

TO: 2021 Executive Committee

FROM: Jan Leighton, 2021 President
Shelley Ostrowski, 2021 Treasurer

SUBJECT: 2021 Budget Meeting

DATE: August 19, 2020

The 2021 Executive Committee Orientation will be held on **Friday, September 4, 2020 at 10:00 a.m. via Zoom**. We will break for lunch at noon and the 2021 Budget Meeting will follow from **1:00p.m. – 3:00p.m.** to prepare and approve the 2021 budget for recommendation to the Board of Directors.

The budget portfolio contains:

1. Budget Meeting Agenda
2. Arizona REALTORS® Structure Chart
3. 2021 Executive Committee Roster
4. 2021 Executive Committee Primary Committee Assignments
5. 2021 Strategic Plan
6. 2021 Primary Committee Business Plans (53 pages)
7. 2021 Leadership Meetings and Events Calendar
8. Membership History (2000 - 2020)
9. Reserve Accounts Dashboard and Summary
10. 2021 Proposed Operating Budget (40 pages)
11. 2021 Proposed Capital Budget

The proposed Operating Budget is based upon the 2021 Strategic Plan and the 2021 Primary Committee Business Plans. Each Primary Committee Chair will present their portion of the draft budget. The following is an overview of the proposal.

The Operating budget overall reflects a \$51,082 net income, which is a \$11,420 net decrease in income over 2020.

The Operations & Strategic Initiatives area budget reflects a \$82,870 net decrease in income primarily due to an anticipated decrease in rental, law book, and miscellaneous income and a \$27,377 increase in expenses. The details are as follows.

Income:

The dues income is based upon the projected 2021 membership. **Dues income (430) was calculated anticipating 51,145 members which is the same number of members budgeted for in 2020 (no change).** This projection will require membership **dues to remain at \$190 per member.** As you can see from the Membership History, membership peaked in 2007 at 55,349 and then dropped almost 30% in the following five years to 39,235 before beginning to rise again in 2013. We have 51,468 members through June this year.

Rental income (415) has changed dramatically from 2020:

- The Association of Golf Merchandisers lease expired on April 30, 2020 and are currently on a month-to-month tenancy due to an uncertain future of that association. We do not anticipate its continued tenancy and have budgeted no income for 2021.
- The Southwest Institute for Families and Children with Special Needs lease expires on October 31, 2020 and it has given notice that it will not be renewing its lease due to the COVID pandemic. Therefore, we have budgeted no income for 2021.
- Dr. Sun's lease expires on June 30, 2022. (*Note: The lease contains a 30-day termination option.*) Although he has not utilized the space for many months, we budgeted for 12 months of income.
- Urban Fabric Builders expires on June 30, 2022, however, they have requested rental concessions due to the COVID pandemic and we are currently negotiating with them in this regard. We anticipate a breach of lease and budgeted for only 6 months of income.
- 2,744 sq. ft of space remains available for lease upstairs:
www.loopnet.com/Listing/255-E-Osborn-Rd-Phoenix-AZ/13891820/

Reserve Funding - 1100:

- Capital Reserve (700): **We have allocated the capital depreciation of \$259,128 from the 2019 audit to the Capital Reserve.** The Bylaws state in pertinent part: "**CAPITAL RESERVE.** AAR shall maintain a reserve fund, (Capital Reserve) for capital expenditures. . . AAR's annual budget shall acknowledge depreciation per Generally Accepted Accounting Principles. The depreciation amount shall be considered as a cash expense credited to the Capital Reserve." The June balance in the Capital Reserve was \$4,811,135.
- Issues Mobilization Fund (750): **We have proposed an allocation of \$35.00 per member to the Issues Mobilization Fund, which totals \$1,790,075.** The Bylaws state in pertinent part: "**REALTORS® Issues Mobilization Fund (RIMF):** AAR shall maintain a reserve fund to support or oppose federal, state and local issues that impact real property and real property owners in Arizona. . . A per member amount of the annual dues shall be placed in the fund as determined by the AAR Board of Directors. . . The amount established by the AAR Board of Directors shall be credited to the fund each year until the fund attains a total of ten million dollars (\$10,000,000).

If the fund is depleted to less than five million dollars (\$5,000,000), the AAR Board of Directors shall reinstate a per member contribution amount to the Fund at the inception of the next budget year.” The June balance in the Issues Mobilization Fund was \$6,305,017.33.

- **Operating Reserve (750): The proposed Budget contains no allocation to the Operating Reserve.** The Bylaws state in pertinent part: *“OPERATING RESERVE. AAR shall maintain an operating reserve fund (the “Operating Reserve”) for legal, special and unbudgeted operating purposes. The Board of Directors shall annually determine an allocation (the “Allocation”) of the annual dues which shall be placed in the Operating Reserve. . . The Allocation shall continue each year until the Operating Reserve fund balance exceeds an amount equal to the operating expenses from previous fiscal year, at which time the Allocation shall cease.”* Pursuant to the 2019 audit the total operating expenses for 2019 were \$7,238,843. The Operating Reserve total for June was \$9,104,811.
- **Strategic Initiative Fund: The proposed Budget contains no allocation to the Strategic Initiative Fund.** The Bylaws state in pertinent part: *AAR may maintain a reserve fund (“Strategic Initiative Fund”) to support initiatives designed or dedicated to the support of our REALTOR® members’ business practices. Such initiatives may include, but are not limited to, new member benefits, technology enhancements, communication enhancements, or other efforts that benefit the REALTOR® membership.* The June Strategic Initiative Fund balance was \$2,225,792.
- **Arizona Homeownership Alliance: The proposed Budget contains no allocation to the Arizona Homeownership Alliance.** The Bylaws state in pertinent part: *Arizona Homeownership Alliance. AAR may maintain a fund (Arizona Homeownership Alliance) to support or oppose candidates running for elective office or as otherwise expressed in this section. Funds designated for this fund are to be used as allowed by state law in corporate independent expenditures, polling and grassroots activities. Monies placed in this fund may come from a variety of sources including but not limited to AAR’s annual operating surplus, the National Association of REALTORS®, Arizona local associations of REALTORS®, AAR annual budget or by contribution.* The June Alliance balance was \$100,739.

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

The Primary Committee Budget highlights are as follows:

- **Legislative & Political Affairs reflects a \$70,646 increase in 2021 expenses, primarily due to:**
 - Governmental Area Support (1501): Increase due to higher utility expenses, general supplies and work group lunches.
 - Legislative Policy Development (1550): Increase due to higher Catering/Hotel Expenses for the REALTOR Caucus/Training.
 - Fundraising/Grassroots Support (1560): Increase due to REALTOR® Party PSF Allocation fee and expenses for an online auction event.
 - Federal Liaison Support (1575): Increase due to higher Catering/Hotel Expenses projected for Hill Visit Reception and in-district events.

- **Risk Management reflects a \$7,088 net increase in expenses, with the largest changes primarily due to:**
 - Risk Management Support (1601): Increase due to higher utilities expenses.
 - Risk Management Support (1601): Increase in Conference expenses as two staff members are budgeted to attend Professional Standards training at the AE Institute in Houston as opposed to no budgeted staff travel for this event in 2020.
 - PS Enforcement (1605): Increase in anticipated PS Enforcement income based on high volume of cases.
 - PS Enforcement (1605): Increase in Professional/Contract Fees due to the cost of Abacus and Abacus training now allocated to the RMC budget.
 - PS Enforcement (1605): Reduction in Professional/Contract Fees court reporter expenses based on hearings being conducted via Zoom, which records the proceedings.
 - PS Enforcement (1605): Reduction in Travel and Staff Travel due to the increased number of hearings being conducted via Zoom.

- **Business Services & Technology anticipates a \$181,165 net decrease in expenses, primarily due to:**
 - Business Services and Technology Support (1701): Decrease due to lower Building expenses now being allocated in the BS&T budget due to GAAP.
 - Software Development (1710): Decrease in expenses due to outsourced consulting accounted for in (1780) and the discontinuation of Microsoft Azure Subscription.
 - IT Resources and Security Management (1730): Decrease in expenses due to Cisco Firewall expense not due until 2022 and Vipre Web root bit defender service now being included in the managed service provided by nVision.

- Business Services (1770): Decrease in expenses due to the expected discontinuation of Go Paperless® in 2021
- Communications (1780): 2021 Expenses are anticipated to be in line with 2020

- **Professional & Business Development reflects a \$31,981 net increase in expenses, primarily due to:**
 - Professional & Business Development Support (1801): Net increase due to addition of expenses for the Cvent registration platform and education mobile app.
 - Leadership Training (1840): Net increase due to addition of expenses for a Leadership Week webinar/zoom activities.
 - Convention (1860): Net increase in expense in the subsidy of \$33,526. Adjusted income and expenses to reflect a one and ¼ day convention and a platform for a hybrid delivery addition.
 - Education Outreach (1870): Net increase due to the addition of Direct-To-Member Education classes.
 - Education Development (1871): Net increase in expenses for curriculum material review and outline software

Capital Budget

The proposed Capital Budget is currently \$127,980, due to the following:

- \$60,400 in computer equipment
- \$35,200 in furniture and equipment
- \$32,380 in interior and exterior building improvements and HVAC repairs/upgrade.

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

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

Thank you!



BOARD OF DIRECTORS MEETING

October 23, 2020 ~ 10:45 a.m. – 12:30 p.m.

Zoom – Statewide, Arizona

AGENDA

- I. CALL TO ORDER – 2020 President Mary Roberts**
- II. ASSOCIATION REPORT – 2020 President Mary Roberts**
 - a. Approval of April 16, 2020 Meeting Minutes (attachment 01)**
 - b. NAR Report – 2020 NAR Region XI RVP Dave Tina**
 - c. Executive Committee Report – President-elect Jan Leighton (attachment 02 and 02a)**
 - 1. Revised 2021-2022 Legislative Program Policy Positions – PENDING MOTION (attachment 03)**
 - 2. Bylaws Revision – Policy F.1 – Automatic Endorsement of Candidates for NAR Positions – PENDING MOTION (attachment 04)**
 - d. Treasurer’s Report – Treasurer Eric Gibbs**
 - 1. 2020 Year-to-Date Financials (attachment 05)**
 - 2. 2020 Year-to-Date Capital Budget Update (attachment 06)**
 - e. 2021 Proposed Operating Budget, Capital Budget, and Strategic Plan – 2021 Treasurer Shelley Ostrowski – MOTION (attachments 07, 08, 09)**
 - f. Chief Executive Officer’s Report – Michelle Lind, CEO (attachment 10)**
 - 1. Legal Update – Scott Drucker, General Counsel**
- III. PRIMARY COMMITTEE REPORTS**
 - a. Professional & Business Development (PBD) – Marci Slater (attachment 11)**
 - b. Business Services & Technology (BST) – Steve Redmond (attachment 12)**
 - c. Risk Management (RM) – Jim Durham (attachment 13)**
 - d. Legislative & Political Affairs (LPA) – Shelley Ostrowski (attachment 14)**
 - 1. RAPAC and Issues Mobilization Activity Reports (attachment 15)**
- IV. REAL ESTATE SPECIALTY REPORTS**
 - a. Arizona CRS Update – Annette Dalton – AZ Residential Real Estate Council**
 - b. Arizona WCR Update – Elisabeth Ortega – 2020 Arizona WCR President**
 - c. Arizona CCIM Update – Marina Hammersmith – Arizona CCIM**
- V. ASSOCIATION CONSIDERATIONS**
- VI. ADJOURN**

NEXT MEETING: 2021 Board of Directors

March 31, 2021

Location to be determined at a later date.

ARIZONA REALTORS®

BOARD OF DIRECTORS MEETING April 16, 2020 Zoom Virtual Meeting ~ Statewide, Arizona **DRAFT MINUTES**

CALL TO ORDER

The regularly scheduled meeting was called to order at 1:02 p.m. by President Mary Roberts. A quorum was present.

ASSOCIATION REPORT

The Pledge of Allegiance - The pledge of allegiance was led by President Roberts.

2020 Oath of Office - President Roberts administered the oath and swore in the 2020 Arizona REALTORS® Board of Directors.

Approval of Meeting Minutes - The October 18, 2019 minutes were approved as delivered.

2021 Arizona REALTORS® Election Results - 2020 President Roberts declared, without objection:

Jan Leighton, West & Southeast REALTORS® of the Valley, as President,
Gary Nelson, Northern Arizona Association as President-elect
Eric Gibbs, Tucson Association as First Vice President
Shelley Ostrowski, Yuma Association as Treasurer

Additionally, President Roberts declared without objection:

Dena Greenawalt, West & Southeast REALTORS® of the Valley, as Region 2 Vice President

Deb Fisher, Phoenix Association, as Region 4 Vice President.

All were duly elected to their respective offices for the year 2021. The newly elected Treasurer, Shelley Ostrowski, addressed the Directors.

Executive Committee Report - The actions of the Executive Committee since the October 2019 Board of Directors meeting, including those actions that were approved after the March mailing to the Directors, were presented by President-elect Roberts:

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

- Legislative and Political Affairs:
Duane Washkowiak, Chair
Susan Herber, Vice Chair
- Business Services and Technology
Gunner Mitchell, Chair
Shane Cook, Vice Chair
- Risk Management
Laurie McDonnell, Chair
Mike Porter, Vice Chair
- Professional and Business Development
Mandy Neat, Chair
Barbara Wilson, Vice Chair

- Local Association Executive appointment to Executive Committee
Roger Nelson, West & Southeast REALTORS® of the Valley

MOTION: It was moved, seconded and carried to approve amending the Arizona REALTORS® Bylaws at Article II, Section 4c to require Code of Ethics Training every 3 years.

MOTION: It was moved, seconded and carried to approve revision of the current Arizona REALTORS® Region 2 to include WeSERV only, and revise Region 4 to include the Scottsdale Area Association and the Phoenix REALTORS® effective immediately.

Treasurer's Report - Treasurer Gibbs provided a report on the 2019 Audit and the 2020 year-to-date financials.

MOTION: It was moved, seconded and carried to approve allocating the accumulated operating surplus of \$2,031,776 as follows:

1. \$500,000 allocated to the Issues Mobilization Fund
2. \$700,000 allocated to the Operating Reserve;
3. \$500,000 allocated to the Capital Reserve;
4. \$100,000 allocated to the Strategic Initiative Fund
5. \$100,000 allocated to the Arizona Homeownership Alliance

Which leaves \$131,776 in unallocated status for cash flow purposes.

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

Legal Update – Scott Drucker, General Counsel, presented an update on the association's legal activities.

PRIMARY COMMITTEE REPORTS

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

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

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

Legislative and Political Affairs - Shelley Ostrowski, Chair of the Legislative and Political Affairs Committee, provided a year-to-date update on the committee's activities for the Directors.

REAL ESTATE SPECIALTY REPORTS

Arizona State WCR - Elisabeth Ortega, 2020 President of the Arizona State WCR updated the Directors on chapter events.

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

ASSOCIATION CONSIDERATIONS

There were no issues raised.

ADJOURN

There being no further business the meeting was adjourned at 2:22 p.m.

K. Michelle Lind, Recording Secretary



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This report is intended to advise Arizona REALTORS® Board of Directors of the Executive Committee’s activities and actions. The structure approved in October 1993 included additional empowerment to the Executive Committee within parameters provided in the strategic plan, approved operating budget and Bylaws/Policies. These actions are presented for your information, except those contained in the “boxed-in” area below which are actions requiring approval.

EXECUTIVE COMMITTEE REPORT TO THE BOARD OF DIRECTORS

Actions Taken Since The April 16, 2020 Meeting

1. Approved **10** ethics decisions.
2. Approved for release on or about June 1, 2020 the attached reformatted Residential Buyer’s Inspection Notice and Seller’s Response.
3. Approved an allocation of up to \$50,000 from Operating Reserves to cover the legal representation costs incurred in challenging the eviction moratorium set forth by Executive Orders.
4. Approved an allocation of \$2,000 from Operating Reserves to join an Amicus Curiae Brief asking the Arizona Supreme Court to accept special action jurisdiction in CV-20-0228-SA and declare the Eviction Moratorium (Executive Order 2020-49) unconstitutional.

Pending Executive Committee Approval on October 21, 2020
RECOMMENDATION TO THE EXECUTIVE COMMITTEE

FROM:

Executive Committee

RECOMMENDATION:

Approve the proposed changes to the 2021-2022 Legislative Program Policy Positions

BACKGROUND:

The proposed changes made to the Arizona REALTORS® 2021-2022 Legislative Program Policy Positions were formulated at the annual REALTOR® Caucus. The Caucus is an opportunity for REALTOR® members to confer and bring forth issues that have the potential to impact the industry on a statewide basis.

The Legislative and Political Affairs Committee reviews member input from the Caucus and approves the changes and additions to the policy positions, which will dictate the association's legislative agenda for 2021-2022.

On September 11, the proposed 2021-2022 Legislative Program Positions was approved by a majority vote of the Legislative and Political Affairs Committee. The approved positions included substantive changes under the 2021-2022 Legislative Program Policy Positions; most notably, introducing legislation to establish a REALTOR® specialty license plate within the Arizona Department of Transportation.

BUDGET IMPACT:

None

MOTION:

TO APPROVE THE PROPOSED SUBSTANTIVE CHANGES TO THE 2021-2022 LEGISLATIVE PROGRAM POLICY POSITIONS.

FOR MORE INFORMATION CONTACT:

Committee Chair Shelley Ostrowski – 928-580-3279 / shelley@realtyonegroupgateway.com

OR Staff Liaison Matthew Contorelli – 602-248-7787 / matthewcontorelli@aaronline.com

ARIZONA REALTORS®

~~2020-2021~~ 2021- 2022 REALTORS® LEGISLATIVE POLICIES

AS APPROVED ON

~~October 18, 2019~~



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

Introduction

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

Arizona REALTORS® Legislative Policy Statement Development

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

1. **Basic Principles:** These principles are very unlikely to change from year-to-year. They include such issues as cooperation with governmental agencies, private property rights protections, fair housing principles and others.

2. **Ongoing Policy Statements:** These statements describe those positions that Arizona REALTORS® would take in the event Arizona REALTORS® or another entity proposes legislation during the session that has not been identified as expected legislation for the upcoming session. This category contains the bulk of the policy statements and provides Arizona REALTORS® lobbyists with a quick response to Arizona REALTORS® position on many issues if the need should arise.

3. **Upcoming Legislative Session(s) Program:** This category contains those specific issues that Arizona REALTORS® expects to introduce or strongly support as part of a coalition in the next two years. It also includes expected legislation that Arizona REALTORS® intends to strongly oppose.

Basic Principles

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

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

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17. Oppose any public takings or devaluation of private property rights by body of government unless through formal condemnation proceedings and the provision of just compensation.

18. Seek governmental accountability through legislative review of the overall budget.

Ongoing Position Statements

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

Real Estate Regulation

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

The Environment

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

Financing

14. Oppose any effort that would allow banks, and savings and loans to expand into real estate brokerage business.
15. Support laws that would protect property owners against deficiency judgments.

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

Taxation

19. Oppose any proposed tax on any type of property transaction or any type of service not currently taxed.
20. Favor efforts to reduce reliance on real property taxes for capital finance of school construction, operation, and maintenance.
21. Favor continued deductibility, without limitation, on both federal and state personal income taxes of interest and property taxes on primary and secondary homes.
22. Favor elimination or reduction of state and federal capital gains and estate taxes.
23. Favor any efforts to improve passive loss benefits and their deductibility.
24. Favor increased payments in lieu of property tax on federal lands in Arizona in order to reimburse local governments for the loss of state and local property taxes.
25. Support efforts to repeal rental or lease tax on real property at any level of government.
26. Oppose any change that would diminish the value of tax-deferred exchanges.
27. No fee can be used for any purpose other than to offset the cost it was intended to cover.
28. Monitor proposed tax changes in accordance with existing legislative policy statements and prepare for a referendum, should it become necessary.
29. Favor reduction of the residential and commercial depreciation schedules, including reduction of the tenant improvement depreciation schedule.
30. Support simplification and streamlining of the tax-deferred exchange process.
31. Arizona REALTORS® will oppose any effort to institute a real estate transfer tax and may support actions to prohibit such by law at the ballot or at the state legislature.
32. Arizona REALTORS® will oppose any effort to raise property taxes to purchase open space without the vote of the people.
33. Arizona REALTORS® will oppose any effort to institute a professional service tax.
34. Protect the Mortgage Interest Deduction.

Property Transfers

35. Oppose any legislative efforts to mandate a property inspection as a prerequisite to transferring real estate.
36. Oppose any legislative efforts to mandate a home warranty as a prerequisite to transferring residential resale real estate.

- 37. Oppose any legislative efforts to mandate a survey as a prerequisite to transferring real estate.
- 38. Support legislation to require Homeowner's Association (HOA) Management Companies to have approval of the transfer fee by the HOA's Board of Directors with proper notice to all homeowners.

- 39. Support legislation that would require an advisory statement to be provided to buyers defining "homeowner's association" and its effect on residents/owners within the association.
- 40. Support legislation further clarifying marketing efforts of real estate licensees.

Zoning/Land Use

- 41. Favor any efforts to prohibit abuses of private property rights through zoning, the permitting process, and other actions.
- 42. Oppose any proposed takings of private property rights by a body of government, unless through formal condemnation proceedings and/or if just compensation is paid to the owner.
- 43. Favor requiring due process to enact any zoning, floodplain, or similar ordinance affecting property values or rights, to ensure

the purpose of the ordinance is not merely to implement social goals.

- 44. Support the basic principle of private property ownership of riverbeds not determined to be navigable.
- 45. Support legal non-conforming uses and acknowledge that they are an integral portion of a property's value, usability and uniqueness in the marketplace.

Subdivisions

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

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

Flood Control

- 49. Favor changes to flood plain ordinances which would provide for the property's removal from a flood plain designation once any problems have been mitigated.
- 50. Oppose any change to flood plain regulation or elevations exceeding Federal Emergency Management Agency national flood

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

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

State Trust Lands

- 52. Support efforts to change the state Land Commissioner's ability to engage in the exchange of state trust lands.
- 53. Favor systematic and phased release of trust land.

- 54. Favor traditional compatible uses for state trust lands.
- 55. Permit the utilization and location of physically existing public roadways for

As Approved

- ingress/egress (public roadway and access roads) and utility easements or rights of way.
56. Support the elimination of archaeological and native plant requirements when an applicant is locating the public roadway, access road or utility easement within a previously disturbed area.
 57. The expansion of the parties to whom a perpetual right of way easement will be

- granted to include, but not be limited to: the dominant tenement, persons, corporations, limited liability corporations, partnerships, homeowner associations, and trusts.
58. Support the modernization and enhancement of the State Trust Land mission.

Federal Land

59. Favor requiring federal land management agencies to continue to collect public opinion on any proposals for changes in land use designations or fees for use of public lands.
60. Monitor proposed changes in designations of federal lands (e.g., parks, wilderness, scenic

- highways, etc.) and ensure private property rights.
61. Favor efforts to broaden the definition of excess land and simplify the criteria for its release for sale to private ownership.
 62. Favor efforts to simplify the criteria and time frame for federal and private land exchanges.

Neighborhood/Habitability

63. Oppose change in the state's reasonable occupancy density standards for residential rental properties.
64. Oppose efforts to establish rent control of any kind.
65. Favor efforts to reduce the procedural time to evict residential tenants, requiring speedy service of legal documents, court action, and response by tenants.
66. Oppose any legislation related to blighted properties that would be inconsistent with the Arizona Landlord/Tenant Act.
67. Support efforts to require due process notice of all complaints or inspections of real property by governmental bodies, and oppose any consolidation of either by property, owner, etc.
68. Where civil responsibilities and criminal liabilities are placed on the property owner, make certain that they:

- a. Equally apply to all classes of property and are clearly defined;
 - b. are accompanied by clearly defined and achievable remedies;
 - c. do not abridge constitutionally guaranteed rights;
 - d. do not result in financial burdens to the property owner that results in the taking of this property without reasonable compensation.
69. When registration of property owners is mandated, that it applies to all classes of property.
 70. Support efforts toward the creation of a statewide pool barrier ordinance.

Transportation

71. Favor efforts to timely develop an updated statewide transportation system, including

infrastructure for mass transit, after a comprehensive study of all alternatives.

72. Oppose efforts to establish additional fuel taxes for non-transportation purposes.
73. Arizona REALTORS® supports efforts to ensure that the Highway Users Revenue Funds are distributed throughout the state based upon population within a county.

74. Support ADOTS statewide “Long Range Transportation Plan” as required by the Federal Government (23 U.S.C. 135)
75. Support statewide transportation planning, accountability and acceleration of construction efforts.

Growth Management

76. Growth should not be limited if it affects the rights of property owners to move or build what they want within reasonable zoning requirements or without just compensation for any resulting government takings.
77. Growth boundaries affecting local governmental entities should be opposed by Arizona REALTORS® at all costs.

78. Counties should not be granted similar authority as cities to regulate land use, including limiting the number of lot splits.
79. The maximum amount of parcels allowed for a property to be split without resulting in a subdivision should not be less than five.
80. Rezoning should occur only with the property owner’s approval.
81. Arizona REALTORS® opposes efforts that diminish the affordability of real property.

Housing Affordability

82. Support legislation that would:
 - a. Educate the public to housing opportunity programs.
 - b. Increase funding/opportunity for housing assistance primarily through grants and other voluntary efforts.
 - c. Stimulate infill incentives.
 - d. Assist in expanding housing opportunities for special needs, service

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

General Topics

86. Favor requiring government at all levels to meet the same building standards and codes required of private citizens.
87. Oppose efforts to curtail licensees’ rights to make solicitations.
88. Oppose any change in the exemption of principals from workers’ compensation insurance on independent contractors and sole proprietors affiliated with them.
89. Oppose state legislation that would make fire suppression mandatory in new homes.

90. Support legislation that would allow both the buyer’s agent and the listing agent in the same firm to represent buyer and seller without creating a dual agency.
 - The legislation would not affect the legal implications of “actual knowledge” of any agent; in other words, the agents have the same disclosure duties regarding known material facts.Legislation addressing this issue could:
 - a. Allow buyers and sellers full representation in “in-house” sales, which

- is what they expect and deserve (e.g., pointing out features to buyers that aren't material defects but could concern some buyers which could dissuade the buyer client from buying and be detrimental to the client seller).
- b. Eliminate the "legal fiction" of dual agency in "in-house" sales, where the two agents may not even know each other and never share information.
 - c. Continue to recognize dual agency when a licensee personally represents both parties to the transaction and requires informed written consent.
 - d. Require consent of the appointment to inform and protect the consumer.
 - e. Put into statute what has been left unclear by the common law of agency.
 - f. Clarify the role of the broker in an "in-house" sale.
 - g. Allow the agent to seek guidance from the broker but require that the broker

- keep confidential information confidential.
- h. Continue to keep the broker liable for the acts of the agent.

91. Support local efforts to fight for the continued right for real estate-associated signage to be placed on public or private property with permission of the property owner or appropriate party.

92. Monitor and protect Independent Contractor status.

Insurance

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

~~2020 - 2021~~ 2021 - 2022 Legislative Program Policy Positions

The following statements have been formulated and compiled as a result of the REALTOR® Caucus as well as revised/updated policy positions from the ~~2019 2020~~ ~~–2020 2021~~ approved positions. The list contains specific issues that Arizona REALTORS® expects to introduce or strongly support as part of a coalition in the upcoming session or two. The following Arizona REALTORS® legislative statements are positions Arizona REALTORS® will address during the next two years.

- Monitor and work on legislation within constitutional boundaries, as may prove necessary, to limit an HOA's ability to: (1) restrict private property rights; and (2) charge assessments and other fees.
- Continue to work at the Arizona Corporation Commission on solar lease agreements, rate design, consumer protections, deregulation, current line extension policies.
- Continue to monitor the 'broadening of the base' as it pertains to TPT (Transaction Privilege Tax) statutes.
- Continue to work with the Department of Revenue on the streamlining of TPT (Transaction Privilege Taxes).

- Work with Department of Financial Institutions and Insurance Director to address concerns regarding appraisals and process to challenge appraisals.
- Monitor and take possible action against any legislation to restrict municipalities from establishing sign ordinances outside of “time, place and use” restrictions.
- Continue to monitor and actively engage in the Governor’s stakeholder meetings, legislation, and executive orders as it pertains to water.
- Examine and take possible action on water and irrigation districts within Special Taxing Districts as it pertains to the district voting structure.
- Monitor and take possible action on legislation related to public report requirements; specifically, as it pertains to instances that deem owners, that did not personally subdivide the lots, a “subdivider” under A.R.S. § 32-2101(55) and therefore must comply with the public report requirements.
- Monitor and actively engage in stakeholder meetings, legislation, and executive orders as it pertains to COVID-19 related policies.
- Research municipal use of drone imaging and/or satellite imaging for purposes of recording property size and take possible action to limit authority.
- Research and take possible action to identify state level funding for the National Flood Insurance Program mapping, specifically the use of LIDAR mapping.
- Continue to monitor Short Term Rental legislation and take action to protect private property rights.
- Change statute to allow for the collection and receipt of rent checks from non-licensed employees in the employ of a broker for single family residence.
- Research and take possible action to extinguish lien rights after X amount of time following the dissolution or bankruptcy of a solar panel company.
- Introduce legislation to establish a REALTOR® license plate option for vehicles and motorcycles (if available) with the Arizona Department of Transportation with proceeds going to the Arizona Housing Fund; the cost of the legislation would be \$32,000 to cover fees associated with establishing and implanting the custom plate.
- Continue to monitor and actively engage HOA policy as it pertains to public disclosure and electronic posting.

Pending Executive Committee Approval on October 21, 2020
RECOMMENDATION TO THE BOARD OF DIRECTORS

FROM:

Executive Committee

RECOMMENDATION:

To amend Arizona REALTORS® Policy statement F.1 – ENDORSEMENTS AND NOMINATIONS OF CANDIDATES FOR NAR POSITIONS

BACKGROUND:

The NATIONAL ASSOCIATION OF REALTORS® Campaign Guidelines have shortened the timeline in which a candidate seeking an officer position can ask for state endorsements. In order to become more responsive, Region XI leadership has requested that each state in the region adjust their Bylaws/Policies so that an uncontested candidate can automatically receive state endorsements and the state NAR director voting process can be eliminated.

The Arizona REALTORS® Policies currently provides:

F.1 – ENDORSEMENTS AND NOMINATIONS OF CANDIDATES FOR NAR POSITIONS

The President, President-elect, First Vice President and AAR National Directors, by majority vote, shall have the authority to endorse candidates for NAR officer/position from states other than Arizona on behalf of AAR and shall do so in a timely manner that will provide maximum benefit to and for AAR.

PROPOSED ADDITIONAL LANGUAGE: If a candidate is running unopposed, Arizona REALTORS® will endorse said candidate without the need for a vote.

BUDGET IMPACT:

None

MOTION:

TO APPROVE THE ADDITIONAL LANGUAGE TO ARIZONA REALTORS® POLICY STATEMENT F.1-ENDORSEMENTS AND NOMINATIONS OF CANDIDATES FOR NAR POSITIONS.

FOR MORE INFORMATION CONTACT:

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OR Michelle Lind, CEO - michellelind@aaronline.com



SEEING CLEARLY TOGETHER

AUGUST 2020 FINANCIALS

Mary Roberts, President

K. Michelle Lind, CEO

ARIZONA REALTORS®

MONTHLY FINANCIAL PACKAGE

August 2020

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SEEING CLEARLY TOGETHER

FINANCIAL SUMMARY



MONTHLY FINANCIAL NOTES

August 2020

Income/Expense Summary (Operating Budget vs. Actual)

	<u>2020 Y-T-D Actual</u>	<u>Budget</u>	<u>Variance</u>
Income			
Dues	\$ 9,962,302	\$ 9,647,000	\$ 315,302
Other	\$ 255,724	\$ 383,604	\$ (127,881)
Total Income	\$ 10,218,026	\$ 10,030,604	\$ 187,421
Expenses	\$ 3,896,183	\$ 5,096,059	\$ (1,199,875)
Net Income (Loss)	\$ 6,321,843	\$ 4,934,545	\$ 1,387,297

Year-to-date income exceeds expense by \$6,321,843. This amount compares favorably with the projected net income of \$4,934,545 for the reporting period; therefore, we have a positive year-to-date variance of \$1,387,297.

RESERVE FUNDS

Operating Reserve (Bylaw Article IV, Section 1; Policy B.6) - The balance as of January 1, 2020, was \$8,956,144 inclusive of UBS RMA and BlackRock Accounts. The current balance is \$9,117,297. There were no deposits or withdrawals this period. The fund has seen a change in value of \$161,152.

REALTORS® Issues Mobilization Fund (Bylaw Article IV, Section 3; Policy B.6 & RIMC Policies) - The balance as of January 1, 2020, was \$6,345,487 inclusive of the UBS RMA, Q-GARP, Dividend Ruler, Portfolio Management and BlackRock Accounts. The current balance is \$6,542,954. There were \$850 in deposits and no withdrawals this period. These accounts have seen a change in value of \$197,466.

Capital Reserve (Bylaw Article IV, Section 2; Policy B.6) - The balance as of January 1, 2020, was \$4,788,905 inclusive of the UBS RMA, Q-GARP, Dividend Ruler, Portfolio Management and BlackRock Accounts. The current balance is \$4,847,390. There were no deposits and \$24,016 in withdrawals this period for accounting and risk management area improvements and computer equipment. These accounts have seen a change in value of \$58,485.

Strategic Initiatives Reserve (Bylaw Article IV, Section 4; Policy B.6) - The balance as of January 1, 2020, was \$2,230,790 inclusive of the MidFirst checking, UBS RMA, Q-GARP, Dividend Ruler, Portfolio Account Management and BlackRock Accounts. The current balance is \$2,271,534. There were no deposits or withdrawals this period. The fund has seen a change in value of \$40,744.

PRIMARY COMMITTEES

Note: Changes to the Generally Accepted Accounting Principles (GAAP) that became effective year ending December 31, 2018, require general building expenses (620) to be allocated to each department area in proportion to the total office space the area occupies and other overhead expenses (i.e., computer service(631), equipment maintenance (640), etc.) based upon staffing and past use. Therefore, the budget amounts for these categories reflect post journal entry estimates and will not be addressed in detail in these Financial Notes.

Page 25: LEGISLATIVE AND POLITICAL AFFAIRS

Expenses are **under** budget primarily due to: 1501 - *Government Area Support* is under budget overall due to reduced building costs and expenses related to the COVID-19 “stay at home” order, but over budget in account 770 *Supplies* due to supplies needed for a new hire within the department, over budget in account 640 *Equipment Maintenance/Rental* due to GAAP allocations, and overbudget in account 631 *Computer Service and Expense* due to the need for staff web cameras for required virtual meetings; 1510 - *Legislative Advocacy* is under budget overall due to cancellation of travel related expenses, but over budget in account 790 *Subscriptions/Reference* due to an unexpected increase in subscription fees; 1545 - *Local Lobbying Support* is under budget due to a lack of travel due to COVID-19; 1550 - *Legislative Policy Development* is under budget for costs to host REALTOR® Day at the Capitol being lower than expected and scheduling speakers for annual events have been postponed due to COVID-19; 1560 - *Fundraising Support* is under budget due to Hall of Fame gifts moving to a wall of fame project, in lieu of gifts, to be completed later this year; and the Arizona REALTOR® Convention being canceled due to COVID-19, thus no speaker fees were incurred; 1575 - *Federal Liaison Support* is under budget due to an inability to schedule or hold in-person events with Members of Congress due to COVID-19; 1585 - *Governmental Communication* is under budget due to an inability to hold in-person fundraising events due to COVID-19; 1596 - *Political Research* is under budget due to research not being conducted. **Overall, the Legislative & Political Affairs Area has a positive net variance of \$271,208 Y-T-D.** Adjustments/Recommendations: None

Page 35: RISK MANAGEMENT

Expenses are **under** budget primarily due to: 1601- *Risk Management Support: Equipment Maintenance/Rental, Supplies and Contract Fees* are under budget. *Conferences* is under budget because both of NAR’s 2020 *Conferences* have been canceled and *Travel* is under budget because all staff travel had been suspended due to COVID-19; 1602 -*Legal Support: Contract Fees* is under budget as we have not needed to retain outside legal counsel other than for the mandatory staff training, and *Subscriptions and Reference* is under budget as *State Bar Dues* were previously paid; 1605 - *PS Enforcement: Postage* is under budget because we are now primarily communicating with the parties and panelists via email, *Contract Fees* are significantly over budget due to GAAP, *Abacus* is now being charged to the Risk Management Department and *Perfecta Court Reporting* billed in bulk in 2020 for hearings conducted from July 2019 through December 2019, and *Income* is more than estimated due to higher than expected retained fines and ethics administrative fees; 1610 -*PS Training: Catering/Hotel* is under budget because the Black Canyon Conference Center costs for the PS Workshop in February were less than budgeted, however speaker fees were over budget because the speaker invoiced for both fees and travel in one invoice, therefore, \$750 will be moved to speaker travel; 1615 -*Alt Dispute Resolution: Travel* is under budget because we are not incurring any travel related expenses due to COVID-19 and the use of Zoom, however speaker fees are over budget as the mediation instructor has been paid but the money has not yet been applied to this budget tab; 1625 -*Risk Management Publications: Promotion* is under budget because it has not yet been necessary for us to send out any ASAP text alerts; 1650 -*Forms Development: Contract Fees* is under budget because translation and copyright expenses have been minimal; and 1665 -*Legal Hotline:* is very slightly under budget having incurred no printing costs. **Overall, the Risk Management Area has a positive net variance of \$56,169 Y-T-D.** Adjustments/Recommendations: Move \$750 from 787-1610 (speaker fees) to 867-1610 (travel).

Page 44: BUSINESS SERVICES AND TECHNOLOGY

Overall expenses are **under** budget primarily due to 1701 - *Business Services & Tech Support: Staff Development and Conferences* did not use funds as expected primarily due to classes being delayed or canceled as a result of COVID-

19. Building expenses were less than anticipated for the month. Printing expenses were less than anticipated and spent less than expected on Conferences since canceled due to COVID-19. 1710 - Software Development, is under budget due to less than anticipated contract fees; 1730 - *IT Resource & Security Management*: under budget due to less than expected contract fees associated with nVision Network managed service, less than expected contract fees associated with Flexential Rack and Internal Chargers, the timing of receiving the RAMCO billing, as well as anticipated cloud costs which have not yet occurred; 1770 - Communications Promotions and BST under budget as promotions not executed as planned during COVID-19 and lower than expected contract fees; 1780 - *Communications*: Under budget due to less than expected staff development, printing costs, supplies, promotions, contract fees, and conference travel. **Overall, the Business Services & Technology Area has a positive net variance of \$155,015 Y-T-D.** *Adjustments/Recommendations*: None

Page 50: PROFESSIONAL AND BUSINESS DEVELOPMENT

Income is **under** budget primarily due to cancellation of the Arizona REALTOR® Convention and Industry Partners Conference as a result of COVID-19 and actual attendance figures from education classes converted to direct-to-member delivery due to an attendance cap. Overall, corresponding expenses are **under** budget: 1801 - *Professional Development Support* Building, Copying, Postage, and Telephone reflect actual expenses to date for building operations due to GAAP, Contract Fees are under budget resulting from event website expenses absorbed in the new registration platform/EFT charges reflecting actual number of class registrations and timing for video production, Catering under budget for PBD Committee meetings due to virtual meetings, Promotion is under budget reflecting actual promotional activities to date, Travel is over budget due to 2019 travel expense not hitting credit card bill until January 2020, computer service is over budget due to GAAP allocations; 1815- *REALTOR® Institute* expenses under budget in Promotions reflects lower scholarship disbursements due to class cancellations, Supplies over budget due to earlier than anticipated GRI pin re-order, speaker expense over budget due to earlier offering of GRI Webinar Week; Income under budget due to COVID-19 class cancellations; 1820 - *rCRMS* expense in Speaker Fees under budget due to timing of receipt of speaker invoices and April class cancellations; Catering is under budget due to instructor teaching direct from their home/office, and Contract Fees over budget reflects increased number of classes than budgeted; 1825 - *CRPM* Catering is under budget due to instructor teaching direct from their home/office; Speaker, Income and Contract Fees under budget based on actual courses held to date and class cancellations; 1840 - *Leadership Development* Speaker Expense, catering and travel under budget due to converting 3 of the LTA sessions to virtual sessions and adjusting the session times; 1855 - *MRES Society* Supplies over budget due to MRES ribbons purchased for convention; Speaker over budget due to earlier timing for GRI/MRES Webinar week; 1860 - *Spring Convention* expenses reflect actual expenses incurred prior to event cancellation due to COVID-19; 1870 - *Education Outreach* Income and Expenses reflect actual income and expenses resulting from higher number of classes scheduled vs. budgeted and shifting from live classes to live-streaming direct to member classes; Contract Fees under budget due to the class size limitation for live-streaming classes; 1871 - *Education Development* Income reflects higher revenue shares from Paperless Agent webinar series and NAR payment for fourth quarter online revenue shares, staff development under budget due to program timing; contract fees under budget due to delay in Contract Conversation video shoot; 1872 - *Instructor Development* Contract Fees is over budget reflecting earlier than anticipated registration disbursement for the Bob Pike Train the Trainer Bootcamp scholarship, Conference is under budget due to REEA conference cancellation; Speaker over budget due to earlier timing for live streaming instructor IDW; 1875 - *Broker University* Contract Fee expenses reflect actual video production expenses; income and speaker expenses reflect actuals for the BMC classes offered. **Overall, the Professional & Business Development Area has a net variance of \$202,395 Y-T-D.** *Adjustments/Recommendations*: Due to COVID-19, convention cancellation, speakers Walter Bond and Colleen Stanley have been rescheduled to the October Leadership Conference, the Industry Partners Conference has been canceled this year due to COVID concerns, and the Property Management Summit in December will convert to a virtual summit.

Page 63: OPERATIONS AND STRATEGIC INITIATIVES

Income is **over** budget primarily due to higher than budgeted dues income and interest income. **There were 51,752 fully paid members and 1,216 prorated members for a total of 52,968 paid members for the reporting period. During the same period in 2019, there were 52,168 paid members. This represents a 1.5% increase in paid members for the same period in 2019.** (*Note: The 2020 budget was prepared anticipating an overall annual paid*

member increase of 2% from the 2019 budget projection.) **Expenses were under budget overall.** 1000 - *General Overhead – Equipment Maintenance/Rental* is over budget due to GAAP allocations, Credit Card & ETF Fees and contract fees are less than budgeted, staff expense is slightly over budget due to new employee photos for the website; 1901 - *Operations Support* less expenses than budgeted overall primarily postage, promotion, and contract expenses; 1903 - *Association Relations* less expenses than budgeted due to no in-person AE Workshop as a result of COVID-19; 1905 - *National Meetings* significantly less than budgeted conference and travel expenses due to COVID-19 cancellation of events; 1920 - *ExCom & Director Support* significantly less than budgeted catering and travel expenses due to COVID-19 conversion of live meetings to virtual; 1955 - *Public Relations* contract for PR firm less than budgeted due to a month without fees during firm change; 1990 - *Personnel* less than budgeted; 6000 - *Building* expenses less than budgeted for this period. **Overall, the Operations & Strategic Initiatives Area has a positive net variance of \$762,226 Y-T-D.** *Adjustments/Recommendations:* None.

**Arizona Association of REALTORS®
Summary Balance Sheet
August 2020**

	8/31/2020
ASSETS	
Current Assets	
Checking/Savings	31,191,677.59
Accounts Receivable	4,366.72
Other Current Assets	8,052.56
Total Current Assets	31,204,096.87
Fixed Assets	2,376,939.71
Other Assets	0.00
TOTAL ASSETS	33,581,036.58
 LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	47,278.43
Credit Cards	8,710.86
Other Current Liabilities	65,008.74
Total Current Liabilities	120,998.03
Long Term Liabilities	74,076.99
Total Liabilities	195,075.02
Equity	33,385,961.56
TOTAL LIABILITIES & EQUITY	33,581,036.58

Arizona Association of REALTORS®
Grouped Balance Sheet
August 2020

August 31, 2020

ASSETS**Current Assets****Checking/Savings****AAR General Accounts**

Operating Account - MIDFIRST Checking	219,260.99		
AFLAC 125 Claims Reimb. MIDFIRST	6,197.96		
Operating Account - CHASE Checking	3,656.57	229,115.52	
AAR UBS RMA Money Market		<u>8,154,513.53</u>	
Combined AAR General Accounts			8,383,629.05

Capital Accounts

Capital Purchase - UBS Portfolio Mgmt.	284,424.78		
Capital Purchase - BlackRock	2,179,903.18		
Capital Reserve Fund - UBS Checking RMA	2,080,797.19		
Capital Reserve - Q-GARP	189,717.62		
Capital Reserve - Dividend Ruler	112,548.20	<u>112,548.20</u>	
Combined Capital Accounts			4,847,390.97

Operating Accounts

Operating Reserve - UBS Checking RMA	3,653,819.87		
Operating Reserve - BlackRock	5,463,477.36	<u>5,463,477.36</u>	
Combined Operating Accounts			9,117,297.23

Strategic Initiative

Strategic Initiative - UBS Portfolio Mgmt.	172,905.37		
Strategic Initiatives - BlackRock	1,054,126.42		
Strategic Initiative - UBS RMA	733,041.31		
Strategic Initiative Checking - MIDFIRST	65,439.45		
Strategic Initiative - Q_GARP	136,205.60		
Strategic Initiative - Dividend Ruler	109,816.38	<u>109,816.38</u>	
Combined Strategic Initiative Accounts			2,271,534.53

Issues Mobilization Accounts

Issues Mob - UBS RMA	3,862,930.14		
Issues Mob - Portfolio Management	1,089,696.00		
Issues Mob - BlackRock	428,522.55		
Issues Mob - Q_GARP	724,424.11		
Issues Mob - Dividend Ruler	437,381.90	<u>437,381.90</u>	
Combined Issues Mob Accounts			6,542,954.70

Arizona Homeownership Alliance - UBS RMA

743.17

743.17

Political Survival Fund

4,039.51

4,039.51

Property Management

Cash-AZ Bank & Trust - Preserve Property Management	24,088.43		
	<u>24,088.43</u>		

24,088.43

**Arizona Association of REALTORS®
Grouped Balance Sheet
August 2020**

August 31, 2020

	Total Checking/Savings	<u>31,191,677.59</u>
Accounts Receivable		
A/R - Trade		4,366.72
A/R - Cvent	0.00	
Due From Region 11	0.00	
Due From PSF Fund to IM	0.00	
	<u>Total Accounts Receivable</u>	0.00
Other Current Assets		
Prepaid Expenses and Deposits	831.99	
Monthly Prepaids	7,220.57	
	<u>Total Prepaid Expenses and Deposits</u>	8,052.56
	<u>Total Other Current Assets</u>	8,052.56
Total Current Assets		<u>31,204,096.87</u>
Fixed Assets		
Property and Equipment		
151 · A/D - Furn & Equipment	-197,691.97	
157 · A/D - Computer	-611,275.16	
161 · A/D - Leashold Imprvments	-981,183.08	
165 · A/D - Building Osborn	-1,044,025.24	
167 · A/D - Tenant Improvements	-76,273.25	
	<u>Total Accumulated Depreciation</u>	-2,910,448.70
150 · Furniture & Equipment	340,315.77	
156 · Computer	712,703.79	
160 · Leasehold Improvements	1,540,531.84	
163 · Land - Osborn	617,737.40	
164 · Building - Osborn	1,995,153.78	
166 · Tenant Improvements	80,945.83	
	<u>Total Property and Equipment</u>	5,287,388.41
Total Fixed Assets		2,376,939.71
Other Assets		
Loan Cost / Leasing Commissions		
Note Receivable		0.00
	<u>Total Other Assets</u>	0.00
TOTAL ASSETS		<u><u>33,581,036.58</u></u>

Arizona Association of REALTORS®
Grouped Balance Sheet
August 2020

August 31, 2020

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

Accounts Payable

47,278.43

Total Accounts Payable

47,278.43

Credit Cards

MidFirst Business Visa

8,710.86

Total Credit Cards

8,710.86

Other Current Liabilities

Due to NAR

0.00

Due to Region 11

0.00

Sales Tax Payable

0.00

Combined Current Liabilities

0.00

Accrued Salaries & P/R Taxes

18,969.62

Total Accrued Salaries & P/R Taxes

18,969.62

Security Deposits Payable - Osborn

9,642.10

Deferred Dues Income

0.00

Deferred Income - Other

0.00

Deferred Income Issues Mob

0.00

Stale Dated Checks/Escheat

1,363.71

Arbitration Case Pending

3,860.13

Current portion of LTD

31,173.18

46,039.12

Total Other Current Liabilities

65,008.74

Total Current Liabilities

120,998.03

Long Term Liabilities

Capital Lease Payable

74,076.99

Total Long Term Liabilities

74,076.99

TOTAL LIABILITIES

195,075.02

Equity

Temporarily restricted

304 · Fund Balance - Issues Mobilization

698,163.00

Total Temporarily restricted

698,163.00

Unrestricted/Designated

302 · Fund Balance - Operating Reserve

8,956,145.00

303 · Fund Balance - Capital

4,788,905.00

305 · Fund Balance - Issues Mobilization

5,647,323.00

307 · Fund Balance - Strategic Initiative

2,230,789.00

308 Fund Balance - AZ Homeownership

100,671.00

Total Unrestricted/Designated

21,723,833.00

3900 · Unrestricted/Undesignated

4,273,778.83

Net Income

6,690,186.73

Total Equity

33,385,961.56

TOTAL LIABILITIES & EQUITY

33,581,036.58



SEEING CLEARLY TOGETHER

FINANCIAL DETAILS

Balance Sheet

As of August 31, 2020

	Aug 31, 20
ASSETS	
Current Assets	
Checking/Savings	
1000 · Combined Operating Cash Account	
100.3 · Operating Acc. - MidFirst 2997	219,260.99
100.4 · AFLAC 125 Claims - MidFirst	6,197.96
101.3 · Operating Account - CHASE 1442	3,656.57
101.5 · UBS - AAR Main RMA	8,154,513.53
Total 1000 · Combined Operating Cash Account	8,383,629.05
1005 · Q-GARP Portfolio - UBS	
1005.1 · Strategic Initiative Q-GARP	136,205.60
1005.2 · Capital Reserve Q-GARP	189,717.62
1005.3 · Issues Mob. Q-GARP	724,424.11
Total 1005 · Q-GARP Portfolio - UBS	1,050,347.33
1006 · Dividend Ruler Portfolio - UBS	
1006.1 · Strategic Initiative Div. Ruler	109,816.38
1006.2 · Capital Reserve Dividend Ruler	112,548.20
1006.3 · Issues Mob. Dividend Ruler	437,381.90
Total 1006 · Dividend Ruler Portfolio - UBS	659,746.48
1007 · Portfolio Management - UBS	
1007.1 · Strat Initiative Portfolio Mgmt	172,905.37
1007.2 · Capital Reserve Portfolio Mgmt	284,424.78
1007.3 · Issues Mob. Portfolio Mgmt	1,089,696.00
Total 1007 · Portfolio Management - UBS	1,547,026.15
10081 · BlackRock - UBS	
10081.1 · Capital Reserve - BlackRock	2,179,903.18
10081.2 · Operating Reserve - BlackRock	5,463,477.36
10081.3 · Issues Mobilization - BlackRock	428,522.55
10081.4 · Strategic Initiative - BlackRoc	1,054,126.42
Total 10081 · BlackRock - UBS	9,126,029.51
101.40 · Combined Strategic Initiative	
101.43 · Strategic Initiative - UBS	733,041.31
101.44 · Strategic Init Check - MidFirst	65,439.45
Total 101.40 · Combined Strategic Initiative	798,480.76
101.66 · Operating Reserve Net	
102 · Cash in Op Reserve - UBS	3,653,819.87
Total 101.66 · Operating Reserve Net	3,653,819.87
103 · Capital Reserve Checking RMA	2,080,797.19
104 · Issues Mob Accounts - UBS	
104.4 · Issues Mob Fund - UBS RMA	3,862,930.14
Total 104 · Issues Mob Accounts - UBS	3,862,930.14
105 · Cash-AZ Bank & Trust/Prop Mgmt	24,088.43
106.. · AZ Homeownership Alliance RMA	743.17
111. · PSF	
111 · Political Survival Fund	4,039.51
Total 111. · PSF	4,039.51
Total Checking/Savings	31,191,677.59
Accounts Receivable	
112 · A/R	4,366.72
Total Accounts Receivable	4,366.72
Other Current Assets	
Prepaid Expenses and Deposits	
123 · Monthly Prepays	
123.007 · January Pre-Pays	200.00

Balance Sheet

As of August 31, 2020

	Aug 31, 20
123.015 · September Pre-Paid	4,718.91
123.016 · October Pre-Paid	1,241.67
123.018 · December Pre-Paid	1,059.99
Total 123 · Monthly Prepays	7,220.57
124 · Prepaid Expenses	
124.2 · Prepaid Postage-Pitney Bowes	831.99
Total 124 · Prepaid Expenses	831.99
Total Prepaid Expenses and Deposits	8,052.56
Total Other Current Assets	8,052.56
Total Current Assets	31,204,096.87
Fixed Assets	
Property and Equipment	
Total Accumulated Depreciation	
151 · A/D - Furn & Equipment	-197,691.97
157 · A/D - Computer	-611,275.16
161 · A/D - Leasehold Imprvments	-981,183.08
165 · A/D - Building Osborn	-1,044,025.24
167 · A/D - Tenant Improvements	-76,273.25
Total Total Accumulated Depreciation	-2,910,448.70
150 · Furniture & Equipment	340,315.77
156 · Computer	712,703.79
160 · Leasehold Improvements	1,540,531.84
163 · Land - Osborn	617,737.40
164 · Building - Osborn	1,995,153.78
166 · Tenant Improvements	80,945.83
Total Property and Equipment	2,376,939.71
Total Fixed Assets	2,376,939.71
TOTAL ASSETS	33,581,036.58
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
200 · Accounts Payable	47,278.43
Total Accounts Payable	47,278.43
Credit Cards	
203.1 · MidFirst Business Credit Card	8,710.86
Total Credit Cards	8,710.86
Other Current Liabilities	
214 · Accrued Salaries & P/R Taxes	
2100 · Payroll Liabilities	14,111.46
214 · Accrued Salaries & P/R Taxes - Other	4,858.16
Total 214 · Accrued Salaries & P/R Taxes	18,969.62
215 · Security Deposits Payable - Osb	9,642.10
240 · Stale Dated Checks/Escheat	1,363.71
275 · Arbitration Case Pending	3,860.13
295 · Current portion of LTD	31,173.18
Total Other Current Liabilities	65,008.74
Total Current Liabilities	120,998.03
Long Term Liabilities	
285 · Capital Lease Payable	74,076.99
Total Long Term Liabilities	74,076.99
Total Liabilities	195,075.02

Balance Sheet

As of August 31, 2020

	<u>Aug 31, 20</u>
Equity	
Temporarily restricted	
304 · Fund Bal - Issues Mobilization	698,163.00
Total Temporarily restricted	698,163.00
Unrestricted/Designated	
302 · Fund Bal - Operating Reserve	8,956,145.00
303 · Fund Bal - Capital	4,788,905.00
305 · Fund Bal - Issues Mobilization	5,647,323.00
307 · Fund Bal - Strategic Initiative	2,230,789.00
308 · Fund Bal - AZ Homeownership	100,671.00
Total Unrestricted/Designated	21,723,833.00
3900 · Unrestricted/Undesignated	4,273,778.83
Net Income	6,690,186.73
Total Equity	33,385,961.56
TOTAL LIABILITIES & EQUITY	33,581,036.58

2020 Funds Analysis Operating Reserve

ACCOUNT	Acct. #	Balance Forward	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	NET
AAR Operating Reserve - RMA	UX66383	\$ 3,634,179.74													
Dividend and Interest Income (including accrued)			\$4,760.71	\$4,547.18	\$4,048.08	\$3,891.64	\$2,753.30	\$2,253.57	\$1,740.10	\$1,421.50					\$ 3,634,179.74
Deposits															\$0.00
Withdrawals							(\$8,465.61)								(\$8,465.61)
Change in Market Value					(\$33,957.18)	\$21,675.04	\$8,680.94	\$8,689.92	\$2,440.94	\$80.00					\$2,589.66
Total															<u>\$ 3,653,819.87</u>
AAR Operating Reserve - BlackRock	UX17968	\$ 5,321,964.92													
Dividend and Interest Income (including accrued)			11103.16	\$5,445.82	\$16,706.05	\$10,121.26	\$10,158.24	\$12,116.72	\$11,386.89	\$10,322.99					\$ 5,321,964.92
Deposits															\$0.00
Withdrawals															\$0.00
Change in Market Value			17613.65	\$25,340.83	(\$1,438.70)	\$25,774.24	\$11,354.76	\$1,048.30	(\$113.87)	(\$9,285.08)					\$70,294.13
Fees			-5292.83			(\$5,362.31)			(\$5,487.88)						(\$16,142.82)
Total															<u>\$ 5,463,477.36</u>
TOTAL		<u>\$ 8,956,144.66</u>													<u>\$ 9,117,297.23</u>
Year-to-Date Change in Value:															<u>\$ 161,152.57</u>

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

2020 Funds Analysis Issues Mobilization

ACCOUNT	Acct. #	Balance Forward	Jan.	Feb.	Mar.	Apr.	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	NET
Realtors Issues Mob. - RMA	UX68861	\$ 3,838,562.83													
Dividend and Interest Income (including accrued)			\$2,820.22	\$3,151.85	\$2,699.84	\$2,573.27	\$360.29	\$241.44	\$224.91	\$161.00					\$ 3,838,562.83
Deposits			\$4,300.00	\$780.00	\$6,955.00	\$0.00	\$589.00	\$1,698.00		\$950.00					\$12,232.82
Withdrawals								(\$4,000.00)							\$15,172.00
Change in Market Value			\$0.01		(\$1,799.99)	\$2,114.24	\$846.76	\$947.64	\$818.83	\$195.00					(\$4,000.00)
Fees															\$982.49
Total															\$0.00
															\$ 3,862,930.14
Realtors Issues Mob. - O-GARP	UX52363	\$ 592,799.75													
Dividend and Interest Income (including accrued)			\$421.88	\$208.64	\$961.01	\$335.04	\$238.97	\$713.26	\$375.08	\$290.29					\$ 592,799.75
Deposits															\$0.00
Withdrawals															\$0.00
Change in Market Value			\$10,552.46	(\$40,505.63)	(\$62,285.66)	\$75,293.73	\$32,741.89	\$15,738.75	\$39,812.88	\$58,449.92					\$129,798.12
Fees			(\$589.56)		(\$498.82)				(\$629.55)						(\$1,717.93)
Total															\$ 724,424.11
Realtors Issues Mob. - Dividend Ruler	UX52365	\$ 441,348.19													
Dividend and Interest Income (including accrued)			\$566.07	\$310.14	\$2,028.48	\$709.59	\$288.67	\$1,428.49	\$621.73	\$327.19					\$ 441,348.19
Deposits															\$0.00
Withdrawals					(\$219.51)										(\$219.51)
Change in Market Value			\$2,442.43	(\$41,052.26)	(\$46,718.23)	\$36,351.45	\$15,442.15	(\$28.31)	\$9,020.96	\$17,920.68					(\$6,621.13)
Fees			(\$438.94)		(\$354.93)				(\$412.14)						(\$1,205.01)
Total															\$ 437,381.90
Realtors Issues Mob. - Portfolio Management	UX42722	\$ 1,055,909.21													
Dividend and Interest Income (including accrued)			\$1.48	\$1.36	\$1,571.69	\$0.10		\$1,200.05							\$ 1,055,909.21
Deposits															\$0.00
Withdrawals															\$0.00
Change in Market Value			(\$2,396.14)	(\$74,037.67)	(\$174,569.34)	\$96,786.83	\$58,404.37	\$42,542.73	\$65,132.22	\$46,899.42					\$33,762.42
Fees			(\$1,050.14)		(\$776.17)				(\$398.09)						(\$2,810.31)
Total															\$ 1,089,696.00
Realtors Issues Mob. - BlackRock	UX50021	\$ 418,867.99													
Dividend and Interest Income (including accrued)			881.07	\$780.16	\$1,008.83	\$815.54	\$800.55	\$959.36	\$920.94	\$638.82					\$ 418,867.99
Deposits					\$29.57										\$29.57
Withdrawals															\$0.00
Change in Market Value			1505.9	\$1,940.72	\$36.96	\$1,733.21	\$1,103.43	\$208.30	\$41.49	(\$735.00)					\$5,885.01
Fees			(\$414.59)		(\$420.40)				(\$430.30)						(\$1,265.29)
Total															\$ 428,522.55
TOTAL															\$ 6,542,954.70
Year-to-Date Change in Value:															\$ 197,466.73

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

2020 Funds Analysis
Capital Reserve

ACCOUNT	Acct. #	Balance Forward	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	NET
Capital Purchase - RMA	UX68672	<u>\$ 2,121,835.37</u>													
Dividend and Interest Income (including accrued)			\$2,394.71	\$2,410.81	\$2,133.41	\$2,078.32	\$1,329.09	\$1,084.23	\$1,961.63	\$1,844.68					\$ 2,121,835.37
Deposits															\$15,236.88
Withdrawals			(\$5,925.56)	(\$2,415.61)	(\$3,681.59)	\$0.00	(\$12,141.53)		(\$5,930.29)	(\$24,016.72)					\$0.00
Change in Market Value			\$0.01	\$0.01	(\$18,565.71)	\$10,396.38	\$4,163.79	\$4,168.10	(\$40.93)	(\$1,769.49)					(\$55,116.71)
Fees															(\$1,158.85)
Total															\$0.00
															<u>\$ 2,080,797.19</u>
Capital Purchase - Q-GARP	UX52366	<u>\$ 154,222.11</u>													
Dividend and Interest Income (including accrued)			\$110.42	\$54.27	\$249.90	\$85.95	\$52.19	\$185.90	\$96.25	\$75.21					\$ 154,222.11
Deposits															\$921.10
Withdrawals															\$0.00
Change in Market Value			\$2,787.05	(\$10,443.05)	(\$16,026.44)	\$19,771.26	\$8,697.62	\$4,378.35	\$10,611.79	\$15,246.05					\$0.00
Fees			(\$153.33)			(\$130.09)			(\$164.75)						\$35,022.63
Total															(\$448.22)
															<u>\$ 189,717.62</u>
Capital Purchase - Dividend Ruler	UX52368	<u>\$ 113,775.12</u>													
Dividend and Interest Income (including accrued)			\$95.57	\$80.04	\$525.19	\$184.30	\$74.98	\$367.28	\$159.19	\$63.88					\$ 113,775.12
Deposits															\$1,570.43
Withdrawals															\$0.00
Change in Market Value			\$661.45	(\$10,630.42)	(\$12,665.37)	\$9,366.83	\$3,955.52	(\$13,671)	\$2,309.63	\$4,566.26					\$0.00
Fees			(\$113.15)		(\$55.96)	(\$91.38)			(\$106.09)						(\$2,426.77)
Total															(\$397.59)
															<u>\$ 112,548.20</u>
Capital Purchase - Portfolio Management	UX42723	<u>\$ 275,607.63</u>													
Dividend and Interest Income (including accrued)			\$0.33	\$0.30	\$409.60	\$0.00	\$328.54								\$ 275,607.63
Deposits															\$739.97
Withdrawals															\$0.00
Change in Market Value			(\$7,495.53)	(\$16,314.32)	(\$45,542.67)	\$25,249.07	\$15,236.12	\$11,102.18	\$16,994.25	\$12,235.65					\$0.00
Fees			(\$274.16)			(\$302.62)			(\$256.65)						(\$3,811.75)
Total															(\$733.57)
															<u>\$ 284,424.78</u>
Capital Purchase - BlackRock	UX17969	<u>\$ 2,123,464.85</u>													
Dividend and Interest Income (including accrued)			\$4,410.51	\$1,916.44	\$6,669.09	\$4,048.23	\$4,064.11	\$4,823.39	\$4,605.95	\$4,146.21					\$ 2,123,464.85
Deposits															\$34,885.93
Withdrawals															\$0.00
Change in Market Value			\$6,960.85	\$10,176.24	(\$153.24)	\$10,048.06	\$4,395.52	\$413.98	(\$116.42)	(\$3,722.25)					\$0.00
Fees			(\$2,111.84)			(\$2,139.91)			(\$2,189.59)						(\$7,993.74)
Total															(\$5,441.34)
															<u>\$ 2,179,903.18</u>
TOTAL		<u>\$ 4,788,905.08</u>													<u>\$ 4,847,390.97</u>
Year-to-Date Change in Value:		<u>\$ 58,485.89</u>													

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

2020 Funds Analysis
Strategic Initiative

ACCOUNT	Acct. #	Balance Forward	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	NET
AAR Strategic Initiative MIDFIRST Checking	xx-3020	\$ 68,389.45	\$0.00	\$0.00	\$0.00	\$0.00	(\$5,560.00)	(\$17,070.00)	\$0.00	\$0.00					\$ 68,389.45
Deposits			\$0.00	\$0.00	\$0.00	\$0.00			\$0.00	\$0.00					\$0.00
Withdrawals															(\$27,070.00)
Transfers															\$0.00
Total															\$ 65,439.45
Strategic Initiative - UBS RMA	UX27692	\$ 726,560.37	\$1,370.15	\$790.95	\$1,695.16	\$761.63	\$555.47	\$541.66	\$415.91	\$342.70					\$ 726,560.37
Dividend and Interest Income (including accrued)															6,573.63
Deposits															0.00
Withdrawals															0.00
Change in Market Value			(\$170.00)	(\$242.03)	(\$9,577.24)	\$2,084.21	\$2,086.37	\$522.00	\$0.01						92.40
Fees															0.00
Total															\$ 733,041.31
Strategic Initiative - Q-GARP	UX52369	\$ 111,811.14	\$78.57	\$39.96	\$182.56	\$62.65	\$45.63	\$195.51	\$69.91	\$54.01					\$ 111,811.14
Dividend and Interest Income (including accrued)															688.70
Deposits															0.00
Withdrawals															0.00
Change in Market Value			\$1,894.62	(\$7,744.67)	(\$11,540.03)	\$14,099.81	\$6,144.61	\$2,978.23	\$7,463.44	\$10,982.01					24,049.42
Fees			(\$111.20)		(\$63.07)				(\$116.59)						(\$323.66)
Total															\$ 136,205.60
Strategic Initiative - Dividend Ruler	UX52370	\$ 110,860.94	\$92.82	\$77.42	\$507.58	\$178.52	\$71.58	\$359.51	\$167.28	\$81.39					\$ 110,860.94
Dividend and Interest Income (including accrued)															1,526.10
Deposits															0.00
Withdrawals															0.00
Change in Market Value			\$614.42	(\$10,230.47)	(\$12,231.46)	\$9,130.30	\$3,876.50	(\$20.45)	\$2,238.61	\$4,483.49					24,049.42
Fees			(\$10.26)		(\$54.53)	(\$39.17)			(\$103.52)						(\$27.58)
Total															\$ 109,816.38
Strategic Initiative - Portfolio Management	UX42724	\$ 167,760.28	\$0.33	\$0.30	\$250.00		\$202.54								\$ 167,760.28
Dividend and Interest Income (including accrued)															455.17
Deposits															0.00
Withdrawals															0.00
Change in Market Value			(\$4,361.69)	(\$11,723.43)	(\$27,764.93)	\$15,339.66	\$9,247.42	\$6,722.50	\$10,266.25	\$7,465.42					5,135.20
Fees			(\$166.84)		(\$123.29)				(\$186.16)						(\$346.28)
Total															\$ 172,905.37
Strategic Initiative - BlackRock	UX53105	\$ 1,025,408.03	\$2,182.68	\$794.67	\$3,340.49	\$2,004.48	\$2,025.13	\$2,255.64	\$2,321.67	\$2,139.34					\$ 1,025,408.03
Dividend and Interest Income (including accrued)															\$17,064.10
Deposits															\$0.00
Withdrawals															\$0.00
Change in Market Value			\$3,667.15	\$5,032.49	(\$1,051.22)	\$6,424.60	\$2,522.11	\$624.50	\$149.06	(\$1,784.20)					\$14,764.46
Fees			(\$1,019.79)		(\$1,032.93)				(\$1,036.50)						(\$5,110.17)
Total															\$ 1,084,126.42
TOTAL		\$ 2,230,750.21													\$ 2,271,634.53
Year-to-Date Change in Value:															\$ 40,744.32

2020 Funds Analysis AAR and RAPAC

ACCOUNT	Acct. #	Balance Forward	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	NET
AAR General Checking - CHASE															
	xx-1442	\$ 5,579.56													
Deposits			(\$57.66)	(\$51.66)	(\$49.69)	(\$1,549.95)	(\$54.10)	(\$19.97)	(\$49.97)	(\$49.97)					
Withdrawals															
Transfers															
Total															\$ 5,579.56
AAR General Checking - MIDFIRST															
	xx-2997	\$ 452,852.41													
Deposits			\$3,965,095.17	\$867,797.47	\$358,428.37	\$251,302.40	\$141,874.76	\$142,087.08	\$118,015.54	\$111,868.89					
Withdrawals			(\$546,800.30)	(\$466,536.29)	(\$554,845.77)	(\$354,801.62)	(\$352,352.25)	(\$447,428.04)	(\$385,115.01)	(\$692,171.81)					
Transfers			(\$3,375,000.00)	(\$590,000.00)	\$350,000.00	\$0.00	\$315,000.00	\$200,000.00	\$300,000.00	\$540,000.00					
Total															\$ 219,260.99
AAR Main RMA															
	UX66381	\$ 5,756,988.85													
Dividend and Interest Income (including accrued)			\$5,477.87	\$5,808.11	\$8,719.02	\$9,916.73	\$703.09	\$433.81	\$443.79	\$350.15					
Transfers			\$3,575,000.00	\$500,000.00	(\$350,000.00)	\$0.00	(\$315,000.00)	(\$200,000.00)	(\$300,000.00)	(\$540,000.00)					
Withdrawals															
Change in Market Value			(\$425.00)	(\$605.00)	(\$7,209.97)		\$1,481.84	\$1,483.36	\$641.88	\$105.00					
Total															\$ 8,154,513.53
RAPAC - RMA															
	UX68862	\$ 907,432.62													
Dividend and Interest Income (including accrued)			\$626.37	\$778.84	\$683.16	\$634.15	\$307.66	\$252.03	\$203.28	\$168.62					
Deposits															
Transfers															
Withdrawals															
Change in Market Value															
Total															\$ 1,061,335.06
TOTAL															\$ 9,438,766.15

Arizona Association of REALTORS®
All Funds Budget vs. Actual
 January through August 2020

	<u>Jan - Aug 20</u>
Ordinary Income/Expense	
Income	
410 · Interest Income	104,038.03
415 · Rental Income	53,388.67
417 · Gain on Investments	492,328.41
430 · Dues Income	9,962,302.92
433 · Forms Licensing	40,000.00
435 · Law Book	630.31
440 · Other Program Income	1,050.00
440.10 · Ethics Citation Fee	0.00
440.3 · Arbitration Deposits Retained	3,500.00
440.4 · Appeal Fees Retained	0.00
440.5 · Ethics Admin Fees	7,500.00
440.6 · Retained Fine	15,650.00
460 · Broker University	2,750.00
461 · Education Development	5,378.05
462 · Education Outreach	37,132.99
463 · Instructor Development	1,268.00
465 · MRE Society	475.00
466 · Member Communications	0.00
467 · REALTOR Institute	16,254.60
468 · rCRMS	29,877.50
469 · Spring Convention	37.00
471 · Industry Partners	0.00
472 · CRPM	12,947.00
491 · IM Contributions	16,379.00
497 · Misc Income	389.48
Total Income	<u>10,803,276.96</u>
Gross Profit	<u>10,803,276.96</u>
Expense	
500 · Salaries/Benefits	1,831,499.46
540 · Staff Development	2,864.47
605 · Awards/Gifts	12,909.32
612 · Issues Mobilization Expenses	4,000.00
613 · AZ Homeownership Alliance Exp.	100,000.00
620 · Building Expense	125,050.19
629 · Operating Reserve Contributions	8,465.61
630 · Catering/Hotel	105,667.87
631 · Computer Service and Expense	12,408.72
632 · Copying	1,593.65
633 · Furniture/Equipment Expense	3,458.75
639 · Dues & Commitments.	380,229.44
640 · Equipment Maintenance/Rental	31,002.50
660 · Management Fees	1,717.93

Arizona Association of REALTORS®
All Funds Budget vs. Actual
January through August 2020

	<u>Jan - Aug 20</u>
690 · Credit Card & EFT Fees/Misc.	135,966.05
693 · Investment Banking Fees	33,872.34
770 · Supplies	11,987.31
780 · Postage	26,649.04
781 · Printing	9,806.21
786 · Promotion	25,233.75
787 · Speaker Fees	89,794.44
788 · Staff Expense	651.60
790 · Subscriptions and Reference	16,701.60
810 · Contract Fees	1,093,954.63
850 · Telephone	27,800.85
860 · Conferences	3,636.71
867 · Travel	16,167.79
Total Expense	<u>4,113,090.23</u>
Net Ordinary Income	<u>6,690,186.73</u>
Net Income	<u><u>6,690,186.73</u></u>

Arizona Association of REALTORS®
Operating Budget vs. Actual
 January through August 2020

	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	28,317.05	23,100.00	5,217.05	122.6%
415 · Rental Income	53,388.67	53,639.92	-251.25	99.5%
417 · Gain on Investments	-792.37			
430 · Dues Income	9,962,302.92	9,647,000.00	315,302.92	103.3%
433 · Forms Licensing	40,000.00	40,000.00	0.00	100.0%
435 · Law Book	630.31	725.00	-94.69	86.9%
440 · Other Program Income	1,050.00			
440.10 · Ethics Citation Fee	0.00	500.00	-500.00	0.0%
440.3 · Arbitration Deposits Retained	3,500.00	3,000.00	500.00	116.7%
440.4 · Appeal Fees Retained	0.00	1,000.00	-1,000.00	0.0%
440.5 · Ethics Admin Fees	7,500.00	3,600.00	3,900.00	208.3%
440.6 · Retained Fine	15,650.00	4,000.00	11,650.00	391.3%
460 · Broker University	2,750.00	3,300.00	-550.00	83.3%
461 · Education Development	5,378.05	2,775.00	2,603.05	193.8%
462 · Education Outreach	37,132.99	24,050.00	13,082.99	154.4%
463 · Instructor Development	1,268.00	585.00	683.00	216.8%
465 · MRE Society	475.00	500.00	-25.00	95.0%
467 · REALTOR Institute	16,254.60	19,840.00	-3,585.40	81.9%
468 · rCRMS	29,877.50	24,920.00	4,957.50	119.9%
469 · Spring Convention	37.00	111,200.00	-111,163.00	0.0%
471 · Industry Partners	0.00	45,575.00	-45,575.00	0.0%
472 · CRPM	12,947.00	17,595.00	-4,648.00	73.6%
497 · Misc Income	359.91	3,700.00	-3,340.09	9.7%
Total Income	10,218,026.63	10,030,604.92	187,421.71	101.9%
Gross Profit	10,218,026.63	10,030,604.92	187,421.71	101.9%
Expense				
500 · Salaries/Benefits	1,831,499.46	1,993,000.00	-161,500.54	91.9%
540 · Staff Development	2,514.06	11,150.00	-8,635.94	22.5%
605 · Awards/Gifts	12,909.32	31,886.31	-18,976.99	40.5%
620 · Building Expense	125,050.19	182,176.37	-57,126.18	68.6%
630 · Catering/Hotel	105,667.87	408,078.00	-302,410.13	25.9%
631 · Computer Service and Expense	3,774.73	12,050.00	-8,275.27	31.3%
632 · Copying	1,593.65	29,746.64	-28,152.99	5.4%
639 · Dues & Commitments.	380,229.44	385,659.00	-5,429.56	98.6%
640 · Equipment Maintenance/Rental	31,002.50	27,532.68	3,469.82	112.6%
690 · Credit Card & EFT Fees/Misc.	135,966.05	149,500.00	-13,533.95	90.9%
770 · Supplies	11,973.10	21,062.09	-9,088.99	56.8%
780 · Postage	26,649.04	39,771.64	-13,122.60	67.0%
781 · Printing	9,806.21	18,683.50	-8,877.29	52.5%
786 · Promotion	25,133.75	79,183.25	-54,049.50	31.7%
787 · Speaker Fees	89,794.44	172,650.00	-82,855.56	52.0%
788 · Staff Expense	651.60	2,500.00	-1,848.40	26.1%
790 · Subscriptions and Reference	15,434.28	18,105.82	-2,671.54	85.2%
810 · Contract Fees	1,038,961.94	1,246,891.20	-207,929.26	83.3%
850 · Telephone	27,800.85	30,613.16	-2,812.31	90.8%
860 · Conferences	3,636.71	55,390.00	-51,753.29	6.6%
867 · Travel	16,134.44	180,429.34	-164,294.90	8.9%
Total Expense	3,896,183.63	5,096,059.00	-1,199,875.37	76.5%
Net Ordinary Income	6,321,843.00	4,934,545.92	1,387,297.08	128.1%
Net Income	6,321,843.00	4,934,545.92	1,387,297.08	128.1%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	Total 1500 Legislative & Pol. Affairs			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	10,037.26	27,986.31	-17,949.05	35.9%
620 · Building Expense	5,401.31	12,599.92	-7,198.61	42.9%
630 · Catering/Hotel	77,277.30	105,185.00	-27,907.70	73.5%
631 · Computer Service and Expense	595.26	500.00	95.26	119.1%
632 · Copying	141.46	25,666.64	-25,525.18	0.6%
639 · Dues & Commitments.	326,913.00	328,948.00	-2,035.00	99.4%
640 · Equipment Maintenance/Rental	2,177.22	30.00	2,147.22	7,257.4%
770 · Supplies	1,446.00	1,505.05	-59.05	96.1%
780 · Postage	494.21	534.64	-40.43	92.4%
781 · Printing	431.45	5,800.00	-5,368.55	7.4%
786 · Promotion	11,947.57	44,758.25	-32,810.68	26.7%
787 · Speaker Fees	475.00	5,000.00	-4,525.00	9.5%
788 · Staff Expense	0.00	2,000.00	-2,000.00	0.0%
790 · Subscriptions and Reference	9,238.06	8,503.32	734.74	108.6%
810 · Contract Fees	91,817.52	179,456.60	-87,639.08	51.2%
850 · Telephone	3,055.10	3,666.64	-611.54	83.3%
860 · Conferences	529.80	16,740.00	-16,210.20	3.2%
867 · Travel	0.00	44,305.84	-44,305.84	0.0%
Total Expense	541,977.52	813,186.21	-271,208.69	66.6%
Net Ordinary Income	-541,977.52	-813,186.21	271,208.69	66.6%
Net Income	-541,977.52	-813,186.21	271,208.69	66.6%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1501 Government Area Support (1500 Legislative & Pol. Affairs)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	5,401.31	12,599.92	-7,198.61	42.9%
630 · Catering/Hotel	236.48	5,185.00	-4,948.52	4.6%
631 · Computer Service and Expense	595.26	500.00	95.26	119.1%
632 · Copying	141.46	666.64	-525.18	21.2%
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	2,177.22	30.00	2,147.22	7,257.4%
770 · Supplies	1,367.25	1,125.05	242.20	121.5%
780 · Postage	358.21	534.64	-176.43	67.0%
781 · Printing	431.45	1,800.00	-1,368.55	24.0%
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	87.90			
810 · Contract Fees	581.02	933.28	-352.26	62.3%
850 · Telephone	3,055.10	3,666.64	-611.54	83.3%
860 · Conferences	0.00	360.00	-360.00	0.0%
867 · Travel	0.00	9,305.84	-9,305.84	0.0%
Total Expense	14,432.66	36,707.01	-22,274.35	39.3%
Net Ordinary Income	-14,432.66	-36,707.01	22,274.35	39.3%
Net Income	-14,432.66	-36,707.01	22,274.35	39.3%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1510 Legislative Advocacy (1500 Legislative & Pol. Affairs)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	24,815.00	26,600.00	-1,785.00	93.3%
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	66.37			
781 · Printing	0.00			
786 · Promotion	78.76	7,866.64	-7,787.88	1.0%
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	9,150.16	8,503.32	646.84	107.6%
810 · Contract Fees	86,262.00	89,290.00	-3,028.00	96.6%
850 · Telephone	0.00			
860 · Conferences	529.80	9,980.00	-9,450.20	5.3%
867 · Travel	0.00			
Total Expense	120,902.09	142,239.96	-21,337.87	85.0%
Net Ordinary Income	-120,902.09	-142,239.96	21,337.87	85.0%
Net Income	-120,902.09	-142,239.96	21,337.87	85.0%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1545 Local Lobbying Support (1500 Legislative & Pol. Affairs)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00	2,000.00	-2,000.00	0.0%
Total Expense	0.00	2,000.00	-2,000.00	0.0%
Net Ordinary Income	0.00	-2,000.00	2,000.00	0.0%
Net Income	0.00	-2,000.00	2,000.00	0.0%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1550 Legislative Policy Dev. (1500 Legislative & Pol. Affairs)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	74,540.82	99,000.00	-24,459.18	75.3%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	78.75	80.00	-1.25	98.4%
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	475.00	5,000.00	-4,525.00	9.5%
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00	0.00	0.00	0.0%
Total Expense	75,094.57	104,080.00	-28,985.43	72.2%
Net Ordinary Income	-75,094.57	-104,080.00	28,985.43	72.2%
Net Income	-75,094.57	-104,080.00	28,985.43	72.2%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1560 Fundraising Support (1500 Legislative & Pol. Affairs)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	10,037.26	27,986.31	-17,949.05	35.9%
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00	1,000.00	-1,000.00	0.0%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	302,098.00	302,348.00	-250.00	99.9%
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00	300.00	-300.00	0.0%
780 · Postage	69.63			
781 · Printing	0.00			
786 · Promotion	2,619.88	11,225.00	-8,605.12	23.3%
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00	72,433.32	-72,433.32	0.0%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>314,824.77</u>	<u>415,292.63</u>	<u>-100,467.86</u>	<u>75.8%</u>
Net Ordinary Income	<u>-314,824.77</u>	<u>-415,292.63</u>	<u>100,467.86</u>	<u>75.8%</u>
Net Income	<u><u>-314,824.77</u></u>	<u><u>-415,292.63</u></u>	<u><u>100,467.86</u></u>	<u><u>75.8%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1575 Federal Liaison Support (1500 Legislative & Pol. Affairs)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	2,500.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00	25,000.00	-25,000.00	0.0%
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00	11,000.00	-11,000.00	0.0%
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	0.00	6,400.00	-6,400.00	0.0%
867 · Travel	0.00	33,000.00	-33,000.00	0.0%
Total Expense	<u>2,500.00</u>	<u>75,400.00</u>	<u>-72,900.00</u>	<u>3.3%</u>
Net Ordinary Income	<u>-2,500.00</u>	<u>-75,400.00</u>	<u>72,900.00</u>	<u>3.3%</u>
Net Income	<u><u>-2,500.00</u></u>	<u><u>-75,400.00</u></u>	<u><u>72,900.00</u></u>	<u><u>3.3%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1580 - Election Year Activities (1500 Legislative & Pol. Affairs)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00	2,000.00	-2,000.00	0.0%
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>0.00</u>	<u>2,000.00</u>	<u>-2,000.00</u>	<u>0.0%</u>
Net Ordinary Income	<u>0.00</u>	<u>-2,000.00</u>	<u>2,000.00</u>	<u>0.0%</u>
Net Income	<u>0.00</u>	<u>-2,000.00</u>	<u>2,000.00</u>	<u>0.0%</u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1585 Governmental Communication (1500 Legislative & Pol. Affairs)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00	4,000.00	-4,000.00	0.0%
786 · Promotion	9,248.93	14,666.61	-5,417.68	63.1%
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	850.00	1,800.00	-950.00	47.2%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>10,098.93</u>	<u>20,466.61</u>	<u>-10,367.68</u>	<u>49.3%</u>
Net Ordinary Income	<u>-10,098.93</u>	<u>-20,466.61</u>	<u>10,367.68</u>	<u>49.3%</u>
Net Income	<u><u>-10,098.93</u></u>	<u><u>-20,466.61</u></u>	<u><u>10,367.68</u></u>	<u><u>49.3%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1596 Political Research (1500 Legislative & Pol. Affairs)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
788 · Staff Expense	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	4,124.50	15,000.00	-10,875.50	27.5%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>4,124.50</u>	<u>15,000.00</u>	<u>-10,875.50</u>	<u>27.5%</u>
Net Ordinary Income	<u>-4,124.50</u>	<u>-15,000.00</u>	<u>10,875.50</u>	<u>27.5%</u>
Net Income	<u><u>-4,124.50</u></u>	<u><u>-15,000.00</u></u>	<u><u>10,875.50</u></u>	<u><u>27.5%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	Total 1600 Risk Management			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	1,050.00			
440.10 · Ethics Citation Fee	0.00	500.00	-500.00	0.0%
440.3 · Arbitration Deposits Retained	3,500.00	3,000.00	500.00	116.7%
440.4 · Appeal Fees Retained	0.00	1,000.00	-1,000.00	0.0%
440.5 · Ethics Admin Fees	7,500.00	3,600.00	3,900.00	208.3%
440.6 · Retained Fine	15,650.00	4,000.00	11,650.00	391.3%
Total Income	27,700.00	12,100.00	15,600.00	228.9%
Gross Profit	27,700.00	12,100.00	15,600.00	228.9%
Expense				
605 · Awards/Gifts	0.00	200.00	-200.00	0.0%
620 · Building Expense	10,515.75	10,475.00	40.75	100.4%
630 · Catering/Hotel	12,186.53	18,014.00	-5,827.47	67.7%
631 · Computer Service and Expense	825.93	500.00	325.93	165.2%
632 · Copying	354.41	750.00	-395.59	47.3%
640 · Equipment Maintenance/Rental	5,420.85	7,597.50	-2,176.65	71.4%
770 · Supplies	1,340.34	3,400.00	-2,059.66	39.4%
780 · Postage	1,193.13	3,620.00	-2,426.87	33.0%
781 · Printing	0.00	900.00	-900.00	0.0%
786 · Promotion	214.08	4,500.00	-4,285.92	4.8%
787 · Speaker Fees	4,300.00	3,200.00	1,100.00	134.4%
790 · Subscriptions and Reference	6,143.04	9,102.50	-2,959.46	67.5%
810 · Contract Fees	145,384.95	150,489.00	-5,104.05	96.6%
850 · Telephone	5,422.46	5,320.00	102.46	101.9%
860 · Conferences	1,037.35	8,158.00	-7,120.65	12.7%
867 · Travel	3,237.66	11,920.00	-8,682.34	27.2%
Total Expense	197,576.48	238,146.00	-40,569.52	83.0%
Net Ordinary Income	-169,876.48	-226,046.00	56,169.52	75.2%
Net Income	-169,876.48	-226,046.00	56,169.52	75.2%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

09/23/20

Accrual Basis

	1601 Risk Management Support (1600 Risk Management)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	0.00			
440.3 · Arbitration Deposits Retained	0.00			
440.4 · Appeal Fees Retained	0.00			
440.5 · Ethics Admin Fees	0.00			
440.6 · Retained Fine	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	10,515.75	10,475.00	40.75	100.4%
630 · Catering/Hotel	773.87	1,700.00	-926.13	45.5%
631 · Computer Service and Expense	825.93	500.00	325.93	165.2%
632 · Copying	354.41	750.00	-395.59	47.3%
640 · Equipment Maintenance/Rental	5,420.85	7,597.50	-2,176.65	71.4%
770 · Supplies	1,245.20	2,400.00	-1,154.80	51.9%
780 · Postage	376.51	1,120.00	-743.49	33.6%
781 · Printing	0.00	750.00	-750.00	0.0%
786 · Promotion	214.08	500.00	-285.92	42.8%
787 · Speaker Fees	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	1,017.08	1,721.00	-703.92	59.1%
850 · Telephone	5,422.46	5,320.00	102.46	101.9%
860 · Conferences	1,037.35	8,158.00	-7,120.65	12.7%
867 · Travel	797.79	3,000.00	-2,202.21	26.6%
Total Expense	<u>28,001.28</u>	<u>43,991.50</u>	<u>-15,990.22</u>	<u>63.7%</u>
Net Ordinary Income	<u>-28,001.28</u>	<u>-43,991.50</u>	<u>15,990.22</u>	<u>63.7%</u>
Net Income	<u><u>-28,001.28</u></u>	<u><u>-43,991.50</u></u>	<u><u>15,990.22</u></u>	<u><u>63.7%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1602 Legal Support (1600 Risk Management)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	0.00			
440.3 · Arbitration Deposits Retained	0.00			
440.4 · Appeal Fees Retained	0.00			
440.5 · Ethics Admin Fees	0.00			
440.6 · Retained Fine	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
790 · Subscriptions and Reference	3,650.16	6,337.50	-2,687.34	57.6%
810 · Contract Fees	1,500.00	13,600.00	-12,100.00	11.0%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00	2,000.00	-2,000.00	0.0%
Total Expense	<u>5,150.16</u>	<u>21,937.50</u>	<u>-16,787.34</u>	<u>23.5%</u>
Net Ordinary Income	<u>-5,150.16</u>	<u>-21,937.50</u>	<u>16,787.34</u>	<u>23.5%</u>
Net Income	<u><u>-5,150.16</u></u>	<u><u>-21,937.50</u></u>	<u><u>16,787.34</u></u>	<u><u>23.5%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1605 PS Enforcement (1600 Risk Management)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	0.00	500.00	-500.00	0.0%
440.3 · Arbitration Deposits Retained	3,500.00	3,000.00	500.00	116.7%
440.4 · Appeal Fees Retained	0.00	1,000.00	-1,000.00	0.0%
440.5 · Ethics Admin Fees	7,500.00	3,600.00	3,900.00	208.3%
440.6 · Retained Fine	15,650.00	4,000.00	11,650.00	391.3%
Total Income	26,650.00	12,100.00	14,550.00	220.2%
Gross Profit	26,650.00	12,100.00	14,550.00	220.2%
Expense				
605 · Awards/Gifts	0.00	200.00	-200.00	0.0%
620 · Building Expense	0.00			
630 · Catering/Hotel	535.07	1,484.00	-948.93	36.1%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	26.56	500.00	-473.44	5.3%
780 · Postage	816.62	2,500.00	-1,683.38	32.7%
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
790 · Subscriptions and Reference	2,492.88	2,440.00	52.88	102.2%
810 · Contract Fees	12,596.53	3,600.00	8,996.53	349.9%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	2,360.40	5,170.00	-2,809.60	45.7%
Total Expense	18,828.06	15,894.00	2,934.06	118.5%
Net Ordinary Income	7,821.94	-3,794.00	11,615.94	-206.2%
Net Income	7,821.94	-3,794.00	11,615.94	-206.2%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1610 PS Training (1600 Risk Management)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	1,050.00			
440.10 · Ethics Citation Fee	0.00			
440.3 · Arbitration Deposits Retained	0.00			
440.4 · Appeal Fees Retained	0.00			
440.5 · Ethics Admin Fees	0.00			
440.6 · Retained Fine	0.00			
Total Income	<u>1,050.00</u>			
Gross Profit	1,050.00			
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	10,877.59	14,550.00	-3,672.41	74.8%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	68.58	500.00	-431.42	13.7%
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	3,500.00	2,750.00	750.00	127.3%
790 · Subscriptions and Reference	0.00	325.00	-325.00	0.0%
810 · Contract Fees	397.50	0.00	397.50	100.0%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00	750.00	-750.00	0.0%
Total Expense	<u>14,843.67</u>	<u>18,875.00</u>	<u>-4,031.33</u>	<u>78.6%</u>
Net Ordinary Income	<u>-13,793.67</u>	<u>-18,875.00</u>	<u>5,081.33</u>	<u>73.1%</u>
Net Income	<u><u>-13,793.67</u></u>	<u><u>-18,875.00</u></u>	<u><u>5,081.33</u></u>	<u><u>73.1%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1615 Alt. Dispute Resolution (1600 Risk Management)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	0.00			
440.3 · Arbitration Deposits Retained	0.00			
440.4 · Appeal Fees Retained	0.00			
440.5 · Ethics Admin Fees	0.00			
440.6 · Retained Fine	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00	0.00	0.00	0.0%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	800.00	450.00	350.00	177.8%
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	1,576.90	1,500.00	76.90	105.1%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	79.47	1,000.00	-920.53	7.9%
Total Expense	<u>2,456.37</u>	<u>2,950.00</u>	<u>-493.63</u>	<u>83.3%</u>
Net Ordinary Income	<u>-2,456.37</u>	<u>-2,950.00</u>	<u>493.63</u>	<u>83.3%</u>
Net Income	<u><u>-2,456.37</u></u>	<u><u>-2,950.00</u></u>	<u><u>493.63</u></u>	<u><u>83.3%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1625 Risk Management Publicatns (1600 Risk Management)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	0.00			
440.3 · Arbitration Deposits Retained	0.00			
440.4 · Appeal Fees Retained	0.00			
440.5 · Ethics Admin Fees	0.00			
440.6 · Retained Fine	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00	4,000.00	-4,000.00	0.0%
787 · Speaker Fees	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>0.00</u>	<u>4,000.00</u>	<u>-4,000.00</u>	<u>0.0%</u>
Net Ordinary Income	<u>0.00</u>	<u>-4,000.00</u>	<u>4,000.00</u>	<u>0.0%</u>
Net Income	<u><u>0.00</u></u>	<u><u>-4,000.00</u></u>	<u><u>4,000.00</u></u>	<u><u>0.0%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	Total 1650 Forms Development and Sale (1600 Risk Management)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	0.00			
440.3 · Arbitration Deposits Retained	0.00			
440.4 · Appeal Fees Retained	0.00			
440.5 · Ethics Admin Fees	0.00			
440.6 · Retained Fine	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00	280.00	-280.00	0.0%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	1,237.83	3,000.00	-1,762.17	41.3%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>1,237.83</u>	<u>3,280.00</u>	<u>-2,042.17</u>	<u>37.7%</u>
Net Ordinary Income	<u>-1,237.83</u>	<u>-3,280.00</u>	<u>2,042.17</u>	<u>37.7%</u>
Net Income	<u><u>-1,237.83</u></u>	<u><u>-3,280.00</u></u>	<u><u>2,042.17</u></u>	<u><u>37.7%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1665 Legal Hotline (1600 Risk Management)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
440 · Other Program Income	0.00			
440.10 · Ethics Citation Fee	0.00			
440.3 · Arbitration Deposits Retained	0.00			
440.4 · Appeal Fees Retained	0.00			
440.5 · Ethics Admin Fees	0.00			
440.6 · Retained Fine	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00	150.00	-150.00	0.0%
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	127,059.11	127,068.00	-8.89	100.0%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>127,059.11</u>	<u>127,218.00</u>	<u>-158.89</u>	<u>99.9%</u>
Net Ordinary Income	<u>-127,059.11</u>	<u>-127,218.00</u>	<u>158.89</u>	<u>99.9%</u>
Net Income	<u><u>-127,059.11</u></u>	<u><u>-127,218.00</u></u>	<u><u>158.89</u></u>	<u><u>99.9%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	Total 1700 Business Services & Tech.			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
433 · Forms Licensing	40,000.00	40,000.00	0.00	100.0%
466 · Member Communications	0.00	4,800.00	-4,800.00	0.0%
Total Income	<u>40,000.00</u>	<u>44,800.00</u>	<u>-4,800.00</u>	<u>89.3%</u>
Gross Profit	40,000.00	44,800.00	-4,800.00	89.3%
Expense				
540 · Staff Development	485.36	9,000.00	-8,514.64	5.4%
620 · Building Expense	11,417.75	22,769.59	-11,351.84	50.1%
630 · Catering/Hotel	0.00	700.00	-700.00	0.0%
631 · Computer Service and Expense	1,256.66	9,900.00	-8,643.34	12.7%
632 · Copying	21.29			
640 · Equipment Maintenance/Rental	396.53	550.00	-153.47	72.1%
770 · Supplies	1,530.96	3,925.00	-2,394.04	39.0%
780 · Postage	360.00	360.00	0.00	100.0%
781 · Printing	30.78	20,383.32	-20,352.54	0.2%
786 · Promotion	100.00	4,500.00	-4,400.00	2.2%
790 · Subscriptions and Reference	1,320.50	2,075.00	-754.50	63.6%
810 · Contract Fees	718,543.31	808,101.60	-89,558.29	88.9%
850 · Telephone	7,010.66	7,464.00	-453.34	93.9%
860 · Conferences	853.92	7,738.25	-6,884.33	11.0%
867 · Travel	1,648.52	7,325.00	-5,676.48	22.5%
Total Expense	<u>744,976.24</u>	<u>904,791.76</u>	<u>-159,815.52</u>	<u>82.3%</u>
Net Ordinary Income	<u>-704,976.24</u>	<u>-859,991.76</u>	<u>155,015.52</u>	<u>82.0%</u>
Net Income	<u><u>-704,976.24</u></u>	<u><u>-859,991.76</u></u>	<u><u>155,015.52</u></u>	<u><u>82.0%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1701 Bus Services & Tech Suppt (1700 Business Services & Tech.)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
433 · Forms Licensing	0.00			
466 · Member Communications	0.00			
Total Income	0.00			
Gross Profit	0.00			
Expense				
540 · Staff Development	134.95	5,000.00	-4,865.05	2.7%
620 · Building Expense	11,417.75	22,769.59	-11,351.84	50.1%
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	397.07			
632 · Copying	21.29			
640 · Equipment Maintenance/Rental	396.53	550.00	-153.47	72.1%
770 · Supplies	1,516.75	1,675.00	-158.25	90.6%
780 · Postage	360.00	360.00	0.00	100.0%
781 · Printing	30.78	3,050.00	-3,019.22	1.0%
786 · Promotion	0.00			
790 · Subscriptions and Reference	53.18	500.00	-446.82	10.6%
810 · Contract Fees	1,354.95	1,575.00	-220.05	86.0%
850 · Telephone	7,010.66	7,464.00	-453.34	93.9%
860 · Conferences	853.92	5,900.00	-5,046.08	14.5%
867 · Travel	0.00	245.00	-245.00	0.0%
Total Expense	23,547.83	49,088.59	-25,540.76	48.0%
Net Ordinary Income	-23,547.83	-49,088.59	25,540.76	48.0%
Net Income	-23,547.83	-49,088.59	25,540.76	48.0%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1710 Software Development (1700 Business Services & Tech.)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
433 · Forms Licensing	0.00			
466 · Member Communications	0.00			
Total Income	0.00			
Gross Profit	0.00			
Expense				
540 · Staff Development	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00	500.00	-500.00	0.0%
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	0.00	19,275.00	-19,275.00	0.0%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	0.00	19,775.00	-19,775.00	0.0%
Net Ordinary Income	0.00	-19,775.00	19,775.00	0.0%
Net Income	0.00	-19,775.00	19,775.00	0.0%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1730 IT Resource/Security Mgmt. (1700 Business Services & Tech.)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
433 · Forms Licensing	0.00			
466 · Member Communications	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
540 · Staff Development	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	859.59	9,400.00	-8,540.41	9.1%
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	123,916.17	200,000.00	-76,083.83	62.0%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>124,775.76</u>	<u>209,400.00</u>	<u>-84,624.24</u>	<u>59.6%</u>
Net Ordinary Income	<u>-124,775.76</u>	<u>-209,400.00</u>	<u>84,624.24</u>	<u>59.6%</u>
Net Income	<u><u>-124,775.76</u></u>	<u><u>-209,400.00</u></u>	<u><u>84,624.24</u></u>	<u><u>59.6%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1770 Business Services Dept. (1700 Business Services & Tech.)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
433 · Forms Licensing	40,000.00	40,000.00	0.00	100.0%
466 · Member Communications	0.00			
Total Income	<u>40,000.00</u>	<u>40,000.00</u>	<u>0.00</u>	<u>100.0%</u>
Gross Profit	40,000.00	40,000.00	0.00	100.0%
Expense				
540 · Staff Development	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00	700.00	-700.00	0.0%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00	2,500.00	-2,500.00	0.0%
790 · Subscriptions and Reference	0.00			
810 · Contract Fees	561,229.50	519,251.60	41,977.90	108.1%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	1,615.17	5,750.00	-4,134.83	28.1%
Total Expense	<u>562,844.67</u>	<u>528,201.60</u>	<u>34,643.07</u>	<u>106.6%</u>
Net Ordinary Income	<u>-522,844.67</u>	<u>-488,201.60</u>	<u>-34,643.07</u>	<u>107.1%</u>
Net Income	<u><u>-522,844.67</u></u>	<u><u>-488,201.60</u></u>	<u><u>-34,643.07</u></u>	<u><u>107.1%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1780 Communications (1700 Business Services & Tech.)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
433 · Forms Licensing	0.00			
466 · Member Communications	0.00	4,800.00	-4,800.00	0.0%
Total Income	0.00	4,800.00	-4,800.00	0.0%
Gross Profit	0.00	4,800.00	-4,800.00	0.0%
Expense				
540 · Staff Development	350.41	4,000.00	-3,649.59	8.8%
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	14.21	2,250.00	-2,235.79	0.6%
780 · Postage	0.00			
781 · Printing	0.00	17,333.32	-17,333.32	0.0%
786 · Promotion	100.00	2,000.00	-1,900.00	5.0%
790 · Subscriptions and Reference	1,267.32	1,575.00	-307.68	80.5%
810 · Contract Fees	32,042.69	68,000.00	-35,957.31	47.1%
850 · Telephone	0.00			
860 · Conferences	0.00	1,838.25	-1,838.25	0.0%
867 · Travel	33.35	1,330.00	-1,296.65	2.5%
Total Expense	33,807.98	98,326.57	-64,518.59	34.4%
Net Ordinary Income	-33,807.98	-93,526.57	59,718.59	36.1%
Net Income	-33,807.98	-93,526.57	59,718.59	36.1%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
January through August 2020

	Total 1800 Professional & Bus.Develop			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	2,750.00	3,300.00	-550.00	83.3%
461 · Education Development	5,378.05	2,775.00	2,603.05	193.8%
462 · Education Outreach	37,132.99	24,050.00	13,082.99	154.4%
463 · Instructor Development	1,268.00	585.00	683.00	216.8%
465 · MRE Society	475.00	500.00	-25.00	95.0%
467 · REALTOR Institute	16,254.60	19,840.00	-3,585.40	81.9%
468 · rCRMS	29,877.50	24,920.00	4,957.50	119.9%
469 · Spring Convention	37.00	111,200.00	-111,163.00	0.0%
471 · Industry Partners	0.00	45,575.00	-45,575.00	0.0%
472 · CRPM	12,947.00	17,595.00	-4,648.00	73.6%
Total Income	<u>106,120.14</u>	<u>250,340.00</u>	<u>-144,219.86</u>	<u>42.4%</u>
Gross Profit	106,120.14	250,340.00	-144,219.86	42.4%
Expense				
540 · Staff Development	751.60	3,100.00	-2,348.40	24.2%
605 · Awards/Gifts	0.00	100.00	-100.00	0.0%
620 · Building Expense	7,355.49	9,907.96	-2,552.47	74.2%
630 · Catering/Hotel	6,292.28	203,529.00	-197,236.72	3.1%
631 · Computer Service and Expense	545.02	100.00	445.02	545.0%
632 · Copying	780.31	1,160.00	-379.69	67.3%
639 · Dues & Commitments.	389.42	2,561.00	-2,171.58	15.2%
640 · Equipment Maintenance/Rental	11,844.31	13,245.18	-1,400.87	89.4%
770 · Supplies	3,209.22	5,417.04	-2,207.82	59.2%
780 · Postage	24,572.87	32,882.00	-8,309.13	74.7%
781 · Printing	8,985.45	8,333.50	651.95	107.8%
786 · Promotion	7,353.25	17,525.00	-10,171.75	42.0%
787 · Speaker Fees	85,019.44	164,450.00	-79,430.56	51.7%
810 · Contract Fees	40,335.82	66,540.64	-26,204.82	60.6%
850 · Telephone	4,942.87	4,225.02	717.85	117.0%
860 · Conferences	471.25	7,187.00	-6,715.75	6.6%
867 · Travel	1,188.76	10,389.00	-9,200.24	11.4%
Total Expense	<u>204,037.36</u>	<u>550,652.34</u>	<u>-346,614.98</u>	<u>37.1%</u>
Net Ordinary Income	<u>-97,917.22</u>	<u>-300,312.34</u>	<u>202,395.12</u>	<u>32.6%</u>
Net Income	<u><u>-97,917.22</u></u>	<u><u>-300,312.34</u></u>	<u><u>202,395.12</u></u>	<u><u>32.6%</u></u>

Profit & Loss Budget vs. Actual

January through August 2020

09/23/20

Accrual Basis

	1801 Prof Dev Support (1800 Professional & Bus.Develop)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	0.00			
Gross Profit	0.00			
Expense				
540 · Staff Development	724.13	1,000.00	-275.87	72.4%
605 · Awards/Gifts	0.00			
620 · Building Expense	7,355.49	9,907.96	-2,552.47	74.2%
630 · Catering/Hotel	390.70	1,100.00	-709.30	35.5%
631 · Computer Service and Expense	545.02	100.00	445.02	545.0%
632 · Copying	780.31	1,160.00	-379.69	67.3%
639 · Dues & Commitments.	389.42	2,561.00	-2,171.58	15.2%
640 · Equipment Maintenance/Rental	11,844.31	13,245.18	-1,400.87	89.4%
770 · Supplies	1,594.18	1,808.00	-213.82	88.2%
780 · Postage	1,049.96	720.00	329.96	145.8%
781 · Printing	351.20	487.50	-136.30	72.0%
786 · Promotion	574.27	4,125.00	-3,550.73	13.9%
787 · Speaker Fees	0.00			
810 · Contract Fees	5,177.53	13,057.64	-7,880.11	39.7%
850 · Telephone	4,942.87	4,225.02	717.85	117.0%
860 · Conferences	0.00	4,200.00	-4,200.00	0.0%
867 · Travel	553.64	350.00	203.64	158.2%
Total Expense	36,273.03	58,047.30	-21,774.27	62.5%
Net Ordinary Income	-36,273.03	-58,047.30	21,774.27	62.5%
Net Income	-36,273.03	-58,047.30	21,774.27	62.5%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1815 REALTOR Institute (1800 Professional & Bus.Develop)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	16,254.60	19,840.00	-3,585.40	81.9%
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>16,254.60</u>	<u>19,840.00</u>	<u>-3,585.40</u>	<u>81.9%</u>
Gross Profit	16,254.60	19,840.00	-3,585.40	81.9%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00	0.00	0.00	0.0%
620 · Building Expense	0.00			
630 · Catering/Hotel	246.11	480.00	-233.89	51.3%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	803.95	350.00	453.95	229.7%
780 · Postage	0.00	90.00	-90.00	0.0%
781 · Printing	0.00	433.00	-433.00	0.0%
786 · Promotion	5,542.61	10,000.00	-4,457.39	55.4%
787 · Speaker Fees	2,500.00	900.00	1,600.00	277.8%
810 · Contract Fees	4,670.00	7,933.00	-3,263.00	58.9%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	52.00	393.00	-341.00	13.2%
Total Expense	<u>13,814.67</u>	<u>20,579.00</u>	<u>-6,764.33</u>	<u>67.1%</u>
Net Ordinary Income	<u>2,439.93</u>	<u>-739.00</u>	<u>3,178.93</u>	<u>-330.2%</u>
Net Income	<u>2,439.93</u>	<u>-739.00</u>	<u>3,178.93</u>	<u>-330.2%</u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1820 rCRMS (1800 Professional & Bus.Develop)			% of Budget
	Jan - Aug 20	Budget	\$ Over Budget	
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	29,877.50	24,920.00	4,957.50	119.9%
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>29,877.50</u>	<u>24,920.00</u>	<u>4,957.50</u>	<u>119.9%</u>
Gross Profit	29,877.50	24,920.00	4,957.50	119.9%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00	187.00	-187.00	0.0%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00	0.00	0.00	0.0%
780 · Postage	96.64	397.00	-300.36	24.3%
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	9,450.00	15,750.00	-6,300.00	60.0%
810 · Contract Fees	3,307.24	2,225.00	1,082.24	148.6%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>12,853.88</u>	<u>18,559.00</u>	<u>-5,705.12</u>	<u>69.3%</u>
Net Ordinary Income	<u>17,023.62</u>	<u>6,361.00</u>	<u>10,662.62</u>	<u>267.6%</u>
Net Income	<u>17,023.62</u>	<u>6,361.00</u>	<u>10,662.62</u>	<u>267.6%</u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
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	1825 Cert. Res. Prop. Manager (1800 Professional & Bus.Develop)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	12,892.00	17,595.00	-4,703.00	73.3%
Total Income	<u>12,892.00</u>	<u>17,595.00</u>	<u>-4,703.00</u>	<u>73.3%</u>
Gross Profit	12,892.00	17,595.00	-4,703.00	73.3%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00	0.00	0.00	0.0%
620 · Building Expense	0.00			
630 · Catering/Hotel	35.20	150.00	-114.80	23.5%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00	0.00	0.00	0.0%
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00	0.00	0.00	0.0%
780 · Postage	154.78	548.00	-393.22	28.2%
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	7,300.20	13,600.00	-6,299.80	53.7%
810 · Contract Fees	2,565.88	4,565.00	-1,999.12	56.2%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>10,056.06</u>	<u>18,863.00</u>	<u>-8,806.94</u>	<u>53.3%</u>
Net Ordinary Income	<u>2,835.94</u>	<u>-1,268.00</u>	<u>4,103.94</u>	<u>-223.7%</u>
Net Income	<u><u>2,835.94</u></u>	<u><u>-1,268.00</u></u>	<u><u>4,103.94</u></u>	<u><u>-223.7%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1840 Leadership Training/Conf. (1800 Professional & Bus.Develop)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.0%</u>
Gross Profit	0.00	0.00	0.00	0.0%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	5,545.46	19,200.00	-13,654.54	28.9%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	426.63	1,000.00	-573.37	42.7%
780 · Postage	0.00			
781 · Printing	0.00	375.00	-375.00	0.0%
786 · Promotion	0.00			
787 · Speaker Fees	18,804.24	24,600.00	-5,795.76	76.4%
810 · Contract Fees	267.42	25.00	242.42	1,069.7%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	583.12	8,532.00	-7,948.88	6.8%
Total Expense	<u>25,626.87</u>	<u>53,732.00</u>	<u>-28,105.13</u>	<u>47.7%</u>
Net Ordinary Income	<u>-25,626.87</u>	<u>-53,732.00</u>	<u>28,105.13</u>	<u>47.7%</u>
Net Income	<u><u>-25,626.87</u></u>	<u><u>-53,732.00</u></u>	<u><u>28,105.13</u></u>	<u><u>47.7%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1850 Partners Conference (1800 Professional & Bus.Develop)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00	45,575.00	-45,575.00	0.0%
472 · CRPM	0.00			
Total Income	0.00	45,575.00	-45,575.00	0.0%
Gross Profit	0.00	45,575.00	-45,575.00	0.0%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00	23,940.00	-23,940.00	0.0%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00	800.00	-800.00	0.0%
787 · Speaker Fees	0.00			
810 · Contract Fees	0.00	0.00	0.00	0.0%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	0.00	24,740.00	-24,740.00	0.0%
Net Ordinary Income	0.00	20,835.00	-20,835.00	0.0%
Net Income	0.00	20,835.00	-20,835.00	0.0%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	Total 1855 MRE Society (1800 Professional & Bus.Develop)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
465 · MRE Society	475.00	500.00	-25.00	95.0%
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>475.00</u>	<u>500.00</u>	<u>-25.00</u>	<u>95.0%</u>
Gross Profit	475.00	500.00	-25.00	95.0%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00	0.00	0.00	0.0%
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	61.70			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	1,000.00	0.00	1,000.00	100.0%
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>1,061.70</u>	<u>0.00</u>	<u>1,061.70</u>	<u>100.0%</u>
Net Ordinary Income	<u>-586.70</u>	<u>500.00</u>	<u>-1,086.70</u>	<u>-117.3%</u>
Net Income	<u><u>-586.70</u></u>	<u><u>500.00</u></u>	<u><u>-1,086.70</u></u>	<u><u>-117.3%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1860 Spring Convention (1800 Professional & Bus.Develop)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	-20.00			
463 · Instructor Development	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	37.00	111,200.00	-111,163.00	0.0%
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>17.00</u>	<u>111,200.00</u>	<u>-111,183.00</u>	<u>0.0%</u>
Gross Profit	17.00	111,200.00	-111,183.00	0.0%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00	156,380.00	-156,380.00	0.0%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	85.10	750.00	-664.90	11.3%
780 · Postage	23,043.39	29,700.00	-6,656.61	77.6%
781 · Printing	8,634.25	7,038.00	1,596.25	122.7%
786 · Promotion	1,236.37	2,600.00	-1,363.63	47.6%
787 · Speaker Fees	25,125.00	96,450.00	-71,325.00	26.0%
810 · Contract Fees	9,115.93	29,685.00	-20,569.07	30.7%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00	1,102.00	-1,102.00	0.0%
Total Expense	<u>67,240.04</u>	<u>323,705.00</u>	<u>-256,464.96</u>	<u>20.8%</u>
Net Ordinary Income	<u>-67,223.04</u>	<u>-212,505.00</u>	<u>145,281.96</u>	<u>31.6%</u>
Net Income	<u><u>-67,223.04</u></u>	<u><u>-212,505.00</u></u>	<u><u>145,281.96</u></u>	<u><u>31.6%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1870 Education Outreach (1800 Professional & Bus.Develop)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	50.00			
462 · Education Outreach	37,152.99	24,050.00	13,102.99	154.5%
463 · Instructor Development	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	55.00			
Total Income	<u>37,257.99</u>	<u>24,050.00</u>	<u>13,207.99</u>	<u>154.9%</u>
Gross Profit	37,257.99	24,050.00	13,207.99	154.9%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	74.81	580.00	-505.19	12.9%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00	150.00	-150.00	0.0%
780 · Postage	228.10	707.00	-478.90	32.3%
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	16,865.00	10,800.00	6,065.00	156.2%
810 · Contract Fees	12,815.00	7,050.00	5,765.00	181.8%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00	12.00	-12.00	0.0%
Total Expense	<u>29,982.91</u>	<u>19,299.00</u>	<u>10,683.91</u>	<u>155.4%</u>
Net Ordinary Income	<u>7,275.08</u>	<u>4,751.00</u>	<u>2,524.08</u>	<u>153.1%</u>
Net Income	<u><u>7,275.08</u></u>	<u><u>4,751.00</u></u>	<u><u>2,524.08</u></u>	<u><u>153.1%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1871 Education Development (1800 Professional & Bus.Develop)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	5,328.05	2,775.00	2,553.05	192.0%
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>5,328.05</u>	<u>2,775.00</u>	<u>2,553.05</u>	<u>192.0%</u>
Gross Profit	5,328.05	2,775.00	2,553.05	192.0%
Expense				
540 · Staff Development	27.47	2,100.00	-2,072.53	1.3%
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	199.25	300.00	-100.75	66.4%
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	0.00			
810 · Contract Fees	106.82	950.00	-843.18	11.2%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>333.54</u>	<u>3,350.00</u>	<u>-3,016.46</u>	<u>10.0%</u>
Net Ordinary Income	<u>4,994.51</u>	<u>-575.00</u>	<u>5,569.51</u>	<u>-868.6%</u>
Net Income	<u>4,994.51</u>	<u>-575.00</u>	<u>5,569.51</u>	<u>-868.6%</u>

Arizona Association of REALTORS®

Profit & Loss Budget vs. Actual

January through August 2020

	1872 Instructor Development (1800 Professional & Bus.Develop)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	0.00			
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	1,268.00	585.00	683.00	216.8%
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>1,268.00</u>	<u>585.00</u>	<u>683.00</u>	<u>216.8%</u>
Gross Profit	1,268.00	585.00	683.00	216.8%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00	0.00	0.00	0.0%
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00	0.00	0.00	0.0%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00	0.00	0.00	0.0%
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	38.41	100.00	-61.59	38.4%
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	2,625.00	100.00	2,525.00	2,625.0%
810 · Contract Fees	1,430.00	300.00	1,130.00	476.7%
850 · Telephone	0.00			
860 · Conferences	471.25	2,987.00	-2,515.75	15.8%
867 · Travel	0.00			
Total Expense	<u>4,564.66</u>	<u>3,487.00</u>	<u>1,077.66</u>	<u>130.9%</u>
Net Ordinary Income	<u>-3,296.66</u>	<u>-2,902.00</u>	<u>-394.66</u>	<u>113.6%</u>
Net Income	<u><u>-3,296.66</u></u>	<u><u>-2,902.00</u></u>	<u><u>-394.66</u></u>	<u><u>113.6%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1875 Broker University (1800 Professional & Bus.Develop)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
460 · Broker University	2,750.00	3,300.00	-550.00	83.3%
461 · Education Development	0.00			
462 · Education Outreach	0.00			
463 · Instructor Development	0.00			
465 · MRE Society	0.00			
467 · REALTOR Institute	0.00			
468 · rCRMS	0.00			
469 · Spring Convention	0.00			
471 · Industry Partners	0.00			
472 · CRPM	0.00			
Total Income	<u>2,750.00</u>	<u>3,300.00</u>	<u>-550.00</u>	<u>83.3%</u>
Gross Profit	2,750.00	3,300.00	-550.00	83.3%
Expense				
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00	100.00	-100.00	0.0%
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00	1,512.00	-1,512.00	0.0%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
770 · Supplies	0.00	959.04	-959.04	0.0%
780 · Postage	0.00	720.00	-720.00	0.0%
781 · Printing	0.00			
786 · Promotion	0.00			
787 · Speaker Fees	1,350.00	2,250.00	-900.00	60.0%
810 · Contract Fees	880.00	750.00	130.00	117.3%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>2,230.00</u>	<u>6,291.04</u>	<u>-4,061.04</u>	<u>35.4%</u>
Net Ordinary Income	<u>520.00</u>	<u>-2,991.04</u>	<u>3,511.04</u>	<u>-17.4%</u>
Net Income	<u>520.00</u>	<u>-2,991.04</u>	<u>3,511.04</u>	<u>-17.4%</u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	Total 1900 Operations			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	28,317.05	23,100.00	5,217.05	122.6%
415 · Rental Income	53,388.67	53,639.92	-251.25	99.5%
417 · Gain on Investments	-792.37			
430 · Dues Income	9,962,302.92	9,647,000.00	315,302.92	103.3%
435 · Law Book	630.31	725.00	-94.69	86.9%
497 · Misc Income	359.91	3,700.00	-3,340.09	9.7%
Total Income	<u>10,044,206.49</u>	<u>9,728,164.92</u>	<u>316,041.57</u>	<u>103.2%</u>
Gross Profit	10,044,206.49	9,728,164.92	316,041.57	103.2%
Expense				
500 · Salaries/Benefits	1,831,499.46	1,993,000.00	-161,500.54	91.9%
540 · Staff Development	1,627.51	3,050.00	-1,422.49	53.4%
605 · Awards/Gifts	2,872.06	3,600.00	-727.94	79.8%
620 · Building Expense	90,359.89	126,423.90	-36,064.01	71.5%
630 · Catering/Hotel	9,911.76	80,650.00	-70,738.24	12.3%
631 · Computer Service and Expense	551.86	1,050.00	-498.14	52.6%
632 · Copying	296.18	2,170.00	-1,873.82	13.6%
639 · Dues & Commitments.	52,927.02	54,150.00	-1,222.98	97.7%
640 · Equipment Maintenance/Rental	11,163.59	6,110.00	5,053.59	182.7%
690 · Credit Card & EFT Fees/Misc.	135,966.05	149,500.00	-13,533.95	90.9%
770 · Supplies	4,460.79	9,065.00	-4,604.21	49.2%
780 · Postage	28.83	2,375.00	-2,346.17	1.2%
781 · Printing	358.53	600.00	-241.47	59.8%
786 · Promotion	5,618.85	9,900.00	-4,281.15	56.8%
788 · Staff Expense	651.60	500.00	151.60	130.3%
810 · Contract Fees	74,923.03	110,303.36	-35,380.33	67.9%
850 · Telephone	7,369.76	9,937.50	-2,567.74	74.2%
860 · Conferences	744.39	17,405.00	-16,660.61	4.3%
867 · Travel	10,092.85	107,819.50	-97,726.65	9.4%
Total Expense	<u>2,241,424.01</u>	<u>2,687,609.26</u>	<u>-446,185.25</u>	<u>83.4%</u>
Net Ordinary Income	<u>7,802,782.48</u>	<u>7,040,555.66</u>	<u>762,226.82</u>	<u>110.8%</u>
Net Income	<u><u>7,802,782.48</u></u>	<u><u>7,040,555.66</u></u>	<u><u>762,226.82</u></u>	<u><u>110.8%</u></u>

Profit & Loss Budget vs. Actual

January through August 2020

09/23/20

Accrual Basis

	1000 General Overhead (1900 Operations)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	28,317.05	23,100.00	5,217.05	122.6%
415 · Rental Income	0.00			
417 · Gain on Investments	-792.37			
430 · Dues Income	0.00			
435 · Law Book	630.31	725.00	-94.69	86.9%
497 · Misc Income	359.91	3,700.00	-3,340.09	9.7%
Total Income	28,514.90	27,525.00	989.90	103.6%
Gross Profit	28,514.90	27,525.00	989.90	103.6%
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	1,627.51	3,050.00	-1,422.49	53.4%
605 · Awards/Gifts	1,284.36	1,350.00	-65.64	95.1%
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	516.03	600.00	-83.97	86.0%
632 · Copying	0.00			
639 · Dues & Commitments.	524.02	585.00	-60.98	89.6%
640 · Equipment Maintenance/Rental	11,163.59	6,110.00	5,053.59	182.7%
690 · Credit Card & EFT Fees/Misc.	135,966.05	149,500.00	-13,533.95	90.9%
770 · Supplies	4,277.41	8,765.00	-4,487.59	48.8%
780 · Postage	0.00			
781 · Printing	358.53	600.00	-241.47	59.8%
786 · Promotion	0.00			
788 · Staff Expense	651.60	500.00	151.60	130.3%
810 · Contract Fees	35,112.79	43,060.00	-7,947.21	81.5%
850 · Telephone	7,369.76	9,937.50	-2,567.74	74.2%
860 · Conferences	0.00			
867 · Travel	0.00	250.00	-250.00	0.0%
Total Expense	198,851.65	224,307.50	-25,455.85	88.7%
Net Ordinary Income	-170,336.75	-196,782.50	26,445.75	86.6%
Net Income	-170,336.75	-196,782.50	26,445.75	86.6%

	1402 Individual Dues (1400 Dues)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	18,960.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>18,960.00</u>			
Gross Profit	18,960.00			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>0.00</u>			
Net Ordinary Income	<u>18,960.00</u>			
Net Income	<u><u>18,960.00</u></u>			

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1404 NAR Institute Affiliates (1400 Dues)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	9,762.92			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>9,762.92</u>			
Gross Profit	9,762.92			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>0.00</u>			
Net Ordinary Income	<u>9,762.92</u>			
Net Income	<u><u>9,762.92</u></u>			

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1400 Dues - Other (1400 Dues)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	9,933,580.00	9,647,000.00	286,580.00	103.0%
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>9,933,580.00</u>	<u>9,647,000.00</u>	<u>286,580.00</u>	<u>103.0%</u>
Gross Profit	9,933,580.00	9,647,000.00	286,580.00	103.0%
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>0.00</u>			
Net Ordinary Income	<u>9,933,580.00</u>	<u>9,647,000.00</u>	<u>286,580.00</u>	<u>103.0%</u>
Net Income	<u><u>9,933,580.00</u></u>	<u><u>9,647,000.00</u></u>	<u><u>286,580.00</u></u>	<u><u>103.0%</u></u>

Profit & Loss Budget vs. Actual

January through August 2020

09/23/20

Accrual Basis

	Total 1400 Dues (1900 Operations)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	9,962,302.92	9,647,000.00	315,302.92	103.3%
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>9,962,302.92</u>	<u>9,647,000.00</u>	<u>315,302.92</u>	<u>103.3%</u>
Gross Profit	<u>9,962,302.92</u>	<u>9,647,000.00</u>	<u>315,302.92</u>	<u>103.3%</u>
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	<u>0.00</u>			
Net Ordinary Income	<u>9,962,302.92</u>	<u>9,647,000.00</u>	<u>315,302.92</u>	<u>103.3%</u>
Net Income	<u><u>9,962,302.92</u></u>	<u><u>9,647,000.00</u></u>	<u><u>315,302.92</u></u>	<u><u>103.3%</u></u>

Profit & Loss Budget vs. Actual

January through August 2020

09/23/20

Accrual Basis

	1901 Operations & Strategic Sup (1900 Operations)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	0.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	0.00			
Gross Profit	0.00			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	1,865.00	2,000.00	-135.00	93.3%
631 · Computer Service and Expense	35.83	450.00	-414.17	8.0%
632 · Copying	296.18	2,170.00	-1,873.82	13.6%
639 · Dues & Commitments.	1,366.00	2,420.00	-1,054.00	56.4%
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
770 · Supplies	0.00			
780 · Postage	28.83	2,375.00	-2,346.17	1.2%
781 · Printing	0.00			
786 · Promotion	4,767.63	8,100.00	-3,332.37	58.9%
788 · Staff Expense	0.00			
810 · Contract Fees	0.00	5,000.00	-5,000.00	0.0%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00	600.00	-600.00	0.0%
Total Expense	8,359.47	23,115.00	-14,755.53	36.2%
Net Ordinary Income	-8,359.47	-23,115.00	14,755.53	36.2%
Net Income	-8,359.47	-23,115.00	14,755.53	36.2%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

09/23/20

Accrual Basis

	1903 Association Relations (1900 Operations)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	0.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	7,573.22	19,000.00	-11,426.78	39.9%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	508.46	750.00	-241.54	67.8%
788 · Staff Expense	0.00			
810 · Contract Fees	0.00	0.00	0.00	0.0%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00	1,800.00	-1,800.00	0.0%
Total Expense	<u>8,081.68</u>	<u>21,550.00</u>	<u>-13,468.32</u>	<u>37.5%</u>
Net Ordinary Income	<u>-8,081.68</u>	<u>-21,550.00</u>	<u>13,468.32</u>	<u>37.5%</u>
Net Income	<u><u>-8,081.68</u></u>	<u><u>-21,550.00</u></u>	<u><u>13,468.32</u></u>	<u><u>37.5%</u></u>

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1905 National Meetings (1900 Operations)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	0.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	<u>0.00</u>			
Gross Profit	0.00			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00	3,300.00	-3,300.00	0.0%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	51,037.00	51,145.00	-108.00	99.8%
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	744.39	12,050.00	-11,305.61	6.2%
867 · Travel	3,187.19	55,546.50	-52,359.31	5.7%
Total Expense	<u>54,968.58</u>	<u>122,041.50</u>	<u>-67,072.92</u>	<u>45.0%</u>
Net Ordinary Income	<u>-54,968.58</u>	<u>-122,041.50</u>	<u>67,072.92</u>	<u>45.0%</u>
Net Income	<u><u>-54,968.58</u></u>	<u><u>-122,041.50</u></u>	<u><u>67,072.92</u></u>	<u><u>45.0%</u></u>

	1920 EXCOM & Director Support (1900 Operations)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	0.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	0.00			
Gross Profit	0.00			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
605 · Awards/Gifts	1,587.70	2,250.00	-662.30	70.6%
620 · Building Expense	0.00			
630 · Catering/Hotel	473.54	56,350.00	-55,876.46	0.8%
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
770 · Supplies	183.38	300.00	-116.62	61.1%
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
810 · Contract Fees	0.00	10,000.00	-10,000.00	0.0%
850 · Telephone	0.00			
860 · Conferences	0.00	5,355.00	-5,355.00	0.0%
867 · Travel	6,905.66	48,373.00	-41,467.34	14.3%
Total Expense	9,150.28	122,628.00	-113,477.72	7.5%
Net Ordinary Income	-9,150.28	-122,628.00	113,477.72	7.5%
Net Income	-9,150.28	-122,628.00	113,477.72	7.5%

Arizona Association of REALTORS®
Profit & Loss Budget vs. Actual
 January through August 2020

	1955 Public Relations (1900 Operations)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	0.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	0.00			
Gross Profit	0.00			
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	342.76	1,050.00	-707.24	32.6%
788 · Staff Expense	0.00			
810 · Contract Fees	35,612.62	42,800.00	-7,187.38	83.2%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00	1,250.00	-1,250.00	0.0%
Total Expense	35,955.38	45,100.00	-9,144.62	79.7%
Net Ordinary Income	-35,955.38	-45,100.00	9,144.62	79.7%
Net Income	-35,955.38	-45,100.00	9,144.62	79.7%

	1990 Personnel (1900 Operations)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	0.00			
417 · Gain on Investments	0.00			
430 · Dues Income	0.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	0.00			
Gross Profit	0.00			
Expense				
500 · Salaries/Benefits	1,831,499.46	1,993,000.00	-161,500.54	91.9%
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	0.00			
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
810 · Contract Fees	0.00			
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	1,831,499.46	1,993,000.00	-161,500.54	91.9%
Net Ordinary Income	-1,831,499.46	-1,993,000.00	161,500.54	91.9%
Net Income	-1,831,499.46	-1,993,000.00	161,500.54	91.9%

Profit & Loss Budget vs. Actual

January through August 2020

09/23/20

Accrual Basis

	6000 Building (1900 Operations)			
	Jan - Aug 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
410 · Interest Income	0.00			
415 · Rental Income	53,388.67	53,639.92	-251.25	99.5%
417 · Gain on Investments	0.00			
430 · Dues Income	0.00			
435 · Law Book	0.00			
497 · Misc Income	0.00			
Total Income	53,388.67	53,639.92	-251.25	99.5%
Gross Profit	53,388.67	53,639.92	-251.25	99.5%
Expense				
500 · Salaries/Benefits	0.00			
540 · Staff Development	0.00			
605 · Awards/Gifts	0.00			
620 · Building Expense	90,359.89	126,423.90	-36,064.01	71.5%
630 · Catering/Hotel	0.00			
631 · Computer Service and Expense	0.00			
632 · Copying	0.00			
639 · Dues & Commitments.	0.00			
640 · Equipment Maintenance/Rental	0.00			
690 · Credit Card & EFT Fees/Misc.	0.00			
770 · Supplies	0.00			
780 · Postage	0.00			
781 · Printing	0.00			
786 · Promotion	0.00			
788 · Staff Expense	0.00			
810 · Contract Fees	4,197.62	9,443.36	-5,245.74	44.5%
850 · Telephone	0.00			
860 · Conferences	0.00			
867 · Travel	0.00			
Total Expense	94,557.51	135,867.26	-41,309.75	69.6%
Net Ordinary Income	-41,168.84	-82,227.34	41,058.50	50.1%
Net Income	-41,168.84	-82,227.34	41,058.50	50.1%

Arizona REALTORS® 2020 CAPITAL BUDGET

August 2020

	<u>Budget</u>	<u>Actual</u>
<u>Computer</u>		
Network Infrastructure: Replacements & Upgrades	\$0	\$0
Network Infrastructure: General	\$0	\$0
Network Infrastructure: Security	\$25,000	\$4,408
ExCom Tablet Reimbursements	\$4,800	\$2,944
Website, Software, and Hardware Upgrades	\$10,000	\$108
New and Replacement Workstations/Laptops	\$33,000	\$7,085
	<u>\$72,800</u>	<u>\$14,544</u>
<u>Furniture & Equipment</u>		
Audio/Video	\$47,000	\$17,261
Replacement Desk & Office Furniture	\$16,000	\$10,779
Miscellaneous	\$0	\$0
	<u>\$63,000</u>	<u>\$28,039</u>
<u>Building</u>		
HVAC	\$20,780	\$19,326
Meeting Center	\$135,000	\$0
Interior Repairs & Improvements	\$15,000	\$6,522
Exterior Repairs & Improvements	\$0	\$0
	<u>\$170,780</u>	<u>\$25,848</u>
ExCom Motion	\$ -	\$ -
Total Yr. 2020	<u><u>\$306,580</u></u>	<u><u>\$68,431</u></u>



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
\$62,502.42	\$1,447,255.53	* Net (Expense)/Income Totals *	\$ 51,082.39

LEGISLATIVE & POLITICAL AFFAIRS				
2020 Approved	2020 Projections	Code		2021
PROJECTED INCOME				
\$ -				
TOTAL PROJECTED INCOME				\$ -
PROJECTED DIRECT (EXPENSES)				
\$ (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)	TOTAL DIRECT (EXPENSES)		\$ (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
GOVERNMENTAL AREA SUPPORT - 1501											
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				LEGISLATIVE ADVOCACY - 1510									
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					LOCAL LOBBYING SUPPORT - 1545								
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					LEGISLATIVE POLICY DEVELOPMENT - 1550								
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					FUNDRAISING/GRASSROOTS SUPPORT - 1560								
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					FEDERAL LIAISON SUPPORT - 1575								
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					ELECTION YEAR ACTIVITIES - 1580								
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					GOVERNMENTAL COMMUNICATIONS - 1585								
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					POLITICAL RESEARCH - 1596							
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)

RISK MANAGEMENT							
2020 Approved	2020 Projections	Code					2021
PROJECTED INCOME							
\$ 15,200.00	\$ 31,500.00	440	PS ENFORCEMENT INCOME				\$ 27,500.00
\$ -	\$ 1,050.00	440	REGISTRATION FEES				\$ 1,000.00
\$ 15,200.00	\$ 32,550.00	TOTAL PROJECTED INCOME					\$ 28,500.00
PROJECTED DIRECT (EXPENSES)							
\$ (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)
\$ (344,382.00)	\$ (275,347.35)	TOTAL DIRECT (EXPENSES)					\$ (364,770.00)
\$ (329,182.00)	\$ (242,797.35)	TOTAL NET (EXPENSES)/INCOME					\$ (336,270.00)

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	RISK MANAGEMENT/TASK FORCE/WORK GROUP SUPPORT - 1601 (Dues)											
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	867.2	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			\$ (88,859.00)	\$ (46,067.35)								\$ (80,211.00)	
56													
57					LEGAL SUPPORT - 1602								
58	790	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	810	Professional/Contract Fees	\$ (20,000.00)	\$ (3,000.00)	Outside Legal	\$ (20,000.00)		1		1		\$ (20,000.00)	
63	867	Travel/Other	\$ (2,000.00)	\$ -	RMC Chair/Vice Chair	\$ (2,000.00)	travel	1		1		\$ (2,000.00)	
64			\$ (30,450.00)	\$ (10,000.00)								\$ (30,200.00)	
65													
66					PROFESSIONAL STANDARDS ENFORCEMENT - 1605 (Dues)								
67					INCOME								
68	440	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			\$ 15,200.00	\$ 31,500.00								\$ 27,500.00	

RISK MANAGEMENT

A	B	C	D	E	F	G	H	I	J	K	L
74	EXPENSE										
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	PROFESSIONAL STANDARDS TRAINING - 1610										
96	INCOME										
97	440	Registration Fees		\$ 1,050.00	Workshop Registration		registration		registrants		time \$ 1,000.00
98			\$ -	\$ 1,050.00							\$ 1,000.00
99											
100	EXPENSE										
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	ALTERNATIVE DISPUTE RESOLUTION - 1615										
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	RISK MANAGEMENT PUBLICATIONS - 1625 (Primarily Fees)										
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	FORMS DEVELOPMENT - 1650										
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	LEGAL HOTLINE - 1665 (Dues)											
128	781	Printing	\$ (200.00)	\$ -	Legal Hotline Letterhead	\$ (200.00)	printing	1		1		\$ (200.00)
129	810	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)		TOTAL (EXPENSE)						\$ (364,770.00)
133			\$ 15,200.00	\$ 32,550.00		TOTAL INCOME						\$ 28,500.00
134			\$ (329,182.00)	\$ (242,797.35)		TOTAL NET (EXPENSE)/INCOME						\$ (336,270.00)

BUSINESS SERVICES & TECHNOLOGY				
2020 Approved	2020 Projections	Code		2021
PROJECTED INCOME				
\$ 60,000.00	\$ 60,000.00	433	FORMS LICENSING	\$ 60,000.00
\$ 7,200.00	\$ -	466	COMMUNICATIONS	\$ 2,000.00
\$ 67,200.00	\$ 60,000.00		TOTAL PROJECTED INCOME	\$ 62,000.00
PROJECTED DIRECT (EXPENSES)				
\$ (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)
\$ (1,424,448.52)	\$ (1,275,464.85)		TOTAL DIRECT (EXPENSES)	\$ (1,238,083.94)
\$ (1,357,248.52)	\$ (1,215,464.85)		TOTAL NET (EXPENSES)/INCOME	\$ (1,176,083.94)

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
BUSINESS SERVICES AND TECHNOLOGY SUPPORT - 1701											
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)	1701 Total							\$ (75,361.16)

BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY

A	B	C	D	E	F	G	H	I	J	K	L		
63													
64				SOFTWARE DEVELOPMENT - 1710									
65	631	Computer Service & Expense	\$ (1,000.00)		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)	\$ -	1710 Total							\$ -	
75													
76													
77				IT RESOURCES AND SECURITY MANAGEMENT - 1730									
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)	1730 Total							\$ (298,462.00)	
121													
122													

BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY

	A	B	C	D	E	F	G	H	I	J	K	L
123	BUSINESS SERVICES DEPARTMENT - 1770											
124	INCOME											
125	433	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			\$ 60,000.00	\$ 60,000.00	1770 Income Total							\$ 60,000.00
131												
132	EXPENSE											
133	630	Catering/Hotel	\$ (1,200.00)	\$ -	Catering	\$ (1,200.00)	session	1	session	1	time	\$ (1,200.00)
134	786	Promotion	\$ (5,000.00)	\$ -	Promotional Expense	\$ (3,000.00)	promotion	1		1		\$ (3,000.00)
135	810	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	867.2	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			\$ (855,852.00)	\$ (841,308.00)	1770 Expense Total							\$ (706,837.28)
148			\$ (795,852.00)	\$ (781,308.00)	1770 Total Net							\$ (646,837.28)
149												
150												

BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY

A	B	C	D	E	F	G	H	I	J	K	L	
151	COMMUNICATIONS - 1780											
152	INCOME											
153	466.2	Advertising Income	\$ 7,200.00		Ads (AAR Email Blasts)	\$ 2,000.00			1		1	\$ 2,000.00
154			\$ 7,200.00	\$ -	1780 Income Total							\$ 2,000.00
155	EXPENSE											
156												
157	540	Staff Development	\$ (4,000.00)	\$ (2,000.00)	Training/Seminars	\$ (1,000.00)			1		2	staff \$ (2,000.00)
158	770	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	781	Printing	\$ (26,000.00)	\$ (26,000.00)	Promotional Materials - Member Booklets	\$ (30,000.00)			1		1	\$ (30,000.00)
162	786	Promotion	\$ (2,000.00)	\$ (600.00)	Contest Prizes	\$ (2,000.00)			1		1	\$ (2,000.00)
163	790	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	810	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	860	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	867.2	Staff Travel	\$ (2,000.00)	\$ (500.00)	Outreach Travel	\$ (2,000.00)			1		1	\$ (2,000.00)
190			\$ (146,118.25)	\$ (121,290.00)	1780 Expense Total							\$ (144,173.50)
191			\$ (138,918.25)	\$ (121,290.00)	1780 Total Net							\$ (142,173.50)
192												
193	Diversity Committee - 1781											
194	632	Copying	\$ -	\$ -	Diversity Committee copying	\$ (2,500.00)			1		1	\$ (2,500.00)
195	770	Supplies	\$ -	\$ -	Diversity Committee materials/supplies	\$ (750.00)			1		1	\$ (750.00)
196	786	Promotion	\$ -	\$ -	Diversity Committee sponsorships	\$ (2,500.00)			1		1	\$ (2,500.00)
197	787	Speaker Fees	\$ -	\$ -	Diversity Committee speaker	\$ (7,500.00)			1		1	\$ (7,500.00)
198			\$ -	\$ -								\$ (13,250.00)
199												
200			\$ (1,424,448.52)	\$ (1,275,464.85)	GRAND TOTAL (EXPENSE)							\$ (1,238,083.94)
201			\$ 67,200.00	\$ 60,000.00	GRAND TOTAL INCOME							\$ 62,000.00
202			\$ (1,357,248.52)	\$ (1,215,464.85)	GRAND TOTAL NET							\$ (1,176,083.94)
203												

PROFESSIONAL & BUSINESS DEVELOPMENT				
2020 Approved	2020 Projections	Code		2021
PROJECTED INCOME				
\$ 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
\$ 318,390.00	\$ 173,923.19		TOTAL PROJECTED INCOME	\$ 319,270.00
PROJECTED DIRECT (EXPENSES)				
\$ (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)
\$ (832,344.56)	\$ (501,172.92)		TOTAL DIRECT (EXPENSES)	\$ (865,205.02)
\$ (513,954.56)	\$ (327,249.73)		TOTAL NET (EXPENSES)/INCOME	\$ (545,935.02)

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	PROFESSIONAL & BUSINESS DEVELOPMENT SUPPORT - 1801											
3	EXPENSE											
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	786	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	810	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	850	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	860	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	867	Travel	\$ (2,000.00)	\$ (2,000.00)	PBD Chair travel	\$ (2,000.00)		1	time	1	time	\$ (2,000.00)
83	867.2	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)	1801 Total							\$ (112,875.02)
85												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
86	REALTOR INSTITUTE - 1815											
87	INCOME											
88	467	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	467.1	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	467.2	Income	\$ 700.00	\$ 500.00	Retest	\$ 25.00	retest fee	40	students	1	time	\$ 1,000.00
93	467.3	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	467.4	Income	\$ 2,100.00	\$ 1,800.00	New GRI Designee Fee	\$ 30.00	fee	70	students	1	time	\$ 2,100.00
95			\$ 34,500.00	\$ 28,563.00	1815 Income Total							\$ 40,075.00
96	EXPENSE											
97	EXPENSE											
98	605	Awards/Gifts	\$ (150.00)	\$ (150.00)	Gift card for survey response drawing	\$ (75.00)	gift card	2	survey	1	time	\$ (150.00)
99	630	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	770	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	780	Postage	\$ (360.00)	\$ (150.00)	Live Streamed Location Class Student Workbooks	\$ (120.00)	shipping	3	classes	1	time	\$ (360.00)
106	781	Printing	\$ (1,732.50)	\$ (276.00)	Live Stream student workbooks							\$ -
107	786	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	787	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	810	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	867	Travel	\$ (375.00)	\$ (185.00)	Live Streaming Class Instructor Travel Expenses							\$ -
122	867.2	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)	1815 Expense Total							\$ (36,125.00)
124			\$ (2,307.50)	\$ (2,521.00)	1815 Total Net							\$ 3,950.00
125												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
126	rCRMS - 1820											
127	INCOME											
128	468.1	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	468.2	Registration	\$ 9,800.00	\$ 8,260.00	Live Streaming Classes	\$ 59.00	registration fee	5	classes	35	registrants	\$ 10,325.00
132			\$ 31,500.00	\$ 45,500.00	1820 Income Total							\$ 45,465.00
133	EXPENSE											
134	EXPENSE											
135	630	Catering/Hotel	\$ (250.00)	\$ (150.00)	Live Streamed Classes - instructor lunch	\$ (30.00)	2 lunches	5	classes	1	time	\$ (150.00)
136	780	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	770	Supplies	\$ (300.00)	\$ (300.00)	Certificate Paper	\$ (300.00)		1	time	1	time	\$ (300.00)
139	787	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	810	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)	1820 Expense Total							\$ (31,737.00)
149			\$ 7,621.00	\$ 9,090.00	1820 Net							\$ 13,728.00
150												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
151	CERTIFIED RESIDENTIAL PROPERTY MANAGEMENT CERTIFICATION - 1825											
152	INCOME											
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			\$ 34,245.00	\$ 34,395.00	1825 Income Total		-					\$ 37,945.00
161	EXPENSE											
162	EXPENSE											
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)	1825 Expense Total		\$ -					\$ (29,884.00)
185			\$ 1,577.00	\$ 2,380.00	1825 Total Net		-					\$ 8,061.00
186												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
187	LEADERSHIP TRAINING - 1840											
188	INCOME											
189	464	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	440.9	Sponsorship	\$ 1,500.00	\$ 1,500.00	Dinner Wine Sponsorship	\$ 1,500.00	sponsorship	1	time	1	time	\$1,500.00
192			\$ 21,840.00	\$ 21,840.00	1840 Income Total							\$21,840.00
193	EXPENSE											
194	EXPENSE											
195	630	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	770	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	781	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	787	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	810	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	867	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	867.2	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)	1840 Expense Total							\$ (187,225.00)
250			\$ (164,297.00)	\$ (146,015.22)	1840 Total Net							\$ (165,385.00)
251												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
252	INDUSTRY PARTNERS CONFERENCE - 1850											
253	INCOME											
254	471	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			\$ 45,575.00	\$ -	1850 Income Total							\$ 45,575.00
259	EXPENSE											
260	EXPENSE											
261	630	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	786	Promotion	\$ (800.00)	\$ -	Prizes	\$ (800.00)		1	time	1	time	\$ (800.00)
264	810	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)	\$ -	1850 Expense Total							\$ (39,380.00)
268			\$ 6,460.00	\$ -	1850 Total Net							\$ 6,195.00
269												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
270	MRES SOCIETY - 1855											
271	INCOME											
272	465	Income	\$ 500.00	\$ 475.00	MRE Society New Member Dues	\$ 25.00	dues	20	new mbrs	1	time	\$ 500.00
273			\$ 500.00	\$ 475.00	1855 Income Total							\$ 500.00
274	EXPENSE											
275	EXPENSE											
276	605	Awards/Gifts	\$ (50.00)	\$ (50.00)	Gift card drawing	\$ (50.00)	gift card	1	survey	1	drawing	\$ (50.00)
277	770	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	787	Speaker Fees	\$ (2,000.00)	\$ (2,000.00)	MRES/GRI Webinar Week	\$ (750.00)	speaker fee	2	times	1	time	\$ (1,500.00)
283			\$ (2,050.00)	\$ (2,050.00)	1855 Expense Total							\$ (2,675.00)
284			\$ (1,550.00)	\$ (1,575.00)	1855 Net							\$ (2,175.00)
285												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
286	CONVENTION - 1860											
287	INCOME											
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	\$ -	1860 Income Total		\$ -					\$ 82,125.00
294												
295	EXPENSE											
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	810	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	867.2	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)	1860 Expense Total							\$ (328,156.00)
340			\$ (212,505.00)	\$ (67,240.04)	1860 Total Net							\$ (246,031.00)
341												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
342	EDUCATION OUTREACH - 1870											
343	INCOME											
344	462	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			\$ 30,125.00	\$ 36,935.00	1870 Income Total							\$ 37,860.00
351	EXPENSE											
352	EXPENSE											
353	605	Awards/Gifts			Monitor Appreciation	\$ -	gift cards					\$ -
354	630	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	770	Supplies	\$ (300.00)	\$ (300.00)	Live Streaming Class Supplies	\$ (300.00)	supplies	1	time	1	time	\$ (300.00)
359	780	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	787	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	810	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	867.2	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)	1870 Expense Total							\$ (61,862.00)
378			\$ (21,006.00)	\$ (19,494.00)	1870 Total Net							\$ (24,002.00)
379												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
380	EDUCATION DEVELOPMENT - 1871											
381	INCOME											
382	461.1	Income	\$ 380.00		Online CE Affinity Partnership Share	\$ 95.00	income	4	times	1	time	\$ 380.00
383	461.2	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			\$ 3,880.00	\$ 3,425.19	1871 Income Total							\$ 3,140.00
386	EXPENSE											
387												
388	540	Staff Development	\$ (2,100.00)	\$ (1,600.00)	Education program webinars/conference	\$ (2,100.00)		1	time	1	time	\$ (2,100.00)
389	770	Supplies	\$ (750.00)	\$ (525.00)	Resources and Supplies	\$ (750.00)	fee	1	time	1	time	\$ (750.00)
390	810	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)	1871 Expense Total							\$ (11,925.00)
399			\$ (6,245.00)	\$ (4,024.81)	1871 Total Net							\$ (8,785.00)
400												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
401	INSTRUCTOR DEVELOPMENT - 1872											
402	INCOME											
403	463.2	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			\$ 1,725.00	\$ 1,140.00	1872 Income Total							\$ 1,445.00
407	EXPENSE											
408	EXPENSE											
409	605	Awards/Gifts	\$ (200.00)	\$ (200.00)	Excellence in Education Award	\$ (200.00)	plaque	1	time	1	time	\$ (200.00)
410	630	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	639	Dues/Commitments	\$ (150.00)	\$ (150.00)	REEA membership	\$ (150.00)	annual	1	membership	1	annual	\$ (150.00)
413	770	Supplies	\$ (500.00)	\$ (500.00)	Materials/Resources	\$ (500.00)	annual	1	time	1	time	\$ (500.00)
414	787	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	810	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	860	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)	1872 Expense Total							\$ (14,169.00)
429			\$ (12,444.00)	\$ (9,190.00)	1872 Total Net							\$ (12,724.00)

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
430	BROKER UNIVERSITY - 1875											
431	INCOME											
432	460.1	Registration	\$ 3,300.00	\$1,650.00	BMC (package) live streaming	\$ 55.00	registration fee	2	offering	30	students	\$ 3,300.00
433			\$ 3,300.00	\$ 1,650.00	1875 Income Total							\$ 3,300.00
434	EXPENSE											
435	EXPENSE											
436	605	Awards/Gifts	\$ (100.00)	\$ (100.00)	Broker To Broker Virtual Forum Speaker Appreciation	\$ (25.00)	gift cards	12	forums	2	guests	\$ (600.00)
437	630	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	770	Supplies			Broker Outreach	\$ -						\$ -
441	781	Printing			Broker Postcard	\$ (400.00)	printing	2	postcards	1	time	\$ (800.00)
442			\$ (959.04)	\$ -	Broker Forum Materials							\$ -
443	780	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	787	Speaker Fees	\$ (2,250.00)	\$ (1,125.00)	BMC - Speaker Fee	\$ (125.00)	per hours	9	hours	2	offering	\$ (2,250.00)
446	810	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)	1875 Expense Total							\$ (9,192.00)
450			\$ (3,791.04)	\$ (1,185.00)	1875 Total Net							\$ (5,892.00)
451			\$ (832,344.56)	\$ (501,172.92)	TOTAL (EXPENSE)							\$ (865,205.02)
452			\$ 318,390.00	\$ 173,923.19	TOTAL INCOME							\$ 319,270.00
453			\$ (513,954.56)	\$ (327,249.73)	TOTAL NET (EXPENSE)/INCOME							\$ (545,935.02)

OPERATIONS & STRATEGIC INITIATIVES SUMMARY				
2020 Approved	2020 Projections	Code		2021
PROJECTED INCOME				
\$ 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
\$ 9,849,161.72	\$ 10,086,708.94		TOTAL PROJECTED INCOME	\$ 9,793,668.46
PROJECTED DIRECT (EXPENSES)				
\$ (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)
\$ (6,582,877.00)	\$ (6,034,517.00)		TOTAL DIRECT (EXPENSES)	\$ (6,610,254.10)
\$ 3,266,284.72	\$ 4,052,191.94		TOTAL NET (EXPENSES)/INCOME	\$ 3,183,414.36

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	GENERAL OVERHEAD - 1000											
3	INCOME											
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			\$ 46,000.00	\$ 36,250.00	1000 Income Total							\$ 36,400.00
8												
9	EXPENSE											
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			\$ (364,718.00)	\$ (346,090.00)	1000 Expense Total							\$ (430,420.00)
43												

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L	
44	RESERVE FUNDING - 1100												
45	EXPENSE												
46	700	Depreciation	\$ (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)	1100 Total							\$ (2,049,203.00)	
50	DUES - 1400												
51	INCOME												
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	1400 Total							\$ 9,725,550.00	
57	OPERATIONS SUPPORT - 1901												
58	EXPENSE												
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)	1901 Total							\$ (30,862.00)	
74	ASSOCIATION RELATIONS - 1903												
75	EXPENSE												
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)	1903 Total							\$ (30,300.00)	
87													

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L
88	NATIONAL MEETINGS - 1905											
89	EXPENSE											
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)		President - Misc. (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)		President-elect - Misc. (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)		First VP - Misc. (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)		Treasurer - 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)		Immediate Past President - 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)		NAR Director(s) - 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)	1905 Total							\$ (152,241.10)
188												

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L	
189	EXECUTIVE COMMITTEE SUPPORT - 1920												
190	EXPENSE												
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)	1920 Total							\$ (188,103.00)	
240													

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L	
241	CONSUMER OUTREACH - 1955												
242	EXPENSE												
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)	1955 Total							\$ (98,450.00)	
251	PERSONNEL - 1990												
252	EXPENSE												
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)	1990 Total							\$ (3,412,035.00)	
262	BUILDING - 6000												
263	INCOME												
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	6000 Income Total							\$ 31,718.46	
270	EXPENSE												
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)	6000 Expense Total	\$ (126,725.00)						\$ (218,640.00)	
297			\$ (6,582,877.00)	\$ (6,034,517.00)	TOTAL (EXPENSE)							\$ (6,610,254.10)	
298			\$ 9,849,161.72	\$ 10,086,708.94	TOTAL INCOME							\$ 9,793,668.46	
299			\$ 3,266,284.72	\$ 4,052,191.94	TOTAL NET (EXPENSE)/INCOME							\$ 3,183,414.36	

Arizona REALTORS® 2021 CAPITAL BUDGET

PROPOSED 2021 BUDGET

	<u>Budget</u>	<u>Actual</u>
<u>Computer</u>		
Network Infrastructure: Replacements & Upgrades	\$0	\$0
Network Infrastructure: General	\$0	\$0
Network Infrastructure: Security	\$0	\$0
ExCom Tablet Reimbursements	\$5,400	\$0
Website, Software, and Hardware Upgrades	\$25,000	\$0
New and Replacement Workstations/Laptops	\$30,000	\$0
	<u>\$60,400</u>	<u>\$0</u>
<u>Furniture & Equipment</u>		
Audio/Video	\$15,000	\$0
Replacement Desk & Office Furniture	\$20,200	\$0
Miscellaneous	\$0	\$0
	<u>\$35,200</u>	<u>\$0</u>
<u>Building</u>		
HVAC	\$30,780	\$0
Meeting Center	\$0	\$0
Interior Repairs & Improvements	\$1,600	\$0
Exterior Repairs & Improvements	\$0	\$0
	<u>\$32,380</u>	<u>\$0</u>
ExCom Motion	\$ -	\$ -
Total Yr. 2021	<u><u>\$127,980</u></u>	<u><u>\$0</u></u>



2021 Strategic Plan
For Board of Directors
Approval

Introduction:

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

The Arizona REALTORS® Vision is:

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

The Arizona REALTORS® Purpose is:

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

The Arizona REALTORS® Customer is:

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

Strategic Plan Development:

This plan is the result of a collaborative effort between staff and leadership, including a remote meeting on April 28th. The 2020 Strategic Plan created a solid foundation for the 2021 Strategic Plan so that the participants concentrated on specific questions posed to create programs and initiatives that support the association's culture.

The Arizona REALTORS® President-Elect Jan Leighton and CEO Michelle Lind facilitated the planning process. Within our vision and purpose, we will intentionally manage or create an experience for our members and staff.

AREA 1: GOVERNANCE AND OPERATIONS

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

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

Actions:

1. Continue to proactively research and review options for the Arizona REALTORS® efficiency improvement.
2. Maintain a staff succession plan.
3. Utilize emerging technologies for meetings and communications to reduce travel expenses while maintaining effective governance.

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

Actions:

1. Influence members to utilize REALTOR® brands (products and services).
2. Promote the value and the “why” of the REALTOR® brand to our members and consumers.
3. Promote REALTORS® as professionals.
4. Continue to proactively research and review options for a member Association Health Plan.
5. Continue to review options for retirement/financial planning tools for members.
6. Continue to review options to assist members in the evolving economy.

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

Actions:

1. Assist and certify local associations in core standards compliance.
2. Provide local associations with orientation resources to include Arizona REALTORS® as needed.
3. Be a resource and provide tools for local associations to communicate their relevance to members.
4. Encourage local associations to collaborate with local community leaders, organizations, the public and REALTOR® members on involvement and reinvestment in the community, with a focus on available grants and programs offered through the REALTOR® Party resources.
5. Continue opportunities for local association executives to meet and network.

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

Actions:

1. Empower leadership with the tools to communicate with members.
2. Continue to provide monthly “talking points” on association activities to association Region Vice Presidents and leadership.

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

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

Actions:

1. Encourage communication and collaboration with associations and Multiple Listing Services regarding the member experience.
2. Maintain a collaborative working relationship with Arizona Department of Real Estate.

Strategic Objective 1.F: The Arizona REALTORS® cultivates media contacts to promote the value of REALTORS® throughout the state.

Actions:

1. Maintain a qualified agency to act as the Arizona REALTORS® representative in the Arizona media market.
2. Take advantage of all opportunities to promote the Association as the Voice for Real Estate in Arizona to consumers.

AREA 2: LEGISLATIVE & POLITICAL AFFAIRS OVERSIGHT - ADVOCACY

PURPOSE: Maintain and advance the Arizona REALTORS® position as the most powerful and influential political force in Arizona.

Strategic Objective 2.A: The Arizona REALTORS® proactively identifies issues that impact the real estate industry and advocates to protect private property rights and real property ownership.

Actions:

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

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

Actions:

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

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

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

Actions:

1. Continue to maintain regular communication and support to local association Government Affairs Directors, attending events and providing updates and presentations as feasible.
2. Maintain current calendar of local association events and encourage attendance.

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

Actions:

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

AREA 3: RISK MANAGEMENT

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

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

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

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

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

Actions:

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

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

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

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

Actions:

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

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

management needs for members, associations and regions.

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

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

Actions:

1. Share with agents the dangers posed by social media.
2. Educate agents on potential ethical and legal liabilities associated with off-market listings, fix and flips, and REALTOR® as principal transactions.
3. Advise members of the legal risks associated with the use of audio and video surveillance devices.

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

Actions:

1. Implement procedures to expedite the hearing process and evaluate whether additional resources are needed to accomplish this.
2. Educate members about the Professional Standards enforcement process.
3. Train Professional Standards Committee members to perform their roles across different platforms to promote efficiency and reduce travel time and travel related expenses.

AREA 4: PROFESSIONAL & BUSINESS DEVELOPMENT

PURPOSE: The Arizona REALTORS® assists members in being the best prepared practitioners, with the highest standards, by enhancing their knowledge and skills through education.

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

Actions:

1. Cultivate an environment that emphasizes and recognizes the benefits and value of life-long learning.
2. Provide low cost or no cost subsidized educational programs as needed.
3. Prepare members for emerging trends/changing trends in the industry.

Strategic Objective 4.A.1: The Arizona REALTORS® works through appropriate channels to influence the Arizona Department of Real Estate to permit continuing education credit for business-skill related topics.

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

Actions:

1. Promote existing education resources to the broker member.
2. Focus educational programs on building member success and professionalism.
3. Investigate the feasibility of developing or offering a professionalism program or certification.
4. Investigate the desirability to develop, partner or deliver an education program designed to help new members grow a successful and professional business, incorporating resources and tools available through the REALTOR® associations.

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

Actions:

1. Create educational events and opportunities to enhance leadership skills.
2. Provide resources addressing “how to be a leader – where do I start?”
3. Deliver a leadership training program for on-going development of incoming local and state association leaders

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

Actions:

1. Continue to investigate and implement new education platforms that allow us to reach our members as well as engage them interactively in a learning environment.
2. Research and develop, if feasible, an education mobile app.

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

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

Actions:

1. Provide development opportunities to help enhance instructor skills.
2. Recognize an exceptional instructor through Excellence in Education Award.

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

Actions:

1. Promote the date a year in advance.
2. Provide sessions that assist members in enhancing their business and in understanding the Arizona REALTORS® value proposition and benefits.
3. Provide energizing networking opportunities.
4. Investigate partnership/promotion opportunities with brokerages, builders, and other real estate related organizations.
5. Investigate third party marketing firms with Requests for Proposals and retain if advisable.
6. Investigate and evaluate utilizing virtual conference platform for the convention.

AREA 5: BUSINESS SERVICES & TECHNOLOGY

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

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

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

Actions:

1. Pursue partnership and collaboration opportunities to teach members how to use business technologies.
2. Create pre-formatted graphics & content for local associations to populate their websites and distribute as needed.
3. Collaborate with real estate schools in the state.
4. Provide grants to locals to promote and train.

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

Actions:

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

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

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

Actions:

1. Investigate strategies for member communications via the Single Sign-On platform using targeted pop-up messaging based on criteria from the enhanced member profile data within RAMCO.

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

Actions:

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

AREA 6: COMMUNICATIONS AND CONSUMER OUTREACH

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

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

Strategic Objective 6.B: The Arizona REALTORS® engages with members and local associations to identify their needs and provide communication services.

Strategic Objective 6.C: The Arizona REALTORS® reviews, best practices in search, website navigation, and user interface; and integrates these practices into the Arizona REALTORS® blogs and websites.

Actions:

1. Organize information on the website for easy search and access by members.

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

Actions:

1. Conduct research on the preferred communications methods of our members and communicate with our members through those methods.
2. Research the creation of a pop-up box to chat on aaronline.com.
3. Mail a traditional postcard reminding members of the *Arizona REALTOR® VOICE*.

Strategic Objective 6.D: The Arizona REALTORS® will engage in four consumer outreach activities each year.

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

Strategic Objective 6.D.2: The Arizona REALTORS® promotes community involvement activities.

Strategic Objective 6.D.3: The Arizona REALTORS® communicates advocacy efforts.

Actions:

1. Promote advocacy efforts with a focus on consumer outreach and education to the public and members.

Strategic Objective 6.D.4: The Arizona REALTORS® solicits community outreach efforts conducted by REALTOR® members and recognizes them through an annual award.

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

Actions:

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

Strategic Objective 6.F: The Arizona REALTORS® uses social media to deliver timely and relevant content to member associations to help foster discussion.

Actions:

1. Communicate the association's initiatives, and work in progress to members.

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

Actions:

1. The Arizona REALTORS® promotes real estate as a first-time profession to high schools, junior colleges and colleges.
2. Form a Diversity Committee to aid in increasing awareness of the association's membership diversity, promote the real estate profession, and other diversity initiatives in partnership with NAR.

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

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

ARIZONA REALTORS®

STRATEGIC PLAN CERTIFICATION

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

Board of Directors approval on:

Date

President's signature

Date

President-Elect's signature

Date

CEO's signature

Date

Arizona REALTORS®
OPERATIONS AND STRATEGIC INITIATIVES
2020 Business Plan

FROM: Operations & Strategic Initiatives
Chair: Eric Gibbs, Treasurer
Staff Liaison : K. Michelle Lind, Esq., CEO
DATE: October 2020

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

The following are programs, products, services and activities (PPSAs) with Operations & Strategic Initiatives oversight.

CURRENT TOP PRIORITIES

- Final approval of 2021 Strategic Plan, Area Business Plans and 2021 Budget
- Facilitate NAR Candidate meetings
- Complete building improvements

RECOMMENDATIONS

- 2021 Strategic Plan, Area Business Plans and 2021 Budget
- Bylaws Revision – Policy F.1 – Automatic Endorsement of Candidates for NAR Positions

GROUPS FORMED

- Governance Presidential Advisory Group - completed
- 2021 Strategic Planning Session - completed

BOARD OF DIRECTORS

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

Measurable Objectives	Status
Determine real estate firm representatives for 2021 Board of Directors based on 12/31/19 membership numbers.	Letters mailed to brokers January 7 th Follow up emails sent September 3rd
Establish recommendations for allocation of surplus from 2019 operating budget for Board of Directors approval.	Audit meeting held March 2 nd . Motion on March meeting agendas - passed
Begin 2021 officer election process. Announce deadline and application submission dates. Submit 2021 candidate statements for Board of Directors vote.	2021 Candidate deadline was January 26, 2020 – elections completed at April meeting. Application deadline was announced in the REALTOR® Voice throughout

	<p>2019, with the last posted on November 26, 2019.</p> <p>Candidate statements submitted</p> <p>Announcements for 2022 Candidates posted in the Voice: May 5, May 12, May 19, June 30, July 7, July 21.</p> <p>One application received to date.</p>
Operate in compliance with bylaws, policies and applicable laws.	On-going
Communicate upcoming meeting times and agendas effectively.	On-going
Evaluate and/or approve funds for innovative programs, products and/or services as submitted.	<p>On-going</p> <p>COVID-19 Hotline funded by Strategic Initiatives Fund.</p>
Evaluate the need for additional bylaws and policies, including those that define success/behaviors/standards for association primary committees and implement as advisable.	<p>Primary Committee Communication Guidelines distributed to each Primary Committee.</p> <p>Motion on the March meeting to amend Bylaws to conform with NAR Mandatory Provisions - passed</p> <p>Motion on the March meeting to amend Bylaws to revise Regions – passed</p> <p>Motion to revise Policy regarding endorsement of NAR candidates in uncontested races on October agenda.</p>
Draft, update and distribute meeting agendas and materials for the Board of Directors meetings in a timely manner.	On-going
Maintain at least 80% attendance by Directors.	<ul style="list-style-type: none"> • 89 % - April meeting • ___ % - October meeting

EXECUTIVE COMMITTEE

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

Measurable Objectives	Status
Assist leadership engagement with local association leadership to strengthen the strategic partnership.	On-going
Assist President-elect and First Vice President with selecting primary committee chairs, vice chairs and association executive representative for 2021 to be approved by Executive Committee in January and Board of Directors at the March meeting.	Motion approved in the January 15 meeting. Motion on the April BOD agenda - approved.
Assist President-elect in identifying members, scheduling and organizing planning session for 2021. Coordinate Planning Session outcomes, distribute Strategic Plan to attendees for comment. Distribute Strategic final plan for implementation in business plans and budget.	Scheduled for April 6-7 at the Hassayampa Inn in Prescott – canceled due to COVID-19. Held April 28 th via Zoom. 2021 Strategic Plan finalized for September ExCom meeting. Proposed 2021 Strategic Plan, Operating and Capital Budgets, and Primary Committee Business Plans approved during September 4th budget meeting. Motion on October 23rd BOD agenda for final approval.
Update the Arizona REALTORS® officer position description and activity checklists. Distribute job descriptions and budgeted expense and reimbursement expectations to line officers and executive committee members.	Descriptions included in Reference Materials – sent December 29, 2019. Budgeted expenses reviewed with committee.
Develop and deliver monthly “talking points” on association activities to association Region Vice Presidents and leadership.	Talking points are compiled and posted in Sharefile and on the association website. January/February talking points sent on January 27 th . Talking points sent on April 3 rd ; May 21st; July 7th; August 4th and September 14th.
Develop more structures tools and procedures for Region Vice Presidents' communications and reports.	RVP Position Description, Position/Nomination/Election Process, Caucus Procedures, and Association Report forms distributed to RVPs and discussed during Executive Committee orientation.
Continue to proactively research and review options for a member Association Health Plan.	No viable options at this point.

	NAR Telemed program promoted to membership.
Continue to review options for retirement/financial planning tools for members.	On-going NAR Resources promoted to membership.
Operate in compliance with bylaws, policies and applicable laws.	On-going
Communicate upcoming meeting times and agendas effectively.	Updated Meetings/Events calendar included in June and October 2020 meeting materials.
Evaluate and/or approve funds and agreements for innovative programs, products and/or services as submitted.	COVID-19 Hotline Funds approved.
Draft, update and distribute meeting agendas and materials for Executive Committee meetings in January, March, June, September and October in a timely manner.	On-going
Maintain at least 80% attendance by committee members.	<ul style="list-style-type: none"> • 93 % - January meeting • 93 % - April meeting. • 93 % - June meeting • 60% July (special) meeting • 100% - September - 2021 budget meeting • ___% - October meeting

ASSOCIATION RELATIONS

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

Measurable Objectives	Status
Complete the NAR Mandatory Core Standards Compliance form for Arizona REALTORS® and submit as required by NAR.	Arizona REALTORS® compliance application submitted on December 10 th for 2019. 2020 Underway.
Assist and certify local associations in NAR mandatory core standards compliance.	2020 Underway Report cards sent for 2020 certification.
Plan and conduct annual Arizona association executives Workshop.	AE Workshop Part 1 held August 27, 2020. Part 2 held September 17th
Deliver timely information and updates to local association executives on Arizona REALTORS® activities.	On-going via Basecamp and email. Zoom meetings held in March, April, and August.

Coordinate with local associations regarding NAR's Association Executive Institute.	"State Night Out" planning – canceled due to COVID-19
Figure 2021 director entitlements for local associations using 12/31/19 membership report.	Completed
Determine which Arizona association executives are eligible to serve on 2021 Board of Directors.	Completed
Provide local associations with orientation resources to include Arizona REALTORS® as needed.	2019 Member Resource Guides distributed in October 2019.
Increase the number of opportunities for local association executives to meet and network.	AEI, Convention, Summer Workshop canceled due to COVID-19. AE Workshop Part 1 held August 27, 2020. Part 2 held September 17th. Leadership Conference meeting scheduled for Zoom on October 20-23.
Provide tools and be a resource to local associations to help communicate their relevance to members and encourage communication and collaboration between associations and Multiple Listing Services regarding the member experience.	Resources to be shared regularly on Basecamp. Conference calls held in February on MLS rule changes; March and April on COVID issues; and August on having difficult conversations.
Encourage local associations to collaborate with local community leaders, organizations, the public and REALTOR® members on involvement and reinvestment in the community, with a focus on available grants and programs offered through the REALTOR® Party resources.	REALTOR® Party Grant list and related information distributed in February 2020.
Maintain a collaborative working relationship with the Arizona Department of Real Estate.	On-going
Arizona REALTORS® cultivates strategic alliances and partners with Multiple Listing Services, institutes, societies, councils, and other homeownership entities on endeavors that benefit the membership. (CCIM/IREM, VAREP)	Keynote Sponsors for the 2020 IREM/CCIM Economic Forecast on January 17, 2020.
Maintain Multiple Listing Service regional consolidation resources for local associations.	Available via Basecamp
Influence members to utilize REALTOR® brands (products and services).	On-going

CONSUMER OUTREACH

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

Measurable Objectives	Status
Respond to media requests for interviews and information.	32+ earned media spots since December 2019. See: https://www.aaronline.com/media-contacts-coverage/ New PR firm retained May 2020.
Promote the value proposition of using a REALTOR® and/or engaging in community activities which enhance the image of REALTORS®.	On-going Arizona Housing Fund promotion continued regularly, and video completed. Arizona REALTORS® Ready to Help flyer offered for member use. Donation Drive for Homeless undertaken and delivery in September.
Promote the value and the “why” of the REALTOR® brand to our members and consumers.	On-going via The Voice and social media. Three Rebuilding Arizona consumer ads featured in Arizona Republic June 2020.
Promote REALTORS® as professionals.	On-going
Engage the public in legislative/political issues that impact real estate and related issues.	On-going Op Ed on Eviction Moratorium published in 15 publications.
Organize human resources or fundraising for the benefit of charitable/community organizations.	Arizona Housing Fund promotion continued regularly. Plans to continue Totes for Hope program. Donations made to the Human Services campus in September.
Establish Arizona REALTORS® as a source of credible information about Arizona real estate issues.	On-going with public relations firm’s assistance.

NATIONAL ASSOCIATION

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

Measurable Objectives	Status
Make recommendations to NAR for committee/officer positions.	Completed
Coordinate NAR meeting calendar with line officers and communicate expectations effectively, through preferred methods.	On-going
Coordinate attendance at NAR Legislative meetings	Registrations completed February 12 th . Virtual Meeting Schedules distributed, and Meetings attended. Attended weekly NAR Zoom meetings
Coordinate attendance at NAR Expo/Conference	To be virtual - pending

REGION 11

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

Measurable Objectives	Status
Remain active in all NAR Region 11 activities (Caucus, Nominating Committee, and Strategic Planning Committee).	On-going Nominating Committee and Strategic Planning Committee appointees approved. Meetings attended. Zoom Meetings and Caucus attended.
Coordinate attendance at Region 11 Conference.	Conference scheduled April 15-17 in Las Vegas canceled due to COVID-19.

DUES/FINANCIAL

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

Measurable Objectives	Status
Collect dues from local associations and members-at-large. Conduct monthly dues/membership reconciliations.	On-going and completed monthly
Evaluate annual budget to ensure that dues are properly allocated to Arizona REALTORS®'s policies, programs and services.	On-going

Prepare, analyze and distribute monthly financials to the Executive Committee for review and to ensure the association's financial goals are being met.	On-going and completed monthly
Continue to proactively research and review options for Arizona REALTORS® efficiency.	On-going
Prepare suggested budget adjustments, if necessary, for Executive Committee consideration.	
Monitor: <ul style="list-style-type: none"> • Capital Reserve fund account balances • Operating and Strategic Initiative Reserve accounts • RAPAC and Issues Mobilization accounts and ensure adherence to bylaws and investment policy.	Completed monthly Reserve account/investment meeting with UBS held March 2 nd . UBS report at the April ExCom meeting.
Reconcile all Arizona REALTORS® checking accounts monthly (Arizona REALTORS®, ARDAF, ARFHCO, PSF, RAPAC, Issues Mob, etc).	Completed monthly
Establish recommendations for allocation of surplus from previous year's operating budget for Executive Committee approval.	Motion on the April meeting agendas - passed
Assist with the annual audits (Arizona REALTORS®, ARDAF, ARFHCO, RAPAC).	Association audit completed and audit meeting held March 2 nd . ARDAF, ARFHCO, RAPAC audits completed successfully.
Prepare and finalize 2021 Operating and Capital budget with the 2021 Executive Committee and Board of Directors.	Proposed 2021 Strategic Plan, Operating and Capital Budgets, and Primary Committee Business Plans approved during September 4th budget meeting. On October 23rd BOD agenda for final approval.

BUILDING

The Arizona REALTORS®'s building is an asset and its equity will be vigilantly monitored.

Measurable Objectives	Status
Address on-going building maintenance needs and report any critical issues to the Executive Committee.	On-going HVAC repairs completed. Interior painting completed.
Assist property manager in working with tenants to maintain lease agreements.	1 st floor currently 100% leased Negotiated with tenant on requested concessions due to COVID 19.

	<p>Preparing to list anticipated vacant space on 1st floor</p> <p>Vacant suite upstairs listed for lease with 2 space options.</p>
<p>Conduct thorough review of Arizona REALTORS® building infrastructure and make recommendations for needed improvements in the 2021 Capital Budget.</p>	<p>Completed</p> <p>Improvements to Accounting and Risk management areas made.</p> <p>Improvements to Meeting Room #4 negotiated and underway.</p>

PERSONNEL/OVERHEAD

In order to accomplish the Strategic Plan, area business plans deliver member value and work as a collaborative partner with national and local member associations. The Arizona REALTORS® must have knowledgeable staff that can serve as leaders in the industry.

Measurable Objectives	Status
Analyze personnel/overhead needs based on the Association's business plans.	On-going
Retain a well-trained, capable staff.	On-going
Maintain positive staff response to member needs.	On-going
Maintain a staff succession plan.	On-going

ARIZONA REALTORS® DISASTER ASSISTANCE FOUNDATION (ARDAF)

The Foundation is a separate 501(c)(3) corporation. The Foundation provides a fund to collect and distribute tax deductible donations from members and the general public to be used to assist those who have suffered from a personal or natural disaster.

Measurable Objectives	Status
Coordinate annual audit.	Audit completed.
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	On-going
Prepare and distribute local association funds and reports.	Pending

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

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

Measurable Objectives	Status
Promote awareness and utility of financial literacy education in Arizona high schools.	On-going
Coordinate annual audit.	Audit completed.
Provide in-kind staff time to effectively manage 501(C)(3) per its bylaws.	On-going

2020 PBD Measurable Objective Update

From: Professional and Business Development (PBD) Committee
Chair: Marci Slater
Staff Liaison: Barb Freestone
Date: Sept 18, 2020

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

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

Current Top Priorities

- Monthly Broker Forums
- Monthly Property Management Forums
- Education class conversation to Direct to Member education delivery thru December
- Leadership Conference – virtual conversion
- Professionalism Task Force review and recommendations

Recommendations

- None at this time

Groups Formed

- GRI Oversight Workgroup – Mandy Neat
- Convention Planning – Mandy Neat
- Broker Workgroup – Serena Jones
- Leadership Journey Task Force – Craig Peck
- Professionalism Task Force – Sindy Ready

BROKER UNIVERSITY

This plan provides for the development and/or delivery of education programs/resources designed specifically for brokers and managers on how to efficiently and effectively run a brokerage firm, stay informed of emerging trends and regulations, and create a sense that the Arizona REALTORS® is a trusted source of educational resources and opportunities for their agents.

Measurable Objectives	Status
Offer a small broker, medium broker and large broker forum	Recommendation approved to offer a monthly virtual Broker Forum 3 rd week In each month, 10:00-11:15am

	<p>June 17 July 15 August 19 September 16 October 14 November 18 December 16</p>
Communicate programs or information to the brokerage community that focus on operational issues and available resources	Monthly virtual Broker to Broker Forums rolled out in June
Maintain an 80% student satisfaction in all classes.	ABMC - done
Provide information quarterly to brokers about Arizona REALTORS education programs and resources available to their agents.	Designation and certification information included in quarterly GRI scholarship eblasts sent on: 12/2019 4/2020 8/3/2020
Offer a minimum of two Broker Management Clinics that incorporate practical based content.	August 3,4, 5: 43 attendees September 16,17,18 – 32 registered
Produce and distribute webinars focusing on issues important to brokers as needed.	<p>Industry Update: Open for Business: Broker Perspective Zoom event held March 30 for brokers</p> <p>COVID19 Relief Hotline Issues with Rick Mack Zoom event May 1 – 171 registered</p> <p>NEW: Quarterly Legal Hotline Webcasts will start in June - 286 registered</p>
Identify content and structure for a Broker Tab on AARonline.com and work with Risk Management and BS&T to implement	Workgroup developing – anticipate recommendation by early summer
Continue to produce and distribute Mack In A Minute videos series and Contract Conversation video series.	Scott's Scoop video rolled out in April. Mack in a Minute will continue quarterly or as needed

rCRMS (Certified Risk Management Specialist)

This plan provides for an education certification program that is designed to enhance member's knowledge on how to manage and minimize member's liability. The rCRMS

program is the only state-specific risk management program available to the Arizona REALTORS® members.

Measurable Objectives	Status
Offer rCRMS classes through association partnerships and live streaming at a competitive and affordable price.	Done - ongoing
Monitor attendee feedback to update curriculum as needed.	Ongoing
Maintain a cadre of qualified instructors who meet the Arizona REALTORS® adopted Instructor Standards and bring practical experience to the program.	Marge Lindsay Kathy Laswick Mary Frances Coleman Jesi Wolnik Rick Mack
Maintain a dedicated instructor page to house course materials.	Done – ongoing maintenance
Offer rCRMS certification holders discounted class registration fees.	Done
Maintain an 80% student satisfaction in all classes.	Meets or exceeds
Recognize newly certified members on the Arizona REALTORS® Facebook page and announced to local associations.	Monthly 310 members hold the certification (25 earned the certification to date this year)

EDUCATION OUTREACH

This program provides partnership opportunities with local associations, the brokerage communities and allied industries to deliver education programs that provide comprehensive, reliable, and accessible professional development programs that focus on building member success. This program also offers an annual Trends Summit to prepare members for changing trends and business practices in the industry.

Measurable Objectives	Status
Maintain and grow a cadre of qualified instructors who meet the Arizona REALTORS® adopted Instructor Standards.	In process
Offer, through partnership and revenue share opportunities with local associations and brokerages, c/e, designation and	On-going

certification courses, delivered live and live streamed.	
Maintain an 80% student satisfaction in all classes.	Meets or exceeds
Assist partners in marketing AAR-sponsored education classes.	Course eblasts using 3 touch approach: 1 st email: members in class location and surrounding areas Average open rate: 33% 2 nd email: members who have attended similar course in the past Average open rate: 25% 3 rd email: members who have opened either email 1 or email 2 Average open rate: 48%
Provide local associations with an annual education reference guide.	Course Catalog developed – will be distributed to local associations in early Fall
Deliver an Annual program featuring national speakers for changing trends and business practices in the industry.	Early December
Monitor and engage, when feasible, in opportunities or partnerships to provide new agent resources/training opportunities.	Monitoring REBI's New Agent Training Program
Offer an annual Education Workshop for local association education staff/chairs.	Cancelled due to COVID

EDUCATION DEVELOPMENT

This plan provides for the development of education programs that focus on member competencies and address current issues and trends that position the REALTOR® member to grow and succeed. This plan also sets the foundation that raises the bar in the effectiveness of online education in both content and delivery through development and/or partner with online course providers.

Measurable Objectives	Status
Maintain and update learning management platform license.	Ongoing
Monitor and enhance live streaming platform to ensure it provides an effective learning experience.	Ongoing Feedback reviewed from evaluations, monitors and staff

Continue to investigate and implement new education platforms that allow us to reach our members as well as engage them interactively in a learning environment.	Upgraded Zoom license for additional features Obtained license for MentiMeter which is a polling software similar to PollEverywhere
Curriculum development and delivery resources are available to develop quality programs.	Zoom platform upgraded Zoom training for instructors held in April And September
All course curricula include practical experience and student engagement and shall be learner-focused.	Ongoing
Produce a minimum of 3 Contract Conversation videos.	HOA Addendum video rolled out in late September

INSTRUCTOR DEVELOPMENT

This plan provides resources, tools and growth opportunities to ensure the Arizona REALTORS® attracts, retains and develops instructors who have exceptional skills and embrace modern teaching techniques. Investing in instructor growth is a critical to the Arizona REALTORS® efforts in providing quality education programs.

Measurable Objectives	Status
Provide a minimum of one Instructor Development Workshop. focusing on modern teaching techniques that adapt to the modern learner.	July 24: 25 instructors attended
Offer an Instructor Forum to give Arizona REALTORS instructors an opportunity to network and share teaching strategies, engagement activities and technology tools with each other.	Due to COVID – July 15 cancelled
Develop and offer incentives for instructors to participate and engage in AAR approved/sponsored activities/programs focused on elevated instructor practices.	Task force to be appointed to address
Provide training and resources to instructors who teach the association's live streaming classes.	Zoom instructor training held April 24 th Provided Best Practices for Teaching Thru Zoom Platform to local associations and instructors

	September 1: Kim Zerby with the Bob Pike Group will be leading an exclusive session: Swift Steps to Virtual Success in the Classroom for AAR instructors (13 AAR instructors attended)
Monitor and share emerging trends in instructor skills which can aid instructors in enhancing their skills.	Ongoing Facebook group posts February 7 PowerPoint Workshop Zoom Teach tips best practices distributed to instructors (17 attended)
Encourage instructors to promote C2EX information in all AAR sponsored classes.	April 30 Zoom event featuring Lisa Paffrath highlighting features of the C2EX platform (60 registered) Current C2EX endorsed member roster distributed to local associations in early August C2EX information will appear in 3 rd Quarter BMQ Newsletter C2EX information included in virtual class break slides
Provide one scholarship to the Bob Pike "Train the Trainer" for one new Arizona REALTORS® instructor who would benefit from the program.	Recipient: Keri Means

INDUSTRY PARTNERS CONFERENCE

This plan affords the Arizona REALTORS® an opportunity to partner with the Arizona Mortgage Lenders Association and Arizona State Escrow Association to offer a one-day program bringing REALTORS®, lenders and escrow reps together to learn from each other.

Measurable Objectives	Status
Participate as a partner with the Arizona Mortgage Lenders Association and Arizona State Escrow Association, to offer a program designed to help members understand each other's role in the real estate transaction.	2020 Cancelled – will be rescheduled for February-March 2021

LEADERSHIP TRAINING & DEVELOPMENT

This plan provides leadership training programs to develop REALTOR® and member leaders and a conference for on-going development leaders.

Measurable Objectives	Status
Offer an annual conference for incoming leadership and members who wish to become leaders.	October 20-23, 2020 – converted to virtual conference
Offer a leadership development program (LTA) specifically for incoming local association presidents-elect.	LTA1: March 3-4 LTA2: April 28-29 (to be rescheduled) LTA3: June 9-10 (virtual format) LTA2: August 27-28 (virtual format) LTA4 – September 17-18 (virtual format)
Develop and/or partner to provide opportunities to enhance leadership skills and pathway to Leadership.	Zoom event held May 5 th with Lisa Paffrath – The Power of the R and Leadership Journey (90 registered)
Provide resources addressing “how to be a leader – where do I start?”	Committee approved task force to Deliver a Leadership Week starting in 2021 (webinar format)

MRES SOCIETY

This plan provides a recognition and marketing vehicle for members to assist in positioning themselves as trusted, knowledgeable and skilled professionals as well as growth resources for new agents who strive to succeed.

Measurable Objectives	Status
Recognize members’ life-long learning commitment through a membership-based program connected to educational accomplishments.	MRES Society
Distribute MRES Society information through targeted eblasts, rCRMS/GRI classes and social media channels.	Targeted eblasts and facebook ads
Increase MRES Society membership by 10%.	Application period closed on March 1 st . 20 Copper (new) members 20 Sterling (renewing) members 10 Gold members
Monitor and promote NAR’s Commitment to Excellence program.	April 30 Zoom event held with Lisa Paffrath highlighting C2EX platform features Current C2EX endorsed member roster distributed to local associations in early August

	C2EX information will appear in 3 rd Quarter BMQ Newsletter C2EX information included in virtual class break slides
Annual survey to MRES members to evaluate membership value.	September
Co-host an annual webinar week with the GRI program to provide a special educational webinar week.	Done - June

PROPERTY MANAGEMENT CERTIFICATION

This plan provides for an education certification program (CRPM) that is designed to enhance member's skills and knowledge in the property management field. The CRPM program is the only state-specific residential property management program available to the Arizona REALTORS® members.

Measurable Objectives	Status
Offer <u>CRPM classes</u> at a competitive and affordable fee through partnership with local associations, firms and NARPM.	20 earned the certification in 2020 to date 208 members currently hold the CRPM
Maintain a cadre of qualified instructors who meet the Arizona REALTORS® adopted Instructor Standards and bring practical experience to the program.	On-going
Maintain an 80% student satisfaction in all classes.	Meets or exceeds
Offer timely webinars focusing on property management issues.	Monthly virtual Property Management Forums rolled out in September – very well received Industry Update Zoom event held for property managers March 30 (292 registered) Industry Update: Managing Your Property Management Business Under the COVID-19 Pandemic Executive Orders on August 26
Offer a Summit that addresses property management issues and topics.	December 10, 2020 (Venue 8600) – live event converted to virtual event

Announce and maintain a list of members who earned the CRPM certification on Facebook and to local associations.	Monthly or as needed
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REALTOR® INSTITUTE: GRI DESIGNATION

This plan provides for a comprehensive training program for the member at large delivering specific how-to and best practices training in all aspects of residential real estate in the current marketplace. Additionally, this plan provides the administrative resources to ensure that the GRI Designation offers unsurpassed post licensing curriculum.

Measurable Objectives	Status
The GRI program is available and accessible to members throughout the state through partnerships and live streaming.	Done 45 courses originally scheduled 34 courses now scheduled 11 courses cancelled during COVID 5 local associations offering GRI classes 1 firm offering GRI classes
Co-host an annual webinar week with the MRES Society program to provide a special educational webinar week.	Held in June Nobu Hata – June 1 Katie Lance – June 2 Shay Hata – June 3 Marki Lemons June 4 <i>Note: 2021 the webinars will most likely convert to quarterly (1 per quarter vs. all in one week)</i>
Maintain and enhance the GRI website as needed.	On-going
Evaluate the program annually to ensure it is responsive to the changing industry.	On-going
Survey designees who earned the GRI designation to measure how and what they implemented into their business practice as a result of what they learned in the GRI Program.	
Maintain, monitor and grow a cadre of qualified instructors who meet the established GRI instructor criteria, the Arizona REALTORS® instructor standards and embrace learner-centered teaching styles.	On-going

Update and maintain the Online Business Planning course.	
Utilize marketing messages that focus on the value/benefits - connection to building a successful career.	
Communicate quarterly with brokers to emphasize the value the program brings to their agents' business success and available scholarships.	1 st term email sent 12/2019 2 nd term email sent 4/2020 3 rd term email sent 8/3/2020
Provide GRI Administrative Guide to course providers.	Posted on the GRI website-Admin portal
Recognize new designees through social media and announcements and provide resources to help them promote their accomplishment.	Monthly on Facebook and the GRI website.
Provide a financial scholarship program to members.	\$15,000 budgeted for 2020 64 scholarships awarded in the 1 st term 66 scholarships awarded in the 2 nd term 36 scholarships awarded in the 2 nd term
Monitor national trends in the GRI programs to keep the Arizona REALTORS® GRI program growing and evolving.	On-going
Compile and monitor student demographics.	GRI student: 20.6% over 10 years 8.7% 7-10 years 16.9% 4-6 years 28.7% 1-3 years 25.1% - less than 1 year 1% under age 25 7.3% 25-34 years old 19.8% 35-44 years old 37% - 45-54 years old 35% - over 55 years old Majority of students are agents 42% said someone encouraged them to start their GRI journey 58% said no one encouraged them to start their GRI journey

REALTOR® CONVENTION

This plan offers a premier annual REALTOR® event that: (1) energizes members and leaves them full of passion for the real estate industry and their business; (2) provides an opportunity for members to build their networks; (3) provides an opportunity to discover best practices; and (4) helps members understand the Arizona REALTORS® value proposition and also includes the Arizona REALTORS® business meetings (Executive Committee, Regional Caucuses and the Board of Directors Meeting). Conference format varies from year to year.

Measurable Objectives	Status
Offer a statewide convention that addresses the trends and challenges of the current market and provides information on best practices to help members learn how to adapt and succeed as well as energizing networking opportunities.	Due to COVID19 – convention cancelled
Feature national speakers to provide a broad scope in national business practices, trends and techniques.	Walter Bond, Leigh Brown, Marki Lemons, Amy Broghamer
Utilize a variety of marketing efforts to inform members of the convention and its value, promote date and location one year in advance.	Blasts and social media Flyers provided to local associations Speaker videos disseminated Marketing toolkit provided to officers and AE's
Provide sessions that assist members in enhancing their business and in understanding the Arizona REALTORS® value proposition and benefits.	Leigh Brown, Marki Lemons and Amy Broghamer's breakout sessions offered via zoom in April/May. Virtual Convention networking event scheduled for May 21
Investigate partnership/promotion opportunities with brokerages, builders and other real estate related organizations.	
Investigate third party marketing with Requests For Proposals and retain if advisable.	
Identify facility for 2021-2023 conventions	Currently discussing feasibility of scheduling convention after REALTOR Caucus in 2021
Promote convention one year in advance.	In process of scheduling 2021 convention.

	Note: based on recommendations from task force in 2019, convention will be separated from March governance meetings and held in late August 2021 following REALTOR Caucus)
Develop talking points and distribute to Region Vice Presidents, officers and PBD committee members.	Done – marketing kit

SUPPORT & RESOURCES

This is a support budget for services and resources that contribute to the development, administration and offering of the Arizona REALTORS® educational programs and products that provide high-level skill based and risk management programs that focus on member competencies and set the standard in quality and meaningful education that positions the REALTOR® member to succeed. The ultimate goal of all programs and activities ultimately lead to a culture of lifelong learning.

Measurable Objectives	Status
Appropriate groups are formed and kept updated throughout the year.	Ongoing
Provide the necessary equipment, supplies, subscriptions, licenses and tools to implement the business plans, host/house online program and registration functions.	On-going
Focus program and class messages to connect with members’ success/transaction solutions.	On-going
Print and/or distribute collateral at the Arizona REALTORS® and/or local events.	As opportunities exist
Work through appropriate committees to influence ADRE to permit continuing education credit for business-skill related topics.	
Monitor and maintain the use of the Reteach.us site.	Ongoing
Employ technologies and resources to create and retain a state-of-the-art learning environment available to members.	Ongoing Adapted quickly to utilizing Zoom for direct-to-member education programs during COVID Utilized Zoom feature to live stream events to AAR’s facebook page

Maintain a monthly calendar for the Arizona REALTORS® education and events and monitor its open/action rates.	Done plus ongoing
Provide resources for staff attendance at the Arizona REALTORS®, NAR and Education-related conferences/forums.	Done via budget
Utilize eblast target marketing for education programs using the 3-touch approach as well as social media vehicles.	Facebook ads for CRPM, rCRMS, GRI, MRES Society, programs
Monitor program marketing efforts/results.	On-going
Identify and monitor student demographics for each of the Arizona REALTORS® education programs and utilize in target marketing efforts.	<p>GRI student: 20.6% over 10 years 8.7% 7-10 years 16.9% 4-6 years 28.7% 1-3 years 25.1% - less than 1 year</p> <p>1% under age 25 7.3% 25-34 years old 19.8% 35-44 years old 37% - 45-54 years old 35% - over 55 years old Majority of students are agents</p> <p>rCRMS student: 39% over 10 years 13% 6-10 years 48% 1-5 years</p> <p>Majority of students are agents</p> <p>41% taking classes for rCRMS credit 29.5% taking class for GRI credit 29.5% taking class for both GRI and CRMS credit</p>

**Arizona REALTORS®
BUSINESS SERVICES & TECHNOLOGY
2020 Business Plan**

From: Business Services and Technology
Chair: Steve Redmond
Staff Liaison: Dan Pemberton
Date: September 2020

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

CURRENT TOP PRIORITIES

•

RECOMMENDATIONS

•

GROUPS FORMED

•

BUSINESS SERVICES

PPSA – Defined as programs, products, services and activities

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

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

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

Measurable Objectives	Status
Negotiate discounts for products and services that benefit members and consistently market those offerings.	Discounts on products and services in the Tech Marketplace as well as member benefits Marketed quarterly via the Voice.
Market for member awareness and increased use	Marketing via the Voice quarterly.
Pursue partnership and collaboration opportunities to the members how to use business technologies.	Pending

Research and inform members on how to choose the right technologies for business through channels of communication.	Tech Marketplace provides members the options for the technologies that make sense for their individual needs.
Create a mechanism for consistent member generated content regarding technology related issues and practices.	A Facebook page is being created for members to share technology related issues and practices.
Create pre-formatted graphics & content for local associations to populate their websites and distribute as needed.	Completed, added tool to AAR website.
Collaborate with real estate schools in the state.	Pending – May move to Professional & Business Development
Provide grants to locals to promote and train.	Pending – May move to Professional & Business Development

Tech Helpline®

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

Brief description of how the PPSA contributes to achieving Arizona REALTORS® vision: Provides members with a source to minimize computer and device issues with a trusted REALTOR® friendly resource.
Importance of PPSA to the critical-to-serve customer: Provides members with an inexpensive resource for computer and device technical assistance as a benefit **provided 24 hours a day, 7 days a week, at no charge for our members.**

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

Forms

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

Brief description of how the PPSA contributes to achieving Arizona REALTORS® vision: Instanet Solutions has been selected to control the delivery of Arizona REALTORS® forms and provide the delivery of Arizona REALTORS® forms to the members as a member benefit. zipForm® Plus is provided to members as a

benefit from NAR. while zipForm® Mobile, MLS Connect and zipForm® standard addition are optional features at an additional charge per package selected.

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

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

Arizona REALTORS® eSign

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

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

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

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

Arizona REALTORS® Single Sign-On

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

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

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

Measurable Objectives	Status
Usage statistics are compiled and shared monthly.	Ongoing
Conduct trainings on a monthly/bi-weekly basis	Mini Trainings/Questions answered by support
Pursue partnership and collaboration opportunities to the members how to use business technologies.	Ongoing
Maintain positive member responses	Generally overall member response has been Mixed, but leaning more positive as more members get acquainted with the product

SOFTWARE DEVELOPMENT

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

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

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

Measurable Objectives	Status
Develop and maintain data and access to data for Arizona REALTORS® purposes.	Member out of compliance report is currently being updated to provide a more accurate summary of licensees out of compliance with active membership requirements. (completed 6/20)

Enhanced Member Profile

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

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

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

Measurable Objectives	Status
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Provide data analytics of AAROnline.com members logged-in.	Data on members is continually being collected via VOICE and educational emails
Develop “Enhanced Member Profile” through RAMCO AMS.	Ongoing. Currently have access to Voter Data and email opens
Maintain RAMCO as the data warehouse for the Enhanced Member Profile	Enhanced data set has been obtained through TargetSmart data feed.

IT RESOURCES AND SECURITY MANAGEMENT

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

Brief description of how the PPSA contributes to achieving the Arizona REALTORS® vision: This program contains basic support items for the network and communications infrastructure of the association.
Importance of PPSA to the critical-to-serve customer: This is an “enabling” program that provides for development and delivery of essential customer benefits.

Measurable Objectives	Status
Data and voice systems uptime is better than 99%, excluding planned maintenance periods	Ongoing, 24/7 Monitoring daily via email reporting and reporting via nVision
Security exploits conducted against Arizona REALTORS® receive urgent attention and appropriate measure taken to prevent reoccurrence	Ongoing, 24/7 Monitoring daily via email reporting and reporting via nVision
Build an effective disaster recovery infrastructure to allow immediate phone and email recovery	Ongoing, 24/7 Monitoring daily via email reporting and reporting via nVision

Phone

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

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

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

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

Network

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

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

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

Measurable Objectives	Status
Establish disaster recovery infrastructure to maintain phone system in event of local physical failure	Meeting objectives
Maintain the network to ensure it remains secure and reliable	Meeting objectives
Conduct vulnerability study and remediation by June 2019	Scheduled for June. (2/20) update, study completed, nVision is working on correcting all issues discovered. (completed)

BUSINESS SERVICES AND TECHNOLOGY SUPPORT

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

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

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

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

MEMBER COMMUNICATIONS

Christina Smalls Director

Arizona REALTORS® creates and maintains a consistent, coordinated system of communication management for all areas of the association. Efforts in this area include investigating and implementing communication

methods to increase the effectiveness of Arizona REALTORS® efforts to inform, engage and reach out to the membership.

Measurable Objectives	Status
The Arizona REALTORS® promotes real estate as a first-time profession to high schools, junior colleges and colleges.	
Disseminate pertinent, relevant and timely industry and association information, (i.e.; social networks, website, video, newsletters, etc.).	
Create and update Communications and Public Relations plans for the organization based on members’ interests and the coordinated efforts with area managers, local associations, and the Executive Committee.	PR Firm, Big Yam, provided regular updates on media efforts. Contract with Big Yam ended on April 30, 2020. New PR firm, HMA PR, as of May 4, 2020.
Customize website content for individual users based on user-selected topics and actual use of the site.	Website is updated daily
Print and digital collateral adheres to the Arizona REALTORS® brand and is member centric and speaks to Arizona REALTORS® value proposition.	Value Proposition project in progress & social media is branded.
Communication statistics are compiled and shared monthly.	Statistics are distributed monthly.
Organize information on the website for easy search and access by members.	On-going
Implement a system to determine the preferred communications methods of our members and communicate with our members via segmented content by May 2019.	Completed
Provide a consistent voice at Arizona REALTORS® which will speak to advocacy efforts with a focus on consumer outreach and education to the public and members by making at least two posts to www.HomeOwnershipMatters.com/Arizona .	Web address changed to: homeownershipmatters.realtor/states/arizona/
Solicit community outreach efforts conducted by REALTOR® members and recognize them through an annual award.	
Promote the value and the “why” of the REALTOR® brand to our members by conducting a statewide consumer-directed event.	
Social media channels are managed and monitored to ensure a steady rise in engagement and alternate sources for members to receive information.	Reviewed weekly. Statistics are distributed monthly.
Develop a system to foster discussions with member association for the purpose of delivering timely and relevant content.	Editions of The Voice are being segmented with content unique to each local area.
Engage in regular outreach to members to elicit discussions by posing monthly questions on social media.	
Meet or exceed real estate industry email open and click-through rates with The Voice.	Meeting industry open rates.

Conduct member and consumer research as needed to provide information to decision makers by fielding at least two email surveys.	
Communicate the value and success of REALTOR® associations throughout the state by placing at least ten mentions in print or broadcast media in 2019.	27 earned media spots between October 29, 2019 and May 12, 2020 See: www.aaronline.com/press/
Investigate strategies for member communications via the Single Sign-On platform using pop-up messaging based on criteria from the enhanced member profile data within RAMCO.	Completed, Popup message system is in place.
Consider creating a “What do you want to hear about?” input field for member suggestions in the Arizona REALTOR VOICE.	Posted in The Voice: January 7, March 10, Scheduled for: June 2 and August 25.
Consider creating pop-up box to chat on website.	
Send a traditional postcard mailing reminding members of the Arizona REALTOR VOICE.	

Arizona REALTORS®
RISK MANAGEMENT COMMITTEE
2020 Business Plan

FROM: Risk Management Committee (RMC)
Chairman: Jim Durham
Vice Chairman: Laurie McDonnell
RMC Liaison: Scott M. Drucker
DATE: October 21, 2020

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

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

CURRENT TOP PRIORITIES

- **Continue Grievance Committee and Professional Standards support**
 - Maintain and enhance Ethics hearing and Arbitration hearing process
 - Professional Standards Newsletter – 9/20
- **Enhance dispute resolution services**
 - Administer the Buyer/Seller Dispute Resolution Program
 - Administer the Mediation and Ombudsman Programs
 - Professional Standards Workshop – 2/18/20
 - Professional Standards Mediator and Ombudsman training - 10/15/20 and 10/28/20
- **Forms**
 - Draft statewide ER and EA Listing Contracts
 - Revise Buyer Broker Exclusive Employment Agreement
- **Legal Hotline Support**
 - Continue promotion efforts
- **Regulatory Issues**
 - Continue to work with ADRE
 - ADRE Advisory Board meetings - met on 7/22/20
 - ADRE Partner's meetings – met on 8/27/20
- **Risk management education and information**
 - AZ REALTOR® Voice articles and Risk Management Videos
 - Arizona REALTORS® website articles and blogs
 - Scams & Frauds, Short Sales
 - Arizona Broker/Manager Quarterly – 8/26/20
 - Update Advisories – Revised Buyer Advisory – 7/20

RECOMMENDATIONS

TO APPROVE FOR RELEASE ON OR ABOUT FEBRUARY 1, 2021 A REVISED BUYER-BROKER EXCLUSIVE EMPLOYMENT AGREEMENT.

GROUPS FORMED

- **Statewide ER/EA Listing Contract Workgroup**

PROFESSIONAL STANDARDS

Professional Standards is what sets REALTORS® apart from other licensees and is a real solution to enforcing the highest standards. Professional Standards is of critical importance to those aspiring to the Arizona REALTORS® Purpose.

PROFESSIONAL STANDARDS ADMINISTRATION

This program processes ethics complaints and arbitration requests. This program involves:

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

Measurable Objectives	Status
GVC: Prompt review of complaints	2nd Quarter 2020 Filings Ethics = 16 Arbitration = 4
PSC: Complete ethics cases promptly	2nd Quarter 2020 Ethics Hearings Held = 18
PSC: Complete arbitrations promptly	2nd Quarter 2020 Arbitration Hearings Held = 2
Update PS policy adaptations as necessary	On-Going
Reinforce, on a continuing basis PS benefits and results.	On-Going
Implement procedures to expedite the hearing process and evaluate whether additional resources are needed to accomplish this.	On-Going
Educate members about the PS enforcement process.	On-Going

MEDIATION PROGRAM

This program involves facilitating mediations to resolve ethics complaints and arbitration requests. The mediation program is a real solution for members involved in a dispute. Early dispute resolution is of critical importance to those aspiring to the Arizona REALTORS® Purpose.

Measurable Objectives	Status
Facilitate mediation requests on a timely basis	2nd Quarter 2020 Mediations Requested = 10 Held = 13 Successful = 3
Receive positive feedback from mediation evaluations	On-Going
Maintain list of qualified mediators	21 mediators for 2nd Quarter 2020
Update mediation policies and procedures as necessary	On-Going

OMBUDSMAN PROGRAM

This program involves taking complaint calls/emails and facilitating Ombudsman contact to attempt resolution. The Ombudsman Program is a real solution for the public when members are involved in a dispute or miscommunication. Early dispute resolution is of critical importance to those aspiring to

the Arizona REALTORS® Purpose.

Measurable Objectives	Status
Facilitate ombudsman requests on a timely basis	2nd Quarter 2020 Ombudsman requests Filed = 10 In Scope = 9 Unsuccessful = 5 Successful = 5
Receive positive feedback from ombudsman evaluations	On-Going
Maintain list of qualified ombudsmen	13 Ombudsman for 2nd Quarter 2020
Update PS policy adaptations as necessary	On-Going

PROFESSIONAL STANDARDS, MEDIATION, AND OMBUDSMAN EDUCATION AND TRAINING

This program includes training for members of Grievance and Professional Standards Committees and the Arizona REALTORS® Mediators and Ombudsmen. Professional Standards is a real solution for members and is critical to achieving the highest standards. Professional Standards, Mediation and Ombudsman training is of critical importance to those aspiring to the Arizona REALTORS® Purpose.

Measurable Objectives	Status
Offer PS Training for GVC and PS Committee	Annual Professional Standards Workshop held on February 18, 2020
PS Policy & Training Workgroup meeting	April 24, 2019
Offer Mediator training	October 15, 2020
Offer Ombudsman training	October 28, 2020
Offer hearing panel chair training	February 18, 2020
Publish PS, Mediation and Ombudsman information	Quarterly Newsletter sent September, 2020. Website updated quarterly.
PS outreach to members	On-Going

BUYER-SELLER DISPUTE RESOLUTION

This program provides alternative dispute resolution options (mediation or arbitration) for buyers and sellers to resolve disputes or claims arising out of the Arizona REALTORS® purchase contract. The Buyer-Seller Dispute Resolution program is a real solution that provides buyers and sellers an effective and affordable means to resolve their disputes outside of the court system. Providing buyers and sellers with a way to resolve their disputes is pivotal to our members' real estate practice.

Measurable Objectives	Status
Offer an effective Buyer-Seller Dispute Resolution program.	On-Going
Recruit effective Buyer-Seller Dispute Resolution providers.	On-Going
Ensure compliance of Buyer-Seller Dispute providers with program's directives.	On-Going
Receive positive feedback from Buyer-Seller Dispute Resolution program evaluations.	On-Going

RISK MANAGEMENT

The contracts, addenda and related forms are the core of the member's business and a real solution to the issues that arise in a real estate transaction. The contracts, addenda and related forms are critical to our members' real estate practice.

FORMS DEVELOPMENT

This program involves:

- **Creation of workgroups**
- **Drafting** - Draft new forms as needed and revise current forms
- **Education** - Forms information updates on website, emails and other communication vehicles.

Measurable Objectives	Status
Workgroups formed as necessary.	EA/ER Workgroup
Protect our forms copyright.	On-Going - Lawsuit settled and we have now received the last settlement check from Defendants
Forms drafted or revised for introduction in February, June and October.	February 2020 - Residential Resale Real Estate Purchase Contract - Commercial Property Owner’s Association Addendum - Vacant Land/Lot Purchase Contract Buyer Attachment Page June 2020 - HOA Condominium / Planned Community Addendum - Counter Offer
Deliver timely forms information/education.	- Post articles on aaronline.com, AAR Blog and The Voice, maintain Short Sale webpage and maintain Scams and Frauds webpage - Created COVID-19 Arizona REALTORS® Relief Hotline
Promote and update the educational tool kit for teams and brokers on best practices and guidelines for management of teams.	On-Going
Promote and update a webpage that includes safety education, incident recordation and contemporaneous incident notification via a REALTOR® text alert system (ASAP).	On-Going
Direct agents to their brokers and aaronline.com for relevant risk management resources.	On-Going

LEGAL HOTLINE

The Hotline is a real solution to provide needed guidance to members on specific situations or transactions. Timely legal guidance is crucial to the members. This program allows designated brokers/managers to call in to the Hotline attorneys for answers to real estate-related legal questions, and includes:

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

Measurable Objectives	Status
Promote Hotline usage.	On-Going
Hotline to prepare ten Q&As on current issues/current “hot topics” six times per year for the Arizona REALTOR® Voice and the Arizona REALTORS® website.	On-Going

Hotline to maintain statistics on number and types of calls in cooperation with the Arizona REALTORS® staff.	On-Going
Hotline attorney to attend the Arizona REALTORS® Risk Management Committee or Workgroup meetings as requested.	On-Going
Hotline attorney to review new or revised Arizona REALTORS® forms and notify the Arizona REALTORS® of any legal concerns or recommendations.	On-Going
Hotline attorney to consult with the Arizona REALTORS® General Counsel on legal issues as requested.	On-Going
Evaluate Hotline program by surveying members.	Completed 7/19
Form Hotline Workgroup to evaluate program.	Risk Management Committee to serve in this role

INDUSTRY ISSUES

This program involves addressing current industry issues. Addressing industry issues as they arise is a real solution to provide needed guidance to members on specific situations or transactions. Guidance on industry issues as they arise is crucial to the members.

Measurable Objectives	Status
Maintain claims statistics to identify liability trends.	On-Going
Foster alliances with defense attorneys and E&O carriers and mediators.	On-Going
Monitor marijuana legal conflicts, solar, marketing service agreements, and comfort animals - Keep members informed as these issues evolve.	On-Going
Educate agents on potential ethical and legal liabilities associated with off-market listings, fix and flips and REALTOR® as principal transactions.	On-Going
Share with agents the dangers posed by social media.	On-Going
Increase promotion and education of federal regulatory changes and enforcement; respond to changes and monitor.	On-Going
Monitor cyber-fraud and cyber-security issues and keep members informed of risks, as well as policies and procedures members can implement to mitigate those risks.	On-Going <ul style="list-style-type: none"> - Cyber Security Task Force formed - Wire Fraud Advisory drafted and released - Cyber Security Broker Policies and Procedures drafted and released - Flyer on steps to take if a victim of wire transfer fraud drafted and released - Cyber Insurance Guide drafted and released - Purchase Contract Flash Page and Vacant Land/Lot Purchase Contract Flash Page revised to address wire transfer fraud

	<ul style="list-style-type: none"> - Wire Fraud warnings inserted in Buyer Advisory and Tenant Advisory
Monitor the Americans with Disabilities Act website accessibility issues and keep members informed as the issue evolves.	On-Going
Collaborate with local associations, regional vice presidents and multiple listing services to identify risk management needs for members, associations and regions.	On-Going <ul style="list-style-type: none"> - Feedback solicited from RVPs via monthly “Talking Points” sent to all ExCom members. - Numerous speaking engagements

LEGAL & INDUSTRY PUBLICATIONS

Our members need current, accurate, and timely legal, legislative, and risk management updates and information to reduce liability and insure their business success. These publications are a real solution that assists our members in achieving the Arizona REALTORS® Vision. Current, accurate, and timely legal, legislative and risk management updates and information are of critical importance to our members. This program includes:

- Risk Management articles for The Arizona REALTORS® publications, ASREB Journal and other publications
- Articles on emerging legal issues for The Arizona REALTORS® publications, ASREB Journal and other publications
- *Arizona Real Estate: A Professional’s Guide to Law and Practice*
- AZ Broker/Manager Quarterly
- Buyer Advisory
- Short Sale Seller Advisory
- Lease Owner’s Advisory
- Tenant Advisory
- Legal information and risk management information on website (Short Sales blog, Scams & Frauds webpage)
- Spanish translations
- Risk Management brochures

Measurable Objectives	Status
Distribution of time sensitive legal and risk management information and articles.	Articles recently published on: <ul style="list-style-type: none"> - COVID-19 Causes Suspension of Some Evictions - Real Estate Wholesaling - Don’t Let Your Sellers be Fooled by an Amendatory/Escape Clause - Unicorns, Magic Wands and Standards Commissions - City of Phoenix v. State of Arizona; Supreme Court Protects REALTORS® - Baffling BINSRs - What Happens When Buyer Fails to Cite Reason For Contract Cancellation - Avoid Using “On or Before” in Contracts - Conviction Disclosure Process - Will Mortgage Forbearance Ruin My Credit?

	<ul style="list-style-type: none"> - Are You Adding Confusion to an Addendum? - Eviction After Trustee's Sale Must Be Filed in Superior Court - Anticipatory Breach - COVID-19 Relief Hotline: Mission Accomplished
Deliver Arizona Broker/Manager Quarterly.	Delivered 8/26/20
Maintain advisories as necessary: Buyer Advisory, Short Sale Seller Advisory, Lease Owners Advisory, Tenant Advisory.	On-Going
Maintain and update legal, risk management, fair housing, and international real estate content on the Arizona REALTORS® website and in publications, as necessary.	On-Going
Promote and continue to develop resources that assist brokers in operating a brokerage that is of value to the public, agents, and the real estate industry (i.e. risk management, legal hotline, etc.)	On-Going
Direct agents to their brokers.	On-Going
Direct members to aaronline.com for relevant risk management resources.	On-Going

LEGAL AND LEGISLATIVE OUTREACH AND EDUCATION

This plan provides a real solution for delivering timely Arizona-specific legal, legislative, and risk management information and education to members. To succeed in real estate and attain the Arizona REALTORS® Purpose, it is essential that our members have access to timely Arizona-specific legal, legislative, and risk management information and education. This program includes:

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

Measurable Objectives	Status
Participation in legal and legislative programs.	On-Going

LEGISLATIVE SUPPORT

Representation on legislative issues that affect the Arizona REALTORS® member's livelihood and success is a real solution for members striving to achieve the Arizona REALTORS® Purpose. Protecting members' legislative interests is key to allowing members the ability to achieve the Arizona REALTORS® Purpose. This program includes:

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

Measurable Objectives	Status
Successful outcome in legislation supported and successful defeat of legislation opposed.	Advise on legislation pertaining to: <ul style="list-style-type: none"> - Collection of rent by unlicensed individuals - Tax law effects of Prop 126 - HOA licensing and related HOA issues - Short-term rentals

	<ul style="list-style-type: none"> - Remote online notarization - Department of Revenue Electronic Signatures
Promote laws (legislative and case law), regulations, and standards of practice that reduce member liability.	On-Going

REGULATORY ISSUES

Representation on regulatory issues that affect the Arizona REALTORS® members' livelihood and success is a real solution for members achieving the Arizona REALTORS® Purpose. Protecting the Arizona REALTORS® and its members' regulatory interests are fundamental to allowing members the ability to achieve the Arizona REALTORS® Purpose. This plan includes:

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

Measurable Objectives	Status
Negotiation of reasonable regulatory rules and policies that are acceptable to the Arizona REALTORS® members and do not hinder their success.	<ul style="list-style-type: none"> - Met with ADRE on 10/22/19 to discuss 2020 legislative agenda - Met with ADRE on 1/24/20 to finalize Substantive Policy Statement on Teams - Met with ADRE on 4/27/20 to discuss live-stream education classes
Maintain contact with ADRE Advisory Board.	Met on 1/15/20

GENERAL PROGRAMS

SUPPORT

Provide critical support to accomplish the goals of this Committee's programs and services. The support services and resources allow the committee to provide the Arizona REALTORS® Members with the most up-to-date information on Professional Standards, legal, legislative, regulatory and industry issues. This program includes support programs including:

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

Measurable Objectives	Status
All tasks assigned by the Committee are completed, updates and information provided to members after Professional Standards, continuing legal education class or industry meetings. General printing/postage/supply funds provide the tools to accomplish the area's PPSAs.	On-Going

RELATED ACTIVITIES WITHOUT DIRECT COMMITTEE OVERSIGHT

LEGAL COUNSEL

A real solution to leadership, CEO, committees, and local associations in developing programs with legal implications and effectively leading the association. Allows the association to provide programs to assist members to be the best prepared with the highest standards. This program includes:

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

Measurable Objectives	Status
CEO, state leadership, committees, and local association executives are informed on legal issues and questions satisfactorily answered.	On-Going

LITIGATION SUPPORT

Representation on legal issues that affect the Arizona REALTORS® member’s livelihood and success is a real solution that leads to more members living the Arizona REALTORS® purpose. Protecting the Arizona REALTORS® and its members’ legal interests are key to allowing members the ability to achieve the Arizona REALTORS® Purpose. Related activities without direct committee oversight:

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

Measurable Objectives	Status
Successful outcome in litigation and dispute resolution.	<p>On-Going</p> <ul style="list-style-type: none"> - Funded Supreme Court Special Action Petition to Declare Executive Order 2020-49 Unconstitutional; <i>Arizona Multihousing Association, et al v. Fritz, et al.</i> - Filed Amicus Brief in <i>Arizona Multihousing Association, et al v. Fritz, et al.</i> - Filed Amicus Brief in <i>State of Arizona v. City of Phoenix</i> (regarding application of Prop 126) - Monitor <i>Moehl v. NAR, et al.</i> - Joined amicus brief in <i>State of New York v. US Dept. of Labor</i>

Arizona REALTORS®
LEGISLATIVE AND POLITICAL AFFAIRS
2020 Business Plan

Committee: Legislative and Political Affairs
Chair: Shelley Ostrowski
Staff Liaison: Matthew Contorelli
DATE: September 2020

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

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

CURRENT TOP PRIORITIES

Legislative Session

RECOMMENDATIONS

None

GROUPS FORMED

Annual Participation Workgroup
Short-Term Rental Study Workgroup

Governmental Area Support - 1501

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

Measurable Objective	Target Date	Status
Assign tasks to all governmental area workgroups within approved budget parameters.	12/20	Ongoing
Continue with a "Thank You" lunch for each of the four government affairs committees.	Annually	Scheduled as last committee meeting- tentatively November due to COVID-19

Legislative Advocacy - 1510

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

Measurable Objective	Target Date	Status
Activate broad-based Arizona REALTORS® membership representation in lobbying activities through legislative	12/20	Legislative Committee had the first meeting on December 13, 2019 and ended as of May 2020.

committee appointments and related committee activities.		
Encourage application to state boards and commissions.	12/20	Completed. As of 8/27, 12 members have applied for LPA.
Strengthen and maintain relationships with Arizona statewide officeholders and agency department heads.	12/20	The REALTORS® worked with numerous agencies and their Directors throughout the year to the benefit of both our members and legislative efforts; agencies such as: Department of Real Estate, Department of Housing, Department of Economic Security, the Arizona Commerce Authority and the Department of Tourism.
Strengthen and maintain relationships with housing industry partners through ongoing communications.	12/20	Throughout the year, the REALTORS® worked closely with groups such as the Arizona Multihousing Association, Manufactured Housing Community Managers Association, National Association of Residential Property Managers and NAIOP
Achieve an 85% success rate on Arizona REALTORS® legislative policy priorities.	6/20	Complete.
Conduct daily monitoring of legislation and recommend positions to the Legislative Committee in conjunction with the approved Legislative Policy Statements.	6/20	Complete.
Monitor member involvement in political campaigns.	12/20	Ongoing
Finalize 2021 legislative policies list by October 2020.	10/20	Determined at Caucus. Policies pending approval by the Board of Directors during the October 2020 meeting.
Evaluate state-level candidates on Arizona REALTORS® legislative policies and voting record to receive funds.	8/20	Completed. 41 incumbents with 90%+ voting record.

Local Lobbying Support - 1545

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

Measurable Objective	Target Date	Status
Assist local associations in their lobbying efforts as issues arise.	12/20	Ongoing
Encourage local associations to establish an advocacy program and provide assistance as requested.	12/20	Ongoing

Legislative Policy Development - 1550

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

Measurable Objective	Target Date	Status
Poll members for their opinions through use of formal and informal methods.	12/20	Complete.
Continue to involve stakeholders on real estate related issues.	12/20	Ongoing.
Encourage proportional regional representation at the REALTOR® Caucus.	9/20	Complete.
Forward all legislative recommendations to the Legislative and Political Affairs Committee for review and appropriate action.	9/20	Schedule to complete on September 11, 2020.
Host 2020 REALTOR® Day Luncheon.	Completed	Event held January 14, 2020.
Identify for participation in, or host, a second legislator event.	12/20	Complete. Participated in the Arizona Capitol Times: Morning Scoop “Resident Rental Industry” panel.
Achieve attendance of 65% of legislators at legislative events.	6/20	Complete.
Identify attendees for legislative events through political involvement and leadership activity.	12/20	Complete.

Fundraising/Grassroots Support - 1560

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

Measurable Objective	Target Date	Status
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Finalize the political activities fundraising plan by December 31st by the previous plan year.	12/20	
Identify members to participate in the annual REALTOR® Party training.	6/20	Event held September 2, 2020
Provide fundraising tips, tools and promotional materials for local associations.	9/20	Ongoing.
Distribute REALTOR® Party updates with local associations and provide Statewide RAPAC graphs.	Monthly	Ongoing.
Visit, at a minimum of one time annually, with each local association to promote fundraising activities.	10/20	Complete.
Utilize the NAR RAPAC Grant stipend for promotion of RAPAC.	12/20	\$9,000 grant was used for the AAR silent auction and raffle in April
Utilize the Major Investor Program NAR stipend to host an Arizona REALTORS® Major Investor Event.	12/20	
Achieve participation of local associations in Major Investor Events.	12/20	Ongoing.
Achieve 100% level of RAPAC participation from state and NAR directors, AEs, Presidents, Presidents-elect, RVPs, RIMC, LPAC, Legislative Committee, RAPAC Trustees, FPCs, EXCOM, BOD, and local RAPAC Chairs.	12/20	NAR Directors – 100% AEs – 50% 2020 Presidents – 87.5% RVPs – 100% RIMC Committee – 100% LPAC – 100% Legislative Committee – 95.65% RAPAC Committee – 92.85% FPCs – 88.89% EXCOM – 93.33% BODs – 85.71%
Achieve 100% or NAR Major Investor Goal for 2020. Benchmarks: 50% of goal by April; 75% of goal by June; 100% by September 30.	12/20	As of 08/31/2020: 127 Major Investors 55 Installment Plans
Recognize Major Investors with gift.	12/20	MI Jackets are being distributed ongoing
Recognize President Circle members with gift.	12/20	New gift is being selected
Recognize Hall of Fame members with gift.	12/20	A gift is being selected
Communicate state and federal election law requirements to local associations in order for RAPAC to remain in compliance at the state and federal level.	12/20	Ongoing
Host a fundraising event at the Spring Conference/Convention.	4/20	Auction and Raffle held 04/13 – 04/17 online. Raised \$54,682.02.

Secure a vendor for conducting online fundraising auctions.	4/20	After consideration, no vendor is needed.
Host a fundraising event at the Leadership Conference.	10/20	
Recognize RAPAC Major Investors on aaronline.com.	Monthly	Updated through August 31, 2020
Recognize RAPAC Major Investors with special recognition at REALTOR® Day at the Capitol.	Completed	Major Investor names were in pamphlet and MI's were acknowledged by the speaker and with MI ribbons and seat backs.
Recognize RAPAC Major Investors with special recognition at REALTOR® Caucus.	9/20	Signage cancelled as event was held virtually
Plan and host a 2-day, 1-night Major Investor Motorcycle, Convertible, and Classic Car Rally Ride road trip.	10/8	A new event needs to be selected and planned
Maintain Leadership Appreciation Program to connect Arizona REALTORS® leaders with Major Investors for recognition of investment.	12/20	Thank-you cards sent from Leadership to Major Investors-Ongoing
Increase use of NAR grant programs by 50% over 2019 utilization by local associations.	12/20	

Federal Liaison Support - 1575

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

Measurable Objective	Target Date	Status
Communicate quarterly with NAR political staff and FPC's on federal issues and the positions taken by each Arizona Member of Congress to enhance our FPC efforts while at Washington, D.C. meetings and throughout the year.	Quarterly	NAR Political Director, Jack Greacen will be attending March RAPAC meeting
Register all FPCs with NAR's REALTOR® Action Center.	1/20	Complete.
Oversee the FPCs quality contact with their representative or their staff within D.C. or Arizona, ensuring attendance at required meetings, training sessions and fundraisers.	Quarterly	Ongoing.
Ensure FPCs attend required Mid-Year meetings.	5/20	RSVP's have been sent out
Ensure compliance that all FPCs attend required NAR training session on their roles and responsibilities.	2/20	Complete.

Oversee that each FPC team will hold one meeting locally or attend a fundraiser with their congressman/senator or their staff during the year.	12/20	
Maintain strong communication with Congressional staff through ongoing contacts on issues important to Arizona.	12/20	
Attendance at meetings with Members of Congress during the NAR Mid-Year Hill Visits is by invitation only.	5/20	Cancelled due to COVID-19.
Ensure compliance that FPCs meet any NAR requirements.	12/20	Complete.
Establish a Hill Visit Reception for all Arizona members who attend NAR Mid-Year and invite each MOC.	5/20	Cancelled due to COVID-19.
Establish funds for FPC in-district meetings/receptions.	12/20	Unable to hold meetings in-person due to COVID-19. Numerous meetings held virtually.

Election Year Activities - 1580

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

Measurable Objective	Target Date	Status
Encourage members to register to vote.	12/20	Efforts executed via social media
Establish protocol for a “Get Out the Vote” campaign for use in 2020 election cycle.	11/20	Not needed this election
Create and distribute Voter Guides with information on REALTOR® endorsed candidates, with special focus on how and why they are REALTOR® Champions.	8/20	Completed September 1, 2020.
Tie endorsed candidates into the REALTOR® Party for full circle education of the importance of legislative work and protections offered by the REALTOR® Party.	9/3	Completed at REALTOR® Caucus.

Governmental Communications - 1585

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

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

Measurable Objective	Target Date	Status
Provide REALTOR® Party updates and legislative updates to the Business Services and Technology Department for use in the REALTOR® Voice, Arizona REALTORS® blog and alternative forms of media distribution.	12/20	
Produce REALTOR® Party video annually with focus on legislative successes and what that means for their industry/ business/ clients.	4/20	Video completed in September 2020.
Provide Calls to Action responses, when necessary, for targeted and effective immediate member communication with Arizona legislators and Members of Congress on critical issues.	As Required	
Work with REALTOR® Party Plus to increase opt-in for text response Calls for Action.	12/20	
Utilize digital advertising and technologies to push federal CFAs to members.	As Required	
Maintain current information on each governmental program at aaronline.com.	12/20	
Communicate with HMA for press releases when large successes occur, or the consumer needs to be educated on the associations wins.	12/20	
Communicate how Issues Mobilization and RAPAC reserves can enhance local association political objectives.	12/20	
Communicate the importance of the Arizona REALTORS® legislative/political successes to members.	12/20	Created Legislative Win “What has RAPAC done for you” Storyboards August 31st, 2020
Continue to communicate the mechanism by which members can relay, on a year-round basis, legislative comments and proposals.	12/20	
Utilize the broker involvement program/stipend to enroll local brokers for participation in NAR’s BIP to increase response rates to calls for action.	12/20	
Work with REALTOR® Party Plus to identify a predictive model to target members for increased activism on legislative issues and advocacy initiatives.	12/20	
Implement the use of geofencing, beacon and direct one-to-one digital advertising	As Required	

technologies for concentrated message delivery during a Call for Action.		
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Political Research - 1596

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

Measurable Objective	Target Date	Status
Conduct research as needed.	12/20	The REALTORS® co-commissioned an economic impact study by Elliot D. Pollack to look that the impact of COID-19 on the rental housing market.
Work with REALTOR® Party Plus to utilize predictive models to obtain comprehensive analysis of membership as well as election data.	12/20	

RAPAC ACTIVITY

August 2020

BOARD/ASSOCIATION	2019 RAPAC RESERVES	Funds Rec'd in 2019 for 2020	Funds Rec'd in 2020	2020 RAPAC TOTAL RECEIVED	2020 LOCAL SHARE	2020 GOAL	PERCENT OF GOAL	2020 LOCAL REQUESTS	2019+2020 LOCAL RESERVES	AVAILABLE LOCAL FUNDS	RAPAC PARTIC
AAR/INDIVIDUAL	\$ 14,162.13	\$ 390.00	\$ 3,365.00	\$ 3,755.00	\$ 751.00	\$ 1,734.00	216.55%	\$ -	\$ 14,913.13	\$ 14,913.13	59.26%
BULLHEAD/MOHAVE	\$ 28,513.80	\$ 4,495.00	\$ 7,760.00	\$ 12,255.00	\$ 2,451.00	\$ 8,077.00	151.73%	\$ -	\$ 30,964.80	\$ 30,964.80	49.07%
CENTRAL ARIZONA	\$ 33,741.40	\$ 510.00	\$ 11,931.00	\$ 12,441.00	\$ 2,488.20	\$ 4,842.00	256.94%	\$ -	\$ 36,229.60	\$ 36,229.60	53.54%
GREEN VALLEY/SAHUARITA	\$ 27,404.50	\$ 2,135.00	\$ 3,120.00	\$ 5,255.00	\$ 1,051.00	\$ 5,849.00	89.84%	\$ -	\$ 28,455.50	\$ 28,455.50	47.99%
KINGMAN/GOLDEN VALLEY	\$ 11,443.26	\$ 2,010.00	\$ 6,120.00	\$ 8,130.00	\$ 1,626.00	\$ 5,892.00	137.98%	\$ 6,000.00	\$ 13,069.26	\$ 7,069.26	67.27%
LAKE HAVASU	\$ 44,221.16	\$ 1,800.00	\$ 13,366.00	\$ 15,166.00	\$ 3,033.20	\$ 14,847.00	102.15%	\$ -	\$ 47,254.36	\$ 47,254.36	34.34%
NORTHERN ARIZONA	\$ 32,077.30	\$ 4,483.00	\$ 17,804.27	\$ 22,287.27	\$ 4,457.45	\$ 12,148.00	183.46%	\$ -	\$ 36,534.75	\$ 36,534.75	30.69%
PHOENIX	\$ 36,193.82	\$ 27,710.00	\$ 46,190.00	\$ 73,900.00	\$ 14,780.00	\$ 193,145.00	38.26%	\$ 6,500.00	\$ 50,973.82	\$ 44,473.82	21.19%
PRESCOTT	\$ 42,042.28	\$ 13,594.00	\$ 25,585.36	\$ 39,179.36	\$ 7,835.87	\$ 31,602.00	123.98%	\$ -	\$ 49,878.15	\$ 49,878.15	27.46%
SANTA CRUZ	\$ 9,884.30	\$ 210.00	\$ 1,245.00	\$ 1,455.00	\$ 291.00	\$ 1,993.00	73.01%	\$ -	\$ 10,175.30	\$ 10,175.30	49.46%
SCOTTSDALE AREA	\$ 44,362.05	\$ 44,824.01	\$ 65,754.71	\$ 110,578.72	\$ 22,115.74	\$ 183,761.00	60.18%	\$ 52,300.00	\$ 66,477.79	\$ 14,177.79	28.70%
SEDONA/VERDE VALLEY	\$ 38,143.40	\$ 3,183.00	\$ 18,288.28	\$ 21,471.28	\$ 4,294.26	\$ 11,869.00	180.90%	\$ -	\$ 42,437.66	\$ 42,437.66	55.42%
TUCSON	\$ 47,886.67	\$ 24,255.00	\$ 84,390.04	\$ 108,645.04	\$ 21,729.01	\$ 119,229.00	91.12%	\$ 26,500.00	\$ 69,615.68	\$ 43,115.68	24.62%
WESERV	\$ 72,745.45	\$ 71,604.13	\$ 127,679.40	\$ 199,283.53	\$ 39,856.71	\$ 470,703.00	42.34%	\$ 76,200.00	\$ 75,000.00	\$ 4,683.93	21.43%
WHITE MOUNTAIN	\$ 36,971.40	\$ 2,852.00	\$ 9,105.00	\$ 11,957.00	\$ 2,391.40	\$ 9,320.00	128.29%	\$ -	\$ 39,362.80	\$ 39,362.80	26.21%
YUMA	\$ 29,328.93	\$ 3,395.50	\$ 20,400.00	\$ 23,795.50	\$ 4,759.10	\$ 13,348.00	178.27%	\$ 4,500.00	\$ 34,088.03	\$ 29,588.03	52.01%
TOTAL	\$ 549,121.85	\$ 207,450.64	\$ 462,104.06	\$ 669,554.70	\$ 133,910.94	\$ 1,088,359.00	61.52%	\$ 172,000.00	\$ 645,430.63	\$ 479,314.56	24.98%

Un-audited; Provided for internal informational purposes only

NOTE 1: RAPAC TOTAL RECEIVED 2020 is comprised of RAPAC deferred from 2019 plus YTD 2020 RAPAC

NOTE 2: Associations/Boards denoted in bold font have made 100% of their RAPAC goal for 2020

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

Issues Mobilization Activity August 2020

BOARD/ASSOCIATION	2019 ISSUES RESERVES	Funds Rec'd in 2019 for 2020	2020 ISSUES CONTRIBUTIONS	2020 ISSUES DUES	2020 Total Contributions For Credit	2020 Local Share	2020 LOCAL REQUESTS	BALANCE LOCAL RESERVES	Available Funds For Local Use
AAR/INDIVIDUAL	\$9,250.98	\$0.00	\$ -	\$ 3,412.50	\$ 3,412.50	\$ 853.13	\$ -	\$ 10,104.11	\$ 10,104.11
BULLHEAD/MOHAVE	\$28,768.99	\$0.00	\$ 175.00	\$ 14,052.50	\$ 14,227.50	\$ 3,556.88	\$ -	\$ 32,325.87	\$ 32,325.87
CENTRAL ARIZONA	\$6,341.76	\$0.00	\$ 1,750.00	\$ 8,417.50	\$ 10,167.50	\$ 2,541.88	\$ -	\$ 8,883.64	\$ 8,883.64
GRAHAM/GREENLEE	\$2,127.50	\$0.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,127.50	\$ 2,127.50
GREEN VALLEY	\$23,309.29	\$0.00	\$ 30.00	\$ 9,275.00	\$ 9,305.00	\$ 2,326.25	\$ -	\$ 25,635.54	\$ 25,635.54
KINGMAN/GOLDEN V	\$25,448.72	\$0.00	\$ -	\$ 9,817.50	\$ 9,817.50	\$ 2,454.38	\$ 4,000.00	\$ 27,903.10	\$ 23,903.10
LAKE HAVASU	\$28,902.01	\$0.00	\$ -	\$ 24,640.00	\$ 24,640.00	\$ 6,160.00	\$ -	\$ 35,062.01	\$ 35,062.01
NORTHERN ARIZONA	\$33,544.89	\$0.00	\$ -	\$ 20,265.00	\$ 20,265.00	\$ 5,066.25	\$ -	\$ 38,611.14	\$ 38,611.14
PHOENIX	\$80,196.88	\$0.00	\$ 240.00	\$ 329,542.50	\$ 329,782.50	\$ 82,445.63	\$ -	\$ 100,000.00	\$ 100,000.00
PRESCOTT	\$42,161.71	\$0.00	\$ 1,607.00	\$ 51,905.00	\$ 53,512.00	\$ 13,378.00	\$ -	\$ 55,539.71	\$ 55,539.71
SANTA CRUZ	\$6,825.47	\$0.00	\$ 180.00	\$ 3,255.00	\$ 3,435.00	\$ 858.75	\$ -	\$ 7,684.22	\$ 7,684.22
SCOTTSDALE AREA	\$50,122.50	\$0.00	\$ -	\$ 305,112.50	\$ 305,112.50	\$ 76,278.13	\$ -	\$ 100,000.00	\$ 100,000.00
SEDONA/VERDE V	\$41,249.66	\$0.00	\$ 3,500.00	\$ 19,670.00	\$ 23,170.00	\$ 5,792.50	\$ -	\$ 47,042.16	\$ 47,042.16
TUCSON	\$17,075.11	\$0.00	\$ 1,000.00	\$ 203,857.50	\$ 204,857.50	\$ 51,214.38	\$ -	\$ 68,289.49	\$ 68,289.49
WESERV	\$100,000.00	\$0.00	\$ 3,880.00	\$ 791,227.50	\$ 795,107.50	\$ 198,776.88	\$ -	\$ 100,000.00	\$ 100,000.00
WHITE MOUNTAIN	\$23,901.54	\$1,207.00	\$ 1,240.00	\$ 15,627.50	\$18,074.50	\$ 4,518.63	\$ -	\$ 28,420.17	\$ 28,420.17
YUMA	\$34,755.58	\$0.00	\$ 1,570.00	\$ 22,522.50	\$ 24,092.50	\$ 6,023.13	\$ -	\$ 40,778.71	\$ 40,778.71
TOTALS	\$553,982.59	\$1,207.00	\$15,172.00	\$1,832,600.00	\$ 1,848,979.00	\$ 462,244.75	\$4,000.00	\$728,407.34	\$ 724,407.34

INVESTOR REPORT

June 30, 2020

REACH Ventures 2019 LP

430 N Michigan Ave
Chicago, IL 60611

Information contained in this report is confidential and may not be shared without written permission

REACH
NATIONAL ASSOCIATION OF REALTORS®

Industry Outlook

Dear Investor,

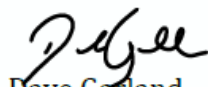
Since our last update we have entered unprecedented times on a global scale. The real estate industry has raced to adapt to a “new normal” which has had a profound impact on the PropTech sector. Current market conditions have acted as a catalyst for certain technologies including touchless interactions, digital transaction services, tenant engagement, wellness, and VR/AR applications. For other categories, some of which previously showed tremendous prospect (e.g. co-working, co-living), the uncertainty of COVID-19 has created a decelerating effect.

We believe disruptive events tend to provide unique opportunities. Our portfolio companies have worked through a time where existing-home sales dropped as much as 26.6%, on an adjusted annual rate, building leaner operations and capitalizing on the opportunities provided in recessionary environments. Nearly two dozen portfolio companies created compelling offers for NAR’s Right Tools, Right Now program which elevated the opportunity for REALTORS® to access the technology they need to power their businesses through volatile market conditions.

The COVID pandemic has only further illustrated the need for collaboration and new ideas on a global scale in the real estate sector and far beyond. We are proud to have launched our REACH Canada and REACH UK programs earlier this year amidst the challenging conditions of the pandemic. As important hubs for both capital and innovation, our newest regions of expansion will allow us to continue expanding our thriving network of top new technologies and the entrepreneurs who fuel them. Both new programs have begun accepting applications and will select their inaugural classes in late 2020. We look forward to providing you with an announcement of the new companies admitted to the global REACH community in your next investor report.

Thank you for your continued support of REACH as we expand our operations across verticals and internationally. We will keep you posted on the performance of our invested capital, and as our team expands its efforts to ensure we invest in technologies that support the growth of our industry.

Sincerely,



Dave Garland
Partner



Tyler Thompson
Partner

Sources: NAR Existing-home sales

REACH Ventures 2019 *At a Glance*

+10.81% SINCE INCEPTION

380 TOTAL EMPLOYEES

14 PORTFOLIO COMPANIES

50% FEMALE FOUNDERS

100% PORTFOLIO COMPANIES STILL ACTIVE

12 YEAR AVERAGE FOUNDERS EXPERIENCE IN REAL ESTATE

TOTAL ROUNDS OF FINANCING **28**

TOTAL FUNDING DURING/SINCE REACH **27.0M USD**

twofold

evocalize

klearn

CRESimple

curbio
Renovate Now, Pay When You Sell

Trove

Amarki
MARKETING INTELLIGENCE

biproxi

PROPY

LulaFit

**STAGING & DESIGN
NETWORK**
SHARE. GROW. INSPIRE.

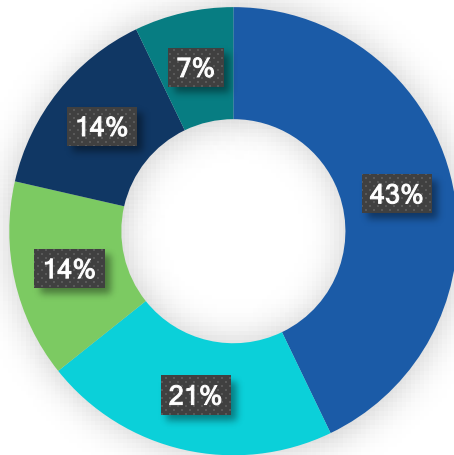
reConsortia

ratemyagent

COEO

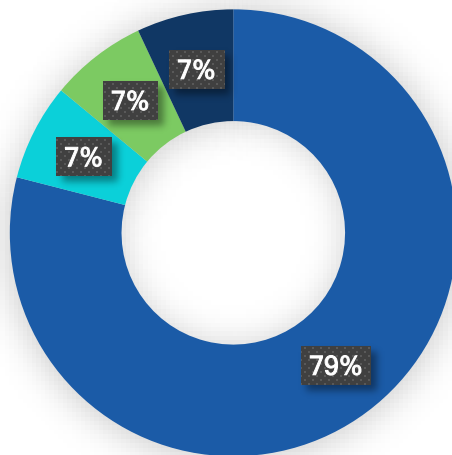
Portfolio Overview

Portfolio Breakdown by PropTech Sector
As a % of total investments



- Marketing & Communications
- Lending, Title & Transaction Management
- Consumer Centric
- Lead Gen & Conversion
- Agent & Broker Tools

Portfolio Breakdown by Operating Stage
As a % of total investments



- Seed
- Series A
- Pre-Seed
- Public

Top Portfolio News



Amarki (amarki.com) is a seamless, automated marketing platform for real estate professionals that unifies their favorite systems in one place.

Recent Events

[2020 HW Tech100](#)

[Amarki Announces New CEO - Ian Francis](#)



biproxi (biproxi.com) is an end to end CRE platform committed to providing the best tools, data, and applications to empower brokers to sell intelligently, and buyers to invest confidently.

Recent Events

[biproxi Acquires Commercial Real Estate Listing Site OfficeSpace.com](#)

[biproxi Announces Partnership With FRE, Expanding Broker Services Into Auction](#)



Coeo (coeospace.com) is a revolutionary open data technology platform that uses scientific algorithms to match brokers and users to the perfect space in seconds.

Recent Events

[Coeo Space Enables Brokers and Companies to Tour Commercial Real Estate Remotely](#)



CRE Simple (cresimple.com) is a financial services company built on an intelligent lending platform that is reinventing commercial real estate financing.

Recent Events

No recent events



Curbio (curbio.com) is completely changing the way real estate agents and their clients approach home sales. Its tech-driven renovation process allows home sellers to "flip their own home" and keep the profit for themselves.

Recent Events

[Curbio rolls out campaign to help realtors adjust to COVID-19](#)

[Real estate startup Curbio expands to Seattle, aims to speed up home renovation projects](#)

[Curbio Launches Partnership with Kleard as Part of its Ongoing Effort to Support Realtors During COVID-19](#)

Top Portfolio News



evocalize

Evocalize (evocalize.com) deeply connects all levels of a business to the marketing ecosystem and simplifies the efficient generation of demand when and where it's needed.

Recent Events

No recent events



kleard

Kleard (kleard.com) is an open house and showing app for real estate agents that includes robust safety features, real-time contact verification, and its own CRM.

Recent Events

[Kleard Launches Self Tour Tech for Real Estate That Allows Buyers Nationwide to Tour Homes Without an Agent Present](#)
[2020 HW Tech100](#)



LulaFit

Lulafit (lulafit.com) is a luxury amenities management firm working in Class A+ multifamily and commercial office spaces.

Recent Events

[Jeremy Werner and Nick Anthony join amenities management company, LulaFit](#)
[LulaFit adjusts to coronavirus crisis by shifting to virtual amenities programs](#)



PROPY

Propy (propy.com) is an end-to-end real estate transaction management platform that facilitates safe, fast & simple real estate transactions entirely online.

Recent Events

[2020 HW Tech100](#)
[Propy trials blockchain for land registry in Vermont](#)



ratemyagent

RateMyAgent (ratemyagent.com | ASX:RMY) is a digital marketing business that helps real estate agents collect share and promote their best customer feedback.

Recent Events

[2020 HW Tech100](#)
[RateMyAgent Continues to Stack Its Leadership Bench](#)



CONSORTIATM

reConsortia (consortia.realestate) is blockchain for real estate referral tracking. The blockchain builds transparency between stakeholders, enhances professionalism, and provides a better customer experience.

Recent Events

[2020 HW Tech100](#)
[US Capital Global Securities Engaged by Consortia to Facilitate \\$2M Capital Formation](#)

Top Portfolio News



Staging & Design Network (staginganddesignnetwork.com) has developed proprietary technology that drives the first member-based shared rental pool for home furnishings.

Recent Events

No recent events

Trove

Trove (discovertrove.com) is a boutique vacation rental service delivering exceptional consumer experiences and maximum value for property owners.

Recent Events

No recent events

The logo for twofold features the word "twofold" in a bold, lowercase, sans-serif font. The "two" is in orange and the "fold" is in black.

Twofold (twofoldspaces.com) is converting idle areas into productive, flexible workspaces. Twofold's products can improve efficiency by 25% or more, thereby increasing the capacity of smaller floor plans, or enabling greater density in existing spaces.

Recent Events

No recent events

REACH Ventures 2019 LP has not yet had an official first close. Below is an overview of the estimated portfolio value and current holdings;

REACH VENTURES 2019 LP HOLDINGS						
Company	Original Investment	Est. Current Value	Gain/(Loss)	Number of Shares	Approx. Ownership	Security Type
Amarki	\$100,000	\$131,988	\$31,988	62,500	1.320%	Preferred Shares
biproxi	\$100,000	\$100,000	-	74,074	0.336%	Preferred Shares
Coeo	\$100,000	\$100,000	-	n/a	n/a	SAFE
CRE Simple	\$100,000	\$100,000	-	198,400	0.750%	Preferred Shares
Curbio	\$100,000	\$175,919	\$75,919	48,391	0.247%	Preferred Shares
Evocalize	\$100,000	\$125,000	\$25,000	n/a	n/a	SAFE
Kleard	\$100,000	\$100,000	-	n/a	n/a	SAFE
Lulafit	\$100,000	\$100,119	\$119	170	0.870%	Preferred Shares
Propy	\$100,000	\$100,000	-	n/a	n/a	SAFE
RateMyAgent	\$99,602	\$117,910	\$18,308	632,469	0.154%	Common Stock
reConsortia	\$100,000	\$100,000	-	n/a	n/a	SAFE
Staging & Design Network	\$100,000	\$100,000	-	n/a	n/a	SAFE
Trove	\$100,000	\$100,000	-	n/a	n/a	SAFE
Twofold	\$100,000	\$100,000	-	n/a	n/a	SAFE
Add: Cash	\$398	\$398	-			
Total	\$1,399,999	\$1,551,333¹	\$151,334²			

1: Portfolio value is unaudited and subject to change

2: Portfolio gains are unrealized and subject to change