GRI classes and social media channels.	Eblasts were sent on January 24 and February 15. Article in the January 29 issue of the Voice (47 clicks)
Increase MRES Society membership by 10%.	2019 Renewing members: 31

	<p>2019 New members: 23</p> <p>(2018 members) Renewing members: 25 New members: 28</p>
Create topical learning paths/infographics to assist new agent or members looking to take their career to the next level.	
Monitor and promote NAR's Commitment to Excellence program.	<p>Monitoring program progress and marketing materials Requested and obtained list of Arizona members signed up for the program.</p> <p>Information posted on facebook in January. Offered NAR C2EX opportunity to participate in vendor table at convention – no interest</p> <p>Participating in NAR C3 C2EX Challenge – marketing campaign to run June-September 1. Primary Committee challenge issued June 10th</p>
Solicit feedback from MRES members to evaluate membership value.	Survey to members scheduled for November
Develop talking points regarding the value of lifelong learning and distribute to MRES Society members to help them serve as Ambassadors/Mentors.	
In partnership with the GRI program to offer MRES Society members access to a special education program.	<p>Webinar week: September 9 Speakers included: Laura Monroe Shay Hata Cheryl Knowlton Jay Thompson Robbie English</p>
Develop campaign that emphasizes the benefits and value of lifelong learning.	

Program, Product, Service or Activity (PPSA):

Property Management Certification

Measurable objectives	Status
Offer a minimum of 10 live CRPM classes and 4 live streamed classes at a competitive and affordable fee through partnership with local associations, firms and NARPM.	2019 scheduled: 19 live classes 8 live-streamed classes
Maintain a cadre of qualified instructors who meet the AAR adopted Instructor Standards and bring practical experience to the program.	On-going
Maintain an 80% student satisfaction in all classes.	Ongoing – currently objective is being met
Offer a minimum of 2 timely webinars focusing on property management issues.	
Offer a Summit that addresses property management issues and topics.	December 11 th 9-4 at the SAAR conference center
Announce and maintain a list of members who earned the CRPM certification on facebook and to local associations.	Ongoing/monthly

Program, Product, Service or Activity (PPSA):

REALTOR Institute: GRI Designation

Measurable objectives	Status
The GRI program is available and accessible to members throughout the state through partnerships and live streaming.	60 classes scheduled (4 live streamed scheduled)
In partnership with the MRES Society, provide GRI designees with access to a special education program.	September 9 Webinar week. Presenters included: Shay Hata Laura Monroe Cheryl Knowlton Jay Thompson Robbie English
Maintain and enhance the GRI website as needed.	Website issues with “my course history” fixed. Vendor completed the “no show” fix in the “my course history” section of the GRI website
Evaluate the program annually to ensure it is responsive to the changing industry.	Survey – October

	<p>98% of students indicated they learned something they can put into practice</p> <p>91% of students indicated the content level was "just right"</p>
Survey designees who earned the GRI designation to measure how and what they implemented into their business practice as a result of what they learned in the GRI Program.	Survey – October
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.	On-going
Provide sufficient resources to update and maintain the Online Business Planning course.	On-going
Marketing messages will focus on the value/benefits – connection to building a successful career.	On-going – module descriptions and strategic direction updated in November 2018
Communicate quarterly with Brokers to emphasize the value the program brings to their agents' business success and available scholarships.	Quarterly emails Next email to be sent in September
Provide GRI Administrative Guide to course providers.	Website portal for Admins and instructors
Recognize new designees through social media and announcements and provide resources to help them promote their accomplishment.	Ongoing Monthly emails to AE's/Facebook announcements 56 graduates to date (163 graduates in 2018)
Provide a financial scholarship program to members.	\$15,000 in 2019 budget 42 scholarships awarded in 1 st quarter 2019 51 scholarships awarded in 2 nd quarter 2019 37 scholarships awarded in 3 rd quarter 2019 4 th quarter open enrollment date is September 12 th
Monitor national trends in the GRI programs to keep AAR's GRI program growing and evolving.	On-going
Compile and Monitor student demographics.	On-going

Program, Product, Service or Activity (PPSA):

REALTOR Convention

Measurable objectives	Status
Offer a statewide <u>convention</u> 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 energizing networking opportunities.	March 25-28, 2019 Scottsdale Plaza 387 total registrations (includes no shows, at-doors, paid, comps, staff, vendor reps)
Feature national speakers to provide a broad scope in national business practices, trends and techniques.	Done
Utilize a variety of marketing efforts to inform members of the convention and its value -promote date and location one year in advance.	Marketing Plan distributed at January PBD meeting Digital Air Strike hired for social marketing Vehicles used: Targeted mails, facebook/twitter Talking points distributed to line officers/RVP's, flyers developed and distributed to local association AE's
Provide sessions that assist members in enhancing their business such as lead generation, top producer panels, best practices and business planning.	Done
Provide sessions that assist members in understanding the Arizona REALTORS value proposition and benefits, such as the use of association business tools, risk management resources, legal updates and legislative/political advocacy efforts.	TransactionDesk training rolled out at convention President and CEO presentation at Tuesday's lunch
Investigate partnership/promotion opportunities with brokerages, builders and other real estate related organizations.	Contacted large brokers in the Valley asking for assistance and providing information to them
Investigate third party marketing with RFP and retain if advisable.	Digital Air Strike engaged for facebook ads and Instagram ads
Explore and evaluate areas/locations for the convention in 2021.	Task Force recommendations approved at July meeting
Develop talking points and distribute to RVP's	Done

Program, Product, Service or Activity (PPSA):

Support & Resources

Measurable objectives	Status
Appropriate groups are formed and kept updated throughout the year.	On-going
Provide the necessary equipment, supplies, subscriptions, licenses and tools to implement the business plans, host/house online program and registration functions.	Ongoing
Participate in local association and firm events, where available, to promote AAR's educational programs and resources.	Quarterly Coldwell Banker Success Days
Develop or strengthen program messages where needed to connect the program benefit to members' success/transaction solutions.	On-going
Develop easy to follow paths to earn the rCRMS, CRPM and GRI using infographic format.	
Print and distribute 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.	As needed
Review and re-energize (if appropriate) the use of the Reteach.us site.	On going Facebook ad – June
Employ technologies and resources to create and retain a state of the art learning environment available to members.	Ongoing Live Streaming platform Webinar platform
Distribute a monthly calendar for AAR's education and events and monitor it's open/action rates.	Monthly calendar eblast determined not to be effective. Utilizing the weekly Voice for upcoming class information. Full schedule housed on www.aaronline.com
Provide resources for staff attendance at AAR, NAR and-Education-related conferences/forums.	Ongoing – per budget
Market AAR's education and events through targeted eblasts, social media and invitation videos and monitor the open/action rates (3 touch approach).	3-touch approach for eblasts

<p>Provide marketing collateral to AAR's education partners to use in marketing AARs education programs.</p>	<p>Flyer templates provided to local association partners prior to each class. Class marketing toolkit for local association partners rolled out in late April which includes:</p> <ul style="list-style-type: none"> • Forward-ready emails • Pre-written social media posts • Facebook event page link • Video invites from instructor <p>Commercial about AAR's Live Streaming format produced and distributed to local association AE's</p>
<p>Monitor program marketing efforts/results and utilize in targeting.</p>	<p>On-going</p>
<p>Identify and monitor student demographics for each of AAR's education programs: GRI, rCRMS, CRPM and c/e student and utilize in target marketing efforts.</p>	<p>On-going</p>

Arizona REALTORS®
BUSINESS SERVICES & TECHNOLOGY
2019 Business Plan

From: Business Services and Technology
Chair: Aaron Pfeifer
Staff Liaison: Nick Catanesi
Date: September 2019

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

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

BUSINESS SERVICES

Arizona REALTORS® provides technology tools other than forms delivery as a member benefit only if Arizona REALTORS® 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 Arizona REALTORS® vision. Arizona REALTORS® explores, identifies and recruits members who are technologically adept to enhance the goals of the committee. (Strategic Objectives 5.B and 5.F)

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
Research and inform members on how to choose the right technologies for business through multiple channels of communication.	The Transaction Management Matrix has been updated for brokers to “shop” for the best transaction management system for their need.

Tech Helpline®

Arizona REALTORS® provides technology tools, other than forms delivery, as a member benefit only if: 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. 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. Arizona REALTORS® negotiates discounts for products and services that benefit members. (Strategic Objectives 5.B, 5.C and 5.D)

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

Forms

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

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	zipForm trainings have been suspended in order to focus on transitioning members to TransactionDesk. TransactionDesk trainings are ongoing. Currently, there have been 26 live webinars, 11 live trainings held at AAR, and 52 trainings held throughout Arizona as of September 2019.
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	Feedback from membership is generally positive

Arizona REALTORS® eSign

Arizona REALTORS® provides technology tools, other than forms delivery, as a member benefit only if: 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. 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. Arizona REALTORS® negotiates discounts for products and services that benefit members. (Strategic Objective 5.B, 5.C and 5.D)

Strategic Focus Points:

Measurable Objectives	Status
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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	Trainings have been suspended in order to focus on transitioning members over to Authentisign.
Pursue partnership and collaboration opportunities to the members how to use business technologies.	Ongoing
Maintain positive member responses	Feedback from membership is generally positive

Arizona REALTORS® Single Sign-On

Arizona REALTORS® provides technology tools, other than forms delivery, as a member benefit only if: 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. 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. Arizona REALTORS® negotiates discounts for products and services that benefit members. (Strategic Objectives 5.B, 5.C and 5.D)

Strategic Focus Points:

Measurable Objectives	Status
Usage statistics are compiled and shared monthly.	Shared Monthly with Communications Workgroup and the BS&T Committee
Conduct trainings on a monthly/bi-weekly basis	Trainings have been suspended due to lack of member registration.
Pursue partnership and collaboration opportunities to the members how to use business technologies.	On-going
Maintain positive member responses	Generally overall member response has been positive

SOFTWARE DEVELOPMENT

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

Strategic Focus Points:

Measurable Objectives	Status
Develop and maintain data and access to data for Arizona REALTORS® purposes.	Non-Member report and Top Broker reports have been developed. Data on state license renewal is now being collected monthly. New licensee information is being shared with local associations. MLS ID has been collected on 85% members, plans in place to collect the remaining 15%. Plans to capture the following from ADRE: branch manager, change of brokerage.

Enhanced Member Profile

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 (SP: 5.E).

Strategic Focus Points:

Measurable Objectives	Status
Provide data analytics of Arizona REALTORS® Online.com members logged-in.	Data on members is continually being collected via VOICE and educational emails
Develop “Enhanced Member Profile” through RAMCO AMS.	Ongoing. See above in Software Development.
Maintain RAMCO as the data warehouse for the Enhanced Member Profile	Enhanced data set has been obtained through TargetSmart data feed.

IT RESOURCES AND SECURITY MANAGEMENT

Arizona REALTORS® will develop and monitor software that will help members’ access to Arizona REALTORS® 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 Arizona REALTORS® programs and services (SP: 5.E).

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 Arizona REALTORS® 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

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

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

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

Strategic Focus Points:

Measurable Objectives	Status
Establish disaster recovery infrastructure to maintain phone system in event of local physical failure	Meeting objectives
Maintain the network to ensure it remains secure and reliable	Meeting objectives
Conduct vulnerability study and remediation by June 2019	Pending

BUSINESS SERVICES AND TECHNOLOGY SUPPORT

Arizona REALTORS® Business Services and Technology area will provide top notch technical and customer support to its members.

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

Arizona REALTORS® 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 Arizona REALTORS® efforts to inform, engage and reach out to the membership.

Strategic Focus Points:

Measurable Objectives	Status
The Arizona REALTORS® promotes real estate as a first-time profession to high schools, junior colleges and colleges.	Contacted the Career and Technical Education unit at the AZ Dept. of Education; they, and the Adult Education department, have information for students looking for particular career paths or questions.
Disseminate pertinent, relevant and timely industry and association information, (i.e.; social networks, website, video, newsletters, etc.).	Meeting objectives through The 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.	PR firm Big Yam has provided regular status updates on their media efforts.
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 Arizona REALTORS® brand and is member centric and speaks to Arizona REALTORS® value proposition.	Creation of webpage where members will be able to print value proposition for listing or buying opportunity with local

	branding, has been included in 2020 Business Plan for implementation.
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.	Enhanced “Find A REALTOR®” search has been implemented
Implement a system to determine the preferred communications methods of our members and communicate with our members via segmented content by May 2019.	Completed - Worked with ClickDimensions to develop subscription list for member feedback on communication preferences
Provide a consistent voice at Arizona REALTORS® 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.realtor/states/Arizona.	Site currently has 6 posts including 2 regarding Prop 126.
Solicit community outreach efforts conducted by REALTOR® members and recognize them through an annual award.	Pending
Promote the value and the “why” of the REALTOR® brand to our members by conducting a statewide consumer-directed event.	Pending
Social media channels are managed and monitored to ensure a steady rise in engagement and alternate sources for members to receive information.	Exceeding objectives
Develop a system to foster discussions with member association for the purpose of delivering timely and relevant content.	Segmented VOICE E-updates with localized content has increased exposure to relevant information from member association.
Engage in regular outreach to members to elicit discussions by posing monthly questions on social media.	Social media outreach and engagement continues to increase in 2019. (Statistics in September meeting materials)
Meet or exceed real estate industry email open and click-through rates with The Voice.	Overall open rates have increased 5% to 10% in 2019. (Statistics in September meeting materials)
Conduct member and consumer research as needed to provide information to decision makers by fielding at least two email surveys.	Surveys completed, results announced in September 3rd issue of The Voice.
Communicate the value and success of REALTOR® associations throughout the state by placing at least ten mentions in print or broadcast media in 2019.	Between December 5, 2018 and September 11, 2019 there have been 18 earned media spots.
Investigate strategies for member communications via the Single Sign-On platform using pop-up messaging based on criteria from the enhanced member profile data within RAMCO.	Completed.

Arizona REALTORS®
RISK MANAGEMENT COMMITTEE
2019 Business Plan

FROM: Risk Management Committee (RMC)
Chairman: Lisa Paffrath
Vice Chairman: Jim Durham
RMC Liaison: Scott M. Drucker
DATE: October 16, 2019

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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 – 5/10/19
- **Enhance dispute resolution services**
 - Administer the Buyer/Seller Dispute Resolution Program
 - Administer the Mediation and Ombudsman Programs
 - Professional Standards Workshop - 2/6/19
 - Professional Standards Mediator and Ombudsman training - 10/23/19
- **Forms**
 - Create Commercial Property Owner's Association Addendum
 - Revise Residential Purchase Contract to: (i) add the Solar Addendum to Section 1f; (ii) address smart devices; and (iii) clarify seller concessions.
- **Legal Hotline Support**
 - Continue promotion efforts
- **Regulatory Issues**
 - Continue to work with ADRE
 - ADRE Advisory Board meetings - met on 7/17/19
 - ADRE Partner's meetings – met on 4/18/19
 - ADRE Real Estate Teams Workgroup – 1/23/19
- **Risk management education and information**
 - AZ REALTOR® Voice articles
 - Arizona REALTORS® website articles and blogs
 - Scams & Frauds, Short Sales
 - Arizona Broker/Manager Quarterly – 8/28/19
 - Update Advisories – Revised Buyer Advisory – 8/19

RECOMMENDATIONS

- **Approve for release in February 2020 a Commercial Property Owners Association Addendum**

GROUPS CURRENTLY FORMED

- **Commercial Property Owner’s Association Addendum 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 Objectives	Status
<ul style="list-style-type: none"> • GVC: Prompt review of complaints 	2nd Quarter 2019 Filings Ethics = 31 Arbitration = 6
<ul style="list-style-type: none"> • PSC: Complete ethics cases promptly 	2nd Quarter 2019 Ethics Hearings Held = 11
<ul style="list-style-type: none"> • PSC: Complete arbitrations promptly 	2nd Quarter 2019 Arbitration Hearings Held = 1
<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 Objectives	Status
<ul style="list-style-type: none"> • Facilitate mediation requests on a timely basis 	2nd Quarter 2019 Mediations Requested = 15 Held = 7 Successful = 5
<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 	21 mediators for 2nd Quarter 2019
<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 Objectives	Status
<ul style="list-style-type: none"> Facilitate ombudsman requests on a timely basis 	2nd Quarter 2019 Ombudsman requests Filed = 16 Out of Scope = 6 Unsuccessful = 4 Successful = 6
<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 	13 Ombudsman for 2nd Quarter 2019
<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 the Arizona REALTORS® Mediators and Ombudsmen.

Measurable Objectives	Status
<ul style="list-style-type: none"> Offer PS Training for GVC and PS Committee 	Professional Standards Workshop held on February 6, 2019
<ul style="list-style-type: none"> PS Policy & Training Workgroup meeting 	April 24, 2019
<ul style="list-style-type: none"> Offer Mediator training 	October 23, 2019
<ul style="list-style-type: none"> Offer Ombudsman training 	October 23, 2019
<ul style="list-style-type: none"> Offer hearing panel Chair training 	August 12, 2019
<ul style="list-style-type: none"> Publish PS, Mediation and Ombudsman information 	Quarterly Newsletter sent May 10, 2019. Website updated quarterly.
<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 Arizona REALTORS® purchase contract.

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 Objectives	Status
<ul style="list-style-type: none"> • Workgroups formed as necessary 	<ul style="list-style-type: none"> - Commercial Property Owner's Association Workgroup
<ul style="list-style-type: none"> • Protect our forms copyright 	<p>On-Going</p> <ul style="list-style-type: none"> - Lawsuit settled and we are currently receiving settlement checks from Defendants
<ul style="list-style-type: none"> • Forms drafted or revised for introduction in October 2019 	<ul style="list-style-type: none"> - Commercial Property Owner's Association Addendum - Buyer Pre-Closing Walkthrough - Vacant Land/Lot Purchase Contract - Residential Lease Agreement
<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 	<p>On-Going</p>
<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) 	<p>On-Going</p> <ul style="list-style-type: none"> - ASAP Alert sent 4/25/19 to Sedona and Prescott members

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 Objectives	Status
<ul style="list-style-type: none"> • Promote Hotline usage 	<p>On-Going</p>
<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 	<p>On-Going</p>

<ul style="list-style-type: none"> Hotline to maintain statistics on number and types of calls in cooperation with Arizona REALTORS® staff 	On-Going
<ul style="list-style-type: none"> Hotline attorney to attend Arizona REALTORS® 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 	Completed 7/19
<ul style="list-style-type: none"> Form Hotline Workgroup to evaluate program 	Risk Management Committee to serve in this role

Industry Issues This program involves addressing current industry issues.

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 - Flyer on steps to take if a victim of wire transfer fraud drafted and released

	<ul style="list-style-type: none"> - Cyber Insurance Guide drafted and released - Purchase Contract Flash Page revised to address wire transfer fraud
<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"> - Feedback solicited from RVPs via monthly “Talking Points” sent to all ExCom members. - Numerous speaking engagements

Legal & Industry Publications This program includes:

- Risk Management articles for The Arizona REALTORS® publications, ASREB Journal and other publications
- Articles on emerging legal issues for The Arizona REALTORS® 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 Objectives	Status
<ul style="list-style-type: none"> • Distribution of time sensitive legal and risk management information and articles 	Articles recently published on: <ul style="list-style-type: none"> - TransactionDesk - Lending to Vets - Revised Affidavit of Disclosure - Updated Wire Fraud Advisory - Pre and Post Possession Agreements - zipForm Licensing Agreement - Homestead Exemption - Protection from Judgment Liens - Do-Not-Call Registry - Eminent Domain and the Takings Clause - Subsidized Housing Vouchers
<ul style="list-style-type: none"> • Deliver Arizona Broker/Manager Quarterly 	On-Going

<ul style="list-style-type: none"> • Maintain advisories as necessary: Buyer Advisory, Short Sale Seller Advisory, Lease Owners Advisory, Tenant Advisory 	On-Going
<ul style="list-style-type: none"> • Maintain and update legal, risk management, fair housing, and international real estate content on the Arizona REALTORS® website and in publications, as necessary 	On-Going
<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.) 	On-Going
<ul style="list-style-type: none"> • Direct agents to their brokers 	On-Going
<ul style="list-style-type: none"> • Direct members to aaronline.com for relevant risk management resources 	On-Going

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 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 the Arizona REALTORS® 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 Objectives	Status
<ul style="list-style-type: none"> • Successful outcome in legislation supported and successful defeat of legislation opposed 	<p>Advise on legislation pertaining to:</p> <ul style="list-style-type: none"> - Tax law effects of Prop. 126 - HOA licensing and related HOA issues - Awarding attorneys' fees in construction defect cases - Nicknames on ADRE License - Games of chance - Collection of rent by unlicensed individuals

<ul style="list-style-type: none"> Promote laws (legislative and case law), regulations, and standards of practice that reduce member liability 	On-Going
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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 the Arizona REALTORS® CEO and lobbyist in drafting and testifying on proposed rules

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; Met on January 23, 2019
<ul style="list-style-type: none"> Maintain contact with ADRE Advisory Board 	Met on July 17, 2019

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 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 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 The Arizona REALTORS® 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 the Arizona REALTORS® on any claims or issues

Measurable Objectives	Status
<ul style="list-style-type: none"> • Successful outcome in litigation and dispute resolution. 	On-Going <ul style="list-style-type: none"> - Copyright Infringement Lawsuit settled and we are currently receiving settlement checks from Defendants - Monitor <i>Moehrl v. NAR</i>, et al.

Arizona REALTORS®
LEGISLATIVE AND POLITICAL AFFAIRS
2019 Business Plan

Committee: Legislative and Political Affairs
Chair: Shelly Ostrowski
Staff Liaison: Nicole LaSlavic
DATE: 9/16/2019

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

CURRENT TOP PRIORITIES

- Formulation of 2020 – 2021 Legislative Policies
- Achieve the REALTOR® Party Goals (NAR Determined)

RECOMMENDATIONS

GROUPS FORMED

Federal Liaison Support

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

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	FPC recommendations submitted to NAR prior to their November 23, 2018 deadline. Final FPC approved once Martha McSally was appointed by the governor. Jack Greacen, NAR Political Representative, sends timely updates to state GAD on pertinent federal issues. Ongoing discussions with Jack Greacen on a wide array of topics related to NAR/FPC and industry issues.
Register all FPCs with NAR's REALTOR® Action Center	1/19	All FPCs approved by NAR and entered into the HUB.
Oversee the FPCs quality contact with their representative or their staff within D.C. or Arizona, ensuring attendance at	Quarterly	New FPC training occurred, and state training took place on February 22. Ongoing quarterly

required meetings, training sessions and fundraisers		reports are being timely submitted to NAR. contact with their MOC.
Ensure FPCs attend required Mid-Year meetings	5/19	All FPCs are registered to attend Mid-Year meetings.
Ensure compliance that all FPCs attend required NAR training session on their roles and responsibilities	2/19	New FPC training occurred in D.C. February 6 – 8, 2019. A state training occurred on February 22, 2019.
Oversee that each FPC team will hold one meeting locally or attend a fundraiser with their congressman/senator or their staff during the year	12/19	Ongoing in the assistance of promoting in-district meetings with the FPC and their team. Outreach and meetings took place for many MOCs and FPCs during the August Congressional recess.
Maintain strong communication with Congressional staff through ongoing contacts on issues important to Arizona	12/19	Ongoing.
Attendance at meetings with Members of Congress during the NAR Mid-Year Hill Visits is by invitation only	5/19	Completed for 2019 Mid-Year meetings.
Ensure compliance that FPCs meet any NAR requirements	12/19	Ongoing. All FPCs reached out to their MOC for the August recess. Many FPCs will be delivering the last portion of their in-district funds shortly.

Fundraising/Grassroots Support

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

Measurable Objective	Target Date	Status
Finalize the political activities fundraising plan by December 31st by the previous plan year	12/19	Our goals have been received from NAR and shared with the local associations, our fundraising grant for events through the year is approved, and we are working to facilitate more fundraising and MI events at the local level.
Identify members to participate in the annual REALTOR® Party training	6/19	Statewide REALTOR® Party Training was held with over 50 attendees.

Provide fundraising tips, tools and promotional materials for local associations	9/19	Ongoing. Post REALTOR® Party focus groups and survey will yield additional promotional materials based off member feedback. REALTOR® Party Voter infographic, which breaks down what our membership looks like in the voting world is produced and being placed on the website. What has RAPAC done for you 2019 legislative outcome flyer has been created and up on the aaronline.com website. Storyboards of the legislative successes are also up on the company website.
Distribute REALTOR® Party updates with local associations and the REALTOR® Party Director and provide Statewide RAPAC graphs	Monthly	REALTOR® Party update has been sent out in preparation for the 2019 year. Distribution of information has occurred in both the AE Basecamp and the GAD Basecamp. Graphs are prepared monthly and distributed once completed.
Visit, at a minimum of one time annually, with each local association to promote fundraising activities	10/19	Realtor Party Director has visited SEAZAR, YAR, TAR, SAAR, SEVRAR, Bullhead, Central, Prescott, NAAR, SCCBR and LHAR to date. GAD has visited WEMAR, Phoenix, Scottsdale Association, TAR, Lake Havasu, SEVRAR Association.
Utilize the NAR RAPAC Grant stipend for promotion of RAPAC	12/19	Fundraising grant has been approved for \$15,000 and has been used for multiple fundraisers so far.
Utilize the Major Investor Program NAR stipend to host an Arizona REALTORS® Major Investor Event	12/19	Completed, although only one Major Investor was developed through this event.
Achieve participation of local associations in Major Investor Events	12/19	TAR, PAAR, WeMAR, SEVRAR, YAR, LHAR, NAAR, SAAR, and SVVAR have all held MI events.
Achieve 100% level of RAPAC participation from state and NAR directors, AEs, Presidents, Presidents-elect, RVPs, RIMC, LPAC, Legislative Committee, RAPAC Trustees, EXCOM, BOD, and local RAPAC Chairs	12/19	NAR Directors – 96.8% AEs – 58.8% 2019 Presidents – 100% RVPs – 100% RIMC Committee – 100% LPAC – 100% Legislative Committee – 100% RAPAC Committee – 100% EXCOM – 100%

		BODs – 86.8%
Achieve 100% or NAR Major Investor Goal for 2019. Benchmarks: 50% of goal by April; 75% of goal by June; 100% by September 30.	12/19	As of 9/16/2019: 241 MIs including pledges
Recognize Major Investors with gift	12/19	2019 Major Investor Fleece Jackets have arrived and are continually being distributed.
Recognize President Circle members with gift	12/19	PC Custom YETI Mugs have arrived and are continually being distributed.
Communicate state and federal election law requirements to local associations in order for RAPAC to remain in compliance at the state and federal level	12/19	RAPAC Webinar hosted by NAR on the compliance with federal election laws. Have encouraged other committees and FPCs to partake in watching the Webinar.
Host a fundraising event at the Spring Conference/Convention	4/19	Spring Conference Silent Auction was completed. Also held the annual Cornhole tournament.
Host a fundraising event at the Leadership Conference	10/19	
Recognize RAPAC Major Investors on aaronline.com	12/19	Ongoing.
Recognize RAPAC Major Investors with special recognition at Capitol Day	1/19	Names were included in the event pamphlet.
Recognize RAPAC Major Investors with special recognition at REALTOR® Caucus	9/19	Names were included in the event pamphlet and broadcast onscreen in between sessions.
Maintain Leadership Appreciation Program to connect Arizona REALTORS® leaders with Major Investors for recognition of investment	12/19	Thank you cards being sent from Leadership to MIs- Ongoing.
Increase use of Placemaking and Smartgrowth grants by 50% over 2018 utilization by local associations	12/19	Ongoing. LHAR is currently working on a Smartgrowth grant to explore affordable housing barriers. PAR has inquired about a presentation event funded by a Smartgrowth grant. Finalized the AAR placemaking grant regarding the World War II Veterans Memorial airplane.
Utilize REALTOR® Party Plus fundraising analytics and predictive models to identify likely and high dollar donors for use in achieving RAPAC goal	12/19	Conducting member survey and member focus group to identify ways to effectively market to our membership.

Governmental Communications

The Arizona REALTORS® articulates NAR's and/or the Arizona REALTORS® legislative/political successes to members with emphasis on how it affects their day-to-day business. Arizona REALTORS® maintains and promotes a mechanism by which members can relay, on a year-round basis, legislative comments and proposals. Arizona REALTORS® provides resources to members to

help them understand the value of RAPAC. Arizona REALTORS® educates and encourages members to share the value of RAPAC.

Measurable Objective	Target Date	Status
Provide REALTOR® Party updates and legislative updates to the Communications and Technology Department for use in the REALTOR® Voice, Arizona REALTORS® blog and alternative forms of media distribution.	12/19	Ongoing. Recent articles have focused on the election outcomes, and the ballot measure. A Prop 126 article Nicole assisted with was provided to the Communications Department. Information on what the REALTOR® Voter looks like was distributed and placed on the website. Articles focused on specific legislation also included in editions of the Voice.
Produce videos for membership outreach as needed on Legislative and Political Affairs topics to include, but not limited to, the REALTOR® Party.	As Required	REALTOR® Party video completed and has been distributed to the membership, AEs and placed on the website. The video for 2020 is currently in pre-production.
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	No calls for action have been issued in 2019.
Work with REALTOR® Party Plus to increase opt-in for text response Calls for Action	12/19	Have met with RPP representatives to express this as one of our high priorities.
Utilize digital advertising and technologies to push federal CFAs to members	12/19	No calls for action have been issued in 2019.
Maintain current information on each governmental program at aaronline.com	12/19	Ongoing
Communicate with Big Yam for press releases when large successes occur, or the consumer needs to be educated on the associations wins	12/19	Worked with Big Yam on an op-ed to run in the AZ Capitol Times regarding the passage and effects of 126. Worked with Big Yam on a press release on RE Day at the Capitol. Big Yam secured a Fox News spot on our opposition to the Governors Reciprocity legislation.
Communicate how Issues Mobilization and RAPAC reserves can enhance local association political objectives	12/19	Ongoing. Discussed utilization with White Mountains for a potential Issues Mobilization request, as well as BCMVAR.
Communicate the importance of the Arizona REALTORS® legislative/political successes to members	12/19	Ongoing. A western-themed RAPAC promotional video explaining some of the benefits of RAPAC completed

Continue to communicate the mechanism by which members can relay, on a year-round basis, legislative comments and proposals	12/19	This is located on the Legislative Affairs webpage as a permanent feature.
Utilize the broker involvement program/stipend to identify and train local brokers for grassroots education efforts on participation in NAR calls for action	12/19	Awaiting changes that have been rumored from NAR on the BIP program. Broker Involvement phone bank was held before NAR Mid-Year and enrolled 115 brokers.
Work with REALTOR® Party Plus to identify a predictive model to target members for increased activism on legislative issues and advocacy initiatives	12/19	Completed member survey and member focus group to identify ways to effectively market to our membership.
Explore the use of geofencing, beacon and direct one-to-one digital advertising technologies for concentrated message delivery	12/19	

Governmental Area Support

The Arizona REALTORS® 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®.

Measurable Objective	Target Date	Status
Assign tasks to all governmental area work groups within approved budget parameters	12/19	Ongoing
Implement a “Thank You” for each of the four government affairs committees.	12/19	Ongoing

Legislative Advocacy

The Arizona REALTORS® 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®. Arizona REALTORS® advocates and capitalizes on the REALTOR® Party. Arizona REALTORS® leverages and maintains influential relationships.

Measurable Objective	Target Date	Status
Activate broad-based Arizona REALTORS® membership representation in lobbying activities through legislative committee appointments and related committee activities	12/19	Legislative Committee has completed their work for the 2019 Legislative Session. The legislature is still in session, so the VPGA will keep the committee abreast of any pertinent legislative changes.
Encourage application to state boards and commissions	12/19	

Strengthen and maintain relationships with Arizona statewide officeholders and agency department heads	12/19	Ongoing
Strengthen and maintain relationships with housing industry partners through ongoing communications	12/19	Ongoing. Meetings have occurred with the entities that represent low income housing as it pertains to taxation statutes. Industry partners meetings have occurred at ADRE and are ongoing. Industry partner Legislative Reception took place on 2/13/2019.
Achieve an 85% success rate on Arizona REALTORS® legislative policy priorities.	6/19	Completed.
Conduct daily monitoring of legislation and recommend positions to the Legislative Committee in conjunction with the approved Legislative Policy Statements	6/19	Completed for 2019 Legislative Session.
Monitor member involvement in political campaigns	12/19	
Finalize 2020 legislative priority list is finalized by October 2019	10/19	
Evaluate state-level candidates on Arizona REALTORS® legislative policies and voting record to receive funds	8/19	

Legislative Policy Development

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

Measurable Objective	Target Date	Status
Poll members for their opinions through use of formal and informal methods	12/19	Conducting member survey and member focus group to identify ways to effectively market to our membership.
Continue to involve stakeholders on real estate related issues	12/19	Stakeholder meetings have taken place at the capitol on everything from HOA legislation to real estate property sandbox issues.
Encourage proportional regional representation at the REALTOR® Caucus	9/19	Caucus was advertised in the Voice, to each of the local AEs for them to push directly to their membership and our Government Affairs Director also distributed information. Social media pushes occurred weekly as well.

Forward all legislative recommendations to the Legislative and Political Affairs Committee for review and appropriate action	9/19	Draft policies were formulated and approved by the LPA on September 13, 2019.
Host 2019 REALTOR® Day Luncheon	1/19	Completed on Jan 15.
Identify for participation in or host a second legislator event	12/19	Second event occurred on Feb. 13, 2019 as an industry partners event at the Phoenix Country Club. Many legislators attended the event, including the Speaker of the House and the Senate President. Also participated in the annual legislative play date event where our REALTOR® members had the opportunity to compete and legislators were in attendance.
Achieve attendance of 65% of legislators at legislative events	6/19	Achieved at RE Day at the Capitol. Achieved at the industry partners event.
Identify attendees for legislative events through political involvement and leadership activity	12/19	Ongoing and utilized for industry partner event as well as the legislative play date event.

Local Lobbying Support

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

Measurable Objective	Target Date	Status
Assist local lobbying efforts as issues arise	12/19	VPGA has offered opinion on various local issues in 2019 and has provided the needed assistance and political strategy when requested.
Encouraged local associations to establish an advocacy program and provide assistance as requested	12/19	VPGA assisting with Phoenix Association Mayoral Election. Assisted with local issues mobilization request for funds and how to proceed with a campaign.

Political Research

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

Measurable Objective	Target Date	Status
Conduct research as needed	12/19	Counsel has been retained as it pertains to prop 126 challenges.

Work with REALTOR® Party Plus to utilize predictive models to obtain comprehensive analysis of membership as well as election data	12/19	Conducted a member survey and member focus group to identify ways to effectively market to our membership.
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Election Year Activities

The Arizona REALTORS® is the most powerful and influential political force in Arizona. Arizona REALTORS® leverages and maintains influential relationships.

Measurable Objective	Target Date	Status
Encourage members to register to vote	12/19	
Establish protocol for a “Get Out the Vote” campaign for use in 2020 election cycle	11/19	

RAPAC ACTIVITY August 2019

BOARD/ASSOCIATION	2018 RAPAC RESERVES	Funds Rec'd in 2018 for 2019	Funds Rec'd in 2019	2019 RAPAC TOTAL RECEIVED	2019 LOCAL SHARE	2019 GOAL	PERCENT OF GOAL	2019 LOCAL REQUESTS	2018+2019 LOCAL RESERVES	AVAILABLE LOCAL FUNDS	RAPAC PARTIC
AAR/INDIVIDUAL	\$ 13,611.33	\$ 420.00	\$ 2,064.00	\$ 2,484.00	\$ 496.80	\$ 1,559.00	159.33%	\$ -	\$ 14,108.13	\$ 14,108.13	50.65%
BULLHEAD/MOHAVE	\$ 25,517.00	\$ 2,685.00	\$ 11,499.00	\$ 14,184.00	\$ 2,836.80	\$ 7,485.00	189.50%	\$ -	\$ 28,353.80	\$ 28,353.80	44.99%
CENTRAL ARIZONA	\$ 29,626.80	\$ 600.00	\$ 15,833.00	\$ 16,433.00	\$ 3,286.60	\$ 4,341.00	378.55%	\$ -	\$ 32,913.40	\$ 32,913.40	54.67%
GREEN VALLEY/SAHUARITA	\$ 25,882.40	\$ 1,660.00	\$ 5,615.50	\$ 7,275.50	\$ 1,455.10	\$ 5,112.00	142.32%	\$ -	\$ 27,337.50	\$ 27,337.50	51.19%
KINGMAN/GOLDEN VALLEY	\$ 9,809.26	\$ 1,290.00	\$ 5,735.00	\$ 7,025.00	\$ 1,405.00	\$ 5,477.00	128.26%	\$ -	\$ 11,214.26	\$ 11,214.26	74.44%
LAKE HAVASU	\$ 32,328.43	\$ 2,104.00	\$ 49,751.60	\$ 51,855.60	\$ 10,371.12	\$ 14,322.00	362.07%	\$ -	\$ 42,699.55	\$ 42,699.55	54.96%
NORTHERN ARIZONA	\$ 26,269.20	\$ 2,915.00	\$ 25,395.50	\$ 28,310.50	\$ 5,662.10	\$ 11,157.00	253.75%	\$ -	\$ 31,931.30	\$ 31,931.30	31.82%
PHOENIX	\$ 22,479.82	\$ 30,170.00	\$ 46,586.72	\$ 76,756.72	\$ 15,351.34	\$ 182,510.00	42.06%	\$ 2,000.00	\$ 37,831.16	\$ 35,831.16	23.82%
PRESCOTT	\$ 33,785.95	\$ 12,593.00	\$ 24,198.66	\$ 36,791.66	\$ 7,358.33	\$ 29,800.00	123.46%	\$ -	\$ 41,144.28	\$ 41,144.28	27.09%
SANTA CRUZ	\$ 9,373.30	\$ 300.00	\$ 1,815.00	\$ 2,115.00	\$ 423.00	\$ 2,029.00	104.24%	\$ -	\$ 9,796.30	\$ 9,796.30	47.00%
SCOTTSDALE AREA	\$ 18,449.75	\$ 46,448.00	\$ 67,764.23	\$ 114,212.23	\$ 22,842.45	\$ 173,564.00	65.80%	\$ -	\$ 41,292.20	\$ 41,292.20	27.54%
SEDONA/VERDE VALLEY	\$ 31,496.00	\$ 3,330.00	\$ 25,017.00	\$ 28,347.00	\$ 5,669.40	\$ 11,401.00	248.64%	\$ -	\$ 37,165.40	\$ 37,165.40	53.20%
SEVRAR	\$ 35,487.78	\$ 40,812.26	\$ 104,453.83	\$ 145,266.09	\$ 29,053.22	\$ 253,671.00	57.27%	\$ -	\$ 64,541.00	\$ 64,541.00	21.94%
SOUTHEAST ARIZONA	\$ 17,823.18	\$ -	\$ 4,230.00	\$ 4,230.00	\$ 846.00	\$ 4,240.00	99.76%	\$ -	\$ 18,669.18	\$ 18,669.18	38.76%
TUCSON	\$ 32,878.20	\$ 8,215.00	\$ 90,400.80	\$ 98,615.80	\$ 19,723.16	\$ 109,279.00	90.24%	\$ 7,000.00	\$ 52,601.36	\$ 45,601.36	20.25%
WEMAR	\$ 30,099.32	\$ 11,230.00	\$ 36,118.01	\$ 47,348.01	\$ 9,469.60	\$ 175,430.00	26.99%	\$ -	\$ 39,568.92	\$ 39,568.92	10.05%
WHITE MOUNTAIN	\$ 31,660.60	\$ 2,400.00	\$ 15,276.00	\$ 17,676.00	\$ 3,535.20	\$ 8,297.00	213.04%	\$ -	\$ 35,195.80	\$ 35,195.80	41.32%
YUMA	\$ 24,590.35	\$ 2,450.00	\$ 15,608.20	\$ 18,058.20	\$ 3,611.64	\$ 11,989.00	150.62%	\$ -	\$ 28,201.99	\$ 28,201.99	45.52%
TOTAL	\$ 451,168.67	\$ 169,622.26	\$ 547,362.05	\$ 716,984.31	\$ 143,396.86	\$ 1,011,663.00	70.87%	\$ 9,000.00	\$ 594,565.53	\$ 585,565.53	23.42%

Un-audited; Provided for internal informational purposes only

NOTE 1: RAPAC TOTAL RECEIVED 2019 is comprised of RAPAC deferred from 2018 plus YTD 2019 RAPAC

NOTE 2: Associations/Boards denoted in bold font have made 100% of their RAPAC goal for 2019

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

Issues Mobilization Activity August 2019

BOARD/ASSOCIATION	2018 ISSUES RESERVES	2019 ISSUES CONTRIBUTIONS	2019 ISSUES DUES	2019 Total Contributions For Credit	2019 Local Share	2019 LOCAL REQUESTS	BALANCE LOCAL RESERVES	Available Funds For Local Use
AAR/INDIVIDUAL	\$8,232.23	\$ 160.00	\$ 3,692.50	\$ 3,852.50	\$ 963.13	\$ -	\$ 9,195.36	\$ 9,195.36
BULLHEAD/MOHAVE	\$30,194.61	\$ -	\$ 13,947.50	\$ 13,947.50	\$ 3,486.88	\$ -	\$ 33,681.49	\$ 33,681.49
CENTRAL ARIZONA	\$3,738.63	\$ 2,450.00	\$ 7,665.00	\$ 10,115.00	\$ 2,528.75	\$ -	\$ 6,267.38	\$ 6,267.38
GRAHAM/GREENLEE	\$2,127.50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,127.50	\$ 2,127.50
GREEN VALLEY	\$20,823.44	\$ 213.40	\$ 9,415.00	\$ 9,628.40	\$ 2,407.10	\$ -	\$ 23,230.54	\$ 23,230.54
KINGMAN/GOLDEN V	\$22,989.97	\$ -	\$ 9,485.00	\$ 9,485.00	\$ 2,371.25	\$ -	\$ 25,361.22	\$ 25,361.22
LAKE HAVASU	\$22,205.13	\$ 1,172.50	\$ 24,570.00	\$ 25,742.50	\$ 6,435.63	\$ -	\$ 28,640.76	\$ 28,640.76
NORTHERN ARIZONA	\$28,316.76	\$ 700.00	\$ 19,757.50	\$ 20,457.50	\$ 5,114.38	\$ -	\$ 33,431.14	\$ 33,431.14
PHOENIX	\$98,525.08	\$ -	\$ 319,795.00	\$ 319,795.00	\$ 79,948.75	\$ -	\$ 100,000.00	\$ 100,000.00
PRESCOTT	\$28,594.83	\$ 1,645.00	\$ 51,187.50	\$ 52,832.50	\$ 13,208.13	\$ -	\$ 41,802.96	\$ 41,802.96
SANTA CRUZ	\$5,906.72	\$ 280.00	\$ 3,325.00	\$ 3,605.00	\$ 901.25	\$ -	\$ 6,807.97	\$ 6,807.97
SCOTTSDALE AREA	\$53,403.92	\$ -	\$ 305,917.50	\$ 305,917.50	\$ 76,479.38	\$ 30,000.00	\$ 100,000.00	\$ 70,000.00
SEDONA/VERDE V	\$35,098.41	\$ 4,200.00	\$ 20,020.00	\$ 24,220.00	\$ 6,055.00	\$ -	\$ 41,153.41	\$ 41,153.41
SEVRAR	\$100,000.00	\$ 7,640.00	\$ 447,510.00	\$ 455,150.00	\$ 113,787.50	\$ -	\$ 100,000.00	\$ 100,000.00
SOUTHEAST ARIZONA	\$17,592.10	\$ -	\$ 7,455.00	\$ 7,455.00	\$ 1,863.75	\$ -	\$ 19,455.85	\$ 19,455.85
TUCSON	\$13,093.14	\$ 7,842.90	\$ 198,782.50	\$ 206,625.40	\$ 51,656.35	\$ -	\$ 64,749.49	\$ 64,749.49
WEMAR	\$100,000.00	\$ 100.00	\$ 311,622.50	\$ 311,722.50	\$ 77,930.63	\$ -	\$ 100,000.00	\$ 100,000.00
WHITE MOUNTAIN	\$20,027.16	\$ 700.00	\$ 14,542.50	\$ 15,242.50	\$ 3,810.63	\$ -	\$ 23,837.79	\$ 23,837.79
YUMA	\$28,564.33	\$ 1,805.00	\$ 22,172.50	\$ 23,977.50	\$ 5,994.38	\$ -	\$ 34,558.71	\$ 34,558.71
TOTALS	\$639,433.96	\$28,908.80	\$1,790,862.50	\$ 1,819,771.30	\$ 454,942.83	\$30,000.00	\$794,301.54	\$ 764,301.54