



## PROPOSED 2021 Operating and Capital Budget

2020 Budget	2020 Projections	Primary Committee	2021 Budget
\$ (1,003,397.22)	\$ (819,424.48)	Legislative & Political Affairs	\$ (1,074,043.01)
\$ (329,182.00)	\$ (242,797.35)	Risk Management	\$ (336,270.00)
\$ (1,357,248.52)	\$ (1,215,464.85)	Business Services & Technology	\$ (1,176,083.94)
\$ (513,954.56)	\$ (327,249.73)	Professional & Business Development	\$ (545,935.02)
\$ 3,266,284.72	\$ 4,052,191.94	Operations & Strategic Initiatives	\$ 3,183,414.36
<b>\$62,502.42</b>	<b>\$1,447,255.53</b>	<b>* Net (Expense)/Income Totals *</b>	<b>\$ 51,082.39</b>

LEGISLATIVE & POLITICAL AFFAIRS				
2020 Approved	2020 Projections	Code		2021
<b>PROJECTED INCOME</b>				
\$ -				
<b>TOTAL PROJECTED INCOME</b>				\$ -
<b>PROJECTED DIRECT (EXPENSES)</b>				
\$ (32,370.00)	\$ (23,823.00)	605	AWARDS/GIFTS	\$ (31,370.00)
\$ (8,860.00)	\$ (4,750.00)	621	REPAIRS/MAINTENANCE	\$ (8,860.00)
\$ (10,040.00)	\$ (6,500.00)	623	UTILITIES	\$ (16,540.00)
\$ (182,535.00)	\$ (148,244.78)	630	CATERING/HOTEL	\$ (218,855.00)
\$ (500.00)	\$ (950.00)	631	BUILDING	\$ (1,450.00)
\$ (1,000.00)	\$ (400.00)	632	COPYING	\$ (1,000.00)
\$ (328,948.00)	\$ (327,313.00)	639	DUES/COMMITMENTS	\$ (343,720.00)
\$ (30.00)	\$ (4,524.81)	640	EQUIPMENT MAINTENANCE/RENTAL	\$ (5,030.00)
\$ -	\$ -	770	SUPPLIES	\$ -
\$ (3,250.08)	\$ (1,260.00)	770.1	SUPPLIES	\$ (4,750.08)
\$ (802.00)	\$ (822.00)	780	POSTAGE	\$ (2,062.00)
\$ (6,700.00)	\$ (4,600.00)	781	PRINTING	\$ (6,700.00)
\$ (53,320.00)	\$ (22,707.65)	786	PROMOTION	\$ (60,280.00)
\$ (10,000.00)	\$ (1,000.00)	787	SPEAKER	\$ (10,000.00)
\$ (2,000.00)	\$ (2,000.00)	788	STAFF EXPENSE	\$ (2,000.00)
\$ (12,438.32)	\$ (11,206.74)	790	SUBSCRIPTIONS/REFERENCE	\$ (13,501.48)
\$ (257,300.00)	\$ (244,115.00)	810	PROFESSIONAL/CONTRACT FEES	\$ (261,938.00)
\$ (5,500.00)	\$ (4,500.00)	850	TELEPHONE	\$ (5,500.00)
\$ (29,220.00)	\$ -	860	CONFERENCES	\$ (21,348.00)
\$ (42,750.00)	\$ (7,500.00)	867	TRAVEL/OTHER	\$ (42,800.00)
\$ (15,833.82)	\$ (3,207.50)	867.2	STAFF TRAVEL	\$ (16,338.45)
\$ (1,003,397.22)	\$ (819,424.48)	<b>TOTAL DIRECT (EXPENSES)</b>		\$ (1,074,043.01)

LEGISLATIVE AND POLITICAL AFFAIRS

A	B	C	D	E	F	G	H	I	J	K	L
Code	Category	2020 Approved	2020 Projections		Rate	Item	Qty	Item	Qty	Item	2021 Total
<b>GOVERNMENTAL AREA SUPPORT - 1501</b>											
621	Repairs/Maintenance	\$ (300.00)	\$ (4,750.00)	General Upkeep (lights, air filters, etc.)	\$ (300.00)		1		1		\$ (300.00)
		\$ (150.00)		Pest Control	\$ (150.00)		1		1		\$ (150.00)
		\$ (225.00)		Elevator	\$ (225.00)		1		1		\$ (225.00)
		\$ (550.00)		Building/General	\$ (550.00)		1		1		\$ (550.00)
		\$ (475.00)		HVAC - AZ Control Specialist Contract	\$ (475.00)		1		1		\$ (475.00)
		\$ (625.00)		HVAC Service Contract - O'Neil	\$ (625.00)		1		1		\$ (625.00)
		\$ (325.00)		HVAC Miscellaneous Repairs	\$ (325.00)		1		1		\$ (325.00)
		\$ (225.00)		Security/Fire Alarm/Extinguishers	\$ (225.00)		1		1		\$ (225.00)
		\$ (550.00)		Exterior Repairs/Maintenance	\$ (550.00)		1		1		\$ (550.00)
		\$ (45.00)		Security Monitoring	\$ (45.00)		1		1		\$ (45.00)
		\$ (975.00)		Interior Repairs/Maintenance	\$ (975.00)		1		1		\$ (975.00)
		\$ (3,200.00)		Janitorial/Window Cleaning	\$ (3,200.00)		1		1		\$ (3,200.00)
		\$ (415.00)		Pictures/Furnishings	\$ (415.00)		1		1		\$ (415.00)
		\$ (800.00)		Landscaping - Maintenance	\$ (800.00)		1		1		\$ (800.00)
623	Utilities	\$ -	\$ (6,500.00)	Telephone - Fire	\$ (6,500.00)		1		1		\$ (6,500.00)
		\$ (9,275.00)		Electricity	\$ (9,275.00)		1		1		\$ (9,275.00)
		\$ (650.00)		Sewer/Water	\$ (650.00)		1		1		\$ (650.00)
		\$ (115.00)		Trash	\$ (115.00)		1		1		\$ (115.00)
630	Catering/Hotel	\$ (370.00)	\$ (121.84)	Work Group Lunches	\$ (15.00)	each	5 meetings		15 members		\$ (1,125.00)
		\$ (315.00)	\$ (150.00)	Legislative Committees Snacks	\$ (22.00)	each	15 meetings		1		\$ (330.00)
		\$ (1,500.00)	\$ (1,500.00)	Legislative Committee Thank You Lunch	\$ (1,500.00)	annual	1 meetings		1		\$ (1,500.00)
		\$ (1,000.00)	\$ (1,000.00)	RAPAC Trustees Thank You Lunch	\$ (1,000.00)	annual	1 meetings		1		\$ (1,000.00)
		\$ (1,000.00)	\$ (1,000.00)	RIMC Thank You Lunch	\$ (1,000.00)	annual	1 meetings		1		\$ (1,000.00)
		\$ (1,000.00)	\$ (1,000.00)	LPAC Thank You Lunch	\$ (1,000.00)	annual	1 meetings		1		\$ (1,000.00)
631	Computer Services & Expenses	\$ (500.00)	\$ (500.00)	Miscellaneous Computer Items	\$ (1,000.00)		1		1		\$ (1,000.00)
			\$ (225.00)	Zoom Licenses	\$ (225.00)	annual	1		1 subscription		\$ (225.00)
			\$ (225.00)	Adobe AcroPro	\$ (225.00)	annual	1		1 subscription		\$ (225.00)
632	Copying	\$ (1,000.00)	\$ (400.00)	Copying	\$ (1,000.00)	annual	1		1		\$ (1,000.00)
640	Equipment Maintenance/Rental	\$ (15.00)	\$ (14.18)	Postage Machine	\$ (15.00)	annual	1		1		\$ (15.00)
		\$ (15.00)	\$ (10.63)	Copier and Printer Leases	\$ (15.00)	annual	1		1		\$ (15.00)
			\$ (4,500.00)	Equipment Maintenance Rental Fees	\$ (5,000.00)	annual	1		1		\$ (5,000.00)
770.1	Supplies	\$ (500.00)	\$ 1,500.00	General Supplies	\$ (2,000.00)		1		1		\$ (2,000.00)
		\$ (500.04)	\$ (370.00)	Coffee (Parks & Co.)	\$ (41.67)	monthly	12		1		\$ (500.04)
		\$ (500.04)	\$ (640.00)	Bottled Water/Coolers (Ready Refresh by Nestle)	\$ (41.67)	monthly	12		1		\$ (500.04)
780	Postage	\$ (750.00)	\$ (750.00)	Postage	\$ (750.00)	annually	1		1		\$ (750.00)
		\$ (52.00)	\$ (72.00)	UPS (Weekly Pick-Up Fees)	\$ (6.00)	week	52 weeks		1 svc chg		\$ (312.00)
781	Printing	\$ (2,000.00)	\$ (2,000.00)	In-house Printing	\$ (2,000.00)	annual	1		1		\$ (2,000.00)
		\$ (700.00)	\$ (100.00)	Letterhead, Envelopes & Business Cards	\$ (700.00)		1		1		\$ (700.00)
790	Subscription/References		\$ (175.80)	Asana	\$ (29.30)	monthly	12 months		1 subscription		\$ (351.60)
810	Contract Fees	\$ (440.00)	\$ (100.00)	Paper Shredding	\$ (150.00)		1		1		\$ (150.00)
		\$ (480.00)	\$ (140.00)	125 Plan Admin. (WageWorks) FSA	\$ (12.00)	monthly	12		1		\$ (144.00)
		\$ (480.00)	\$ (655.00)	Property Management Fees	\$ (62.00)	monthly	12		1		\$ (744.00)
850	Telephone	\$ (5,500.00)	\$ (4,500.00)	Long Distance, Data Lines, Mobile, Monthly Lines, & Internet	\$ (5,500.00)		1		1		\$ (5,500.00)
860	Conferences	\$ -	\$ -	Arizona REALTOR® Conference - Mileage	\$ (0.54)	per mile	50 miles		4 staff		\$ (108.00)
		\$ (360.00)	\$ -	Arizona REALTOR® Conference - Daily Expense	\$ (30.00)	per diem	4 days		3 staff		\$ (360.00)
867	Travel	\$ (750.00)	\$ -	Arizona REALTOR® Conference (NAR Staff) - Hotel	\$ (200.00)	night	2 nights		2 staff		\$ (800.00)
867.2	Staff Travel	\$ (2,500.08)	\$ (625.00)	Local Association Visits - Hotel	\$ (215.00)	night	3 nights		4 staff		\$ (2,580.00)
		\$ (2,730.00)	\$ (682.50)	Local Association Visits - Daily Expense	\$ (65.00)	per diem	14 trips		3 staff		\$ (2,730.00)

LEGISLATIVE AND POLITICAL AFFAIRS

A	B	C	D	E	F	G	H	I	J	K	L	
52		\$ (7,603.74)	\$ (1,900.00)	Local Association Visits - Mileage	\$ (0.57)	per mile		1	trip	14085	miles	\$ (8,028.45)
53		\$ (51,460.90)	\$ (33,106.95)									\$ (67,093.13)
54												
55	<b>LEGISLATIVE ADVOCACY - 1510</b>											
56	639	Dues /Commitments	\$ (1,200.00)	\$ (1,165.00)	Phoenix Chamber of Commerce	\$ (1,200.00)	annual	1		1		\$ (1,200.00)
57			\$ (15,000.00)	\$ (13,400.00)	Arizona Chamber of Commerce	\$ (15,000.00)	annual	1	time	1	staff	\$ (15,000.00)
58			\$ (10,400.00)	\$ (10,400.00)	Arizona Tax Research Association	\$ (10,400.00)	annual	1	time	1	staff	\$ (10,400.00)
59	786	Promotion	\$ (10,000.00)	\$ (7,916.65)	Promotion Fund	\$ (10,000.00)	annual	1		1		\$ (10,000.00)
60			\$ (1,800.00)	\$ (396.00)	Cellular Device	\$ (65.00)	staff	12	months	1	staff	\$ (780.00)
61					FPC Ambassador Program	\$ (3,000.00)	annual	1		1		\$ (3,000.00)
62	790	Subscriptions/Reference	\$ (150.00)	\$ (125.00)	Phoenix Business Journal	\$ (150.00)	annual	1	year	1	subscription	\$ (150.00)
63			\$ (3,450.00)	\$ (2,040.00)	AZ News/Leg. Report	\$ (680.00)	annual	6	months	1	subscription	\$ (4,080.00)
64			\$ (900.00)	\$ (900.00)	AZ New Service Legislative Subscription	\$ (900.00)	annual	1	copy	1	subscription	\$ (900.00)
65			\$ (190.32)	\$ (189.00)	Arizona Capitol Times	\$ (189.00)	annual	1	year	1	subscription	\$ (189.00)
66			\$ (25.00)	\$ -	AZ Capitol Times Mobile App	\$ -	time	1	app	1	time	\$ -
67			\$ (3,588.00)	\$ (3,588.00)	AZ News Svc/Yellow Sheets (1 annual)	\$ (299.00)	annual	12	months	1	subscription	\$ (3,588.00)
68			\$ -	\$ (53.94)	AZ Republic Digital Access	\$ (8.99)	monthly	12	months	1	subscription	\$ (107.88)
69			\$ (3,935.00)	\$ (3,935.00)	LOLA Access	\$ (3,935.00)	annual	1		1		\$ (3,935.00)
70			\$ (200.00)	\$ (200.00)	Miscellaneous	\$ (200.00)	annual	1	time	1	time	\$ (200.00)
71	810	Professional/Contract Fees	\$ (130,000.00)	\$ (128,496.00)	Contract Lobbyist Fees	\$ (130,000.00)	annual	1		1		\$ (130,000.00)
72	860	Conferences	\$ (1,160.00)	\$ -	American Legislative Economic Council (ALEC) (Salt Lake, UT) Conference - Sponsorship	\$ (580.00)	sponsorship	1	annual	1	sponsorships	\$ (580.00)
73			\$ (1,100.00)	\$ -	American Legislative Economic Council (ALEC) (Salt Lake, UT) Conference - Airfare	\$ (275.00)	airfare	1	trip	1	staff	\$ (275.00)
74			\$ (2,000.00)	\$ -	American Legislative Economic Council (ALEC) (Salt Lake, UT) Conference - Hotel	\$ (250.00)	night	4	days	1	staff	\$ (1,000.00)
75			\$ (1,000.00)	\$ -	American Legislative Economic Council (ALEC) (Salt Lake, UT) Conference - Daily Expense	\$ (100.00)	per diem	5	days	1	staff	\$ (500.00)
76			\$ (1,000.00)	\$ -	GAD (Denver, CO) Seminar - Daily Expense	\$ (100.00)	per diem	5	days	1	staff	\$ (500.00)
77			\$ (3,000.00)	\$ -	GAD (Denver, CO) Seminar - Hotel	\$ (250.00)	night	5	days	1	staff	\$ (1,250.00)
78			\$ (1,100.00)	\$ -	GAD (Denver, CO) Seminar - Airfare	\$ (275.00)	airfare	1	time	1	staff	\$ (275.00)
79			\$ (1,100.00)	\$ -	GAD (Denver, CO) Seminar - Registration	\$ (550.00)	registration	1	time	1	staff	\$ (550.00)
80			\$ (900.00)	\$ -	NAR EXPO (San Diego, CA) - Airfare	\$ (275.00)	airfare	1	time	2	staff	\$ (550.00)
81			\$ (900.00)	\$ -	NAR EXPO (San Diego, CA) - Registration	\$ (525.00)	registration	1	time	2	staff	\$ (1,050.00)
82			\$ (3,500.00)	\$ -	NAR EXPO (San Diego, CA) - Hotel	\$ (275.00)	night	5	nights	2	staff	\$ (2,750.00)
83			\$ (2,000.00)	\$ -	NAR EXPO (San Diego, CA) - Daily Expense	\$ (150.00)	per diem	5	days	2	staff	\$ (1,500.00)
84			\$ (500.00)	\$ -	NCSL Conference (Chicago, IL) - National Council of State Governments - Daily Expense	\$ (100.00)	per diem	5	days	1	staff	\$ (500.00)
85			\$ (550.00)	\$ -	NCSL Conference (Chicago, IL) - National Council of State Governments - Airfare	\$ (450.00)	airfare	1	time	1	staff	\$ (450.00)
86			\$ (500.00)	\$ -	NCSL Conference (Chicago, IL) - National Council of State Governments - Sponsorship	\$ (500.00)	annual	1	time	1	sponsorship	\$ (500.00)
87			\$ (1,000.00)	\$ -	NCSL Conference (Chicago, IL) - National Council of State Governments - Hotel	\$ (250.00)	night	4	nights	1	staff	\$ (1,000.00)
88			\$ (300.00)	\$ -	NAR Campaign School - Daily Expense	\$ (100.00)	per diem	3	days	1	staff	\$ (300.00)
89			\$ (400.00)	\$ -	NAR Campaign School - Hotel	\$ (200.00)	night	2	days	1	staff	\$ (400.00)
90			\$ (100.00)	\$ -	NAR Campaign School - Registration	\$ (100.00)	registration	1	time	1	staff	\$ (100.00)
91			\$ (350.00)	\$ -	NAR Campaign School - Airfare	\$ (450.00)	airfare	1	time	1	staff	\$ (450.00)
92			\$ (203,298.32)	\$ (172,804.59)								\$ (198,009.88)
93												
94	<b>LOCAL LOBBYING SUPPORT - 1545</b>											
95	867.2	Staff Travel	\$ (3,000.00)	\$ -	In-state & National Meetings	\$ (3,000.00)		1		1	staff	\$ (3,000.00)
96			\$ (3,000.00)	\$ -								\$ (3,000.00)
97												
98	<b>LEGISLATIVE POLICY DEVELOPMENT - 1550</b>											
99	630	Catering/Hotel	\$ (600.00)	\$ (600.00)	REALTOR Caucus Miscellaneous (Floral,exc)	\$ (2,500.00)		1	time	1		\$ (2,500.00)
100			\$ (1,500.00)	\$ (1,500.00)	REALTOR Caucus - Audio/Visual	\$ (2,000.00)	audio/visual	1	event	5	rooms	\$ (10,000.00)
101			\$ (4,000.00)	\$ (4,000.00)	REALTOR Caucus - Room Rental	\$ (220.00)	per room	45	rooms	1	night	\$ (9,900.00)
102			\$ (2,500.00)	\$ (2,500.00)	REALTOR Caucus- Swag	\$ (10.00)	per attendee	1	time	250	attendees	\$ (2,500.00)

LEGISLATIVE AND POLITICAL AFFAIRS

	A	B	C	D	E	F	G	H	I	J	K	L	
103			\$ (21,250.00)	\$ (21,250.00)	REALTOR Caucus - Catering	\$ (35,000.00)			1	time	1	event	\$ (35,000.00)
104			\$ (92,000.00)	\$ (92,000.00)	Legislative Events (REALTOR Day, other event(s))	\$ (95,000.00)			1	events	1		\$ (95,000.00)
105			\$ (2,000.00)	\$ (622.94)	Legislative Industry Partners Event	\$ (2,000.00)	annual		1	events	1		\$ (2,000.00)
106			\$ (5,000.00)		Legislative Play Date	\$ -	annual		1	time	1		\$ -
107	770.1	Supplies	\$ (150.00)	\$ (150.00)	Miscellaneous Supplies	\$ (150.00)			1	time	1		\$ (150.00)
108	810	Professional/ Contract Fees			Event Registration Website- Cvent	\$ (5,000.00)	annual		1	time	1		\$ (5,000.00)
109	787	Speaker	\$ (10,000.00)	\$ (1,000.00)	REALTOR Caucus - Speaker Fees	\$ (10,000.00)	annual		1	time	1		\$ (10,000.00)
110	867	Travel	\$ (9,000.00)	\$ (7,500.00)	REALTOR Caucus Mileage Reimbursements	\$ (9,000.00)			1	event	1	time	\$ (9,000.00)
111			\$ (145,500.00)	\$ (131,122.94)									\$ (181,050.00)
112													
113	<b>FUNDRAISING/GRASSROOTS SUPPORT - 1560</b>												
114	605	Awards/Gifts	\$ (4,050.00)	\$ (3,600.00)	Local Association Year-End Awards	\$ (4,050.00)	award		1		1		\$ (4,050.00)
115			\$ (4,320.00)	\$ -	RAPAC Recognition Pins	\$ (4,320.00)	order		1		1		\$ (4,320.00)
116			\$ (10,000.00)	\$ (7,673.00)	Major Investor Gift	\$ (10,000.00)	order		1	time	1	members	\$ (10,000.00)
117			\$ (2,000.00)	\$ (1,600.00)	President Circle Gift	\$ (2,000.00)	order		1	time	1	members	\$ (2,000.00)
118			\$ (11,000.00)	\$ (10,000.00)	Hall of Fame Gift	\$ (10,000.00)	order		1	time	1	members	\$ (10,000.00)
119			\$ (1,000.00)	\$ (950.00)	RAPAC Promotion Materials	\$ (1,000.00)	order		1	time	1	members	\$ (1,000.00)
120	630	Catering/Hotel	\$ (25,000.00)	\$ (20,000.00)	RAPAC Annual Event	\$ (25,000.00)	annual		1	time	1	members	\$ (25,000.00)
121			\$ (1,000.00)	\$ (1,000.00)	Major Investor Event	\$ (1,000.00)			1		1		\$ (1,000.00)
122	639	Dues/Commitments	\$ (250.00)	\$ (250.00)	SOS Standing Committee Renewal	\$ (250.00)	annual		1	time	1		\$ (250.00)
123			\$ (292,098.00)	\$ (292,098.00)	REALTOR® Party PSF Allocation at \$6 per member plus	\$ (6.00)	annual		1	time	51145	members	\$ (306,870.00)
124			\$ (10,000.00)	\$ (10,000.00)	Platinum R	\$ (10,000.00)	annual		1	each	1		\$ (10,000.00)
125	770.1	Supplies	\$ (300.00)	\$ (300.00)	Arizona REALTOR® Conference Supplies	\$ (300.00)	annual		1		1		\$ (300.00)
126			\$ (300.00)	\$ (300.00)	October Leadership Supplies	\$ (300.00)	annual		1		1		\$ (300.00)
127			\$ (1,000.00)	\$ (1,000.00)	RAPAC Annual Event Supplies	\$ (1,000.00)	annual		1	time	1		\$ (1,000.00)
128	780	Postage			Online Auction Postage	\$ (1,000.00)	annual		1	time	1	event	\$ (1,000.00)
129	786	Promotion	\$ (1,020.00)	\$ (1,000.00)	October Leadership Fundraiser	\$ (2,000.00)	drawing		1	each	1		\$ (2,000.00)
130			\$ (1,500.00)	\$ (1,500.00)	Arizona REALTOR® Conference RAPAC Promotion	\$ (1,500.00)	drawing		1	each	1		\$ (1,500.00)
131			\$ (1,500.00)		Online Fundraising Program	\$ -	drawing		1	each	1		\$ -
132			\$ (6,000.00)	\$ -	Statewide RAPAC Planning Session	\$ (6,000.00)	training		1	each	1		\$ (6,000.00)
133			\$ (2,500.00)	\$ (2,395.00)	Online Fundraising Auction Vendor Give Smart	\$ (2,500.00)	annual		1	each	1		\$ (2,500.00)
134	810	Professional/Contract Fees	\$ (9,100.00)	\$ (9,100.00)	Annual Audit	\$ (9,100.00)	audit		1	audit	1		\$ (9,100.00)
135			\$ (95,000.00)	\$ (95,000.00)	REALTOR® Party Plus	\$ (95,000.00)	annual		1	each	1		\$ (95,000.00)
136			\$ (478,938.00)	\$ (457,766.00)									\$ (493,190.00)
137													
138	<b>FEDERAL LIAISON SUPPORT - 1575</b>												
139	630	Catering/Hotel	\$ (25,000.00)	\$ -	Hill Visit Reception	\$ (30,000.00)			1	each	1	members	\$ (30,000.00)
140	786	Promotion	\$ (11,000.00)	\$ -	FPC In-District Funds	\$ (1,500.00)			1	each	11	members	\$ (16,500.00)
141	860	Conferences	\$ (2,000.00)	\$ -	NAR Legislative (D.C.) - Daily Expense	\$ (200.00)	per diem		5	days	2	staff	\$ (2,000.00)
142			\$ (3,200.00)	\$ -	NAR Legislative (D.C.) - Hotel	\$ (320.00)	night		5	nights	2	staff	\$ (3,200.00)
143			\$ (1,200.00)	\$ -	NAR Legislative (D.C.) - Airfare	\$ (600.00)	airfare		1	time	2	staff	\$ (1,200.00)
144	867	Travel/Other	\$ (33,000.00)	\$ -	FPC NAR DC Meetings	\$ (3,000.00)	per member		1	time	11	members	\$ (33,000.00)
145			\$ (75,400.00)	\$ -									\$ (85,900.00)
146													
147	<b>ELECTION YEAR ACTIVITIES - 1580</b>												
148	788	Staff Expense	\$ (2,000.00)	\$ (2,000.00)	Get Out The Vote Campaign	\$ (2,000.00)			1		1	staff	\$ (2,000.00)
149			\$ (2,000.00)	\$ (2,000.00)									\$ (2,000.00)
150													
151	<b>GOVERNMENTAL COMMUNICATIONS - 1585</b>												
152	781	Printing	\$ (4,000.00)	\$ (2,500.00)	Governmental Programs Communications (Print/Audio/Video)	\$ (4,000.00)			1	time	1	time	\$ (4,000.00)
153	786	Promotion	\$ (10,000.00)	\$ (2,000.00)	CFA Outreach Services	\$ (10,000.00)			1	time	1	time	\$ (10,000.00)
154			\$ (8,000.00)	\$ (7,500.00)	REALTOR Party Video	\$ (8,000.00)			1	time	1	time	\$ (8,000.00)

LEGISLATIVE AND POLITICAL AFFAIRS

	A	B	C	D	E	F	G	H	I	J	K	L
155	810	Professional/Contract Fees	\$ (400.00)	\$ (300.00)	AZ News Service Trade and Professional Association	\$ (400.00)		1		1		\$ (400.00)
156			\$ (700.00)	\$ (550.00)	AZ Capitol Times Book of Lobbyists	\$ (350.00)		1	time	1	ad	\$ (700.00)
157			\$ (700.00)	\$ (650.00)	AZ News Service Citizen Government Directory	\$ (700.00)		1		1		\$ (700.00)
158			\$ (23,800.00)	\$ (13,500.00)								\$ (23,800.00)
159												
160					<b>POLITICAL RESEARCH - 1596</b>							
161	810	Professional/Contract Fees	\$ (20,000.00)	\$ (9,124.00)	Research, Policy	\$ 20,000.00		1		1	fee	\$ (20,000.00)
162			\$ (20,000.00)	\$ (9,124.00)								\$ (20,000.00)
163												
164			\$ (1,003,397.22)	\$ (819,424.48)								\$ (1,074,043.01)
165												\$ -
166			\$ (1,003,397.22)	\$ (819,424.48)								\$ (1,074,043.01)

<b>RISK MANAGEMENT</b>							
<b>2020 Approved</b>	<b>2020 Projections</b>	<b>Code</b>					<b>2021</b>
<b>PROJECTED INCOME</b>							
\$ 15,200.00	\$ 31,500.00	440	PS ENFORCEMENT INCOME				\$ 27,500.00
\$ -	\$ 1,050.00	440	REGISTRATION FEES				\$ 1,000.00
<b>\$ 15,200.00</b>	<b>\$ 32,550.00</b>	<b>TOTAL PROJECTED INCOME</b>				<b>\$ 28,500.00</b>	
<b>PROJECTED DIRECT (EXPENSES)</b>							
\$ (200.00)	\$ (200.00)	605	AWARDS/GIFTS				\$ (400.00)
\$ (13,300.00)	\$ (6,300.00)	621	REPAIRS & MAINTENANCE				\$ (9,900.00)
\$ (2,525.00)	\$ (9,040.00)	623	UTILITIES				\$ (10,385.00)
\$ (20,828.00)	\$ (12,378.00)	630	CATERING/HOTEL				\$ (20,828.00)
\$ (500.00)	\$ (1,880.00)	631	COMPUTER SERVICES & EXPENSES				\$ (2,500.00)
\$ (1,000.00)	\$ (750.00)	632	COPYING				\$ (1,000.00)
\$ (15,095.00)	\$ (11,500.00)	640	EQUIPMENT MAINTENANCE/RENTAL				\$ (15,095.00)
\$ (4,750.00)	\$ (2,900.00)	770	SUPPLIES				\$ (4,750.00)
\$ (4,180.00)	\$ (2,750.00)	780	POSTAGE				\$ (3,430.00)
\$ (1,200.00)	\$ (250.00)	781	PRINTING				\$ (1,200.00)
\$ (4,750.00)	\$ (150.00)	786	PROMOTION				\$ (4,500.00)
\$ (3,650.00)	\$ (4,400.00)	787	SPEAKER FEES				\$ (4,000.00)
\$ (11,215.00)	\$ (9,825.00)	790	SUBSCRIPTIONS/REFERENCE				\$ (11,090.00)
\$ (222,921.00)	\$ (199,557.00)	810	PROFESSIONAL/CONTRACT FEES				\$ (238,274.00)
\$ (7,980.00)	\$ (8,080.00)	850	TELEPHONE				\$ (8,220.00)
\$ (13,158.00)	\$ (1,037.35)	860	CONFERENCES				\$ (18,137.00)
\$ (17,130.00)	\$ (4,350.00)	867	TRAVEL/OTHER				\$ (11,061.00)
<b>\$ (344,382.00)</b>	<b>\$ (275,347.35)</b>	<b>TOTAL DIRECT (EXPENSES)</b>				<b>\$ (364,770.00)</b>	
<b>\$ (329,182.00)</b>	<b>\$ (242,797.35)</b>	<b>TOTAL NET (EXPENSES)/INCOME</b>				<b>\$ (336,270.00)</b>	

RISK MANAGEMENT

1	A	B	C	D	E	F	G	H	I	J	K	L
	Code		2020 Approved	2020 Projections		Rate	Item	Qty	Item	Qty	Item	2021 Total
2	<b>RISK MANAGEMENT/TASK FORCE/WORK GROUP SUPPORT - 1601 (Dues)</b>											
3	621	Repairs/Maintenance	\$ (500.00)	\$ (6,300.00)	General Upkeep (lights, air filters, etc.)	\$ (500.00)		1		1		\$ (500.00)
4			\$ (200.00)		Pest Control	\$ (200.00)		1		1		\$ (200.00)
5			\$ (350.00)		Elevator	\$ (350.00)		1		1		\$ (350.00)
6			\$ (800.00)		Building/General	\$ (800.00)		1		1		\$ (800.00)
7			\$ (700.00)		HVAC - AZ Control Specialist Contract	\$ (700.00)		1		1		\$ (700.00)
8			\$ (950.00)		HVAC Service Contract - O'Neil	\$ (950.00)		1		1		\$ (950.00)
9			\$ (500.00)		HVAC Miscellaneous Repairs	\$ (500.00)		1		1		\$ (500.00)
10			\$ (350.00)		Security/Fire Alarm/Extinguishers	\$ (350.00)		1		1		\$ (350.00)
11			\$ (850.00)		Exterior Repairs/Maintenance	\$ (850.00)		1		1		\$ (850.00)
12			\$ (50.00)		Security Monitoring	\$ (50.00)		1		1		\$ (50.00)
13			\$ (1,450.00)		Interior Repairs/Maintenance	\$ (900.00)		1		1		\$ (900.00)
14			\$ (4,750.00)		Janitorial/Window Cleaning	\$ (2,000.00)		1		1		\$ (2,000.00)
15			\$ (650.00)		Pictures/Furnishings	\$ (550.00)		1		1		\$ (550.00)
16			\$ (1,200.00)		Landscaping - Maintenance	\$ (1,200.00)		1		1		\$ (1,200.00)
17	605	Awards/Gifts			RMC Chair Recognition	\$ (200.00)		1		1		\$ (200.00)
18	623	Utilities	\$ (1,400.00)	\$ (9,040.00)	Electricity	\$ (9,250.00)		1		1		\$ (9,250.00)
19			\$ (950.00)		Sewer/Water	\$ (950.00)		1		1		\$ (950.00)
20			\$ (175.00)		Trash	\$ (185.00)		1		1		\$ (185.00)
21	630	Catering/Hotel	\$ (2,400.00)	\$ (1,000.00)	Group Meetings	\$ (600.00)	meal	4	times	1		\$ (2,400.00)
22	631	Computer Services & Expenses	\$ (500.00)	\$ (1,880.00)	Misc. Computer Expenses, Accessories & Licenses	\$ (2,500.00)		1		1		\$ (2,500.00)
23	632	Copying	\$ (1,000.00)	\$ (750.00)	Copies	\$ (1,000.00)		1		1		\$ (1,000.00)
24	640	Equipment Maintenance/Rental	\$ (95.00)	\$ (11,500.00)	Pitney Bowes Meter	\$ (95.00)		1		1		\$ (95.00)
25			\$ (15,000.00)		Copier Lease	\$ (15,000.00)		1		1		\$ (15,000.00)
26	770.1	Supplies	\$ (3,750.00)	\$ (2,500.00)	General Supplies	\$ (3,750.00)	supplies	1		1		\$ (3,750.00)
27			\$ -		Coffee (Parks & Co.)			12		1		\$ -
28			\$ -		Bottled Water/Coolers (Ready Refresh by Nestle)			12		1		\$ -
29	780	Postage	\$ (250.00)	\$ (750.00)	Postage	\$ (250.00)	annually	1		1		\$ (250.00)
30			\$ (1,430.00)		UPS (Weekly Pick-Up Fees)	\$ (27.50)	week	52	weeks	1	svc chg	\$ (1,430.00)
31	781	Printing	\$ (1,000.00)	\$ (250.00)	Business Cards/Notes, Letterhead, Envelopes	\$ (1,000.00)		1		1		\$ (1,000.00)
32	786	Promotion	\$ (750.00)	\$ (150.00)	Member expenses	\$ (500.00)		1		1		\$ (500.00)
33	810	Contract Fees	\$ (125.00)	\$ (1,580.00)	Paper Shredding	\$ (348.00)		1		1		\$ (348.00)
34			\$ (276.00)		125 Plan Admin. (WageWorks)	\$ (23.00)	monthly	12		1		\$ (276.00)
35			\$ (1,320.00)		Property Management Fees	\$ (110.00)	monthly	12		1		\$ (1,320.00)
36	850	Telephone	\$ (7,980.00)	\$ (8,080.00)	Long Distance, Data Lines, Mobile, Monthly Lines, & Internet	\$ (685.00)	monthly	12		1		\$ (8,220.00)
37	860	Conferences	\$ (63.00)	\$ (1,037.35)	Arizona REALTOR® Conference - Mileage	\$ (21.00)	mileage	2	days	1	staff	\$ (42.00)
38			\$ (225.00)		General Counsel Meeting - Daily Expense	\$ (75.00)	per diem	3	days	1	staff	\$ (225.00)



**RISK MANAGEMENT**

	A	B	C	D	E	F	G	H	I	J	K	L	
39			\$ (600.00)		General Counsel Meeting - Airfare	\$ (600.00)	airfare	1	time	1	staff	\$ (600.00)	
40			\$ (600.00)		General Counsel Meeting - Hotel	\$ (300.00)	night	2	nights	1	staff	\$ (600.00)	
41			\$ (200.00)		General Counsel Meeting - Room Rentals	\$ (200.00)	conf room	1	fee	1	time	\$ (200.00)	
42			\$ -		AE Institute (Houston, TX) - Hotel	\$ (250.00)	hotel	5	nights	2	staff	\$ (2,500.00)	
43			\$ -		AE Institute (Houston, TX) - Airfare	\$ (600.00)	airfare	1	time	2	staff	\$ (1,200.00)	
44			\$ -		AE Institute (Houston, TX) - Daily Expense	\$ (75.00)	per diem	6	days	2	staff	\$ (900.00)	
45			\$ -		AE Institute (Houston, TX) Registration	\$ (600.00)	registration	1	time	2	staff	\$ (1,200.00)	
46			\$ (3,200.00)		NAR EXPO (San Diego, CA) - Hotel	\$ (320.00)	night	5	nights	2	staff	\$ (3,200.00)	
47			\$ (1,200.00)		NAR EXPO (San Diego, CA) - Airfare	\$ (600.00)	airfare	1	time	2	staff	\$ (1,200.00)	
48			\$ (2,000.00)		NAR EXPO (San Diego, CA) - Daily Expense	\$ (150.00)	per diem	5	days	2	staff	\$ (1,500.00)	
49			\$ (900.00)		NAR EXPO (San Diego, CA) - Registration	\$ (450.00)	registration	1	time	2	staff	\$ (900.00)	
50			\$ (1,920.00)		NAR Legislative (D.C.) - Hotel	\$ (320.00)	night	6	nights	1	staff	\$ (1,920.00)	
51			\$ (1,200.00)		NAR Legislative (D.C.) - Daily Expense	\$ (150.00)	per diem	6	days	1	staff	\$ (900.00)	
52			\$ (450.00)		NAR Legislative (D.C.) - Registration	\$ (450.00)		1	time	1	staff	\$ (450.00)	
53			\$ (600.00)		NAR Legislative (D.C.) - Airfare	\$ (600.00)	airfare	1	time	1	staff	\$ (600.00)	
54	<b>867.2</b>	Staff Travel	\$ (4,000.00)	\$ (1,250.00)	In-state Travel & Expense (outreach activities and RM related issues)	\$ (3,500.00)	travel	1	pool	1	staff	\$ (3,500.00)	
55			<b>\$ (88,859.00)</b>	<b>\$ (46,067.35)</b>								<b>\$ (80,211.00)</b>	
56													
57					<b>LEGAL SUPPORT - 1602</b>								
58	<b>790</b>	Subscriptions/Reference	\$ (750.00)	\$ (7,000.00)	Legal Publications	\$ (750.00)	subscriptions	1		1		\$ (750.00)	
59			\$ (5,000.00)		Legal Research - West Law	\$ (5,250.00)	subscriptions	1		1		\$ (5,250.00)	
60			\$ (2,500.00)		County/State Bar Dues/CLE/ACC	\$ (2,000.00)	dues	1		1		\$ (2,000.00)	
61			\$ (200.00)		WCR	\$ (200.00)	dues	1		1		\$ (200.00)	
62	<b>810</b>	Professional/Contract Fees	\$ (20,000.00)	\$ (3,000.00)	Outside Legal	\$ (20,000.00)		1		1		\$ (20,000.00)	
63	<b>867</b>	Travel/Other	\$ (2,000.00)	\$ -	RMC Chair/Vice Chair	\$ (2,000.00)	travel	1		1		\$ (2,000.00)	
64			<b>\$ (30,450.00)</b>	<b>\$ (10,000.00)</b>								<b>\$ (30,200.00)</b>	
65													
66					<b>PROFESSIONAL STANDARDS ENFORCEMENT - 1605 (Dues)</b>								
67					<b>INCOME</b>								
68	<b>440</b>	PS Enforcement	\$ 1,000.00	\$ 500.00	Appeal Fees Retained	\$ 500.00	appeals	2	hearings	1	time	\$ 1,000.00	
69			\$ 3,500.00	\$ 1,750.00	Arbitration Deposits Retained	\$ 500.00	deposits	7	hearings	1	time	\$ 3,500.00	
70			\$ 500.00	\$ 250.00	Ethics Citation Fee	\$ 250.00	fee	2	violations	1	time	\$ 500.00	
71			\$ 4,200.00	\$ 9,000.00	Ethics Administrative Fees	\$ 300.00	fee	25	fees	1	time	\$ 7,500.00	
72			\$ 6,000.00	\$ 20,000.00	Ethics Retained Fines/Deposits	\$ 1,000.00	\$ 10.00	15	fees	1		\$ 15,000.00	
73			<b>\$ 15,200.00</b>	<b>\$ 31,500.00</b>								<b>\$ 27,500.00</b>	

**RISK MANAGEMENT**

A	B	C	D	E	F	G	H	I	J	K	L
74	<b>EXPENSE</b>										
75	605	Awards/Gifts	\$ (200.00)	\$ (200.00)	Committee Recognition	\$ (200.00)	recognition	1		1	\$ (200.00)
76	630	Catering/Hotel	\$ (1,200.00)	\$ (250.00)	Lunches (GVC)	\$ (100.00)	lunch	12	lunches	1	meetings \$ (1,200.00)
77			\$ (1,008.00)	\$ (250.00)	Lunches (PS Panels)	\$ (6.00)	lunch	6	lunches	28	hearings \$ (1,008.00)
78	770	Supplies	\$ (500.00)	\$ (250.00)	General	\$ (500.00)		1		1	\$ (500.00)
79	780	Postage	\$ (2,500.00)	\$ (2,000.00)	Stamps.com	\$ (1,750.00)		1		1	\$ (1,750.00)
80	790	Subscriptions/Reference	\$ (40.00)	\$ (2,500.00)	CEAM (for AAR GVC & PSC members & staff) - Shipping	\$ (40.00)	shipping	1		1	\$ (40.00)
81			\$ (1,300.00)		CEAM (for AAR GVC & PSC members & staff)	\$ (20.00)	CEAM	70	books	1	\$ (1,400.00)
82			\$ (1,080.00)		Professionalism in Real Estate	\$ (6.00)	booklet	180	books	1	\$ (1,080.00)
83			\$ (20.00)		Professionalism in Real Estate - Shipping	\$ (20.00)		1		1	\$ (20.00)
84	810	Professional/Contract Fees	\$ (3,600.00)		Court Reporter	\$ (200.00)	court reporter	5	hearings	1	time \$ (1,000.00)
85					Abacus training	\$ 250.00	hour	16	hours	1	staff \$ (4,000.00)
86					Abacus Subscription	\$ 715.00		12	months	1	\$ (8,580.00)
87	867	Travel/Other	\$ (135.00)	\$ (1,500.00)	Meals	\$ (27.00)	meal	3	meals	1	\$ (81.00)
88			\$ (2,750.00)		Panel Member Mileage	\$ (750.00)	mileage	1	miles	1	hearing \$ (750.00)
89			\$ (1,250.00)		Hearing Panel Chair Travel (Mileage)	\$ (750.00)	mileage	1	miles	1	hearing \$ (750.00)
90			\$ (495.00)		Hotel (Panel Chairs)	\$ (165.00)	night	1	nights	1	\$ (165.00)
91	867.2	Staff Travel	\$ (825.00)	\$ (1,500.00)	Hotel	\$ (165.00)	night	1	nights	1	time \$ (165.00)
92			\$ (2,175.00)		Car Rental & Gas	\$ (150.00)	rental	4	days	1	time \$ (600.00)
93			\$ (19,078.00)	\$ (8,450.00)							\$ (23,289.00)
94											
95	<b>PROFESSIONAL STANDARDS TRAINING - 1610</b>										
96	<b>INCOME</b>										
97	440	Registration Fees		\$ 1,050.00	Workshop Registration		registration		registrants		time \$ 1,000.00
98			\$ -	\$ 1,050.00							\$ 1,000.00
99											
100	<b>EXPENSE</b>										
101	630	Catering/Hotel	\$ (1,100.00)	\$ (10,878.00)	Workshop Room Charges (Audio/Visual, Projector, Microphones)	\$ (1,100.00)		1		1	\$ (1,100.00)
102			\$ (450.00)		Hearing Panel Chair Training (includes 19 comps, lunch & breaks)	\$ (15.00)	catering	30	meals	1	\$ (450.00)
103			\$ (13,000.00)		Workshop Breaks & Lunch (includes 200 AAR comps)	\$ (65.00)	catering	200	meals	1	\$ (13,000.00)
104	770	Supplies	\$ (500.00)	\$ (150.00)	General	\$ (500.00)		1		1	\$ (500.00)
105	787	Speaker Fees	\$ (2,750.00)	\$ (3,500.00)	PS Workshop	\$ (3,000.00)	speaker fee	1		1	\$ (3,000.00)
106	790	Subscriptions/Reference	\$ (325.00)	\$ (325.00)	NAR Materials/Code for Training Courses	\$ (350.00)	subscription	1		1	\$ (350.00)
107	810	Professional/Contract Fees	\$ (1,500.00)	\$ (1,500.00)	Videographer	\$ (1,500.00)		1		1	\$ (1,500.00)
108	867	Travel	\$ (2,000.00)	\$ -	PS Workshop Instructor Travel (airfare, hotel,expenses)	\$ (2,000.00)		1		1	\$ (2,000.00)
109			\$ (21,625.00)	\$ (16,353.00)							\$ (21,900.00)
110											
111	<b>ALTERNATIVE DISPUTE RESOLUTION - 1615</b>										
112	630	Catering/Hotel	\$ (1,250.00)	\$ -	Mediation/Ombudsman Training	\$ (25.00)	catering	50	attendees	1	time \$ (1,250.00)
113	787	Speaker Fees	\$ (900.00)	\$ (900.00)	Mediation/Ombudsman Training	\$ (1,000.00)	speaker fee	1		1	\$ (1,000.00)
114	810	Professional/Contract Fees	\$ (1,500.00)	\$ (1,577.00)	Ombudsman Insurance Policy	\$ (1,650.00)	policy	1		1	\$ (1,650.00)
115	867	Travel/Other	\$ (1,500.00)	\$ (100.00)	Mediator travel	\$ (150.00)	travel	7	mediations	1	time \$ (1,050.00)
116			\$ (5,150.00)	\$ (2,577.00)							\$ (4,950.00)
117											
118	<b>RISK MANAGEMENT PUBLICATIONS - 1625 (Primarily Fees)</b>										
119	786	Promotion	\$ (4,000.00)	\$ -	Text Alert System	\$ (4,000.00)		1		1	\$ (4,000.00)
120			\$ (4,000.00)	\$ -							\$ (4,000.00)
121											
122	<b>FORMS DEVELOPMENT - 1650</b>										
123	630	Catering/Hotel	\$ (420.00)	\$ -	Forms Workgroup Meeting	\$ (14.00)	catering	15	lunches	2	meetings \$ (420.00)
124	810	Professional/Contract Fees	\$ (4,000.00)	\$ (1,500.00)	Translation Fees/Copyright Fees Forms	\$ (3,000.00)		1		1	\$ (3,000.00)

RISK MANAGEMENT

	A	B	C	D	E	F	G	H	I	J	K	L
125			\$ (4,420.00)	\$ (1,500.00)								\$ (3,420.00)
126												
127	<b>LEGAL HOTLINE - 1665 (Dues)</b>											
128	<b>781</b>	Printing	\$ (200.00)	\$ -	Legal Hotline Letterhead	\$ (200.00)	printing	1		1		\$ (200.00)
129	<b>810</b>	Professional/Contract Fees	\$ (190,000.00)	\$ (190,400.00)	Legal Services	\$ (196,000.00)	fee	1	year	1		\$ (196,000.00)
130			\$ (600.00)		Other Fees (postage/copying, etc. costs)	\$ (50.00)		12	months	1		\$ (600.00)
131			\$ (190,800.00)	\$ (190,400.00)								\$ (196,800.00)
132			\$ (344,382.00)	\$ (275,347.35)		<b>TOTAL (EXPENSE)</b>						\$ (364,770.00)
133			\$ 15,200.00	\$ 32,550.00		TOTAL INCOME						\$ 28,500.00
134			\$ (329,182.00)	\$ (242,797.35)		<b>TOTAL NET (EXPENSE)/INCOME</b>						\$ (336,270.00)

<b>BUSINESS SERVICES &amp; TECHNOLOGY</b>				
<b>2020 Approved</b>	<b>2020 Projections</b>	<b>Code</b>		<b>2021</b>
<b>PROJECTED INCOME</b>				
\$ 60,000.00	\$ 60,000.00	433	FORMS LICENSING	\$ 60,000.00
\$ 7,200.00	\$ -	466	COMMUNICATIONS	\$ 2,000.00
<b>\$ 67,200.00</b>	<b>\$ 60,000.00</b>		<b>TOTAL PROJECTED INCOME</b>	<b>\$ 62,000.00</b>
<b>PROJECTED DIRECT (EXPENSES)</b>				
\$ (9,000.00)	\$ (3,200.00)	540	STAFF DEVELOPMENT	\$ (5,500.00)
\$ (15,740.00)	\$ (9,000.00)	621	REPAIRS/MAINTENANCE	\$ (14,440.00)
\$ (19,650.00)	\$ (16,250.00)	623	UTILITIES	\$ (18,400.00)
\$ (1,200.00)	\$ -	630	CATERING/HOTEL	\$ (1,200.00)
\$ (16,000.00)	\$ (7,000.00)	631	COMPUTER SERVICES & EXPENSES	\$ (15,000.00)
\$ -	\$ -	632	COPYING	\$ (2,500.00)
\$ (749.82)	\$ (200.00)	640	EQUIPMENT MAINTENANCE/RENTAL	\$ (799.64)
\$ (5,938.46)	\$ (3,000.00)	770	SUPPLIES	\$ (8,246.06)
\$ (465.60)	\$ (680.00)	780	POSTAGE	\$ (1,080.00)
\$ (29,850.00)	\$ (27,850.00)	781	PRINTING	\$ (33,850.00)
\$ (7,000.00)	\$ (600.00)	786	PROMOTION	\$ (7,500.00)
\$ -	\$ -	787	SPEAKER FEES	\$ (7,500.00)
\$ (3,225.00)	\$ (895.00)	790	SUBSCRIPTIONS/REFERENCE	\$ (1,425.00)
\$ (1,273,650.49)	\$ (1,194,094.85)	810	PROFESSIONAL/CONTRACT FEES	\$ (1,079,292.84)
\$ (11,174.30)	\$ (10,465.00)	850	TELEPHONE	\$ (11,174.30)
\$ (20,034.85)	\$ (75.00)	860	CONFERENCES	\$ (19,406.10)
\$ (10,770.00)	\$ (2,155.00)	867	TRAVEL	\$ (10,770.00)
<b>\$ (1,424,448.52)</b>	<b>\$ (1,275,464.85)</b>		<b>TOTAL DIRECT (EXPENSES)</b>	<b>\$ (1,238,083.94)</b>
<b>\$ (1,357,248.52)</b>	<b>\$ (1,215,464.85)</b>		<b>TOTAL NET (EXPENSES)/INCOME</b>	<b>\$ (1,176,083.94)</b>

**BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY**

A	B	C	D	E	F	G	H	I	J	K	L
Code		2020 Approved	2020 Projections		Rate	Item	Qty	Item	Qty	Item	2021 Total
<b>BUSINESS SERVICES AND TECHNOLOGY SUPPORT - 1701</b>											
540	Staff Development	\$ (5,000.00)	\$ (1,200.00)	Technical Training/Education (CES, Defcon, Interop)	\$ (3,500.00)	training	1	year	1	time	\$ (3,500.00)
621	Repairs/Maintenance	\$ (515.00)	\$ (9,000.00)	General Upkeep (lights, air filters, etc.)	\$ (515.00)		1		1		\$ (515.00)
		\$ (250.00)		Pest Control	\$ (250.00)		1		1		\$ (250.00)
		\$ (400.00)		Elevator	\$ (400.00)		1		1		\$ (400.00)
		\$ (975.00)		Building/General	\$ (750.00)		1		1		\$ (750.00)
		\$ (850.00)		HVAC - AZ Control Specialist Contract	\$ (850.00)		1		1		\$ (850.00)
		\$ (1,100.00)		HVAC Service Contract - O'Neil	\$ (1,100.00)		1		1		\$ (1,100.00)
		\$ (575.00)		HVAC Miscellaneous Repairs	\$ (575.00)		1		1		\$ (575.00)
		\$ (400.00)		Security/Fire Alarm/Extinguishers	\$ (400.00)		1		1		\$ (400.00)
		\$ (1,000.00)		Exterior Repairs/Maintenance	\$ (1,000.00)		1		1		\$ (1,000.00)
		\$ (75.00)		Security Monitoring	\$ (75.00)		1		1		\$ (75.00)
		\$ (1,750.00)		Interior Repairs/Maintenance	\$ (1,250.00)		1		1		\$ (1,250.00)
		\$ (5,675.00)		Janitorial/Window Cleaning	\$ (5,675.00)		1		1		\$ (5,675.00)
		\$ (750.00)		Pictures/Furnishings	\$ (500.00)		1		1		\$ (500.00)
		\$ (1,425.00)		Landscaping - Maintenance	\$ (1,100.00)		1		1		\$ (1,100.00)
623	Utilities	\$ (16,500.00)	\$ (16,250.00)	Electricity	\$ (15,250.00)		1		1		\$ (15,250.00)
		\$ (1,150.00)		Sewer/Water	\$ (1,150.00)		1		1		\$ (1,150.00)
		\$ (2,000.00)		Trash	\$ (2,000.00)		1		1		\$ (2,000.00)
640	Equipment Maintenance/Rental	\$ (49.82)	\$ (100.00)	Postage Machine	\$ (49.82)	24.91 mo	2		1		\$ (99.64)
		\$ (700.00)	\$ (100.00)	Copier & Printer Leases	\$ (700.00)		1		1		\$ (700.00)
770.1	Supplies	\$ (692.42)	\$ (600.00)	Supplies	\$ (1,500.00)	supplies	1		1		\$ (1,500.00)
		\$ (645.94)	\$ (600.00)	Coffee (Parks & Co.)	\$ (53.83)	billed monthly	1		12	Monthly	\$ (645.96)
		\$ (850.10)	\$ (800.00)	Bottled Water/Coolers (Ready Refresh by Nestle)	\$ (850.10)	billed monthly	1		1		\$ (850.10)
780	Postage	\$ (256.50)	\$ (200.00)	Postage	\$ (600.00)		1		1		\$ (600.00)
		\$ (209.10)	\$ (480.00)	UPS (Weekly Pick-Up Fees)	\$ (480.00)	40 month	1		1		\$ (480.00)
781	Printing	\$ (2,500.00)	\$ (500.00)	Printing/Copies	\$ (2,500.00)		1		1		\$ (2,500.00)
		\$ (1,350.00)	\$ (1,350.00)	Letterhead, Envelopes, Business Cards	\$ (1,350.00)		1		1		\$ (1,350.00)
790	Subscriptions/Reference	\$ (750.00)	\$ (200.00)	Books, Periodicals and Reference Texts	\$ (750.00)	subscriptions	1		1		\$ (750.00)
810	Contract Fees	\$ (146.90)	\$ (150.00)	Paper Shredding	\$ (150.00)	monthly	1		1		\$ (150.00)
		\$ (599.50)	\$ (554.64)	125 Plan Admin. (WageWorks)	\$ (554.64)	\$46.22 mo	1		1		\$ (554.64)
		\$ (1,541.76)	\$ (1,393.92)	Property Management Fees	\$ (1,393.92)	116.16 mo	1		1		\$ (1,393.92)
850	Telephone	\$ (11,174.30)	\$ (10,465.00)	Long Distance, Data Lines, Mobile, Monthly Lines, & Internet	\$ (11,174.30)	872.16 mo	1		1		\$ (11,174.30)
860	Conferences	\$ (300.00)	\$ -	Leadership Conference - Daily Expense	\$ (50.00)	per diem	3	days	2	staff	\$ (300.00)
		\$ (16.35)		Leadership Conference - Mileage	\$ (0.55)	per mile	15	miles	2	staff	\$ (16.35)
		\$ (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)		NAR EXPO (San Diego) - Airfare	\$ (275.00)	airfare	1	flight	1	staff	\$ (275.00)
		\$ (800.00)		NAR EXPO (San Diego) - Daily Expense	\$ (150.00)	per diem	4	nights	1	staff	\$ (600.00)
		\$ (1,280.00)		NAR EXPO (San Diego) - Hotel	\$ (275.00)	night	4	nights	1	staff	\$ (1,100.00)
		\$ (450.00)		NAR EXPO (San Diego) - Registration	\$ (525.00)	registration	1		1	staff	\$ (525.00)
		\$ (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)
		\$ (500.00)		NAR iOi Summit - Airfare GUNNER	\$ (500.00)	airfare	1	flight	1	BST Chair	\$ (500.00)
		\$ (600.00)		NAR iOi Summit - Daily Expense	\$ (150.00)	per diem	4	days	1	BST Chair	\$ (600.00)
		\$ (1,000.00)		NAR iOi Summit - Hotel	\$ (250.00)	night	4	nights	1	BST Chair	\$ (1,000.00)
		\$ (299.00)		NAR iOi Summit - Registration	\$ (299.00)	registration	1		1	BST Chair	\$ (299.00)
		\$ (1,200.00)		RAMCON - Airfare LOOK UP THIS AMOUNT	\$ (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)	\$ (35.00)	Miscellaneous In-state Travel	\$ (0.55)	per mile	1000	miles	1		\$ (545.00)
		\$ (78,758.94)	\$ (43,978.50)	<b>1701 Total</b>							\$ (75,361.16)

**BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY**

A	B	C	D	E	F	G	H	I	J	K	L	
63												
64	<b>SOFTWARE DEVELOPMENT - 1710</b>											
65	631	Computer Service & Expense	\$ (1,000.00)		Memory/Drives		total	1	total	1	yearly	\$ -
66	810	Professional/Contract Fees	\$ -		Telerek License		renewal	1	license	1	yearly	\$ -
67			\$ -		Telerek Platform		renewal	1	license	1	yearly	\$ -
68			\$ (200.00)		Auth0	\$ -		1	license	1	yearly	\$ -
69			\$ (1,350.00)		SQL Redgate		renewal	1		1	yearly	\$ -
70			\$ (1,000.00)		Avangate SkyVia.com	\$ -						\$ -
71			\$ (20,000.00)		Outsourced Consulting		consulting	1	license	1	yearly	\$ -
72			\$ (5,000.00)		Microsoft Azure Subscription	\$ -	protection	1	license	1	yearly	\$ -
73			\$ (870.33)		Domains		total	1	total	1	yearly	\$ -
74			\$ (29,420.33)	\$ -	<b>1710 Total</b>							\$ -
75												
76												
77	<b>IT RESOURCES AND SECURITY MANAGEMENT - 1730</b>											
78	631	Computer Expense	\$ (15,000.00)	\$ (1,000.00)	Desktop/Laptop Maintenance & Support	\$ (9,000.00)		1		1		(\$9,000.00)
79			\$ -	\$ (3,000.00)	Zoom Licenses	\$ (3,000.00)		1		1		(\$3,000.00)
80				\$ (3,000.00)	Adobe AcroPro Licenses	\$ (3,000.00)		1		1		(\$3,000.00)
81	810	Professional/Contract Fees	\$ (250.00)	\$ (250.00)	Infrastructure Server Imaging Veritas/Symantec/ Backup Exec	\$ (250.00)		1		1		(\$250.00)
82				\$ (2,020.00)	Adobe Creative Cloud	\$ (2,020.00)		1		1		(\$2,020.00)
83			\$ (1,500.00)	\$ (1,500.00)	Infrastructure - SSL Licenses	\$ (1,500.00)	renewal	1	license	1	yearly	(\$1,500.00)
84			\$ (4,000.00)	\$ (4,000.00)	Infrastructure - ExaGrid Licensing	\$ (4,000.00)	renewal	1	units	1	yearly	(\$4,000.00)
85			\$ (50.00)	\$ -	Doodle.com	\$ (50.00)		1	units	1	yearly	(\$50.00)
86			\$ (750.00)	\$ (750.00)	Infrastructure - Webex Web/Video Conferencing	\$ (750.00)	service	12	months	1		(\$9,000.00)
87			\$ (99.00)	\$ -	MindJet	\$ -						\$0.00
88			\$ (6,000.00)	\$ -	Vipre Web root bit defender included in nvision	\$ -	per month	1	months	1	office	\$0.00
89			\$ (15,000.00)	\$ (12,000.00)	Office 365	\$ (15,000.00)		1		1		(\$15,000.00)
90			\$ (120,000.00)	\$ (120,000.00)	Managed Service Provider Nvision	\$ (132,000.00)	\$	11,000.00	1	Year	1	(\$132,000.00)
91			\$ (40,800.00)	\$ (49,200.00)	Infrastructure - RAMCO AMS Licensing	\$ (4,300.00)	per month	12	months	1	office	(\$51,600.00)
92			\$ (5,000.00)	\$ (5,000.00)	Infrastructure - Domain and Hosting Fees	\$ (5,000.00)	fee	1		1		(\$5,000.00)
93			\$ -	\$ -	Infrastructure - Videoconference Fees	\$ -	license	1		1		\$0.00
94			\$ (10,000.00)	\$ (10,000.00)	Infrastructure - IVCI	\$ (10,000.00)	license	1		1		(\$10,000.00)
95			\$ (15,000.00)	\$ (9,000.00)	Infrastructure - IVCI (Svc Maint Agree)	\$ (15,000.00)		1		1		(\$15,000.00)
96			\$ (5,000.00)	\$ (5,000.00)	Infrastructure - Cisco Switch SmartNet	\$ (5,000.00)	\$	5,000.00	1		1	(\$5,000.00)
97			\$ (3,000.00)	\$ (3,000.00)	Infrastructure - Cisco Main Switch Maint.	\$ (3,000.00)	\$	3,000.00	1		1	(\$3,000.00)
98			\$ (10,000.00)	\$ -	Infrastructure Cisco - Firewall - Lic 3 year renewal	\$ -		1	Year	1		\$0.00
99			\$ (3,000.00)	\$ (1,500.00)	Infrastructure - Fax Service	\$ (1,500.00)	annual	1	year	1		(\$1,500.00)
100			\$ (1,500.00)	\$ (1,500.00)	Infrastructure - UPS Maintenance	\$ (1,000.00)		1		1		(\$1,000.00)
101			\$ (750.00)	\$ (750.00)	GoDaddy - Hosting (6 live active)	\$ (750.00)	renewal	1		1	yearly	(\$750.00)
102			\$ (3,000.00)	\$ (3,000.00)	GoDaddy - Domains	\$ (3,000.00)	renewal	1		1	yearly	(\$3,000.00)
103			\$ (6,000.00)	\$ (6,000.00)	Adobe Subscriptions	\$ (500.00)	per month	12	months	1	office	(\$6,000.00)
104			\$ -	\$ -	QuickBooks Consultant	\$ (5,000.00)	annual	1	year	1		(\$5,000.00)
105			\$ (500.00)	\$ (500.00)	TechSmith (SnagIt)	\$ (500.00)	renewal	1		1	yearly	(\$500.00)
106			\$ (295.00)	\$ (295.00)	HostTracker	\$ (295.00)		1		1		(\$295.00)
107			\$ (120.00)	\$ (120.00)	WeTransfer	\$ (120.00)		1		1		(\$120.00)
108			\$ (60.00)	\$ (222.29)	Sharefile	\$ (230.00)		1		1		(\$230.00)
109			\$ (125.00)	\$ (125.00)	Siber RoboForm® Goodsync	\$ (125.00)		1		1		(\$125.00)
110			\$ -	\$ -	Add Event	\$ (6.00)		12	months	1		(\$72.00)
111			\$ (150.00)	\$ (150.00)	REALTOR® Assn. - Michelle Domain	\$ (150.00)		1		1		(\$150.00)
112			\$ (900.00)	\$ (900.00)	Cox Communications - Rm 4 Line	\$ (75.00)		12	months	1		(\$900.00)
113			\$ (4,500.00)	\$ (4,140.00)	Citrix - GoToWebinar	\$ (375.00)	\$345.00 mo	12	months	1		(\$4,500.00)
114			\$ (24,000.00)	\$ (15,582.00)	ViaWest (Rack + Internet) Flexnential	\$ -	\$1858.11 per month	1	months	1		\$0.00
115			\$ (10,000.00)	\$ -	Security - Network Layer Vulnerability Scan- In	\$ -	Every other year - next 2021	1		1		\$0.00
116			\$ (750.00)	\$ (750.00)	Temperature Alert	\$ -		1		1		\$0.00
117			\$ (3,000.00)	\$ (434.00)	Trans-West Phone Warranty	\$ (3,000.00)		1		1		(\$3,000.00)
118			\$ (2,900.00)	\$ (2,900.00)	Security - WebSense Triton (Mailboxes) Forcepoint	\$ (2,900.00)		1		1		(\$2,900.00)
119			\$ (1,300.00)	\$ (1,300.00)	Security - WebSense Web (Internet) Forcepoint	\$ -		1		1		\$0.00
120			\$ (314,299.00)	\$ (268,888.29)	<b>1730 Total</b>							\$ (298,462.00)
121												
122												

**BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY**

	A	B	C	D	E	F	G	H	I	J	K	L
123	<b>BUSINESS SERVICES DEPARTMENT - 1770</b>											
124	<b>INCOME</b>											
125	<b>433</b>	Forms Licensing	\$ 12,000.00	\$ 12,000.00	Forms Licensing - DotLoop	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
126			\$ 12,000.00	\$ 12,000.00	Forms Licensing - Brokermint	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
127			\$ 12,000.00	\$ 12,000.00	Forms Licensing - Skyslope	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
128			\$ 12,000.00	\$ 12,000.00	Forms Licensing - DocuSign	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
129			\$ 12,000.00	\$ 12,000.00	Forms Licensing - zipForm®	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
130			<b>\$ 60,000.00</b>	<b>\$ 60,000.00</b>	<b>1770 Income Total</b>							<b>\$ 60,000.00</b>
131												
132	<b>EXPENSE</b>											
133	<b>630</b>	Catering/Hotel	\$ (1,200.00)	\$ -	Catering	\$ (1,200.00)	session	1	session	1	time	\$ (1,200.00)
134	<b>786</b>	Promotion	\$ (5,000.00)	\$ -	Promotional Expense	\$ (3,000.00)	promotion	1		1		\$ (3,000.00)
135	<b>810</b>	Professional/Contract Fees	\$ (214,809.00)	\$ (226,776.00)	GoPaperless 51145 members Real Estate Digital LLC\$4.20 membe	\$ (18,898.57)	\$/Yr/Member	4	monthly	51145	members	\$ (75,594.28)
136			\$ -	\$ -	zipForm Fees (Mobile & MLS Connect)	\$ (3.55)	\$/Yr/Member		annual	51145	members	\$ -
137			\$ (331,419.60)	\$ (328,000.00)	Forms Provider - Transaction Desk	\$ (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	1		\$ (38,000.00)
139			\$ (9,000.00)	\$ -	Abacus Law (Moved to Risk Management)	\$ -		12	months	1		\$ -
140			\$ (98,198.40)	\$ (95,712.00)	TechHelpline billed quarterly	\$ (1.92)	\$/Yr/Member	1	annual	51145	members	\$ (98,198.40)
141			\$ (150,000.00)	\$ (151,200.00)	Claireity SSO	\$ (12,600.00)	month	12	months	1		\$ (151,200.00)
142	<b>867.2</b>	Staff Travel	\$ (1,000.00)	\$ (750.00)	Miscellaneous Travel	\$ (1,000.00)	travel	1		1		\$ (1,000.00)
143			\$ (2,725.00)	\$ (870.00)	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			<b>\$ (855,852.00)</b>	<b>\$ (841,308.00)</b>	<b>1770 Expense Total</b>							<b>\$ (706,837.28)</b>
148			<b>\$ (795,852.00)</b>	<b>\$ (781,308.00)</b>	<b>1770 Total Net</b>							<b>\$ (646,837.28)</b>
149												
150												

**BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY**

A	B	C	D	E	F	G	H	I	J	K	L	
151	<b>COMMUNICATIONS - 1780</b>											
152	<b>INCOME</b>											
153	<b>466.2</b>	Advertising Income	\$ 7,200.00		Ads (AAR Email Blasts)	\$ 2,000.00			1		1	\$ 2,000.00
154			<b>\$ 7,200.00</b>	<b>\$ -</b>	<b>1780 Income Total</b>							<b>\$ 2,000.00</b>
155	<b>EXPENSE</b>											
156												
157	<b>540</b>	Staff Development	\$ (4,000.00)	\$ (2,000.00)	Training/Seminars	\$ (1,000.00)			1		2	staff \$ (2,000.00)
158	<b>770</b>	Supplies	\$ (750.00)	\$ (1,000.00)	Miscellaneous Art Supplies	\$ (1,500.00)			1		1	\$ (1,500.00)
159			\$ (2,500.00)		Recording Studio Supplies	\$ (2,500.00)			1		1	\$ (2,500.00)
160			\$ (500.00)		President's Scrapbook	\$ (500.00)			1		1	\$ (500.00)
161	<b>781</b>	Printing	\$ (26,000.00)	\$ (26,000.00)	Promotional Materials - Member Booklets	\$ (30,000.00)			1		1	\$ (30,000.00)
162	<b>786</b>	Promotion	\$ (2,000.00)	\$ (600.00)	Contest Prizes	\$ (2,000.00)			1		1	\$ (2,000.00)
163	<b>790</b>	Subscriptions/Reference	\$ (500.00)	\$ (695.00)	References and Texts	\$ (500.00)			1		1	\$ (500.00)
164			\$ (170.00)	\$ -	Feedblitz	\$ -			1		1	\$ -
165			\$ (300.00)	\$ -	Business Intelligence Subscription	\$ -			1		1	\$ -
166			\$ (780.00)	\$ -	Survey Monkey Subscription	\$ -			1		1	\$ -
167			\$ (600.00)	\$ -	Uberflip	\$ -			1		1	\$ -
168			\$ (125.00)	\$ -	Hootsuite	\$ (175.00)			1		1	\$ (175.00)
169	<b>810</b>	Professional/Contract Fees	\$ (60,420.00)	\$ (89,920.00)	Website Maintenance, Hosting, Programming & Consulting	\$ (5,035.00)	monthly		12		1	\$ (60,420.00)
170			\$ (25,000.00)	\$ -	Video Production	\$ (25,000.00)			1		1	\$ (25,000.00)
171			\$ (1,500.00)	\$ -	Social Media Ads	\$ (1,500.00)			1		1	\$ (1,500.00)
172			\$ (500.00)	\$ -	Headshot Photos (President)	\$ (500.00)			1		1	\$ (500.00)
173			\$ (2,500.00)	\$ -	GroupTexting	\$ (2,500.00)			1		1	\$ (2,500.00)
174			\$ (396.00)	\$ -	UBIT	\$ -			1		1	\$ -
175			\$ (5,000.00)	\$ -	Zoom Licensing	\$ (5,000.00)			1		1	\$ (5,000.00)
176			\$ (2,500.00)	\$ -	iStock Photo	\$ (2,500.00)			1		1	\$ (2,500.00)
177			\$ (2,500.00)	\$ -	Clipart Subscription	\$ -			1		1	\$ -
178			\$ (900.00)	\$ -	Font Packages	\$ (900.00)			1		1	\$ (900.00)
179			\$ (1,000.00)	\$ (500.00)	Creative Manager Software (QuarkXPress)	\$ (1,000.00)			1		1	\$ (1,000.00)
180	<b>860</b>	Conferences	\$ (500.00)	\$ (75.00)	NAR Comm. Director Institute - Airfare	\$ (500.00)	airfare		1	time	1	staff \$ (500.00)
181			\$ (300.00)	\$ -	NAR Comm. Director Institute - Daily Expense	\$ (75.00)	per diem		4	days	1	staff \$ (300.00)
182			\$ (900.00)	\$ -	NAR Comm. Director Institute - Hotel	\$ (300.00)	night		3	nights	1	staff \$ (900.00)
183			\$ (125.00)	\$ -	NAR Comm. Director Institute - Registration	\$ (125.00)	registration		1	time	1	staff \$ (125.00)
184			\$ (500.00)	\$ -	NAREE Comm. Director - Airfare	\$ (500.00)	airfare		1	time	1	staff \$ (500.00)
185			\$ (300.00)	\$ -	NAREE Comm. Director - Daily Expense	\$ (75.00)	per diem		4	days	1	staff \$ (300.00)
186			\$ (900.00)	\$ -	NAREE Comm. Director - Hotel	\$ (300.00)	night		3	nights	1	staff \$ (900.00)
187			\$ (125.00)	\$ -	NAREE Comm. Director - Registration	\$ (125.00)	registration		1	time	1	staff \$ (125.00)
188			\$ (27.25)	\$ -	Arizona REALTOR® Convention - Mileage	\$ (0.57)	per mile		50	miles	1	staff \$ (28.50)
189	<b>867.2</b>	Staff Travel	\$ (2,000.00)	\$ (500.00)	Outreach Travel	\$ (2,000.00)			1		1	\$ (2,000.00)
190			<b>\$ (146,118.25)</b>	<b>\$ (121,290.00)</b>	<b>1780 Expense Total</b>							<b>\$ (144,173.50)</b>
191			<b>\$ (138,918.25)</b>	<b>\$ (121,290.00)</b>	<b>1780 Total Net</b>							<b>\$ (142,173.50)</b>
192												
193	<b>Diversity Committee - 1781</b>											
194	<b>632</b>	Copying	\$ -	\$ -	Diversity Committee copying	\$ (2,500.00)			1		1	\$ (2,500.00)
195	<b>770</b>	Supplies	\$ -	\$ -	Diversity Committee materials/supplies	\$ (750.00)			1		1	\$ (750.00)
196	<b>786</b>	Promotion	\$ -	\$ -	Diversity Committee sponsorships	\$ (2,500.00)			1		1	\$ (2,500.00)
197	<b>787</b>	Speaker Fees	\$ -	\$ -	Diversity Committee speaker	\$ (7,500.00)			1		1	\$ (7,500.00)
198			<b>\$ -</b>	<b>\$ -</b>								<b>\$ (13,250.00)</b>
199												
200			\$ (1,424,448.52)	\$ (1,275,464.85)	<b>GRAND TOTAL (EXPENSE)</b>							\$ (1,238,083.94)
201			\$ 67,200.00	\$ 60,000.00	<b>GRAND TOTAL INCOME</b>							\$ 62,000.00
202			<b>\$ (1,357,248.52)</b>	<b>\$ (1,215,464.85)</b>	<b>GRAND TOTAL NET</b>							<b>\$ (1,176,083.94)</b>
203												



PROFESSIONAL & BUSINESS DEVELOPMENT				
2020 Approved	2020 Projections	Code		2021
<b>PROJECTED INCOME</b>				
\$ 32,080.00	\$ 25,190.19		INCOME (MRE, REALTOR Institute, Ed. Development)	\$ 31,640.00
\$ 284,810.00	\$ 147,233.00		REGISTRATION	\$ 286,130.00
\$ 1,500.00	\$ 1,500.00		SPONSORSHIP	\$ 1,500.00
<b>\$ 318,390.00</b>	<b>\$ 173,923.19</b>		<b>TOTAL PROJECTED INCOME</b>	<b>\$ 319,270.00</b>
<b>PROJECTED DIRECT (EXPENSES)</b>				
\$ (3,100.00)	\$ (2,600.00)	540	STAFF DEVELOPMENT	\$ (3,100.00)
\$ (550.00)	\$ (500.00)	605	AWARDS/GIFTS	\$ (1,000.00)
\$ (7,325.00)	\$ (7,325.00)	621	REPAIRS & MAINTENANCE	\$ (7,325.00)
\$ (8,115.00)	\$ (8,115.00)	623	UTILITIES	\$ (8,115.00)
\$ (284,807.00)	\$ (85,759.00)	630	CATERING/HOTEL	\$ (258,097.00)
\$ (500.00)	\$ (500.00)	631	COMPUTER SERVICES & EXPENSES	\$ (2,900.00)
\$ (1,750.00)	\$ (1,500.00)	632	COPYING	\$ (1,750.00)
\$ (3,468.00)	\$ (3,177.00)	639	DUES/COMMITMENTS	\$ (3,306.00)
\$ (26,476.26)	\$ (26,476.26)	640	EQUIPMENT MAINTENANCE/RENTAL	\$ (26,476.26)
\$ (11,369.78)	\$ (11,304.88)	770	SUPPLIES	\$ (17,444.78)
\$ (34,119.50)	\$ (26,795.89)	780	POSTAGE	\$ (37,315.50)
\$ (13,154.54)	\$ (12,335.25)	781	PRINTING	\$ (12,138.00)
\$ (23,900.00)	\$ (20,236.37)	786	PROMOTION	\$ (23,825.00)
\$ (246,400.00)	\$ (183,500.00)	787	SPEAKER FEES	\$ (275,200.00)
\$ (135,310.96)	\$ (95,401.89)	810	PROFESSIONAL/CONTRACT FEES	\$ (156,166.96)
\$ (6,321.52)	\$ (6,321.52)	850	TELEPHONE	\$ (6,321.52)
\$ (10,674.00)	\$ (1,600.00)	860	CONFERENCES	\$ (10,674.00)
\$ (15,003.00)	\$ (7,724.86)	867	TRAVEL	\$ (14,050.00)
<b>\$ (832,344.56)</b>	<b>\$ (501,172.92)</b>		<b>TOTAL DIRECT (EXPENSES)</b>	<b>\$ (865,205.02)</b>
<b>\$ (513,954.56)</b>	<b>\$ (327,249.73)</b>		<b>TOTAL NET (EXPENSES)/INCOME</b>	<b>\$ (545,935.02)</b>

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
1	Code		2020 Approved	2020 Projections		Rate	Item	Qty	Item	Qty	Item	2021 Total
2	<b>PROFESSIONAL &amp; BUSINESS DEVELOPMENT SUPPORT - 1801</b>											
3	<b>EXPENSE</b>											
4	540	Staff Development	\$ (1,000.00)	\$ (1,000.00)	Staff Training - webinars, events	\$ (1,000.00)		1	training	1	time	\$ (1,000.00)
5	621	Repairs/Maintenance	\$ (250.00)	\$ (250.00)	General Upkeep (lights, air filters, etc.)	\$ (250.00)		1		1		\$ (250.00)
6			\$ (125.00)	\$ (125.00)	Pest Control	\$ (125.00)		1		1		\$ (125.00)
7			\$ (200.00)	\$ (200.00)	Elevator	\$ (200.00)		1		1		\$ (200.00)
8			\$ (450.00)	\$ (450.00)	Building/General	\$ (450.00)		1		1		\$ (450.00)
9			\$ (400.00)	\$ (400.00)	HVAC - AZ Control Specialist Contract	\$ (400.00)		1		1		\$ (400.00)
10			\$ (500.00)	\$ (500.00)	HVAC Service Contract - O'Neil	\$ (500.00)		1		1		\$ (500.00)
11			\$ (275.00)	\$ (275.00)	HVAC Miscellaneous Repairs	\$ (275.00)		1		1		\$ (275.00)
12			\$ (200.00)	\$ (200.00)	Security/Fire Alarm/Extinguishers	\$ (200.00)		1		1		\$ (200.00)
13			\$ (450.00)	\$ (450.00)	Exterior Repairs/Maintenance	\$ (450.00)		1		1		\$ (450.00)
14			\$ (75.00)	\$ (75.00)	Security Monitoring	\$ (75.00)		1		1		\$ (75.00)
15			\$ (800.00)	\$ (800.00)	Interior Repairs/Maintenance	\$ (800.00)		1		1		\$ (800.00)
16			\$ (2,600.00)	\$ (2,600.00)	Janitorial/Window Cleaning	\$ (2,600.00)		1		1		\$ (2,600.00)
17			\$ (350.00)	\$ (350.00)	Pictures/Furnishings	\$ (350.00)		1		1		\$ (350.00)
18			\$ (650.00)	\$ (650.00)	Landscaping - Maintenance	\$ (650.00)		1		1		\$ (650.00)
19	623	Utilities	\$ (7,500.00)	\$ (7,500.00)	Electricity	\$ (7,500.00)		1		1		\$ (7,500.00)
20			\$ (515.00)	\$ (515.00)	Sewer/Water	\$ (515.00)		1		1		\$ (515.00)
21			\$ (100.00)	\$ (100.00)	Trash	\$ (100.00)		1		1		\$ (100.00)
22	630	Catering/Hotel	\$ (1,500.00)	\$ (800.00)	Workgroups/Committee	\$ (400.00)		4	mtgs	1	time	\$ (1,600.00)
23	631	Computer	\$ (500.00)	\$ (500.00)	Repair/Replacement	\$ (1,000.00)	annual	1	time	1	time	\$ (1,000.00)
24					Zoom platform license	\$ (450.00)	annual	1	time	1	time	\$ (450.00)
25					Adobe Acro Pro	\$ (440.00)	annual	1	time	1	time	\$ (440.00)
26					Adobe Creative Cloud	\$ (1,010.00)	annual	1	time	1	time	\$ (1,010.00)
27	632	Copying		\$ -	Workgroups/Conferences/Classes/General	\$ -						\$ -
28			\$ (1,750.00)	\$ (1,500.00)	Copying Overages	\$ (1,750.00)		1	time	1	time	\$ (1,750.00)
29	639	Dues/Commitments	\$ (495.00)	\$ (495.00)	eLearning Guild Membership	\$ (495.00)	annual fee	1	time	1	time	\$ (495.00)
30			\$ (399.00)	\$ (399.00)	ATD membership	\$ (399.00)	annual	1	fee	1	time	\$ (399.00)
31			\$ (99.00)	\$ (99.00)	Zoom License							\$ -
32			\$ (264.00)	\$ (264.00)	Animoto	\$ (264.00)	annual	1	fee	1	time	\$ (264.00)
33			\$ (649.00)	\$ (649.00)	GoAnimate video	\$ (649.00)	annual	1	fee	1	time	\$ (649.00)
34			\$ (228.00)		Poll Everywhere	\$ (19.00)	fee	12	months	1	time	\$ (228.00)
35			\$ (397.00)	\$ (397.00)	Social Media Examiner subscription	\$ (397.00)	annual	1	fee	1	year	\$ (397.00)
36			\$ (199.00)	\$ (199.00)	Vimeo subscription	\$ (199.00)	annual	1	fee	1	year	\$ (199.00)
37				\$ (300.00)	Menti Meter Polling	\$ (300.00)	annual	1	fee	1	time	\$ (300.00)
38				\$ (30.00)	Trivia Maker license	\$ (30.00)	annual	1	fee	1	time	\$ (30.00)
39			\$ (393.00)		ASCAP music license							\$ -
40	640	Equipment Maintenance/Rental	\$ (28.26)	\$ (28.26)	Postage Machine	\$ (28.26)	annual	1	time	1	time	\$ (28.26)
41			\$ (26,448.00)	\$ (26,448.00)	Copier & Printer Leases	\$ (2,204.00)	monthly	12	times	1	time	\$ (26,448.00)
42	770	Supplies	\$ (400.00)	\$ (400.00)	Area Supplies	\$ (400.00)	annual	1	time	1	time	\$ (400.00)
43			\$ (893.00)	\$ (893.00)	Office Supplies (soda, water, etc)	\$ (893.00)	annual	1	time	1	time	\$ (893.00)
44			\$ (342.16)	\$ (342.16)	Coffee (Parks & Co.)	\$ (342.16)	annual	1	time	1	time	\$ (342.16)
45			\$ (892.62)	\$ (892.62)	Bottled Water/Coolers (Ready Refresh by Nestle)	\$ (892.62)	annual	1	time	1	time	\$ (892.62)
46			\$ (600.00)	\$ (600.00)	Reference and tools	\$ (600.00)		1	time	1	time	\$ (600.00)
47			\$ (692.00)	\$ (692.00)	Thermal binding supplies	\$ (692.00)		1	time	1	time	\$ (692.00)
48					Badge holders/badge stock	\$ (750.00)	annual	1	time	1	time	\$ (750.00)
49	780	Postage	\$ (877.66)	\$ (877.66)	Postage	\$ (877.66)	annual	1	time	1	time	\$ (877.66)
50			\$ (213.84)	\$ (213.84)	UPS (Weekly Pick-Up Fees)	\$ (213.84)	annual	1	time	1	time	\$ (213.84)
51	781	Printing	\$ (2,000.00)	\$ (2,000.00)	Brochure/Flyers	\$ (2,000.00)		1	time	1	time	\$ (2,000.00)
52			\$ (650.00)	\$ (650.00)	Business Cards/Notes, Letterhead, Envelopes	\$ (650.00)		1	time	1	time	\$ (650.00)

**PROFESSIONAL AND BUSINESS DEVELOPMENT**

	A	B	C	D	E	F	G	H	I	J	K	L
53	<b>786</b>	Promotion	\$ (1,000.00)	\$ (500.00)	Event Tables - local association expos	\$ (500.00)		2	events	1	time	\$ (1,000.00)
54			\$ (800.00)	\$ (300.00)	Event Tables - educational promotional materials	\$ (300.00)		2	events	1	time	\$ (600.00)
55			\$ (700.00)	\$ (700.00)	Facebook event boosted posts	\$ (175.00)	per post	4	events	1	time	\$ (700.00)
56			\$ (2,500.00)	\$ (2,500.00)	Education program/class 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
57	<b>810</b>	Professional/Contract Fees	\$ (345.00)	\$ (345.00)	Canva, Dropbox, Amazon Prime	\$ (345.00)	annual	1	time	1	time	\$ (345.00)
58			\$ (3,000.00)	\$ (3,000.00)	Online Registration System Enhancements (Ivexi)	\$ (3,000.00)		1	time	1	time	\$ (3,000.00)
59			\$ (1,000.00)	\$ (1,000.00)	REBAC License Renewal	\$ (1,000.00)		1	time	1	time	\$ (1,000.00)
60			\$ (325.00)	\$ (345.00)	Thermal Binding Machine Maintenance	\$ (345.00)		1	time	1	time	\$ (345.00)
61			\$ (360.00)	\$ (360.00)	Survey software	\$ (360.00)		1	time	1	time	\$ (360.00)
62			\$ (2,000.00)	\$ (1,500.00)	Education Video Development	\$ (2,000.00)		1	time	1	time	\$ (2,000.00)
63			\$ (11,000.00)	\$ (11,000.00)	EFT credit card fees for education programs	\$ (11,000.00)	fees	1	time	1	time	\$ (11,000.00)
64					Cvent system (registration platform license, website)	\$ (6,000.00)	annual fee	1	time	1	time	\$ (6,000.00)
65					Education Mobile App Development	\$ (8,000.00)		1	time	1	time	\$ (8,000.00)
66			\$ (9,000.00)		Event Website development							\$ -
67			\$ (120.00)	\$ (120.00)	Paper Shredding	\$ (10.00)	fee	12	months	1	time	\$ (120.00)
68			\$ (123.00)	\$ (123.00)	125 Plan Admin. (WageWorks)	\$ (10.25)	monthly	12		1	time	\$ (123.00)
69			\$ (696.96)	\$ (696.96)	Property Management Fees	\$ (58.08)	monthly	12	months	1	time	\$ (696.96)
70	<b>850</b>	Telephone	\$ (6,321.52)	\$ (6,321.52)	Long Distance, Data Lines, Mobile, Monthly Lines, & Internet	\$ (6,321.52)	annual	1	time	1	time	\$ (6,321.52)
71	<b>860</b>	Conferences	\$ (475.00)		NAR EXPO (New Orleans) - Registration	\$ (475.00)	registration fee	1	fee	1	time	\$ (475.00)
72			\$ (825.00)		NAR EXPO (New Orleans) - Hotel	\$ (275.00)	night	3	nights	1	time	\$ (825.00)
73			\$ (600.00)		NAR EXPO (New Orleans) - Daily Expense	\$ (200.00)	per diem	3	days	1	staff	\$ (600.00)
74			\$ (450.00)		NAR EXPO (New Orleans) - Airfare	\$ (450.00)	airfare	1	time	1	staff	\$ (450.00)
75			\$ (600.00)		NAR Legislative (D.C.) - Daily Expense	\$ (200.00)	per diem	3	days	1	staff	\$ (600.00)
76			\$ (1,050.00)		NAR Legislative (D.C.) - Hotel	\$ (350.00)	night	3	nights	1	staff	\$ (1,050.00)
77			\$ (600.00)		NAR Legislative (D.C.) - Airfare	\$ (600.00)	airfare	1	time	1	staff	\$ (600.00)
78			\$ (275.00)		State Education Director conference registration	\$ (275.00)	registration fee	1	time	1	time	\$ (275.00)
79			\$ (400.00)		State Ed. Director Conference - Airfare	\$ (400.00)	airfare	1	time	1	staff	\$ (400.00)
80			\$ (150.00)		State Ed. Director Conference - Daily Expense	\$ (75.00)	per diem	2	days	1	staff	\$ (150.00)
81			\$ (650.00)		State Ed. Director Conference - Hotel	\$ (325.00)	night	2	nights	1	staff	\$ (650.00)
82	<b>867</b>	Travel	\$ (2,000.00)	\$ (2,000.00)	PBD Chair travel	\$ (2,000.00)		1	time	1	time	\$ (2,000.00)
83	<b>867.2</b>	Staff Travel	\$ (750.00)	\$ (553.64)	In-state travel	\$ (250.00)	mileage	1	pool	1	staff	\$ (250.00)
84			\$ (105,467.02)	\$ (87,474.66)	<b>1801 Total</b>							\$ (112,875.02)
85												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
86	<b>REALTOR INSTITUTE - 1815</b>											
87	<b>INCOME</b>											
88	<b>467</b>	Registration	\$ 4,130.00	\$ 4,158.00	Live Streamed Classes - One-Day - remote class	\$ 69.00	registration fee	35	students	3	classes	\$ 7,245.00
89			\$ 2,670.00	\$ 3,115.00	Live Streamed Class - Two-Day - remote class	\$ 89.00	registration fee	35	students	0	class	\$ -
90					DTM Live classes	\$ 69.00	registration fee	35	students	2	classes	\$ 4,830.00
91	<b>467.1</b>	Income	\$ 19,500.00	\$ 13,290.00	GRI Class Provider Per Student Fee	\$ 15.00	royalty fee	1300	students	1	time	\$ 19,500.00
92	<b>467.2</b>	Income	\$ 700.00	\$ 500.00	Retest	\$ 25.00	retest fee	40	students	1	time	\$ 1,000.00
93	<b>467.3</b>	Income	\$ 5,400.00	\$ 5,700.00	Learning Library Business Plan Class Revenue Share	\$ 36.00	fee	150	students	1	time	\$ 5,400.00
94	<b>467.4</b>	Income	\$ 2,100.00	\$ 1,800.00	New GRI Designee Fee	\$ 30.00	fee	70	students	1	time	\$ 2,100.00
95			<b>\$ 34,500.00</b>	<b>\$ 28,563.00</b>	<b>1815 Income Total</b>							<b>\$ 40,075.00</b>
96	<b>EXPENSE</b>											
97	<b>EXPENSE</b>											
98	<b>605</b>	Awards/Gifts	\$ (150.00)	\$ (150.00)	Gift card for survey response drawing	\$ (75.00)	gift card	2	survey	1	time	\$ (150.00)
99	<b>630</b>	Catering/Hotel	\$ (120.00)	\$ (30.00)	Live Streamed Class Instructor Lunch	\$ (30.00)	2 lunches	3	times	1	time	\$ (90.00)
100			\$ (600.00)	\$ (396.00)	Workgroup/Audition Meetings	\$ (600.00)	meeting	1	meeting	1	time	\$ (600.00)
101	<b>770</b>	Supplies		\$ (825.00)	Office supplies	\$ (300.00)		1	time	1	time	\$ (300.00)
102					GRI pins	\$ (900.00)	per pin	1	time	1	time	\$ (900.00)
103			\$ (600.00)	\$ (600.00)	Certificate paper	\$ (600.00)		1	time	1	time	\$ (600.00)
104			\$ (350.00)	\$ (350.00)	Class Monitor Appreciation	\$ (5.00)	per card	70	classes	1	time	\$ (350.00)
105	<b>780</b>	Postage	\$ (360.00)	\$ (150.00)	Live Streamed Location Class Student Workbooks	\$ (120.00)	shipping	3	classes	1	time	\$ (360.00)
106	<b>781</b>	Printing	\$ (1,732.50)	\$ (276.00)	Live Stream student workbooks							\$ -
107	<b>786</b>	Promotion	\$ (15,000.00)	\$ (15,000.00)	Scholarships	\$ (15,000.00)		1	time	1	time	\$ (15,000.00)
108					Promotion activities	\$ -	per ad					\$ -
109					Promotion materials (GRI ribbons/buttons)	\$ (125.00)	Ask Me	1	time	1	time	\$ (125.00)
110			\$ (500.00)		Promotional materials for AAR tables	\$ (500.00)		1	time	1	time	\$ (500.00)
111	<b>787</b>	Speaker Fees	\$ (3,600.00)	\$ (3,600.00)	Live Streaming Class Instructor Fee	\$ (125.00)	per hour	6	hours	3	classes	\$ (2,250.00)
112					DTM Class Instructor Fee	\$ (125.00)	per hour	6	hours	2	classes	\$ (1,500.00)
113					Instructor Teaching Tip Webinars	\$ -						\$ -
114			\$ (3,000.00)	\$ (3,000.00)	GRI Designee/MRES class	\$ (3,000.00)		1	time	1	time	\$ (3,000.00)
115	<b>810</b>	Professional/Contract Fees	\$ (3,750.00)	\$ (1,200.00)	NAR Graduate Fee	\$ (25.00)		1	time	150	designees	\$ (3,750.00)
116			\$ (1,050.00)	\$ (1,050.00)	Live Stream Revenue Share	\$ (10.00)	share	3	classes	35	registrants	\$ (1,050.00)
117					DTM Revenue Share	\$ (10.00)	share	2	classes	35	students	\$ (700.00)
118			\$ (3,000.00)	\$ (3,000.00)	Online Learning Platform Annual License (Learning Library)	\$ (3,000.00)	fees	1	time	1	time	\$ (3,000.00)
119			\$ (1,500.00)	\$ (500.00)	GRI Website Enhancements/Maintenance	\$ (1,500.00)	fees	1	time	1	time	\$ (1,500.00)
120			\$ (720.00)	\$ (720.00)	Instructor Intro Videos - editing							\$ -
121	<b>867</b>	Travel	\$ (375.00)	\$ (185.00)	Live Streaming Class Instructor Travel Expenses							\$ -
122	<b>867.2</b>	Staff Travel	\$ (400.00)	\$ (52.00)	Staff Travel to GRI classes	\$ (200.00)	mileage	2	sites	1	time	\$ (400.00)
123			\$ (36,807.50)	\$ (31,084.00)	<b>1815 Expense Total</b>							\$ (36,125.00)
124			<b>\$ (2,307.50)</b>	<b>\$ (2,521.00)</b>	<b>1815 Total Net</b>							<b>\$ 3,950.00</b>
125												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
126	<b>rCRMS - 1820</b>											
127	<b>INCOME</b>											
128	<b>468.1</b>	Registration	\$ 3,115.00	\$ 12,460.00	Two-Day Contract Class	\$ 89.00	registration fee	2	classes	35	registrants	\$ 6,230.00
129			\$ 18,585.00	\$ 24,780.00	One-Day Classes	\$ 59.00	registration fee	12	classes	35	registrants	\$ 24,780.00
130					DTM One-Day Classes	\$ 59.00	registration fee	2	classes	35	students	\$ 4,130.00
131	<b>468.2</b>	Registration	\$ 9,800.00	\$ 8,260.00	Live Streaming Classes	\$ 59.00	registration fee	5	classes	35	registrants	\$ 10,325.00
132			<b>\$ 31,500.00</b>	<b>\$ 45,500.00</b>	<b>1820 Income Total</b>							<b>\$ 45,465.00</b>
133	<b>EXPENSE</b>											
134	<b>EXPENSE</b>											
135	<b>630</b>	Catering/Hotel	\$ (250.00)	\$ (150.00)	Live Streamed Classes - instructor lunch	\$ (30.00)	2 lunches	5	classes	1	time	\$ (150.00)
136	<b>780</b>	Postage	\$ (144.00)	\$ (144.00)	In class Locations	\$ (16.00)	per class	14	classess	1	time	\$ (224.00)
137			\$ (380.00)	\$ (380.00)	Live Streamed locations	\$ (95.00)	per class	5	classes	1	time	\$ (475.00)
138	<b>770</b>	Supplies	\$ (300.00)	\$ (300.00)	Certificate Paper	\$ (300.00)		1	time	1	time	\$ (300.00)
139	<b>787</b>	Speaker Fees		\$ (6,000.00)	One-Day (1 Instructor)	\$ (125.00)	per hour	6	hours	6	classes	\$ (4,500.00)
140			\$ (13,500.00)	\$ (9,000.00)	One-Day (2 Instructors)	\$ (750.00)	per instructor	2	instructors	6	classes	\$ (9,000.00)
141			\$ (3,000.00)	\$ (12,000.00)	Two-Day (2 instructors)	\$ (1,500.00)	per class (2 inst)	2	instructors	2	classes	\$ (6,000.00)
142					DTM Class - one day	\$ (750.00)	per class	1	instructor	2	classes	\$ (1,500.00)
143			\$ (3,000.00)	\$ (3,000.00)	Live Streamed Classes (1 instructor)	\$ (750.00)	per day	1	instructor	5	classes	\$ (3,750.00)
144	<b>810</b>	Professional/Contract Fees	\$ (2,000.00)	\$ (1,400.00)	Live Streamed Class Fee Share	\$ (10.00)	fee	5	classess	35	students	\$ (1,750.00)
145				\$ (200.00)	Two-Day contract class revenue share	\$ (50.00)	profit share	2	classes	1	time	\$ (100.00)
146			\$ (1,305.00)	\$ (3,836.00)	One-Day class revenue share	\$ (274.00)	profit share	12	classes	1	time	\$ (3,288.00)
147			\$ -		DTM Class Revenue Share	\$ (10.00)	fee	2	classes	35	students	(\$700.00)
148			\$ (23,879.00)	\$ (36,410.00)	<b>1820 Expense Total</b>							\$ (31,737.00)
149			<b>\$ 7,621.00</b>	<b>\$ 9,090.00</b>	<b>1820 Net</b>							<b>\$ 13,728.00</b>
150												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
151	<b>CERTIFIED RESIDENTIAL PROPERTY MANAGEMENT CERTIFICATION - 1825</b>											
152	<b>INCOME</b>											
153	472	Registration	\$ 9,480.00	\$ 7,080.00	PM Bootcamp	\$ 59.00	reg fees	30	attendees	4	classes	\$ 7,080.00
154			\$ 6,000.00	\$ 12,000.00	3-hour classes	\$ 25.00	reg fees	30	attendees	14	classes	\$ 10,500.00
155			\$ 5,175.00	\$ 5,175.00	Property Management Summit	\$ 69.00	reg fees	75	attendees	1	time	\$ 5,175.00
156			\$ 3,450.00	\$ -	Live Streamed Bootcamp class	\$59.00	reg fee	30	attendees	1	time	\$ 3,450.00
157					DTM CE Classes	\$20.00	reg fee	20	students	4	classes	\$ 1,600.00
158			\$ 7,420.00	\$ 7,420.00	Live Streamed C/E classes	\$ 35.00	reg pkg (2 classes)	53	attendees	4	days	\$ 7,420.00
159			\$ 2,720.00	\$ 2,720.00	Live Streamed C/E classes	\$ 20.00	reg fee (single class)	17	attendees	8	classes	\$ 2,720.00
160			<b>\$ 34,245.00</b>	<b>\$ 34,395.00</b>	<b>1825 Income Total</b>			-				<b>\$ 37,945.00</b>
161	<b>EXPENSE</b>											
162	<b>EXPENSE</b>											
163	605	Awards/Gifts	\$ (50.00)		Webinar Honorariums							\$ -
164	630	Catering	\$ (200.00)	\$ (200.00)	Live Streamed Classes - instructor lunch	\$ (240.00)	lunches	1	time	1	time	\$ (240.00)
165			\$ (4,000.00)	\$ -	Property Management Summit	\$ (50.00)	meals	80	attendees	1	time	\$ (4,000.00)
166	639	Dues/Commitments	\$ (195.00)	\$ (195.00)	NARPM dues	\$ (195.00)	membership	1	fee	1	time	\$ (195.00)
167	770	Supplies			Pins	\$ (200.00)		1	time	1	time	\$ (200.00)
168			\$ (300.00)	\$ (300.00)	Certificate paper	\$ (300.00)		1	time	1	time	\$ (300.00)
169	780	Postage	\$ (525.00)	\$ (525.00)	Live Streamed class materials	\$ (95.00)	delivery/UPS	1		5	days	\$ (475.00)
170			\$ (192.00)	\$ (320.00)	In class locations	\$ (16.00)	delivery	18	classes	1	time	\$ (288.00)
171	786	Promotion			Facebook Ads - Summit	\$ -	ad	2	ads	1	time	\$ -
172	787	Speaker Fees	\$ (9,000.00)	\$ (9,000.00)	PM Bootcamp	\$ (750.00)	per instructor	2	instructors	4	classes	\$ (6,000.00)
173				\$ -	PM Bootcamp live streaming	\$ (750.00)	per instructor	2	instructors	1	classes	\$ (1,500.00)
174			\$ (6,000.00)	\$ (6,000.00)	Live Streamed C/E classess	\$ (450.00)	per class	1	instructors	8	classes	\$ (3,600.00)
175			\$ (4,000.00)	\$ (6,000.00)	3-hour classes	\$ (375.00)	per class	1	instructors	14	classes	\$ (5,250.00)
176			\$ (400.00)	\$ (400.00)	Property Management Summit	\$ 400.00	speaker	1	speaker	1	time	\$ (400.00)
177					DTM classes	\$ (375.00)	per class	4	classes	1	time	\$ (1,500.00)
178	810	Professional/Contract Fees	\$ (3,300.00)	\$ (3,300.00)	Live Streamed C/E class fee share	\$ (10.00)	fee	70	students	4	days	\$ (2,800.00)
179					DTM Class revenue share	\$ (10.00)	fee	20	students	4	classes	\$ (800.00)
180			\$ (1,648.00)	\$ (2,992.00)	3-hour class revenue share	\$ (187.00)	share	8	classes	1	time	\$ (1,496.00)
181			\$ (2,708.00)	\$ (2,708.00)	PM Bootcamp revenue share	\$ (135.00)	share	4	classes	1	time	\$ (540.00)
182				\$ -	Live Streamed Bootcamp Class	\$ (10.00)	fee	1	classes	30	students	\$ (300.00)
183			\$ (150.00)	\$ (75.00)	Webinar recording edits							\$ -
184			\$ (32,668.00)	\$ (32,015.00)	<b>1825 Expense Total</b>		\$ -					\$ (29,884.00)
185			<b>\$ 1,577.00</b>	<b>\$ 2,380.00</b>	<b>1825 Total Net</b>		-					<b>\$ 8,061.00</b>
186												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
187	<b>LEADERSHIP TRAINING - 1840</b>											
188	<b>INCOME</b>											
189	<b>464</b>	Registration	\$ 12,500.00	\$ 12,500.00	Conference Registration	\$ 125.00	registration fee	100	registrants	1	time	\$12,500.00
190			\$ 7,840.00	\$ 7,840.00	Conference Dinner Tickets	\$ 80.00	ticket fee	98	registrants	1	time	\$7,840.00
191	<b>440.9</b>	Sponsorship	\$ 1,500.00	\$ 1,500.00	Dinner Wine Sponsorship	\$ 1,500.00	sponsorship	1	time	1	time	\$1,500.00
192			<b>\$ 21,840.00</b>	<b>\$ 21,840.00</b>	<b>1840 Income Total</b>							<b>\$21,840.00</b>
193	<b>EXPENSE</b>											
194	<b>EXPENSE</b>											
195	<b>630</b>	Catering/Hotel	\$ (20,000.00)	\$ (20,000.00)	Conference audio/visual	\$ (12,000.00)		1	time	1	time	\$ (12,000.00)
196			\$ (2,200.00)	\$ (2,200.00)	Conference dinner wine	\$ (55.00)	per bottle	20	tables	2	per table	\$ (2,200.00)
197					Conference room rental	\$ -	fee	1	time	1	time	\$ -
198			\$ (3,500.00)	\$ (3,500.00)	Conference Day 2 Continental	\$ (35.00)	breakfast	1	time	100	registrants	\$ (3,500.00)
199			\$ (11,000.00)	\$ (11,000.00)	Conference Meal Package Day 1 (breakfast, breaks, lunch)	\$ (110.00)	meal cost	1	time	100	registrants	\$ (11,000.00)
200			\$ (5,500.00)	\$ (5,500.00)	Conference Meal Package Day 1 (comps)	\$ (110.00)	meal cost	1	time	50	comps	\$ (5,500.00)
201			\$ (11,760.00)	\$ (11,760.00)	Conference Installation Dinner	\$ (120.00)	dinner tickets	1	time	98	registrants	\$ (11,760.00)
202			\$ (10,800.00)	\$ (10,800.00)	Conference Installation Dinner Comps (past pres., ExCom, guests, staff, speakers)	\$ (120.00)	dinner tickets	1	time	90	comps	\$ (10,800.00)
203			\$ (3,500.00)	\$ (3,500.00)	Conference Reception	\$ (3,500.00)		1		1	time	\$ (3,500.00)
204			\$ (4,500.00)	\$ (4,724.00)	LTA Module 1 (January)	\$ (4,500.00)	meal pkg	1		1	time	\$ (4,500.00)
205			\$ (4,500.00)	-	LTA Module 2 (February)	\$ (4,500.00)	meal pkg	1		1	time	\$ (4,500.00)
206			\$ (4,500.00)	-	LTA Module 3 (March)	\$ (4,500.00)	meal pkg	1		1	time	\$ (4,500.00)
207			\$ (4,500.00)	\$ (4,724.00)	LTA Module 4 (April)	\$ (4,500.00)	meal pkg	1		1	time	\$ (4,500.00)
208					LTA Event at Convention	\$ -						\$ -
209			\$ (1,200.00)	\$ -	LTA Room Rental, audio/visual	\$ (300.00)	fee	1	time	4	times	\$ (1,200.00)
210			\$ (500.00)		Leadership Open Workshop room rental							\$ -
211			\$ (875.00)		Leadership Open Public Speaking Class	\$ (35.00)	meal pkg	1	time	25	registrants	\$ (875.00)
212	<b>770</b>	Supplies	\$ (300.00)	\$ (300.00)	Conference supplies	\$ (300.00)		1	time	1	time	\$ (300.00)
213			\$ (1,000.00)	\$ (1,000.00)	LTA Supplies (books/activities)	\$ (1,500.00)		1	time	1	time	\$ (1,500.00)
214			\$ (2,400.00)	\$ (2,400.00)	Conference Attendee packet/portfolio	\$ (2,400.00)		1	time	1	time	\$ (2,400.00)
215	<b>781</b>	Printing	\$ (400.00)	\$ (400.00)	Conference Printing/posters	\$ (400.00)	banner	1	time	1	time	\$ (400.00)
216			\$ (375.00)	\$ (375.00)	LTA student journals	\$ (15.00)	per book	1	time	25	registrants	\$ (375.00)
217	<b>787</b>	Speaker Fees	\$ (30,000.00)	\$ (30,000.00)	Conference Speakers	\$ (30,000.00)	fee	1	time	1	time	\$ (30,000.00)
218			\$ (6,000.00)	\$ (6,000.00)	LTA 1: Speaker fee	\$ (1,500.00)	fee	2	speakers	2	time	\$ (6,000.00)
219			\$ (6,000.00)	\$ (6,000.00)	LTA 2: Speaker fee	\$ (1,500.00)	fee	2	speakers	2	time	\$ (6,000.00)
220			\$ (6,000.00)	\$ (6,000.00)	LTA 3: Speaker fee	\$ (1,500.00)	fee	2	speakers	2	time	\$ (6,000.00)
221			\$ (6,000.00)	\$ (6,000.00)	LTA 4: Speaker fee	\$ (1,500.00)	fee	2	speakers	2	time	\$ (6,000.00)
222			\$ (600.00)		LTA Guest Speaker	\$ (600.00)	rate	1	speaker	1	time	\$ (600.00)
223					Leadership Week speaker appreciations	\$ (50.00)	gift card	14	speakers	1	time	\$ (700.00)
224					Leadership Week virtual training segments (chair/president)	\$ (1,000.00)	speaker fee	2	sessions	1	time	\$ (2,000.00)
225			\$ (6,000.00)	\$ (5,000.00)	Leadership Open Public Speaking Class	\$ (5,000.00)	fee	1	speaker	1	time	\$ (5,000.00)



**PROFESSIONAL AND BUSINESS DEVELOPMENT**

	A	B	C	D	E	F	G	H	I	J	K	L
226	<b>810</b>	Professional/Contract Fees	\$ (4,900.00)	\$ (4,900.00)	Table centerpieces	\$ (4,900.00)	fee	1	time	1	time	\$ (4,900.00)
227			\$ (25.00)	\$ (25.00)	LTA DISC/Leadership Dimensions Assessments	\$ (25.00)	fee	1	time	1	time	\$ (25.00)
228			\$ (15,000.00)	\$ (15,000.00)	Production	\$ (22,000.00)		1	time	1	time	\$ (22,000.00)
229			\$ (800.00)	\$ (800.00)	Cvent Registration fee	\$ (6.00)	fee	198	registrants	1	time	\$ (1,188.00)
230			\$ (900.00)	\$ (900.00)	Conference Photographer	\$ (900.00)	fee	1	time	1	time	\$ (900.00)
231			\$ (125.00)	\$ (125.00)	ASCAP/BMI music license - Conference	\$ (125.00)	fee	1	time	1	time	\$ (125.00)
232												\$ -
233			\$ (125.00)		ASCAP/BMI music icense - LTA	\$ (125.00)	fee	1	time	1	time	\$ (125.00)
234	<b>867</b>	Travel	\$ (720.00)	\$ (1,166.24)	LTA President-elect travel (Gary)	\$ (180.00)	hotel	4	modules	1	time	\$ (720.00)
235			\$ (1,800.00)	\$ -	LTA Treasurer travel (Shelley)	\$ (450.00)	travel/hotel	4	modules	1	time	\$ (1,800.00)
236			\$ (1,800.00)	\$ -	LTA First Vice President travel (Eric)	\$ (450.00)	hotel/travel	4	modules	1	time	\$ (1,800.00)
237			\$ (1,028.00)	\$ (1,166.24)	LTA 1: Speaker lodging	\$ (257.00)	rate	2	speakers	2	nights	\$ (1,028.00)
238			\$ (364.00)	\$ (189.75)	LTA 1: Speaker mileage	\$ (364.00)	mileage	1	2 speakers	1	time	\$ (364.00)
239			\$ (720.00)	\$ -	LTA 2: Speaker lodging	\$ (180.00)	rate	2	speakers	2	nights	\$ (720.00)
240			\$ (364.00)	\$ -	LTA 2: Speaker mileage	\$ (364.00)	mileage	1	2 speakers	1	time	\$ (364.00)
241			\$ (480.00)	\$ -	LTA 3: Speaker lodging	\$ (120.00)	rate	2	speakers	2	nights	\$ (480.00)
242			\$ (364.00)	\$ -	LTA 3: Speaker mileage	\$ (364.00)	mileage	1	2 speakers	1	time	\$ (364.00)
243			\$ (480.00)	\$ (1,166.24)	LTA 4: Speaker lodging	\$ (120.00)	rate	2	speakers	2	nights	\$ (480.00)
244			\$ (364.00)	\$ (189.75)	LTA 4: Speaker mileage	\$ (364.00)	mileage	1	2 speakers	1	time	\$ (364.00)
245			\$ (600.00)		Leadership Open Public Speaking Speaker	\$ (600.00)	airfare	1		1	time	\$ (600.00)
246			\$ (200.00)		Leadership Open Public Speaking Speaker lodging	\$ (200.00)	rate	1	speakers	1	night	\$ (200.00)
247	<b>867.2</b>	Staff Travel	\$ (48.00)	\$ (24.00)	LTA	\$ (12.00)	mileage	4	sessions	1	staff	\$ (48.00)
248			\$ (1,020.00)	\$ (1,020.00)	Conference (hotel and mileage)	\$ (255.00)	hotel	2	staff	2	nights	\$ (1,020.00)
249			\$ (186,137.00)	\$ (167,855.22)	<b>1840 Expense Total</b>							\$ (187,225.00)
250			\$ (164,297.00)	\$ (146,015.22)	<b>1840 Total Net</b>							\$ (165,385.00)
251												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
252	<b>INDUSTRY PARTNERS CONFERENCE - 1850</b>											
253	<b>INCOME</b>											
254	<b>471</b>	Registration	\$ 33,375.00	\$ -	Registration Fees	\$ 89.00	fee	375	attendees	1	time	\$ 33,375.00
255			\$ 1,000.00	\$ -	Breakfast sponsor	\$ 1,000.00	fee	1	sponsor	1	time	\$ 1,000.00
256			\$ 1,400.00	\$ -	Break sponsors	\$ 1,400.00	fee	1		1	time	\$ 1,400.00
257			\$ 9,800.00	\$ -	Vendor Tables	\$ 700.00	fee	14	vendor	1	time	\$ 9,800.00
258			<b>\$ 45,575.00</b>	<b>\$ -</b>	<b>1850 Income Total</b>							<b>\$ 45,575.00</b>
259	<b>EXPENSE</b>											
260	<b>EXPENSE</b>											
261	<b>630</b>	Catering/Hotel	\$ (22,940.00)	\$ -	Meals, audio/visual	\$ (62.00)	F&B	370	attendees	1	time	\$ (22,940.00)
262			\$ (1,000.00)	\$ -	Audio/Visual	\$ (1,000.00)		1	pool	1	time	\$ (1,000.00)
263	<b>786</b>	Promotion	\$ (800.00)	\$ -	Prizes	\$ (800.00)		1	time	1	time	\$ (800.00)
264	<b>810</b>	Professional/Contract Fees	\$ (12,500.00)	\$ -	Partner Revenue Share	\$ (6,195.00)		2	shares	1	time	\$ (12,390.00)
265			\$ (1,875.00)	\$ -	Cvent Registration fees	\$ (6.00)		375	attendees	1	time	\$ (2,250.00)
266					Facebook ads	\$ -	ad					\$ -
267			\$ (39,115.00)	\$ -	<b>1850 Expense Total</b>							\$ (39,380.00)
268			<b>\$ 6,460.00</b>	<b>\$ -</b>	<b>1850 Total Net</b>							<b>\$ 6,195.00</b>
269												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
270	<b>MRES SOCIETY - 1855</b>											
271	<b>INCOME</b>											
272	<b>465</b>	Income	\$ 500.00	\$ 475.00	MRE Society New Member Dues	\$ 25.00	dues	20	new mbrs	1	time	\$ 500.00
273			<b>\$ 500.00</b>	<b>\$ 475.00</b>	<b>1855 Income Total</b>							<b>\$ 500.00</b>
274	<b>EXPENSE</b>											
275	<b>EXPENSE</b>											
276	<b>605</b>	Awards/Gifts	\$ (50.00)	\$ (50.00)	Gift card drawing	\$ (50.00)	gift card	1	survey	1	drawing	\$ (50.00)
277	<b>770</b>	Supplies			Certificates	\$ -						\$ -
278					C2EX pins	\$ (3.00)	per pin	100	pins	1	time	\$ (300.00)
279					C2EX ribbons	\$ (1.00)	per ribbon	200	ribbons	1	time	\$ (200.00)
280					C2EX banner	\$ (325.00)	banner	1	time	1	time	\$ (325.00)
281					Virtual Networking prizes	\$ (50.00)	gift card	3	cards	2	times	\$ (300.00)
282	<b>787</b>	Speaker Fees	\$ (2,000.00)	\$ (2,000.00)	MRES/GRI Webinar Week	\$ (750.00)	speaker fee	2	times	1	time	\$ (1,500.00)
283			<b>\$ (2,050.00)</b>	<b>\$ (2,050.00)</b>	<b>1855 Expense Total</b>							<b>\$ (2,675.00)</b>
284			<b>\$ (1,550.00)</b>	<b>\$ (1,575.00)</b>	<b>1855 Net</b>							<b>\$ (2,175.00)</b>
285												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
286	<b>CONVENTION - 1860</b>											
287	<b>INCOME</b>											
288	469	Registration	\$ 39,800.00		Registration Fees - Full earlybird	\$ 125.00	registration fee	250	registrants	1	time	\$ 31,250.00
289			\$ 17,500.00		Registration - Full	\$ 175.00	full	125	registrants	1	time	\$ 21,875.00
290			\$ 9,900.00		Registration Fees - Single Day						time	\$ -
291			\$ 19,000.00		Vendor tables	\$ 1,900.00	vendor table	10	tables	1	time	\$ 19,000.00
292			\$ 25,000.00		Sponsors	\$ 5,000.00	sponsorships fee	2	sponsors	1	time	\$ 10,000.00
293			\$ 111,200.00	\$ -	<b>1860 Income Total</b>		\$ -					\$ 82,125.00
294												
295	<b>EXPENSE</b>											
296	630	Catering/Hotel	\$ (25,000.00)		Audio/Visual (stage, microphones, proejctors, screens, technician)	\$ (30,000.00)		1	time	1	time	\$ (30,000.00)
297					Audio/Visual hybrid element	\$ (25,000.00)		1	time	1	time	\$ (25,000.00)
298			\$ (2,500.00)		Presidents Reception	\$ (2,500.00)		1	reception	1	time	\$ (2,500.00)
299			\$ (14,000.00)		Opening Reception	\$ (60.00)	f&b	300	reception	1	time	\$ (18,000.00)
300			\$ (16,000.00)		Coffee snacks	\$ (35.00)	muffins/bagels	400	days	1	day	\$ (14,000.00)
301			\$ (14,000.00)		Reception Day 1							\$ -
302			\$ (21,620.00)		Lunch	\$ (70.00)	lunch	400	attendees	1	day	\$ (28,000.00)
303			\$ (34,960.00)		All Day Beverage Service	\$ (38.00)	beverages	400	attendees	1	day	\$ (15,200.00)
304			\$ (3,680.00)		Afternoon Break	\$ (16.00)	per person	400	attendees	1	time	\$ (6,400.00)
305			\$ (21,620.00)		Day 2 Lunch							\$ -
306			\$ (3,000.00)		Reserved Parking Lot							\$ -
307	770	Supplies	\$ (750.00)	\$ (85.10)	Materials	\$ (750.00)		1	time	1	time	\$ (750.00)
308					PPE (masks/thermometers/hand sanitizer/sneeze guard)	\$ (2,300.00)		1	time	1	time	\$ (2,300.00)
309	780	Postage	\$ (14,850.00)	\$ (11,521.69)	Save the date postcard	\$ (14,850.00)	postage	1	time	1	time	\$ (14,850.00)
310			\$ (14,850.00)	\$ (11,521.70)	Schedule/speaker postcard	\$ (14,850.00)	postage	1	time	1	time	\$ (14,850.00)
311	781	Printing			Flyers/Posters	\$ (1,500.00)		1	time	1	time	\$ (1,500.00)
312			\$ (3,019.00)	\$ (4,317.12)	Save the date postcard	\$ (3,019.00)	printing	1	time	1	time	\$ (3,019.00)
313			\$ (3,019.00)	\$ (4,317.13)	Schedule/speaker postcard	\$ (3,019.00)	printing	1	time	1	time	\$ (3,019.00)
314			\$ (1,000.00)		Onsite program							\$ -
315					Floor Stickers	\$ (375.00)	decals	1	time	1	time	\$ (375.00)
316	786	Promotion	\$ (600.00)		Contest prizes	\$ (300.00)		2	prizes	1	time	\$ (600.00)
317			\$ (2,000.00)	\$ (1,236.37)	Facebook ads	\$ (2,000.00)		1	time	1	time	\$ (2,000.00)
318					Promotional items	\$ -						\$ -
319	787	Speaker Fees	=		Lunch Speaker	\$ (18,000.00)		1	time	1	time	\$ (18,000.00)
320			\$ (12,000.00)	\$ (11,375.00)	Breakout Speakers	\$ (5,000.00)		4	speakers	1	time	\$ (20,000.00)
321			\$ (60,000.00)	\$ (13,750.00)	Keynote Speakers (opening & closing)	\$ (30,000.00)	fee	1	speakers	2	day	\$ (60,000.00)
322			\$ (15,000.00)		General Session speakers	\$ (20,000.00)	fee	1	time	1	day	\$ (20,000.00)
323			\$ (2,250.00)		Local C/E Speakers	\$ (150.00)	per hour	3	hours	3	classes	\$ (1,350.00)
324			\$ (7,200.00)		Speaker Lodging	\$ (200.00)	per night	4	speakers	1	night	\$ (800.00)

**PROFESSIONAL AND BUSINESS DEVELOPMENT**

	A	B	C	D	E	F	G	H	I	J	K	L
325	<b>810</b>	Professional/Contract Fees	\$ (2,415.00)	\$ (4,669.72)	Cvent fees	\$ (6.00)	fee	1	fee	325	attendees	\$ (1,950.00)
326			\$ (1,920.00)		Mailing house for postcard mailings	\$ (960.00)	fee	2	mailings	1	time	\$ (1,920.00)
327			\$ (3,000.00)		Videographer (video for future promotions)	\$ (3,000.00)	fee	1	time	1	time	\$ (3,000.00)
328			\$ (3,325.00)		Photographer	\$ (175.00)	per hour	10	hours	1	time	\$ (1,750.00)
329			\$ (5,000.00)	\$ (812.50)	Marketing/Graphics	\$ -						\$ -
330			\$ (10,000.00)		Production (pipe drape, uplighting, conversation seating)	\$ (10,000.00)	fee	1	time	1	time	\$ (10,000.00)
331			\$ (1,600.00)		DJ for general session	\$ (800.00)	fee	1	days	1	session	\$ (800.00)
332			\$ (800.00)		DJ for Opening Reception	\$ (500.00)	fee	1	time	1	time	\$ (500.00)
333			\$ (1,500.00)		Photobooth for Receptions	\$ (750.00)	fee	1	receptions	1	time	\$ (750.00)
334			\$ (125.00)	\$ (133.71)	ASCAP/BMI fee	\$ (125.00)	fee	1	time	1	time	\$ (125.00)
335				\$ (3,500.00)	Cvent Crowd Compass Event App	\$ (4,200.00)	fee	1	time	1	time	\$ (4,200.00)
336	<b>867.2</b>	Staff Travel	\$ (963.00)	\$ -	Lodging	\$ (200.00)	night	1	nights	3	staff	\$ (600.00)
337			\$ (75.00)		Daily Expense		daily expense					\$ -
338			\$ (64.00)		Mileage	\$ (16.00)	mileage	1	time	3	staff	\$ (48.00)
339			\$ (323,705.00)	\$ (67,240.04)	<b>1860 Expense Total</b>							\$ (328,156.00)
340			\$ (212,505.00)	\$ (67,240.04)	<b>1860 Total Net</b>							\$ (246,031.00)
341												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
342	<b>EDUCATION OUTREACH - 1870</b>											
343	<b>INCOME</b>											
344	<b>462</b>	Registration	\$ 2,950.00	\$ 2,950.00	One-Day REBAC - Live Classes	\$ 59.00	reg fee	2	classes	25	students	\$ 2,950.00
345			\$ 3,975.00	\$ 6,360.00	DTM (Direct-to-Member Streaming) ePro	\$ 159.00	registration fees	2	class	20	students	\$ 6,360.00
346			\$ 2,950.00	\$ 7,375.00	DTM REBAC one-day classes	\$ 59.00	registration fees	4	classes	25	students	\$ 5,900.00
347					DTM CE classes	\$20	registration fees	4	classes	30	students	\$ 2,400.00
348			\$ 12,250.00	\$ 12,250.00	C/E - Live Streamed Classes	\$ 35.00	registration pkg	10	days	35	students	\$ 12,250.00
349			\$ 8,000.00	\$ 8,000.00	C/E - Live Streamed Classes	\$ 20.00	registration single	20	classes	20	students	\$ 8,000.00
350			<b>\$ 30,125.00</b>	<b>\$ 36,935.00</b>	<b>1870 Income Total</b>							<b>\$ 37,860.00</b>
351	<b>EXPENSE</b>											
352	<b>EXPENSE</b>											
353	<b>605</b>	Awards/Gifts			Monitor Appreciation	\$ -	gift cards					\$ -
354	<b>630</b>	Catering/Hotel	\$ (400.00)	\$ (125.00)	Live Streamed C/E Class - instructor lunches	\$ (300.00)	lunches	1	time	1	time	\$ (300.00)
355			\$ (2,850.00)	\$ (2,850.00)	Trends Summit (Room Rental)	\$ (2,850.00)		1	time	1	time	\$ (2,850.00)
356			\$ (3,500.00)	\$ (3,500.00)	Trends Summit Catering	\$ (4,000.00)		1	time	1	time	\$ (4,000.00)
357			\$ (300.00)	\$ -	Education Forum	\$ (400.00)	lunch	1	time	1	time	\$ (400.00)
358	<b>770</b>	Supplies	\$ (300.00)	\$ (300.00)	Live Streaming Class Supplies	\$ (300.00)	supplies	1	time	1	time	\$ (300.00)
359	<b>780</b>	Postage	\$ (975.00)	\$ (750.00)	C/E Live Streamed Class materials	\$ (75.00)	shipment	10	days	1	time	\$ (750.00)
360			\$ (32.00)	\$ (32.00)	REBAC Live Class Materials	\$ (16.00)	delivery	2	classes	1	locations	\$ (32.00)
361	<b>787</b>	Speaker Fees	\$ (1,500.00)	\$ (3,000.00)	DTM ePRO class speaker	\$ (125.00)	per hour	2	class	12	hours	\$ (3,000.00)
362			\$ (1,500.00)	\$ (3,750.00)	DTM REBAC One-Day Class - Speaker	\$ (125.00)	per hours	6	hours	4	classes	\$ (3,000.00)
363					DTM CE classes	\$ (125.00)	per hour	3	hours	4	classes	\$ (1,500.00)
364			\$ (1,500.00)	\$ (1,500.00)	REBAC Live - One-Day class	\$ (125.00)	per hour	6	hours	2	classes	\$ (1,500.00)
365			\$ (9,000.00)	\$ (9,000.00)	C/E Live Streamed - Instructor Fee	\$ (150.00)	per hours	6	hours	10	days	\$ (9,000.00)
366					Legal Meets COE Virtual Event	\$ (25.00)	gift cards	6	speakers	1	time	\$ (150.00)
367			\$ (20,000.00)	\$ (15,000.00)	Trends Summit	\$ (15,000.00)	summit	1	days	1	time	\$ (15,000.00)
368	<b>810</b>	Professional/Contract Fees	\$ (1,500.00)	\$ (3,750.00)	REBAC One-Day class Royalty Fees	\$ (30.00)	fee	6	classes	25	students	\$ (4,500.00)
369			\$ (250.00)	\$ (400.00)	DTM ePRO live streamed revenue share	\$ (10.00)	fee	2	classes	20	students	\$ (400.00)
370			\$ (1,500.00)	\$ (2,400.00)	DTM ePRO REBAC Royalty Fee	\$ (60.00)	fee	2	time	20	students	\$ (2,400.00)
371			\$ (5,500.00)	\$ (5,500.00)	C/E Live Streamed Revenue Share	\$ (10.00)	fee	10	days	55	students	\$ (5,500.00)
372					DTM CE classes	\$ (10.00)	fee	4	classes	30	students	\$ (1,200.00)
373				\$ (1,000.00)	DTM REBAC One Day class revenue share	\$ (10.00)		4	classes	25	students	\$ (1,000.00)
374				\$ (3,000.00)	DTM Rebac One-Day Class fees	\$ (30.00)	fee	4	classes	25	students	\$ (3,000.00)
375			\$ (500.00)	\$ (560.00)	REBAC One-Day Live Streamed Revenue Share	\$ (280.00)	fee	6	classes	1	time	\$ (1,680.00)
376	<b>867.2</b>	Staff Travel	\$ (24.00)	\$ (12.00)	Mileage to Live Classes or remote classes	\$ (400.00)		1	time	1	time	\$ (400.00)
377			\$ (51,131.00)	\$ (56,429.00)	<b>1870 Expense Total</b>							\$ (61,862.00)
378			<b>\$ (21,006.00)</b>	<b>\$ (19,494.00)</b>	<b>1870 Total Net</b>							<b>\$ (24,002.00)</b>
379												

**PROFESSIONAL AND BUSINESS DEVELOPMENT**

	A	B	C	D	E	F	G	H	I	J	K	L
380	<b>EDUCATION DEVELOPMENT - 1871</b>											
381	<b>INCOME</b>											
382	<b>461.1</b>	Income	\$ 380.00		Online CE Affinity Partnership Share	\$ 95.00	income	4	times	1	time	\$ 380.00
383	<b>461.2</b>	Income	\$ 2,960.00	\$ 3,425.19	REBAC Affinity Partnership Income	\$ 600.00	income	4	times	1	time	\$ 2,400.00
384			\$ 540.00		Paperless Agent	\$90	income	4	times	1	time	\$ 360.00
385			<b>\$ 3,880.00</b>	<b>\$ 3,425.19</b>	<b>1871 Income Total</b>							<b>\$ 3,140.00</b>
386	<b>EXPENSE</b>											
387												
388	<b>540</b>	Staff Development	\$ (2,100.00)	\$ (1,600.00)	Education program webinars/conference	\$ (2,100.00)		1	time	1	time	\$ (2,100.00)
389	<b>770</b>	Supplies	\$ (750.00)	\$ (525.00)	Resources and Supplies	\$ (750.00)	fee	1	time	1	time	\$ (750.00)
390	<b>810</b>	Professional/Contract Fees	\$ (3,000.00)	\$ (3,000.00)	Curriculum Development Fees	\$ (3,000.00)	fee	1	time	1	time	\$ (3,000.00)
391					Curriculum Review/Revision Honorariums	\$ (400.00)	fee	3	classes	1	time	\$ (1,200.00)
392			\$ (1,425.00)	\$ (1,425.00)	Contract Conversation - video editing	\$ (475.00)	per video	3	videos	1	time	\$ (1,425.00)
393			\$ (100.00)	\$ -	ADRE Instructor Expedited (add course)	\$ (10.00)	fee	10	instructors	1	time	\$ (100.00)
394			\$ (150.00)	\$ -	ADRE Course License Fees - Courses	\$ (15.00)	fee	10	courses	1	time	\$ (150.00)
395			\$ (300.00)	\$ -	ADRE Course License Fees - Remote Courses	\$ (25.00)	fee	12	courses	1	time	\$ (300.00)
396			\$ (2,300.00)	\$ (900.00)	Education Development/Software	\$ (2,300.00)	subscriptions	1	time	1	time	\$ (2,300.00)
397					Curriculum design software (ElementsPro)	\$ (600.00)	annual	1	time	1	time	\$ (600.00)
398			\$ (10,125.00)	\$ (7,450.00)	<b>1871 Expense Total</b>							\$ (11,925.00)
399			<b>\$ (6,245.00)</b>	<b>\$ (4,024.81)</b>	<b>1871 Total Net</b>							<b>\$ (8,785.00)</b>
400												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
401	<b>INSTRUCTOR DEVELOPMENT - 1872</b>											
402	<b>INCOME</b>											
403	<b>463.2</b>	Registration	\$ 585.00		Instructor Forum (3 hours)	\$ 39.00	registration fee	15	registrants	1	class	\$ 585.00
404			\$ 552.00	\$ 552.00	Instructor Skills IDW	\$ 49.00	registration fee	8	registrants	1	class	\$ 392.00
405			\$ 588.00	\$ 588.00	Instructor Skills IDW	\$ 39.00	AAR Cadre reg. fee	12	registrants	1	class	\$ 468.00
406			<b>\$ 1,725.00</b>	<b>\$ 1,140.00</b>	<b>1872 Income Total</b>							<b>\$ 1,445.00</b>
407	<b>EXPENSE</b>											
408	<b>EXPENSE</b>											
409	<b>605</b>	Awards/Gifts	\$ (200.00)	\$ (200.00)	Excellence in Education Award	\$ (200.00)	plaque	1	time	1	time	\$ (200.00)
410	<b>630</b>	Catering/Hotel	\$ (240.00)	\$ -	Instructor Skills IDW - snacks	\$ (12.00)	coffee/snacks	20	registrants	1	class	\$ (240.00)
411			\$ (180.00)	\$ -	Instructor Forum - snacks	\$ (12.00)	coffee/snack	15	registrants	1	forum	\$ (180.00)
412	<b>639</b>	Dues/Commitments	\$ (150.00)	\$ (150.00)	REEA membership	\$ (150.00)	annual	1	membership	1	annual	\$ (150.00)
413	<b>770</b>	Supplies	\$ (500.00)	\$ (500.00)	Materials/Resources	\$ (500.00)	annual	1	time	1	time	\$ (500.00)
414	<b>787</b>	Speaker Fees	\$ (2,500.00)	\$ (2,500.00)	Instructor Skills IDW	\$ (2,500.00)	fee	1	class	1	time	\$ (2,500.00)
415			\$ (3,500.00)	\$ (3,500.00)	Live Streaming AAR Instructor Development Workshop	\$ (3,500.00)	fee	1	seminar	1	time	\$ (3,500.00)
416			\$ (100.00)		Instructor Forum	\$ (100.00)	honorarium	1	time	1	time	\$ (100.00)
417	<b>810</b>	Professional/Contract Fees	\$ (1,600.00)	\$ (1,430.00)	Scholarship to Bob Pike Bootcamp	\$ (1,600.00)	scholarship	1	instructor	1	time	\$ (1,600.00)
418			\$ (600.00)	\$ (450.00)	Trainer Webinars	\$ (75.00)		8	webinars	1	time	\$ (600.00)
419	<b>860</b>	Conferences	\$ (1,600.00)	\$ (1,600.00)	Training Magazine Conference - Registration	\$ (1,600.00)	fee	1	webinars	1	time	\$ (1,600.00)
420			\$ (450.00)	\$ -	REEA Convention - registration	\$ (450.00)	fee	1	registration	1	time	\$ (450.00)
421			\$ (24.00)	\$ -	Instructor Forum/IDW - Mileage	\$ (12.00)	mileage	2	mileage	1	staff	\$ (24.00)
422			\$ (600.00)	\$ -	REEA Convention - Hotel	\$ (300.00)	per night	2	nights	1	staff	\$ (600.00)
423			\$ (150.00)	\$ -	REEA Convention - Daily Expense	\$ (75.00)	per day	2	days	1	staff	\$ (150.00)
424			\$ (400.00)	\$ -	REEA Convention - Airfare (Atlanta)	\$ (400.00)	airfare	1	flight	1	staff	\$ (400.00)
425			\$ (825.00)	\$ -	Training Magazine Conference - Hotel	\$ (275.00)	room	3	nights	1	staff	\$ (825.00)
426			\$ (400.00)	\$ -	Training Magazine Conference - Airfare	\$ (400.00)	flight	1	flight	1	staff	\$ (400.00)
427			\$ (150.00)	\$ -	Training Magazine Conference - Daily Expense	\$ (75.00)	per day	2	days	1	staff	\$ (150.00)
428			\$ (14,169.00)	\$ (10,330.00)	<b>1872 Expense Total</b>							\$ (14,169.00)
429			<b>\$ (12,444.00)</b>	<b>\$ (9,190.00)</b>	<b>1872 Total Net</b>							<b>\$ (12,724.00)</b>



PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
430	<b>BROKER UNIVERSITY - 1875</b>											
431	<b>INCOME</b>											
432	<b>460.1</b>	Registration	\$ 3,300.00	\$1,650.00	BMC (package) live streaming	\$ 55.00	registration fee	2	offering	30	students	\$ 3,300.00
433			<b>\$ 3,300.00</b>	<b>\$ 1,650.00</b>	<b>1875 Income Total</b>							<b>\$ 3,300.00</b>
434	<b>EXPENSE</b>											
435	<b>EXPENSE</b>											
436	<b>605</b>	Awards/Gifts	\$ (100.00)	\$ (100.00)	Broker To Broker Virtual Forum Speaker Appreciation	\$ (25.00)	gift cards	12	forums	2	guests	\$ (600.00)
437	<b>630</b>	Catering/Hotel			Broker Brief Webinars - speaker lunch	\$ -						\$ -
438			\$ (1,440.00)	\$ -	Broker Forums							\$ -
439			\$ (72.00)	\$ -	BMC Live Streamed - instructor lunch	\$ (18.00)	meal	2	days	2	offerings	\$ (72.00)
440	<b>770</b>	Supplies			Broker Outreach	\$ -						\$ -
441	<b>781</b>	Printing			Broker Postcard	\$ (400.00)	printing	2	postcards	1	time	\$ (800.00)
442			\$ (959.04)	\$ -	Broker Forum Materials							\$ -
443	<b>780</b>	Postage	\$ (720.00)	\$ (360.00)	Ship Materials to Remote Locations	\$ (60.00)	shipments	6	locations	2	time	\$ (720.00)
444					Broker Postcard	\$ (1,600.00)	postage	2	mailings	1	time	\$ (3,200.00)
445	<b>787</b>	Speaker Fees	\$ (2,250.00)	\$ (1,125.00)	BMC - Speaker Fee	\$ (125.00)	per hours	9	hours	2	offering	\$ (2,250.00)
446	<b>810</b>	Professional/Contract Fees	\$ (800.00)	\$ (800.00)	Legal Videos - Video Editing	\$ (200.00)	per quarter	4	quarters	1	time	\$ (800.00)
447			\$ (600.00)	\$ (300.00)	BMC Live Streamed Revenue Fee Share	\$ (10.00)	fee	30	students	2	offerings	\$ (600.00)
448			\$ (150.00)	\$ (150.00)	Broker to Broker Virtual Forum Recording Edits	\$ (75.00)	hour	2	webinars	1	hour	\$ (150.00)
449			\$ (7,091.04)	\$ (2,835.00)	<b>1875 Expense Total</b>							\$ (9,192.00)
450			<b>\$ (3,791.04)</b>	<b>\$ (1,185.00)</b>	<b>1875 Total Net</b>							<b>\$ (5,892.00)</b>
451			<b>\$ (832,344.56)</b>	<b>\$ (501,172.92)</b>	<b>TOTAL (EXPENSE)</b>							<b>\$ (865,205.02)</b>
452			<b>\$ 318,390.00</b>	<b>\$ 173,923.19</b>	<b>TOTAL INCOME</b>							<b>\$ 319,270.00</b>
453			<b>\$ (513,954.56)</b>	<b>\$ (327,249.73)</b>	<b>TOTAL NET (EXPENSE)/INCOME</b>							<b>\$ (545,935.02)</b>

OPERATIONS & STRATEGIC INITIATIVES SUMMARY				
2020 Approved	2020 Projections	Code		2021
<b>PROJECTED INCOME</b>				
\$ 35,000.00	\$ 35,000.00	410	INTEREST	\$ 35,000.00
\$ 77,611.72	\$ 67,858.94	415	RENTS	\$ 31,718.46
\$ 9,725,550.00	\$ 9,982,600.00	430	INCOME	\$ 9,725,550.00
\$ 1,000.00	\$ 700.00	435	LAW BOOK SALES	\$ 400.00
\$ 10,000.00	\$ 550.00	497	MISCELLANEOUS INCOME	\$ 1,000.00
<b>\$ 9,849,161.72</b>	<b>\$ 10,086,708.94</b>		<b>TOTAL PROJECTED INCOME</b>	<b>\$ 9,793,668.46</b>
<b>PROJECTED DIRECT (EXPENSES)</b>				
\$ (3,412,035.00)	\$ (3,143,699.00)	500	SALARIES/BENEFITS	\$ (3,412,035.00)
\$ (5,000.00)	\$ (2,500.00)	540	STAFF DEVELOPMENT	\$ (5,000.00)
\$ (11,275.00)	\$ (11,275.00)	605	AWARDS/GIFTS	\$ (11,275.00)
\$ (62,355.00)	\$ (35,627.00)	621	REPAIRS/MAINTENANCE	\$ (58,930.00)
\$ (71,245.00)	\$ (49,721.00)	623	UTILITIES	\$ (67,795.00)
\$ (6,500.00)	\$ (6,527.00)	624	INSURANCE	\$ (6,750.00)
\$ (63,000.00)	\$ (66,048.00)	625	DEBT RETIREMENT/TAXES	\$ (68,000.00)
\$ (86,050.00)	\$ (16,375.00)	630	CATERING/HOTEL	\$ (104,100.10)
\$ (1,300.00)	\$ (800.00)	631	COMPUTER SERVICES & EXPENSES	\$ (2,100.00)
\$ (2,500.00)	\$ (1,000.00)	632	COPYING	\$ (2,500.00)
\$ (56,650.00)	\$ (53,987.00)	639	DUES/COMMITMENTS	\$ (56,950.00)
\$ (6,110.00)	\$ (7,100.00)	640	EQUIPMENT MAINTENANCE/RENTAL	\$ (8,360.00)
\$ (267,000.00)	\$ (266,000.00)	690	EFT/CREDIT CARD FEES (MISCELLANEOUS)	\$ (267,000.00)
\$ (276,760.00)	\$ (276,760.00)	700	DEPRECIATION	\$ (259,128.00)
\$ (1,841,220.00)	\$ (1,892,365.00)	750	RESERVE FUNDING	\$ (1,790,075.00)
\$ (15,465.00)	\$ (7,683.00)	770	SUPPLIES	\$ (15,465.00)
\$ (3,642.00)	\$ (1,750.00)	780	POSTAGE	\$ (3,642.00)
\$ (1,200.00)	\$ (890.00)	781	PRINTING	\$ (1,200.00)
\$ (42,500.00)	\$ (38,000.00)	786	PROMOTION	\$ (42,500.00)
\$ (500.00)	\$ (550.00)	788	STAFF EXPENSE	\$ (500.00)
\$ (500.00)	\$ (100.00)	804	RENTAL TAXES	\$ (500.00)
\$ (147,923.00)	\$ (117,592.00)	810	PROFESSIONAL/CONTRACT FEES	\$ (214,975.00)
\$ (15,000.00)	\$ (12,500.00)	850	TELEPHONE	\$ (15,000.00)
\$ (23,875.00)	\$ (1,255.00)	860	CONFERENCES	\$ (32,683.00)
\$ (163,272.00)	\$ (24,413.00)	867	TRAVEL (CEO/EXCOM/Officer/Other)	\$ (163,791.00)
<b>\$ (6,582,877.00)</b>	<b>\$ (6,034,517.00)</b>		<b>TOTAL DIRECT (EXPENSES)</b>	<b>\$ (6,610,254.10)</b>
<b>\$ 3,266,284.72</b>	<b>\$ 4,052,191.94</b>		<b>TOTAL NET (EXPENSES)/INCOME</b>	<b>\$ 3,183,414.36</b>

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L
1	Code		2020 Approved	2020 Projections		Rate	Item	Qty	Item	Qty	Item	2021 Total
2	<b>GENERAL OVERHEAD - 1000</b>											
3	<b>INCOME</b>											
4	410	Interest Income	\$ 35,000.00	\$ 35,000.00	RMA - Money Market Holding Account	\$ 35,000.00	interest	1	time	1	year	\$ 35,000.00
5	400	Law book sales	\$ 1,000.00	\$ 700.00	Law Book Sales	\$ 400.00		1		1		\$ 400.00
6	497	Miscellaneous Income	\$ 10,000.00	\$ 550.00	Miscellaneous Income	\$ 1,000.00		1		1		\$ 1,000.00
7			<b>\$ 46,000.00</b>	<b>\$ 36,250.00</b>	<b>1000 Income Total</b>							<b>\$ 36,400.00</b>
8												
9	<b>EXPENSE</b>											
10	540	Staff Development	\$ (5,000.00)	\$ (2,500.00)	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	\$ (800.00)	\$ (800.00)	Miscellaneous Computer Expenses & Licenses	\$ (2,100.00)		1		1		\$ (2,100.00)
14	639	Dues/Commitments	\$ -	\$ (650.00)	Miscellaneous (Notary Bond , etc.) - Renew in 2021	\$ (300.00)		1		1		\$ (300.00)
15			\$ (50.00)		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			\$ (500.00)		Law Book Royalties	\$ (500.00)		1		1		\$ (500.00)
20			\$ -		Surety Bond - Renews June 2022	\$ -		1		1		\$ -
21	640	Equipment Maintenance/Rental	\$ (1,000.00)	\$ (7,100.00)	Non-agreement Repairs	\$ (1,000.00)		1		1		\$ (1,000.00)
22			\$ (110.00)		Postage Machine	\$ (110.00)		1		1		\$ (110.00)
23			\$ (5,000.00)		Copier and Printer Leases	\$ (7,250.00)		1		1		\$ (7,250.00)
24	690	EFT/Credit Card Fees (Miscellaneous)	\$ (250,000.00)	\$ (266,000.00)	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	\$ (8,500.00)	\$ (7,500.00)	General (labels, scantron, badges, soda, paper, etc.)	\$ (8,500.00)		1		1		\$ (8,500.00)
28			\$ (525.00)		Coffee (Parks & Co.)	\$ (43.75)		12		1		\$ (525.00)
29			\$ (1,740.00)		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	\$ (1,200.00)	\$ (890.00)	Business Cards/Notes, Letterhead, Envelopes	\$ (1,200.00)		1		1		\$ (1,200.00)
32	788	Staff Expense	\$ (500.00)	\$ (550.00)	Employee/Line Officer Headshots	\$ (500.00)		1		1		\$ (500.00)
33	810	Professional/Contract Fees	\$ (300.00)	\$ (43,000.00)	Paper Shredding	\$ (25.00)		12	months	1	time	\$ (300.00)
34			\$ (38,000.00)		Annual Audit	\$ (42,500.00)		1		1		\$ (42,500.00)
35			\$ -		Contracted Services for IT (NVision)	\$ (5,196.00)		12	months	1		\$ (62,352.00)
36			\$ (5,000.00)		Organizational Assessment	\$ -		1		1		\$ -
37			\$ (1,008.00)		125 Plan Admin. (Wage Works)	\$ (84.00)	month	12	months	1	time	\$ (1,008.00)
38			\$ (5,700.00)		QuickBooks Full Service Plan	\$ (475.00)	month	12	months	1	time	\$ (5,700.00)
39			\$ (500.00)		Basecamp Fees	\$ (500.00)		1		1		\$ (500.00)
40	850	Telephone	\$ (15,000.00)	\$ (12,500.00)	Long Distance, Data Lines, Mobile, Monthly Lines, & Internet	\$ (15,000.00)		1		1		\$ (15,000.00)
41	867.2	Staff Travel	\$ (250.00)	\$ (100.00)	Staff Mileage	\$ (250.00)		1		1		\$ (250.00)
42			<b>\$ (364,718.00)</b>	<b>\$ (346,090.00)</b>	<b>1000 Expense Total</b>							<b>\$ (430,420.00)</b>
43												

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L	
44	<b>RESERVE FUNDING - 1100</b>												
45	<b>EXPENSE</b>												
46	700	Depreciation	\$ (276,760.00)	\$ (276,760.00)	2020 Capital Depreciation 3100 (based on 100% of 2019 Audit)	\$ (259,128)	depreciation	1	time	1	time	\$ (259,128.00)	
47	750	Reserve Funding	\$ (1,790,075.00)	\$ (1,841,220.00)	Issues Mobilization (Realtor Party)	\$ (35.00)		51,145	members	1	time	\$ (1,790,075.00)	
48			\$ (51,145.00)	\$ (51,145.00)	Operating Reserve	\$ -			members		time	\$ -	
49			\$ (2,117,980.00)	\$ (2,169,125.00)	<b>1100 Total</b>							\$ (2,049,203.00)	
50	<b>DUES - 1400</b>												
51	<b>INCOME</b>												
52	430	Income	\$ 9,717,550.00	\$ 9,982,600.00	Represents no increase from the 2020 budget	\$ 190.00	year	51,145	members	1	time	\$ 9,717,550.00	
54					FPU's of 51,145 represents no change from 2020								
55			\$ 8,000.00		Affiliate Dues	\$ 8,000.00			1	time	1	time	\$ 8,000.00
56			\$ 9,725,550.00	\$ 9,982,600.00	<b>1400 Total</b>							\$ 9,725,550.00	
57	<b>OPERATIONS SUPPORT - 1901</b>												
58	<b>EXPENSE</b>												
61	630	Catering/Hotel	\$ (2,000.00)	\$ (2,000.00)	Staff Meetings	\$ (2,000.00)		1		1	staff	\$ (2,000.00)	
62	631	Computer Services & Expense	\$ (500.00)	\$ -	Computer Accessories	\$ -		1		1		\$ -	
63	632	Copying	\$ (2,500.00)	\$ (1,000.00)	Operations Copies	\$ (2,500.00)	annually	1	time	1	time	\$ (2,500.00)	
64	639	Dues/Commitments	\$ (4,000.00)	\$ (2,300.00)	CEO State Bar Dues/CLE Fees	\$ (4,000.00)	annually	1	time	1	CEO	\$ (4,000.00)	
65			\$ (420.00)		Arizona's Finest Lawyers Dues	\$ (420.00)	annually	1	time	1	CEO	\$ (420.00)	
66	780	Postage	\$ (442.00)	\$ (1,750.00)	UPS (weekly pick-up fee)	\$ (8.50)	week	52	weeks	1	svc chg	\$ (442.00)	
67			\$ (3,200.00)		Postage (all programs and general office)	\$ (3,200.00)	annually	1	time	1	time	\$ (3,200.00)	
68	786	Promotion	\$ (5,000.00)	\$ (10,000.00)	Association Events/Incentives	\$ (5,000.00)	fee	1	time	1	time	\$ (5,000.00)	
69			\$ (2,500.00)		Flair	\$ (2,500.00)	annually	1	time	1	time	\$ (2,500.00)	
70			\$ (5,000.00)		Sponsorships	\$ (5,000.00)		1	time	1	time	\$ (5,000.00)	
71	810	Professional/Contrcts	\$ (5,000.00)	\$ (5,000.00)	Outside Legal	\$ (5,000.00)	annually	1	time	1	time	\$ (5,000.00)	
72	867.2	Staff Travel	\$ (800.00)	\$ -	In-state Travel	\$ (800.00)	travel	1	time	1	staff	\$ (800.00)	
73			\$ (31,362.00)	\$ (22,050.00)	<b>1901 Total</b>							\$ (30,862.00)	
74	<b>ASSOCIATION RELATIONS - 1903</b>												
75	<b>EXPENSE</b>												
77	630	Catering/Hotel	\$ (5,000.00)	\$ (9,400.00)	AE Workshop - Catering	\$ (6,000.00)	breakfast/dinner	1	time	1	workshop	\$ (6,000.00)	
78			\$ (2,000.00)		AE Lunches/Breakfasts at AAR Meetings	\$ (1,000.00)	lunch	2	lunches	1	time	\$ (2,000.00)	
79			\$ (3,000.00)		AEI State Night Out Dinner	\$ (4,000.00)	dinner	1	time	1	dinner	\$ (4,000.00)	
80			\$ (6,000.00)		Past Presidents Dinner	\$ (6,500.00)		1		1		\$ (6,500.00)	
81			\$ (3,000.00)		NAR Leadership Summit Night Out	\$ (3,000.00)	dinner	1	time	1	dinner	\$ (3,000.00)	
82	786	Promotion	\$ (5,000.00)	\$ (3,000.00)	Association Relations/Promotion/Line Officer Hosting	\$ (5,000.00)		1		1		\$ (5,000.00)	
83	867.2	Staff Travel	\$ (900.00)	\$ (500.00)	AE Workshop - AAR Staff Hotel	\$ (150.00)	night	1	nights	6	staff	\$ (900.00)	
84			\$ (900.00)		AE Workshop - AAR Staff Mileage (Senior VPs)	\$ (150.00)		1	time	6	staff	\$ (900.00)	
85			\$ (2,000.00)		Office/Staff to Association Events	\$ (2,000.00)		1		1		\$ (2,000.00)	
86			\$ (27,800.00)	\$ (12,900.00)	<b>1903 Total</b>							\$ (30,300.00)	
87													

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L
88	<b>NATIONAL MEETINGS - 1905</b>											
89	<b>EXPENSE</b>											
90	630	Catering/Hotel	\$ (3,300.00)	\$ -	AZ Reception at Region XI Conference (Denver, CO)	\$ (126.67)	attendees	30	each	1	event	\$ (3,800.10)
91	639	Dues/Commitments	\$ (51,145.00)	\$ (51,037.00)	Region XI dues	\$ (1.00)		51145	members	1	time	\$ (51,145.00)
92	860	Conferences	\$ (2,200.00)	\$ (745.00)	Operations Staff - NAR AEI - March (Houston, TX) - Hotel	\$ (221.00)	night	4	nights	2	staff	\$ (1,768.00)
93			\$ (1,500.00)		Operations Staff - NAR AEI - March (Houston, TX) - Daily Expense	\$ (150.00)	per diem	5	days	2	staff	\$ (1,500.00)
94			\$ (500.00)		Operations Staff - NAR AEI - March (Houston, TX) - Airfare	\$ (400.00)	airfare	1	traveler	2	staff	\$ (800.00)
95			\$ (1,050.00)		Operations Staff - NAR AEI - March (Houston, TX) - Registration	\$ (595.00)	registration	1	registration	2	staff	\$ (1,190.00)
96			\$ (3,200.00)		Operations Staff - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	5	nights	2	staff	\$ (3,200.00)
97			\$ (2,400.00)		Operations Staff - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	6	days	2	staff	\$ (2,400.00)
98			\$ (1,200.00)		Operations Staff - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	1	traveler	2	staff	\$ (1,200.00)
99			\$ (2,200.00)		Operations Staff - NAR EXPO - November (San Diego, CA) - Hotel	\$ (275.00)	night	4	nights	2	staff	\$ (2,200.00)
100			\$ (1,500.00)		Operations Staff - NAR EXPO - November (San Diego, CA) - Daily Expense	\$ (150.00)	per diem	5	days	2	staff	\$ (1,500.00)
101			\$ (900.00)		Operations Staff - NAR EXPO - November (San Diego, CA) - Airfare	\$ (275.00)	airfare	1	traveler	2	staff	\$ (550.00)
102			\$ (900.00)		Operations Staff - NAR EXPO - November (San Diego, CA) - Registration	\$ (525.00)	registration	1	registration	2	staff	\$ (1,050.00)
103	867	Travel	\$ (1,000.00)	\$ (3,187.00)	Airfare Increase Pool - National Travel	\$ (1,000.00)	miscellaneous	1	pool	1	pool	\$ (1,000.00)
104			\$ (1,100.00)		AE Institute - March (Houston, TX) - Hotel	\$ (221.00)	night	4	nights	1	CEO	\$ (884.00)
105			\$ (750.00)		AE Institute - March (Houston, TX) - Daily Expense	\$ (150.00)	per diem	5	days	1	CEO	\$ (750.00)
106			\$ (250.00)		AE Institute - March (Houston, TX) - Airfare	\$ (400.00)	airfare	1	traveler	1	CEO	\$ (400.00)
107			\$ (575.00)		AE Institute - March (Houston, TX) - Registration	\$ (595.00)	registration	1	time	1	CEO	\$ (595.00)
108			\$ (400.00)		Meeting with NAR CEO - Daily Expense	\$ (200.00)	per diem	2	days	1	CEO	\$ (400.00)
109			\$ (500.00)		Region XI Conference - April (Denver, CO) - Hotel	\$ (280.00)	night	2	nights	1	CEO	\$ (560.00)
110			\$ (450.00)		Region XI Conference - April (Denver, CO) - Daily Expense	\$ (150.00)	per diem	3	days	1	CEO	\$ (450.00)
111			\$ (250.00)		Region XI Conference - April (Denver, CO) - Airfare	\$ (250.00)	airfare	1	traveler	1	CEO	\$ (250.00)
112			\$ (2,240.00)		NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	CEO	\$ (2,240.00)
113			\$ (1,600.00)		NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	CEO	\$ (1,600.00)
114			\$ (1,200.00)		NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	CEO	\$ (1,200.00)
115			\$ (700.00)		State AE Meeting - June - Hotel	\$ (350.00)	night	2	nights	1	CEO	\$ (700.00)
116			\$ (200.00)		State AE Meeting - June - Daily Expense	\$ (150.00)	per diem	2	days	1	CEO	\$ (300.00)
117			\$ (600.00)		State AE Meeting - June - Airfare	\$ (600.00)	airfare	1	traveler	1	CEO	\$ (600.00)
118			\$ (250.00)		State AE Meeting - June - Registration	\$ (250.00)	registration	1	time	1	CEO	\$ (250.00)
119			\$ (450.00)		NAR Leadership Summit - August (Chicago) - Daily Expense	\$ (150.00)	per diem	3	days	1	CEO	\$ (450.00)
120			\$ (450.00)		NAR Leadership Summit - August (Chicago) - Airfare	\$ (450.00)	airfare	1	traveler	1	CEO	\$ (450.00)
121			\$ (1,650.00)		NAR EXPO - November (San Diego, CA) - Hotel	\$ (275.00)	night	6	nights	1	CEO	\$ (1,650.00)
122			\$ (900.00)		NAR EXPO - November (San Diego, CA) - Daily Expense	\$ (150.00)	per diem	6	days	1	CEO	\$ (900.00)
123			\$ (900.00)		NAR EXPO - November (San Diego, CA) - Airfare	\$ (275.00)	airfare	2	travelers	1	CEO	\$ (550.00)
124			\$ (450.00)		NAR EXPO - November (San Diego, CA) - Registration	\$ (525.00)	registration	1	time	1	CEO	\$ (525.00)
125			\$ (1,500.00)		<b>President - Misc.</b> (registration fees, function tickets, etc.)	\$ (1,500.00)	miscellaneous	1	pool	1	Pres	\$ (1,500.00)
126			\$ (500.00)		President - Region XI Conf. - April (Denver, CO) - Hotel	\$ (280.00)	night	2	nights	1	Pres	\$ (560.00)
127			\$ (450.00)		President - Region XI Conf. - April (Denver, CO) - Daily Expense	\$ (150.00)	per diem	3	days	1	Pres	\$ (450.00)
128			\$ (250.00)		President - Region XI Conf. - April (Denver, CO) - Airfare	\$ (250.00)	airfare	1	traveler	1	Pres	\$ (250.00)
129			\$ (2,240.00)		President - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Pres	\$ (2,240.00)
130			\$ (1,600.00)		President - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	Pres	\$ (1,600.00)
131			\$ (1,200.00)		President - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	Pres	\$ (1,200.00)
132			\$ (1,650.00)		President - NAR EXPO - November (San Diego, CA) - Hotel	\$ (275.00)	night	6	nights	1	Pres	\$ (1,650.00)
133			\$ (900.00)		President - NAR EXPO - November (San Diego, CA) - Daily Expense	\$ (150.00)	per diem	6	days	1	Pres	\$ (900.00)
134			\$ (900.00)		President - NAR EXPO - November (San Diego, CA) - Airfare	\$ (275.00)	airfare	2	travelers	1	Pres	\$ (550.00)
135			\$ (1,200.00)		<b>President-elect - Misc.</b> (registration fees, function tickets, etc.)	\$ (1,200.00)	miscellaneous	1	pool	1	Pres-elect	\$ (1,200.00)
136			\$ (500.00)		President-elect - Region XI Conf. - April (Denver, CO) - Hotel	\$ (280.00)	night	2	nights	1	Pres-elect	\$ (560.00)
137			\$ (450.00)		President-elect - Region XI Conf. - April (Denver, CO) - Daily Expense	\$ (150.00)	per diem	3	days	1	Pres-elect	\$ (450.00)
138			\$ (250.00)		President-elect - Region XI Conf. - April (Denver, CO) - Airfare	\$ (250.00)	airfare	1	traveler	1	Pres-elect	\$ (250.00)
139			\$ (2,240.00)		President-elect - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Pres-elect	\$ (2,240.00)
140			\$ (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)
141			\$ (1,200.00)		President-elect - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	Pres-elect	\$ (1,200.00)
142			\$ (450.00)		President-elect - NAR Leadership Summit - Aug. (Chicago) - Daily Expense	\$ (150.00)	per diem	3	days	1	Pres-elect	\$ (450.00)
143			\$ (450.00)		President-elect - NAR Leadership Summit - Aug. (Chicago) - Airfare	\$ (450.00)	airfare	1	traveler	1	Pres-elect	\$ (450.00)
144			\$ (1,650.00)		President-elect - NAR EXPO - November (San Diego, CA) - Hotel	\$ (275.00)	night	6	nights	1	Pres-elect	\$ (1,650.00)
145			\$ (900.00)		President-elect - NAR EXPO - November (San Diego, CA) - Daily Expense	\$ (150.00)	per diem	6	days	1	Pres-elect	\$ (900.00)
146			\$ (900.00)		President-elect - NAR EXPO - November (San Diego, CA) - Airfare	\$ (275.00)	airfare	2	travelers	1	Pres-elect	\$ (550.00)
147			\$ (1,200.00)		<b>First VP - Misc.</b> (registration fees & function tickets)	\$ (1,200.00)	miscellaneous	1	pool	1	First VP	\$ (1,200.00)
148			\$ (500.00)		First VP - Region XI Conference - April (Denver, CO) - Hotel	\$ (280.00)	night	2	nights	1	First VP	\$ (560.00)
149			\$ (450.00)		First VP - Region XI Conference - April (Denver, CO) - Daily Expense	\$ (150.00)	per diem	3	days	1	First VP	\$ (450.00)
150			\$ (250.00)		First VP - Region XI Conference - April (Denver, CO) - Airfare	\$ (250.00)	airfare	1	traveler	1	First VP	\$ (250.00)
151			\$ (2,240.00)		First VP - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	First VP	\$ (2,240.00)
152			\$ (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)
153			\$ (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
154			\$ (1,650.00)		First VP - NAR EXPO - November (San Diego, CA) - Hotel	\$ (275.00)	night	6	nights	1	First VP	\$ (1,650.00)
155			\$ (900.00)		First VP - NAR EXPO - November (San Diego, CA) - Daily Expense	\$ (150.00)	per diem	6	days	1	First VP	\$ (900.00)
156			\$ (900.00)		First VP - NAR EXPO - November (San Diego, CA) - Airfare	\$ (275.00)	airfare	2	travelers	1	First VP	\$ (550.00)
157			\$ (1,200.00)		<b>Treasurer</b> - Misc. (registration fees & function tickets)	\$ (1,200.00)	miscellaneous	1	pool	1	Treasurer	\$ (1,200.00)
158			\$ (500.00)		Treasurer - Region XI Conference - April (Denver, CO) - Hotel	\$ (280.00)	night	2	nights	1	Treasurer	\$ (560.00)
159			\$ (450.00)		Treasurer - Region XI Conference - April (Denver, CO) - Daily Expense	\$ (150.00)	per diem	3	days	1	Treasurer	\$ (450.00)
160			\$ (250.00)		Treasurer - Region XI Conference - April (Denver, CO) - Airfare	\$ (250.00)	airfare	1	traveler	1	Treasurer	\$ (250.00)
161			\$ (2,240.00)		Treasurer - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Treasurer	\$ (2,240.00)
162			\$ (1,600.00)		Treasurer - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	Treasurer	\$ (1,600.00)
163			\$ (1,200.00)		Treasurer - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	Treasurer	\$ (1,200.00)
164			\$ (1,650.00)		Treasurer - NAR EXPO - November (San Diego, CA) - Hotel	\$ (275.00)	night	6	nights	1	Treasurer	\$ (1,650.00)
165			\$ (900.00)		Treasurer - NAR EXPO - November (San Diego, CA) - Daily Expense	\$ (150.00)	per diem	6	days	1	Treasurer	\$ (900.00)
166			\$ (900.00)		Treasurer - NAR EXPO - November (San Diego, CA) - Airfare	\$ (275.00)	airfare	2	travelers	1	Treasurer	\$ (550.00)
167			\$ (500.00)		<b>Immediate Past President</b> - Region XI Conference - April (Denver, CO) - Hotel	\$ (280.00)	night	2	nights	1	First VP	\$ (560.00)
168			\$ (450.00)		Immediate Past President - Region XI Conference - April (Denver, CO) - Daily Expense	\$ (150.00)	per diem	3	days	1	First VP	\$ (450.00)
169			\$ (250.00)		Immediate Past President - Region XI Conference - April (Denver, CO) - Airfare	\$ (250.00)	airfare	1	traveler	1	First VP	\$ (250.00)
170			\$ (2,240.00)		Immediate Past President - NAR Legislative - May (Washington D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Past Pres	\$ (2,240.00)
171			\$ (1,600.00)		Immediate Past President - NAR Legislative - May (Washington D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	Past Pres	\$ (1,600.00)
172			\$ (600.00)		Immediate Past President - NAR Legislative - May (Washington D.C.) - Airfare	\$ (600.00)	airfare	1	traveler	1	Past Pres	\$ (600.00)
173			\$ (1,650.00)		Immediate Past President - NAR EXPO - November (San Diego, CA) - Hotel	\$ (275.00)	night	6	nights	1	Past Pres	\$ (1,650.00)
174			\$ (900.00)		Immediate Past President - NAR EXPO - November (San Diego, CA) - Daily Expense	\$ (150.00)	per diem	6	days	1	Past Pres	\$ (900.00)
175			\$ (450.00)		Immediate Past President - NAR EXPO - November (San Diego, CA) - Airfare	\$ (275.00)	airfare	1	traveler	1	Past Pres	\$ (275.00)
176			\$ (450.00)		Immediate Past President - NAR EXPO - November (San Diego, CA) - Registration	\$ (525.00)	registration	1	time	1	Past Pres	\$ (525.00)
177			\$ (2,240.00)		<b>NAR Director(s)</b> - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Director	\$ (2,240.00)
178			\$ (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)
179			\$ (600.00)		NAR Director(s) - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	1	traveler	1	Director	\$ (600.00)
180			\$ (1,650.00)		NAR Director(s) - NAR EXPO - November (San Diego, CA) - Hotel	\$ (275.00)	night	6	nights	1	Director	\$ (1,650.00)
181			\$ (900.00)		NAR Director(s) - NAR EXPO - November (San Diego, CA) - Daily Expense	\$ (150.00)	per diem	6	days	1	Director	\$ (900.00)
182			\$ (450.00)		NAR Director(s) - NAR EXPO - November (San Diego, CA) - Airfare	\$ (275.00)	airfare	1	traveler	1	Director	\$ (275.00)
183			\$ (450.00)		NAR Director(s) - NAR EXPO - November (San Diego, CA) - Registration	\$ (525.00)	registration	1	time	1	Director	\$ (525.00)
184			\$ (510.00)		Region 11 VP - Leadership Conference	\$ (255.00)	hotel	2	nights	1	member	\$ (510.00)
185			\$ (1,284.00)		Region 11 VP - Arizona REALTOR® Convention	\$ (321.00)	hotel	4	nights	1	member	\$ (1,284.00)
186			\$ (1,000.00)		National/Regional Expenses	\$ (1,000.00)		1	pool	1	pool	\$ (1,000.00)
187			\$ (153,394.00)	\$ (54,969.00)	<b>1905 Total</b>							\$ (152,241.10)
188												

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L	
189	<b>EXECUTIVE COMMITTEE SUPPORT - 1920</b>												
190	<b>EXPENSE</b>												
191	605	Awards/Gifts	\$ (175.00)	\$ (6,775.00)	Permanent Plaque Plates	\$ (175.00)			1		1	\$ (175.00)	
192			\$ (1,500.00)		DSA & Vision Award	\$ (1,500.00)			1		1	\$ (1,500.00)	
193			\$ (2,500.00)		President's Gift/Plaque	\$ (2,500.00)			1		1	\$ (2,500.00)	
194			\$ (100.00)		President-elect's Gavel	\$ (100.00)			1		1	\$ (100.00)	
195			\$ (2,500.00)		Recognition	\$ (2,500.00)			1		1	\$ (2,500.00)	
196	630	Catering/Hotel	\$ (2,200.00)	\$ (4,975.00)	Planning Session - April (Audio/Visual, Room Rental, Internet)	\$ (2,200.00)			1		1	\$ (2,200.00)	
197			\$ (600.00)		Planning Session - April (Resort Charge)	\$ (600.00)			1		1	\$ (600.00)	
198			\$ (12,000.00)		Planning Session - April (Meals)	\$ (12,000.00)			1		1	\$ (12,000.00)	
199			\$ (4,000.00)		Planning Session Deposits	\$ (4,000.00)			1		1	\$ (4,000.00)	
200			\$ (6,000.00)		Governance Meetings - March (Audio/Visual, Room Rental, Internet)	\$ (6,000.00)			1		1	\$ (6,000.00)	
201			\$ (30,200.00)		Governance Meetings - March (Meals)	\$ (45,000.00)			1		1	\$ (45,000.00)	
202			\$ (2,250.00)		ExCom Meeting - Lunches	\$ (500.00)			5	meetings	1	\$ (2,500.00)	
203			\$ (4,500.00)		ExCom Thank You Dinner - October (Leadership Conference)	\$ (4,500.00)			1		1	\$ (4,500.00)	
204	770	Supplies	\$ (2,700.00)	\$ (183.00)	Swanepoel Reports	\$ (108.00)			25	books	1	time	\$ (2,700.00)
205	810	Professional/Contract Fees	\$ (10,000.00)	\$ -	National Facilitator Planning Session April	\$ (10,000.00)	fee		1	time	1	facilitator	\$ (10,000.00)
206	860	Conferences	\$ (963.00)	\$ (510.00)	Operations Staff - Arizona REALTOR® Convention - March - Hotel	\$ (321.00)	night		3	nights	1	staff	\$ (963.00)
207			\$ (200.00)		Operations Staff - Arizona REALTOR® Convention - March - Daily Expense	\$ (50.00)	per diem		2	days	2	staff	\$ (200.00)
208			\$ (80.00)		Operations Staff - Arizona REALTOR® Convention - March - Mileage	\$ (40.00)	day		1	day	2	staff	\$ (80.00)
209			\$ (2,312.00)		Arizona REALTORS® Staff - Planning Session - April - Hotel	\$ (289.00)	night		1	night	8	staff	\$ (2,312.00)
210			\$ (800.00)		Arizona REALTORS® Staff - Planning Session - April - Daily Expense	\$ (50.00)	per diem		2	days	8	staff	\$ (800.00)
211			\$ (1,000.00)		Arizona REALTORS® Staff - Planning Session - April - Mileage	\$ (125.00)	day		1	day	8	staff	\$ (1,000.00)
212			\$ (510.00)		Operations Staff - Leadership Conference - October - Hotel	\$ (255.00)	night		2	nights	1	staff	\$ (510.00)
213			\$ (300.00)		Operations Staff - Leadership Conference - October - Daily Expense	\$ (50.00)	per diem		3	days	2	staff	\$ (300.00)
214			\$ (160.00)		Operations Staff - Leadership Conference - October - Mileage	\$ (40.00)	day		2		2	staff	\$ (160.00)
215			\$ -		Governance Meetings - March - Hotel	\$ (300.00)	night		2	nights	15	members	\$ (9,000.00)
216	867	Travel	\$ (963.00)	\$ (19,376.00)	Arizona REALTOR® Convention - August - Hotel	\$ (321.00)	night		3	nights	1	CEO	\$ (963.00)
217			\$ (200.00)		Arizona REALTOR® Convention - August - Daily Expense	\$ (50.00)	per diem		4	days	1	CEO	\$ (200.00)
218			\$ (40.00)		Arizona REALTOR® Convention - August - Mileage	\$ (40.00)	day		1	rental	1	CEO	\$ (40.00)
219			\$ (510.00)		Leadership Conference - October - Hotel	\$ (255.00)	night		2	nights	1	CEO	\$ (510.00)
220			\$ (150.00)		Leadership Conference - October - Daily Expense	\$ (50.00)	per diem		3	days	1	CEO	\$ (150.00)
221			\$ (40.00)		Leadership Conference - October - Mileage	\$ (40.00)	day		1	rental	1	CEO	\$ (40.00)
222			\$ (1,500.00)		CEO Update Travel	\$ (1,500.00)	misc expense		1	pool	1	CEO	\$ (1,500.00)
223			\$ (10,593.00)		Arizona REALTOR® Convention - August - Hotel	\$ (321.00)	night		3	nights	11	members	\$ (10,593.00)
224			\$ (2,200.00)		Arizona REALTOR® Convention - August - Daily Expense	\$ (50.00)	per diem		4	days	11	members	\$ (2,200.00)
225			\$ (5,610.00)		Leadership Conference - October - Hotel	\$ (321.00)	night		2	nights	11	members	\$ (7,062.00)
226			\$ (1,650.00)		Leadership Conference - October - Daily Expense	\$ (50.00)	per diem		3	days	11	members	\$ (1,650.00)
227			\$ (8,550.00)		Mileage Pool for all ExCom Meetings and Conferences	\$ (0.57)	mile	1000		miles	15	members	\$ (8,550.00)
228			\$ (3,852.00)		Arizona REALTOR® Convention - August - Hotel	\$ (321.00)	night		3	nights	4	officers	\$ (3,852.00)
229			\$ (800.00)		Arizona REALTOR® Convention - August - Daily Expense	\$ (50.00)	per diem		4	days	4	officers	\$ (800.00)
230			\$ (2,040.00)		Leadership Conference - October - Hotel	\$ (321.00)	night		2	nights	4	officers	\$ (2,568.00)
231			\$ (600.00)		Leadership Conference - October - Daily Expense	\$ (50.00)	per diem		3	days	4	officers	\$ (600.00)
232			\$ (8,000.00)		Line Officers - Local Association Visits - Mileage	\$ (8,000.00)	mileage pool		1	pool	1	pool	\$ (8,000.00)
233			\$ (9,000.00)		Line Officers - In State Travel - Hotel	\$ (150.00)	night		15	nights	4	officers	\$ (9,000.00)
234			\$ (2,000.00)		Treasurer-Elect In State Travel	\$ (2,000.00)	time		1		1	officers	\$ (2,000.00)
235			\$ (2,500.00)		Line Officers - Retreat	\$ (2,500.00)	day		1	day	1	day	\$ (2,500.00)
236			\$ (7,225.00)		Planning Session for 2019 - April - Hotel	\$ (289.00)	night		1	night	25	members	\$ (7,225.00)
237			\$ (4,500.00)		Planning Session for 2019 - April - Mileage	\$ (4,500.00)	mileage pool		1	pool	1	pool	\$ (4,500.00)
238			\$ (2,000.00)		RVPs - Local Association Visits - Mileage	\$ (2,000.00)	mileage pool		1	pool	1	pool	\$ (2,000.00)
239			\$ (162,073.00)	\$ (31,819.00)	<b>1920 Total</b>							\$ (188,103.00)	
240													

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L	
241	<b>CONSUMER OUTREACH - 1955</b>												
242	<b>EXPENSE</b>												
243	786	Promotion	\$ (20,000.00)	\$ (25,000.00)	Community Involvement/Community Service Awards (October)	\$ (20,000.00)			1		1	\$ (20,000.00)	
244			\$ (5,000.00)		Homeless Initiative	\$ (5,000.00)			1		1	\$ (5,000.00)	
245	810	Professional/Contract Fees	\$ (2,500.00)	\$ (63,250.00)	Spokesperson Training - Officers	\$ (5,000.00)			1		1	\$ (5,000.00)	
246			\$ (36,900.00)		Public Relations - Firm Retainer	\$ (39,600.00)			1		1	\$ (39,600.00)	
247			\$ (25,000.00)		Public Relations - Annual Special Project	\$ (25,000.00)			1		1	\$ (25,000.00)	
248			\$ (1,350.00)		Public Relations - Media Monitoring and Clips	\$ (1,350.00)			1		1	\$ (1,350.00)	
249	867	Travel/Other	\$ (2,500.00)	\$ (1,250.00)	Miscellaneous Travel (Officers)	\$ (2,500.00)			1		1	\$ (2,500.00)	
250			\$ (93,250.00)	\$ (89,500.00)	<b>1955 Total</b>							\$ (98,450.00)	
251	<b>PERSONNEL - 1990</b>												
252	<b>EXPENSE</b>												
254	501	Salaries/Benefits	\$ (2,650,000.00)		Salaries (28)	\$ (2,650,000.00)	salaries		1	time	1	time	\$ (2,650,000.00)
255	503	Payroll Taxes	\$ (229,850.00)		Payroll Taxes/Fees	\$ (229,850.00)	taxes		1	time	1	time	\$ (229,850.00)
256	510	Group Medical/Dental/Life Ins.	\$ (289,580.00)		Insurance	\$ (289,580.00)	fee		1	time	1	time	\$ (289,580.00)
257	525	Workers Comp Ins.	\$ (10,350.00)		Workers Compensation	\$ (10,350.00)	fee		1	time	1	time	\$ (10,350.00)
258	530	Pension Plan Contributions	\$ (225,255.00)		401K	\$ (225,255.00)	contributions		1	time	1	time	\$ (225,255.00)
259	531	Pension Plan Admin	\$ (3,000.00)		TPA	\$ (3,000.00)	fee		1	time	1	time	\$ (3,000.00)
260	535	Payroll Fees/Expenditures	\$ (4,000.00)		Payroll Fees	\$ (4,000.00)	fee		1	time	1	time	\$ (4,000.00)
261			\$ (3,412,035.00)	\$ (3,143,699.00)	<b>1990 Total</b>							\$ (3,412,035.00)	
262	<b>BUILDING - 6000</b>												
263	<b>INCOME</b>												
265	415		\$ 12,412.74	\$ 67,858.94	Dr. Sun (from Jan. 1, 2021 to December 31, 2021)	\$ 1,049.68	month		12	months	1	\$ 12,596.16	
266			\$ 6,436.72		Assoc. of Golf Merchandisers - Lease Expired	\$ -	month		0	months	1	\$ -	
267			\$ 21,074.64		Southwest Institute - Lease Expired	\$ -	month		12	months	1	\$ -	
268			\$ 37,687.62		Urban Fabric Builders (from January 1, 2021 to June 30, 2021)	\$ 3,187.05	month		6	months	1	\$ 19,122.30	
269			\$ 77,611.72	\$ 67,858.94	<b>6000 Income Total</b>							\$ 31,718.46	
270	<b>EXPENSE</b>												
272	621	Repairs/Maintenance	\$ (2,045.00)	\$ (35,627.00)	General Upkeep (lights, air filters, etc.)	\$ (2,045.00)			1		1	\$ (2,045.00)	
273			\$ (935.00)		Pest Control	\$ (935.00)			1		1	\$ (935.00)	
274			\$ (1,600.00)		Elevator	\$ (1,600.00)			1		1	\$ (1,600.00)	
275			\$ (3,800.00)		Building/General	\$ (3,000.00)			1		1	\$ (3,000.00)	
276			\$ (3,300.00)		HVAC - AZ Control Specialist Contract	\$ (3,300.00)			1		1	\$ (3,300.00)	
277			\$ (4,400.00)		HVAC Service Contract - O'Neil	\$ (4,400.00)			1		1	\$ (4,400.00)	
278			\$ (2,290.00)		HVAC Miscellaneous Repairs	\$ (2,290.00)			1		1	\$ (2,290.00)	
279			\$ (1,585.00)		Security/Fire Alarm/Extinguishers	\$ (1,585.00)			1		1	\$ (1,585.00)	
280			\$ (3,920.00)		Exterior Repairs/Maintenance	\$ (3,920.00)			1		1	\$ (3,920.00)	
281			\$ (230.00)		Security Monitoring	\$ (230.00)			1		1	\$ (230.00)	
282			\$ (6,950.00)		Interior Repairs/Maintenance	\$ (5,000.00)			1		1	\$ (5,000.00)	
283			\$ (22,700.00)		Janitorial/Window Cleaning	\$ (22,700.00)			1		1	\$ (22,700.00)	
284			\$ (2,925.00)		Pictures/Furnishings	\$ (2,925.00)			1		1	\$ (2,925.00)	
285			\$ (5,675.00)		Landscaping - Maintenance	\$ (5,000.00)			1		1	\$ (5,000.00)	
286	623	Utilities	\$ (65,950.00)	\$ (49,721.00)	Electricity	\$ (62,500.00)			1		1	\$ (62,500.00)	
287			\$ (4,515.00)		Sewer/Water	\$ (4,515.00)			1		1	\$ (4,515.00)	
288			\$ (780.00)		Trash	\$ (780.00)			1		1	\$ (780.00)	
289	624	Insurance	\$ (6,500.00)	\$ (6,527.00)	Property Insurance (Osborn)	\$ (6,750.00)			1		1	\$ (6,750.00)	
290	625	Real Estate Taxes	\$ (63,000.00)	\$ (66,048.00)	Property Taxes	\$ (68,000.00)			1		1	\$ (68,000.00)	
291	804	Rental taxes	\$ (500.00)	\$ (100.00)	Rental Taxes	\$ (500.00)			1		1	\$ (500.00)	
292	810	Professional/Contract Fees	\$ (6,500.00)	\$ (6,342.00)	Management Fees	\$ (6,500.00)			1		1	\$ (6,500.00)	
293			\$ (40.00)		Permits/Fees	\$ (40.00)			1		1	\$ (40.00)	
294			\$ (125.00)		Check Fees	\$ (125.00)			1		1	\$ (125.00)	
295			\$ (10,000.00)		Leasing Agent Commission	\$ (10,000.00)			1		1	\$ (10,000.00)	
296			\$ (220,265.00)	\$ (164,365.00)	<b>6000 Expense Total</b>	\$ (126,725.00)						\$ (218,640.00)	
297			\$ (6,582,877.00)	\$ (6,034,517.00)	<b>TOTAL (EXPENSE)</b>							\$ (6,610,254.10)	
298			\$ 9,849,161.72	\$ 10,086,708.94	<b>TOTAL INCOME</b>							\$ 9,793,668.46	
299			\$ 3,266,284.72	\$ 4,052,191.94	<b>TOTAL NET (EXPENSE)/INCOME</b>							\$ 3,183,414.36	