



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	\$ 4,070,164.30	Operations & Strategic Initiatives	\$ 3,266,284.72
\$46,699.90	\$1,423,066.74	* 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	
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												
92	LEGISLATIVE POLICY DEVELOPMENT - 1550											
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												
105	FUNDRAISING/GRASSROOTS SUPPORT - 1560											
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
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\$ 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)
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\$ (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)

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												
110	RISK MANAGEMENT PUBLICATIONS - 1625											
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												
114	FORMS DEVELOPMENT - 1650											
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												
119	LEGAL HOTLINE - 1665											
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
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												
156	EXPENSE											
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		1	\$ (900.00)
183			\$ (1,680.00)		Adobe Creative Suite (annual)	\$ (840.00)		2 licenses	2		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	1	staff \$ (500.00)
186			\$ (300.00)		NAR Comm. Director Institute - Daily Exp	\$ (75.00)	night	4	days	1	1	staff \$ (300.00)
187			\$ (900.00)		NAR Comm. Director Institute - Hotel	\$ (300.00)		3	nights	1	1	staff \$ (900.00)
188			\$ (125.00)		NAR Comm. Director Institute - Reg	\$ (125.00)		1	time	1	1	staff \$ (125.00)
189			\$ (500.00)	\$ (750.00)	NAREE Comm. Director - Travel	\$ (500.00)		1	time	1	1	staff \$ (500.00)
190			\$ (300.00)		NAREE Comm. Director - Daily Exp.	\$ (75.00)	night	4	days	1	1	staff \$ (300.00)
191			\$ (900.00)		NAREE Comm. Director - Hotel	\$ (300.00)		3	nights	1	1	staff \$ (900.00)
192			\$ (125.00)		NAREE Comm. Director - Reg.	\$ (125.00)		1	time	1	1	staff \$ (125.00)
193			\$ (27.25)		Arizona REALTOR® Conference - Mileage	\$ (0.55)	per mile	50	miles	1	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
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												
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
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
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												
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)	\$ (3,064,608.00)	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)	\$ (6,027,293.00)		TOTAL DIRECT (EXPENSES)	\$ (6,582,877.00)
\$ 3,106,793.02	\$ 4,070,164.30		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	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	DUES - 1400													
52	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	OPERATIONS SUPPORT - 1901													
59	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	ASSOCIATION RELATIONS - 1903													
77	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)

