



## PROPOSED 2022 Operating and Capital Budget

2021 Budget	2021 Projections	Primary Committee	2022 Budget
\$ (1,074,043.01)	\$ (830,615.15)	Legislative & Political Affairs	\$ (1,097,941.91)
\$ (336,270.00)	\$ (257,299.61)	Risk Management	\$ (338,760.00)
\$ (1,153,326.23)	\$ (937,518.23)	Business Technology & Communications	\$ (994,450.23)
\$ (545,935.02)	\$ (492,474.52)	Professional & Business Development	\$ (564,052.56)
\$ 3,183,414.36	\$ 4,637,179.00	Operations & Strategic Initiatives	\$ 3,622,746.44
<b>\$73,840.10</b>	<b>\$2,119,271.49</b>	<b>* Net (Expense)/Income Totals *</b>	<b>\$ 627,541.74</b>

LEGISLATIVE & POLITICAL AFFAIRS				
2021 Approved	2021 Projections	Code		2022
<b>PROJECTED INCOME</b>				
\$ -				
\$ -				\$ -
<b>PROJECTED DIRECT (EXPENSES)</b>				
\$ (31,370.00)	\$ (24,600.00)	605	AWARDS/GIFTS	\$ (29,370.00)
\$ (8,860.00)	\$ (4,750.00)	621	REPAIRS/MAINTENANCE	\$ (9,235.00)
\$ (16,540.00)	\$ (5,800.00)	623	UTILITIES	\$ (16,540.00)
\$ (213,855.00)	\$ (97,400.00)	630	CATERING/HOTEL	\$ (178,105.00)
\$ (1,450.00)	\$ (1,548.38)	631	BUILDING	\$ (2,048.38)
\$ (1,000.00)	\$ (500.00)	632	COPYING	\$ (750.00)
\$ (343,720.00)	\$ (341,685.00)	639	DUES/COMMITMENTS	\$ (355,990.00)
\$ (5,030.00)	\$ (4,056.80)	640	EQUIPMENT MAINTENANCE/RENTAL	\$ (5,060.00)
\$ (9,750.08)	\$ (12,650.00)	770.1	SUPPLIES	\$ (12,750.08)
\$ (2,062.00)	\$ (1,177.00)	780	POSTAGE	\$ (3,062.00)
\$ (6,700.00)	\$ (1,500.00)	781	PRINTING	\$ (4,700.00)
\$ (60,280.00)	\$ (31,525.00)	786	PROMOTION	\$ (64,280.00)
\$ (10,000.00)	\$ (10,000.00)	787	SPEAKER	\$ (10,000.00)
\$ (2,000.00)	\$ -	788	STAFF EXPENSE	\$ (2,000.00)
\$ (13,501.48)	\$ (12,361.90)	790	SUBSCRIPTIONS/REFERENCE	\$ (12,394.00)
\$ (261,938.00)	\$ (241,566.00)	810	PROFESSIONAL/CONTRACT FEES	\$ (305,026.00)
\$ (5,500.00)	\$ (7,068.00)	850	TELEPHONE	\$ (7,180.00)
\$ (21,348.00)	\$ (9,427.07)	860	CONFERENCES	\$ (20,313.00)
\$ (42,800.00)	\$ (9,800.00)	867	TRAVEL/OTHER	\$ (42,800.00)
\$ (16,338.45)	\$ (13,200.00)	867.2	STAFF TRAVEL	\$ (16,338.45)
\$ (1,074,043.01)	\$ (830,615.15)	TOTAL DIRECT (EXPENSES)		\$ (1,097,941.91)
\$ (1,074,043.01)	\$ (830,615.15)	TOTAL NET (EXPENSES)/INCOME		\$ (1,097,941.91)

LEGISLATIVE AND POLITICAL AFFAIRS

A	B	C	D	E	F	G	H	I	J	K	L
Code	Category	2021 Approved	2021 Projections		Rate	Item	Qty	Item	Qty	Item	2022 Total
<b>GOVERNMENTAL AREA SUPPORT - 1501</b>											
621	Repairs/Maintenance	\$ (300.00)	\$ (4,750.00)	General Upkeep (lights, air filters, etc.)	\$ (600.00)		1		1		\$ (600.00)
		\$ (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	\$ (800.00)		1		1		\$ (800.00)
		\$ (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	\$ (1,225.00)		1		1		\$ (1,225.00)
		\$ (3,200.00)		Janitorial/Window Cleaning	\$ (2,400.00)		1		1		\$ (2,400.00)
		\$ (415.00)		Pictures/Furnishings	\$ (415.00)		1		1		\$ (415.00)
		\$ (800.00)		Landscaping - Maintenance	\$ (1,250.00)		1		1		\$ (1,250.00)
623	Utilities	\$ (6,500.00)	\$ (5,800.00)	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	\$ (1,125.00)	\$ -	Work Group Lunches	\$ (15.00)	each	5	meetings	15	members	\$ (1,125.00)
		\$ (330.00)	\$ -	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	\$ (1,000.00)	\$ (1,000.00)	Miscellaneous Computer Items	\$ (1,500.00)		1		1		\$ (1,500.00)
		\$ (225.00)	\$ (323.38)	Zoom Licenses	\$ (323.38)	annual	1		1	subscription	\$ (323.38)
		\$ (225.00)	\$ (225.00)	Adobe AcroPro	\$ (225.00)	annual	1		1	subscription	\$ (225.00)
632	Copying	\$ (1,000.00)	\$ (500.00)	Copying	\$ (750.00)	annual	1		1		\$ (750.00)
640	Equipment Maintenance/Rental	\$ (15.00)	\$ (56.80)	Postage Machine	\$ (15.00)	quarterly	1		4		\$ (60.00)
		\$ (15.00)	\$ -	Copier and Printer Leases		annual	1		1		\$ -
		\$ (5,000.00)	\$ (4,000.00)	Equipment Maintenance Rental Fees	\$ (5,000.00)	annual	1		1		\$ (5,000.00)
770.1	Supplies	\$ (2,000.00)	\$ (2,000.00)	General Supplies	\$ (2,000.00)		1		1		\$ (2,000.00)
		\$ (500.04)	\$ (450.00)	Coffee (Parks & Co.)	\$ (41.67)	monthly	12		1		\$ (500.04)
		\$ (500.04)	\$ (450.00)	Bottled Water/Coolers (Ready Refresh by Nestle)	\$ (41.67)	monthly	12		1		\$ (500.04)
780	Postage	\$ (750.00)	\$ (500.00)	Postage	\$ (750.00)	annually	1		1		\$ (750.00)
		\$ (312.00)	\$ (312.00)	UPS (Weekly Pick-Up Fees)	\$ (6.00)	week	52	weeks	1	svc chg	\$ (312.00)
781	Printing	\$ (2,000.00)	\$ (500.00)	In-house Printing	\$ (1,500.00)	annual	1		1		\$ (1,500.00)
		\$ (700.00)		Letterhead, Envelopes & Business Cards	\$ (700.00)		1		1		\$ (700.00)
790	Subscription/References	\$ (351.60)	\$ (87.90)	Asana	\$ -	monthly	12	months	1	subscription	\$ -
810	Contract Fees	\$ (150.00)	\$ (150.00)	Paper Shredding	\$ (150.00)		1		1		\$ (150.00)
		\$ (144.00)	\$ (180.00)	125 Plan Admin. (WageWorks) FSA	\$ (18.00)	monthly	12		1		\$ (216.00)
		\$ (744.00)	\$ (650.00)	Property Management Fees	\$ (100.00)	monthly	12		1		\$ (1,200.00)
		\$ (336.00)	\$ (336.00)	ShareFile	\$ (30.00)	monthly	12		1		\$ (360.00)
850	Telephone	\$ (5,500.00)	\$ (5,400.00)	Long Distance, Data Lines, Mobile, Monthly Lines, & Internet	\$ (5,500.00)		1		1		\$ (5,500.00)
			\$ (1,668.00)	Nextiva	\$ (140.00)	monthly	12	months	1		\$ (1,680.00)
860	Conferences	\$ (108.00)	\$ (100.00)	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	\$ (800.00)	\$ (800.00)	Arizona REALTOR® Conference (NAR Staff) - Hotel	\$ (200.00)	night	2	nights	2	staff	\$ (800.00)
867.2	Staff Travel	\$ (2,580.00)	\$ (2,500.00)	Local Association Visits - Hotel	\$ (215.00)	night	3	nights	4	staff	\$ (2,580.00)
		\$ (2,730.00)	\$ (2,700.00)	Local Association Visits - Daily Expense	\$ (65.00)	per diem	14	trips	3	staff	\$ (2,730.00)
		\$ (8,028.45)	\$ (8,000.00)	Local Association Visits - Mileage	\$ (0.57)	per mile	1	trip	14085	miles	\$ (8,028.45)
		\$ (67,093.13)	\$ (47,939.08)	<b>1501 Total</b>							\$ (69,562.91)

LEGISLATIVE AND POLITICAL AFFAIRS

A	B	C	D	E	F	G	H	I	J	K	L
56											
57	<b>LEGISLATIVE ADVOCACY - 1510</b>										
58	<b>639</b>	Dues /Commitments	\$ (1,200.00)	\$ (1,165.00)	Phoenix Chamber of Commerce	\$ (1,200.00)	annual	1		1	\$ (1,200.00)
59			\$ (15,000.00)	\$ (13,400.00)	Arizona Chamber of Commerce	\$ (15,000.00)	annual	1	time	1	staff \$ (15,000.00)
60			\$ (10,400.00)	\$ (10,250.00)	Arizona Tax Research Association	\$ (10,400.00)	annual	1	time	1	staff \$ (10,400.00)
61	<b>786</b>	Promotion	\$ (10,000.00)	\$ (5,000.00)	Promotion Fund	\$ (10,000.00)	annual	1		1	\$ (10,000.00)
62			\$ (780.00)	\$ (780.00)	Cellular Device	\$ (65.00)	staff	12	months	1	staff \$ (780.00)
63			\$ (3,000.00)	\$ (3,000.00)	FPC Ambassador Program	\$ (3,000.00)	annual	1		1	\$ (3,000.00)
64	<b>790</b>	Subscriptions/Reference	\$ (150.00)	\$ (150.00)	Phoenix Business Journal	\$ (150.00)	annual	1	year	1	subscription \$ (150.00)
65			\$ (4,080.00)	\$ (4,080.00)	AZ News/Leg. Report	\$ (700.00)	annual	6	months	1	subscription \$ (4,200.00)
66			\$ (900.00)	\$ -	AZ New Service Legislative Subscription	\$ -	annual	1	copy	1	subscription \$ -
67			\$ (189.00)	\$ (189.00)	Arizona Capitol Times/Journal Recording Publishing	\$ (189.00)	annual	1	year	1	subscription \$ (189.00)
68			\$ (3,588.00)	\$ (3,588.00)	AZ News Svc/Yellow Sheets (1 annual)	\$ (299.00)	annual	12	months	1	subscription \$ (3,588.00)
69			\$ (107.88)	\$ (132.00)	AZ Republic Digital Access	\$ (11.00)	monthly	12	months	1	subscription \$ (132.00)
70			\$ (3,935.00)	\$ (3,935.00)	LOLA Access Arizona News Service	\$ (3,935.00)	annual	1		1	\$ (3,935.00)
71			\$ (200.00)	\$ (200.00)	Miscellaneous	\$ (200.00)	annual	1	time	1	time \$ (200.00)
72	<b>810</b>	Professional/Contract Fees	\$ (130,000.00)	\$ (130,000.00)	Contract Lobbyist Fees	\$ (130,000.00)	annual	1		1	\$ (130,000.00)
73	<b>860</b>	Conferences	\$ (580.00)	\$ -	American Legislative Economic Council (ALEC) (Salt Lake, UT) Conference - Sponsorship	\$ (580.00)	sponsorship	1	annual	1	sponsorships \$ (580.00)
74			\$ (275.00)	\$ (275.00)	American Legislative Economic Council (ALEC) (Salt Lake, UT) Conference - Airfare	\$ (275.00)	airfare	1	trip	1	staff \$ (275.00)
75			\$ (1,000.00)	\$ (1,000.00)	American Legislative Economic Council (ALEC) (Salt Lake, UT) Conference - Hotel	\$ (250.00)	night	4	days	1	staff \$ (1,000.00)
76			\$ (500.00)	\$ (500.00)	American Legislative Economic Council (ALEC) (Salt Lake, UT) Conference - Daily Expense	\$ (100.00)	per diem	5	days	1	staff \$ (500.00)
77			\$ (500.00)	\$ (500.00)	GAD (Philadelphia, PA) Seminar - Daily Expense	\$ (100.00)	per diem	5	days	1	staff \$ (500.00)
78			\$ (1,250.00)	\$ (1,060.27)	GAD (Philadelphia, PA) Seminar - Hotel	\$ (250.00)	night	5	days	1	staff \$ (1,250.00)
79			\$ (275.00)	\$ (216.80)	GAD (Philadelphia, PA) Seminar - Airfare	\$ (380.00)	airfare	1	time	1	staff \$ (380.00)
80			\$ (550.00)	\$ (550.00)	GAD (Philadelphia, PA) Seminar - Registration	\$ (550.00)	registration	1	time	1	staff \$ (550.00)
81			\$ (550.00)	\$ (275.00)	NAR EXPO (Orlando, FL) - Airfare	\$ (380.00)	airfare	1	time	2	staff \$ (760.00)
82			\$ (1,050.00)	\$ (525.00)	NAR EXPO (Orlando, FL) - Registration	\$ (550.00)	registration	1	time	2	staff \$ (1,100.00)
83			\$ (2,750.00)	\$ (1,375.00)	NAR EXPO (Orlando, FL) - Hotel	\$ (275.00)	night	5	nights	2	staff \$ (2,750.00)
84			\$ (1,500.00)	\$ (750.00)	NAR EXPO (Orlando, FL) - Daily Expense	\$ (150.00)	per diem	5	days	2	staff \$ (1,500.00)
85			\$ (500.00)	\$ (500.00)	NCSL Conference (Denver, CO) - National Council of State Governments - Daily Expense	\$ (100.00)	per diem	5	days	1	staff \$ (500.00)
86			\$ (450.00)	\$ (300.00)	NCSL Conference (Denver, CO) - National Council of State Governments - Airfare	\$ (300.00)	airfare	1	time	1	staff \$ (300.00)
87			\$ (500.00)	\$ (500.00)	NCSL Conference (Denver, CO) - National Council of State Governments - Sponsorship	\$ (500.00)	annual	1	time	1	sponsorship \$ (500.00)
88			\$ (1,000.00)	\$ (1,000.00)	NCSL Conference (Denver, CO) - National Council of State Governments - Hotel	\$ (250.00)	night	4	nights	1	staff \$ (1,000.00)
89			\$ (300.00)	\$ -	NAR Campaign School - Daily Expense	\$ -	per diem	3	days	1	staff \$ -
90			\$ (400.00)	\$ -	NAR Campaign School - Hotel	\$ -	night	2	days	1	staff \$ -
91			\$ (100.00)	\$ -	NAR Campaign School - Registration	\$ -	registration	1	time	1	staff \$ -
92			\$ (450.00)	\$ -	NAR Campaign School - Airfare	\$ -	airfare	1	time	1	staff \$ -
93			\$ (198,009.88)	\$ (185,196.07)	<b>1510 Total</b>						\$ (196,219.00)
94											
95	<b>LOCAL LOBBYING SUPPORT - 1545</b>										
96	<b>867.2</b>	Staff Travel	\$ (3,000.00)	\$ -	In-state & National Meetings	\$ (3,000.00)		1		1	staff \$ (3,000.00)
97			\$ (3,000.00)	\$ -	<b>1545 Total</b>						\$ (3,000.00)
98											

LEGISLATIVE AND POLITICAL AFFAIRS

	A	B	C	D	E	F	G	H	I	J	K	L
99	<b>LEGISLATIVE POLICY DEVELOPMENT - 1550</b>											
100	<b>630</b>	Catering/Hotel	\$ (10,000.00)	\$ (10,000.00)	REALTOR Caucus- Audio/Visual	\$ (2,000.00)	audio/visual	1	event	5	rooms	\$ (10,000.00)
101			\$ (9,900.00)	\$ (9,900.00)	REALTOR Caucus - Room Rental	\$ (220.00)	per room	45	rooms	1	night	\$ (9,900.00)
102			\$ (35,000.00)	\$ (35,000.00)	REALTOR Caucus - Catering	\$ (35,000.00)		1	time	1	event	\$ (35,000.00)
103			\$ (95,000.00)	\$ (10,000.00)	Legislative Events (REALTOR Day, other event(s))	\$ (49,250.00)		1	events	1		\$ (49,250.00)
104			\$ (2,000.00)	\$ (2,000.00)	Legislative Industry Partners Event	\$ (2,000.00)	annual	1	events	1		\$ (2,000.00)
105	<b>770.1</b>	Supplies	\$ (150.00)	\$ (3,150.00)	Miscellaneous Supplies (REALTOR DAY, exc)	\$ (3,150.00)		1	time	1		\$ (3,150.00)
106			\$ (2,500.00)	\$ (2,500.00)	REALTOR Caucus- Swag	(\$10)	per attendee	1	time	250	attendees	\$ (2,500.00)
107			\$ (2,500.00)	\$ (2,500.00)	REALTOR Caucus Miscellaneous (Floral,exc)	\$ (2,500.00)		1	time	1		\$ (2,500.00)
108	<b>810</b>	Professional/ Contract Fees	\$ (5,000.00)	\$ (5,000.00)	Event Registration Website- Cvent	\$ (5,000.00)	annual	1	time	1		\$ (5,000.00)
109				\$ -	Parking/Transport	\$ (5,250.00)	annual	1	time	1		\$ (5,250.00)
110				\$ -	REALTOR Day Rentals	\$ (35,000.00)	annual	1	time	1		\$ (35,000.00)
111				\$ -	REALTOR Day Entertainment	\$ (2,500.00)	annual	1	time	1		\$ (2,500.00)
112	<b>787</b>	Speaker	\$ (10,000.00)	\$ (10,000.00)	REALTOR Caucus - Speaker Fees	\$ (10,000.00)	annual	1	time	1		\$ (10,000.00)
113	<b>867</b>	Travel	\$ (9,000.00)	\$ (9,000.00)	REALTOR Caucus -Mileage Reimbursements	\$ (9,000.00)		1	event	1	time	\$ (9,000.00)
114			\$ (181,050.00)	\$ (99,050.00)	<b>1550 Total</b>							\$ (181,050.00)
115												
116	<b>FUNDRAISING/GRASSROOTS SUPPORT - 1560</b>											
117	<b>605</b>	Awards/Gifts	\$ (4,050.00)	\$ (1,600.00)	Local Association Year-End Awards	\$ (2,050.00)	award	1		1		\$ (2,050.00)
118			\$ (4,320.00)	\$ -	RAPAC Recognition Pins	\$ (4,320.00)	order	1		1		\$ (4,320.00)
119			\$ (10,000.00)	\$ (10,000.00)	Major Investor Gift	\$ (10,000.00)	order	1	time	1	members	\$ (10,000.00)
120			\$ (2,000.00)	\$ (2,000.00)	President Circle Gift	\$ (2,000.00)	order	1	time	1	members	\$ (2,000.00)
121			\$ (10,000.00)	\$ (10,000.00)	Hall of Fame Gift	\$ (10,000.00)	order	1	time	1	members	\$ (10,000.00)
122			\$ (1,000.00)	\$ (1,000.00)	RAPAC Promotion Materials	\$ (1,000.00)	order	1	time	1	members	\$ (1,000.00)
123	<b>630</b>	Catering/Hotel	\$ (25,000.00)	\$ (25,000.00)	RAPAC Annual Event	\$ (35,000.00)	annual	1	time	1	members	\$ (35,000.00)
124			\$ (1,000.00)	\$ (1,000.00)	Major Investor Event	\$ (1,000.00)		1		1		\$ (1,000.00)
125	<b>639</b>	Dues/Commitments	\$ (250.00)	\$ -	SOS Standing Committee Renewal	\$ (250.00)	annual	1	time	1		\$ (250.00)
126			\$ (306,870.00)	\$ (306,870.00)	REALTOR® Party PSF Allocation at \$6 per member plus	\$ (6.00)	annual	1	time	53,190	members	\$ (319,140.00)
127			\$ (10,000.00)	\$ (10,000.00)	Platinum R	\$ (10,000.00)	annual	1	each	1		\$ (10,000.00)
128	<b>770.1</b>	Supplies	\$ (300.00)	\$ (300.00)	Arizona REALTOR® Conference Supplies	\$ (300.00)	annual	1		1		\$ (300.00)
129			\$ (300.00)	\$ (300.00)	October Leadership Supplies	\$ (300.00)	annual	1		1		\$ (300.00)
130			\$ (1,000.00)	\$ (1,000.00)	RAPAC Annual Event Supplies	\$ (1,000.00)	annual	1	time	1		\$ (1,000.00)
131	<b>780</b>	Postage	\$ (1,000.00)	\$ (365.00)	Online Auction Postage	\$ (500.00)	annual	1	time	1	event	\$ (500.00)
132					RAPAC Gift Postage	\$ (1,500.00)	annual	1	time	1		\$ (1,500.00)
133	<b>786</b>	Promotion	\$ (2,000.00)	\$ (2,000.00)	October Leadership Fundraiser	\$ (2,000.00)	drawing	1	each	1		\$ (2,000.00)
134			\$ (1,500.00)	\$ (1,500.00)	Arizona REALTOR® Conference RAPAC Promotion	\$ (1,500.00)	drawing	1	each	1		\$ (1,500.00)
135			\$ (6,000.00)	\$ (6,000.00)	REALTOR Party Statewide Training	\$ (6,000.00)	training	1	each	1		\$ (6,000.00)
136			\$ (2,500.00)	\$ (2,245.00)	Online Fundraising Auction Vendor Give Smart	\$ (2,500.00)	annual	1	each	1		\$ (2,500.00)
137	<b>810</b>	Professional/Contract Fees	\$ (9,100.00)	\$ (9,100.00)	Annual Audit	\$ (9,100.00)	audit	1	audit	1		\$ (9,100.00)
138			\$ (95,000.00)	\$ (95,000.00)	REALTOR® Party Plus	\$ (95,000.00)	annual	1	each	1		\$ (95,000.00)
139			\$ (493,190.00)	\$ (485,280.00)	<b>1560 Total</b>							\$ (514,460.00)
140												

LEGISLATIVE AND POLITICAL AFFAIRS

	A	B	C	D	E	F	G	H	I	J	K	L	
141	<b>FEDERAL LIAISON SUPPORT - 1575</b>												
142	630	Catering/Hotel	\$ (30,000.00)	\$ -	Hill Visit Reception	\$ (30,000.00)			1	each	1	members	\$ (30,000.00)
143	786	Promotion	\$ (16,500.00)	\$ -	FPC In-District Funds	\$ (1,500.00)			1	each	11	members	\$ (16,500.00)
144	860	Conferences	\$ (2,000.00)	\$ -	NAR Legislative (D.C.) - Daily Expense	\$ (200.00)	per diem		5	days	2	staff	\$ (2,000.00)
145			\$ (3,200.00)	\$ -	NAR Legislative (D.C.) - Hotel	\$ (320.00)	night		5	nights	2	staff	\$ (3,200.00)
146			\$ (1,200.00)	\$ -	NAR Legislative (D.C.) - Airfare	\$ (600.00)	airfare		1	time	2	staff	\$ (1,200.00)
147	867	Travel/Other	\$ (33,000.00)	\$ -	FPC NAR DC Meetings	\$ (3,000.00)	per member		1	time	11	members	\$ (33,000.00)
148			\$ (85,900.00)	\$ -	<b>1575 Total</b>								\$ (85,900.00)
149	<b>ELECTION YEAR ACTIVITIES - 1580</b>												
150													
151	788	Staff Expense	\$ (2,000.00)	\$ -	Get Out The Vote Campaign	\$ (2,000.00)			1		1	staff	\$ (2,000.00)
152			\$ (2,000.00)	\$ -	<b>1580 Total</b>								\$ (2,000.00)
153	<b>GOVERNMENTAL COMMUNICATIONS - 1585</b>												
154													
155	781	Printing	\$ (4,000.00)	\$ (1,000.00)	Governmental Programs Communications (Print)	\$ (2,500.00)			1	time	1	time	\$ (2,500.00)
156	786	Promotion	\$ (10,000.00)	\$ -	CFA Outreach Services	\$ (10,000.00)			1	time	1	time	\$ (10,000.00)
157			\$ (3,000.00)	\$ -	Governmental Programs Communications (Audio/Video)	\$ (4,000.00)			1	time	1	time	\$ (4,000.00)
158			\$ (8,000.00)	\$ (8,000.00)	REALTOR Party Video	\$ (8,000.00)			1	time	1	time	\$ (8,000.00)
159	810	Professional/Contract Fees	\$ (400.00)	\$ (550.00)	AZ News Service Trade and Professional Association	\$ (550.00)			1		1		\$ (550.00)
160			\$ (700.00)	\$ (600.00)	AZ Capitol Times Book of Lobbyists	\$ (350.00)			1	time	2	ad	\$ (700.00)
161			\$ (700.00)	\$ -	AZ News Service Citizen Government Directory	\$ -			1		1		\$ -
162			\$ (23,800.00)	\$ (13,150.00)	<b>1585 Total</b>								\$ (25,750.00)
163	<b>POLITICAL RESEARCH - 1596</b>												
164													
165	810	Professional/Contract Fees	\$ (20,000.00)	\$ -	Research, Policy	\$ 20,000.00			1		1	fee	\$ (20,000.00)
166			\$ (20,000.00)	\$ -	<b>1596 Total</b>								\$ (20,000.00)
167	<b>TOTAL (EXPENSE)</b>												
168			\$ (1,074,043.01)	\$ (830,615.15)									\$ (1,097,941.91)
169	<b>TOTAL INCOME</b>												
170			\$ (1,074,043.01)	\$ (830,615.15)									\$ -
	<b>TOTAL NET (EXPENSE)/INCOME</b>												
													\$ (1,097,941.91)

<b>RISK MANAGEMENT</b>				
<b>2021 Approved</b>	<b>2021 Projections</b>	<b>Code</b>		<b>2022</b>
<b>PROJECTED INCOME</b>				
\$ 27,500.00	\$ 27,500.00	440	PS ENFORCEMENT INCOME	\$ 28,900.00
\$ 1,000.00	\$ 87.28	440	REGISTRATION FEES	\$ 1,000.00
<b>\$ 28,500.00</b>	<b>\$ 27,587.28</b>	<b>TOTAL PROJECTED INCOME</b>		<b>\$ 29,900.00</b>
<b>PROJECTED DIRECT (EXPENSES)</b>				
\$ (400.00)	\$ (405.93)	605	AWARDS/GIFTS	\$ (400.00)
\$ (9,900.00)	\$ (7,750.00)	621	REPAIRS & MAINTENANCE	\$ (11,450.00)
\$ (10,385.00)	\$ (9,000.00)	623	UTILITIES	\$ (10,385.00)
\$ (20,828.00)	\$ (2,844.20)	630	CATERING/HOTEL	\$ (20,380.00)
\$ (2,500.00)	\$ (1,500.00)	631	COMPUTER SERVICES & EXPENSES	\$ (2,500.00)
\$ (1,000.00)	\$ -	632	COPYING	\$ (1,000.00)
\$ (15,095.00)	\$ (6,120.00)	640	EQUIPMENT MAINTENANCE/RENTAL	\$ (13,095.00)
\$ (4,750.00)	\$ (3,000.00)	770	SUPPLIES	\$ (4,750.00)
\$ (3,430.00)	\$ (1,350.00)	780	POSTAGE	\$ (2,624.00)
\$ (1,200.00)	\$ (250.00)	781	PRINTING	\$ (1,200.00)
\$ (4,500.00)	\$ (100.00)	786	PROMOTION	\$ (4,500.00)
\$ (4,000.00)	\$ (2,500.00)	787	SPEAKER FEES	\$ (4,000.00)
\$ (11,090.00)	\$ (10,162.76)	790	SUBSCRIPTIONS/REFERENCE	\$ (11,685.00)
\$ (238,274.00)	\$ (220,212.00)	810	PROFESSIONAL/CONTRACT FEES	\$ (248,686.00)
\$ (8,220.00)	\$ (7,850.00)	850	TELEPHONE	\$ (7,500.00)
\$ (18,137.00)	\$ (8,342.00)	860	CONFERENCES	\$ (15,279.00)
\$ (11,061.00)	\$ (3,500.00)	867	TRAVEL/OTHER	\$ (9,226.00)
<b>\$ (364,770.00)</b>	<b>\$ (284,886.89)</b>	<b>TOTAL DIRECT (EXPENSES)</b>		<b>\$ (368,660.00)</b>
<b>\$ (336,270.00)</b>	<b>\$ (257,299.61)</b>	<b>TOTAL NET (EXPENSES)/INCOME</b>		<b>\$ (338,760.00)</b>

RISK MANAGEMENT

	A	B	C	D	E	F	G	H	I	J	K	L
1	Code		2021 Approved	2021 Projections		Rate	Item	Qty	Item	Qty	Item	2022 Total
2	<b>RISK MANAGEMENT/TASK FORCE/WORK GROUP SUPPORT - 1601 (Dues)</b>											
3	621	Repairs/Maintenance	\$ (500.00)	\$ (7,750.00)	General Upkeep (lights, air filters, etc.)	\$ (650.00)		1		1		\$ (650.00)
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	\$ (750.00)		1		1		\$ (750.00)
8			\$ (950.00)		HVAC Service Contract - O'Neil	\$ (1,150.00)		1		1		\$ (1,150.00)
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			\$ (900.00)		Interior Repairs/Maintenance	\$ (1,150.00)		1		1		\$ (1,150.00)
14			\$ (2,000.00)		Janitorial/Window Cleaning	\$ (2,500.00)		1		1		\$ (2,500.00)
15			\$ (550.00)		Pictures/Furnishings	\$ (550.00)		1		1		\$ (550.00)
16			\$ (1,200.00)		Landscaping - Maintenance	\$ (1,600.00)		1		1		\$ (1,600.00)
17	605	Awards/Gifts	\$ (200.00)	\$ (175.93)	RMC Chair Recognition	\$ (200.00)		1		1		\$ (200.00)
18	623	Utilities	\$ (9,250.00)	\$ (9,000.00)	Electricity	\$ (9,250.00)		1		1		\$ (9,250.00)
19			\$ (950.00)		Sewer/Water	\$ (950.00)		1		1		\$ (950.00)
20			\$ (185.00)		Trash	\$ (185.00)		1		1		\$ (185.00)
21	630	Catering/Hotel	\$ (2,400.00)		Group Meetings	\$ (600.00)	meal	4	times	1		\$ (2,400.00)
22	631	Computer Services & Expenses	\$ (2,500.00)	\$ (1,500.00)	Misc. Computer Expenses, Accessories & Licenses	\$ (2,500.00)		1		1		\$ (2,500.00)
23	632	Copying	\$ (1,000.00)		Copies	\$ (1,000.00)		1		1		\$ (1,000.00)
24	640	Equipment Maintenance/Rental	\$ (95.00)	\$ (6,120.00)	Pitney Bowes Meter	\$ (95.00)		1		1		\$ (95.00)
25			\$ (15,000.00)		Copier Lease	\$ (13,000.00)		1		1		\$ (13,000.00)
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	\$ (1,000.00)	annually	1		1		\$ (1,000.00)
30			\$ (1,430.00)		UPS (Weekly Pick-Up Fees)	\$ (12.00)	week	52	weeks	1	svc chg	\$ (624.00)
31	781	Printing	\$ (1,000.00)	\$ (250.00)	Business Cards/Notes, Letterhead, Envelopes	\$ (1,000.00)		1		1		\$ (1,000.00)
32	786	Promotion	\$ (500.00)	\$ (100.00)	Member expenses	\$ (500.00)		1		1		\$ (500.00)
33	810	Contract Fees	\$ (348.00)	\$ (1,550.00)	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	\$ (240.00)	monthly	12		1		\$ (2,880.00)
36	850	Telephone	\$ (8,220.00)	\$ (7,850.00)	Long Distance, Data Lines, Mobile, Monthly Lines, & Internet	\$ (625.00)	monthly	12		1		\$ (7,500.00)
37	860	Conferences	\$ (42.00)	\$ (8,342.00)	Arizona REALTOR® Conference - Mileage	\$ (21.00)	mileage	4	days	1	staff	\$ (84.00)
38			\$ (225.00)	\$ -	General Counsel Meeting - Daily Expense	\$ (75.00)	per diem	3	days	1	staff	\$ (225.00)
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			\$ (2,500.00)		AE Institute (Atlanta, GA) - Hotel	\$ (250.00)	hotel	5	nights	1	staff	\$ (1,250.00)
43			\$ (1,200.00)		AE Institute (Atlanta, GA) - Airfare	\$ (600.00)	airfare	1	time	1	staff	\$ (600.00)
44			\$ (900.00)		AE Institute (Atlanta, GA) - Daily Expense	\$ (75.00)	per diem	6	days	1	staff	\$ (450.00)
45			\$ (1,200.00)		AE Institute (Atlanta, GA) - Registration	\$ (600.00)	registration	1	time	1	staff	\$ (600.00)
46			\$ (3,200.00)		NAR EXPO (Orlando, FL) - Hotel	\$ (320.00)	night	5	nights	2	staff	\$ (3,200.00)
47			\$ (1,200.00)		NAR EXPO (Orlando, FL) - Airfare	\$ (600.00)	airfare	1	time	2	staff	\$ (1,200.00)
48			\$ (1,500.00)		NAR EXPO (Orlando, FL) - Daily Expense	\$ (150.00)	per diem	5	days	2	staff	\$ (1,500.00)
49			\$ (900.00)		NAR EXPO (Orlando, FL) - 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			\$ (900.00)		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	\$ (3,500.00)	\$ (1,500.00)	In-state Travel & Expense (outreach activities and RM related issues)	\$ (3,500.00)	travel	1	pool	1	staff	\$ (3,500.00)
55			\$ (80,211.00)	\$ (47,387.93)	<b>1601 Total</b>							\$ (77,687.00)
56												



RISK MANAGEMENT

	A	B	C	D	E	F	G	H	I	J	K	L
57	<b>LEGAL SUPPORT - 1602</b>											
58	790	Subscriptions/Reference	\$ (750.00)	\$ (7,500.00)	Legal Publications	\$ (750.00)	subscriptions	1		1		\$ (750.00)
59			\$ (5,250.00)		Legal Research - West Law	\$ (5,500.00)	subscriptions	1		1		\$ (5,500.00)
60			\$ (2,000.00)		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)	\$ (5,000.00)	Outside Legal	\$ (20,000.00)		1		1		\$ (20,000.00)
63	867	Travel/Other	\$ (2,000.00)	\$ (2,000.00)	RMC Chair/Vice Chair	\$ (2,000.00)	travel	1		1		\$ (2,000.00)
64			\$ (30,200.00)	\$ (14,500.00)	<b>1602 Total</b>							\$ (30,450.00)
65												
66	<b>PROFESSIONAL STANDARDS ENFORCEMENT - 1605 (Dues)</b>											
67	<b>INCOME</b>											
68	440	PS Enforcement	\$ 1,000.00	\$ 27,500.00	Appeal Fees Retained	\$ 500.00	appeals	2	hearings	1	time	\$ 1,000.00
69			\$ 3,500.00		Arbitration Deposits Retained	\$ 500.00	deposits	7	hearings	1	time	\$ 3,500.00
70			\$ 500.00		Ethics Citation Fee	\$ 250.00	fee	2	violations	1	time	\$ 500.00
71			\$ 7,500.00		Ethics Administrative Fees	\$ 300.00	fee	33	fees	1	time	\$ 9,900.00
72			\$ 15,000.00		Ethics Retained Fines/Deposits	\$ 1,000.00		14	fees	1		\$ 14,000.00
73			\$ 27,500.00	\$ 27,500.00	<b>1605 Income Total</b>							\$ 28,900.00
74	<b>EXPENSE</b>											
75	605	Awards/Gifts	\$ (200.00)	\$ (230.00)	Committee Recognition	\$ (200.00)	recognition	1		1		\$ (200.00)
76	630	Catering/Hotel	\$ (1,200.00)	\$ (500.00)	Lunches (GVC)	\$ (100.00)	lunch	12	lunches	1	meetings	\$ (1,200.00)
77			\$ (1,008.00)	\$ -	Lunches (PS Panels)	\$ (8.00)	lunch	5	lunches	6	hearings	\$ (240.00)
78	770	Supplies	\$ (500.00)	\$ (500.00)	General	\$ (500.00)		1		1		\$ (500.00)
79	780	Postage	\$ (1,750.00)	\$ (600.00)	Stamps.com	\$ (1,000.00)		1		1		\$ (1,000.00)
80	790	Subscriptions/Reference	\$ (40.00)	\$ (2,662.76)	CEAM (for AAR GVC & PSC members & staff) - Shipping	\$ (40.00)	shipping	1		1		\$ (40.00)
81			\$ (1,400.00)		CEAM (for AAR GVC & PSC members & staff)	\$ (27.50)	CEAM	70	books	1		\$ (1,925.00)
82			\$ (1,080.00)		Professionalism in Real Estate	\$ (6.00)	booklet	150	books	1		\$ (900.00)
83			\$ (20.00)		Professionalism in Real Estate - Shipping	\$ (20.00)		1		1		\$ (20.00)
84	810	Professional/Contract Fees	\$ (1,000.00)	\$ (14,000.00)	Court Reporter	\$ (200.00)	court reporter	6	hearings	1	time	\$ (1,200.00)
85			\$ (4,000.00)		Abacus training	\$ -	hour	0	hours	1	staff	\$ -
86			\$ (8,580.00)		Abacus Subscription	\$ (923.50)		12	months	1		\$ (11,082.00)
87	867	Travel/Other	\$ (81.00)	\$ -	Meals	\$ (27.00)	meal	6	meals	3		\$ (486.00)
88			\$ (750.00)		Panel Member Mileage	\$ (750.00)	mileage	1	miles	1	hearing	\$ (750.00)
89			\$ (750.00)		Hearing Panel Chair Travel (Mileage)	\$ (750.00)	mileage	1	miles	1	hearing	\$ (750.00)
90			\$ (165.00)		Hotel (Panel Chairs)	\$ (165.00)	night	3	nights	1		\$ (495.00)
91	867.2	Staff Travel	\$ (165.00)	\$ -	Hotel	\$ (165.00)	night	3	nights	1	time	\$ (495.00)
92			\$ (600.00)		Car Rental & Gas	\$ (150.00)	rental	4	days	1	time	\$ (600.00)
93			\$ (23,289.00)	\$ (18,492.76)	<b>1605 Expense Total</b>							\$ (21,883.00)
94												

RISK MANAGEMENT

	A	B	C	D	E	F	G	H	I	J	K	L
95	<b>PROFESSIONAL STANDARDS TRAINING - 1610</b>											
96	<b>INCOME</b>											
97	440	Registration Fees	\$ 1,000.00	\$ 87.28	Workshop Registration		registration		registrants		time	\$ 1,000.00
98			<b>\$ 1,000.00</b>	<b>\$ 87.28</b>	<b>1610 Income Total</b>							<b>\$ 1,000.00</b>
99	<b>EXPENSE</b>											
100	630	Catering/Hotel	\$ (1,100.00)	\$ (1,094.20)	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)	\$ (72.00)	catering	185	meals	1		\$ (13,320.00)
104	770	Supplies	\$ (500.00)		General	\$ (500.00)		1		1		\$ (500.00)
105	787	Speaker Fees	\$ (3,000.00)	\$ (2,500.00)	PS Workshop	\$ (3,000.00)	speaker fee	1		1		\$ (3,000.00)
106	790	Subscriptions/Reference	\$ (350.00)	\$ -	NAR Materials/Code for Training Courses	\$ (350.00)	subscription	1		1		\$ (350.00)
107	810	Professional/Contract Fees	\$ (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)	\$ -		1		1		\$ -
109			<b>\$ (21,900.00)</b>	<b>\$ (3,594.20)</b>	<b>1610 Expense Total</b>							<b>\$ (20,220.00)</b>
110	<b>ALTERNATIVE DISPUTE RESOLUTION - 1615</b>											
112	630	Catering/Hotel	\$ (1,250.00)	\$ (1,250.00)	Mediation/Ombudsman Training	\$ (25.00)	catering	50	attendees	1	time	\$ (1,250.00)
113	787	Speaker Fees	\$ (1,000.00)	\$ -	Mediation/Ombudsman Training	\$ (1,000.00)	speaker fee	1		1		\$ (1,000.00)
114	810	Professional/Contract Fees	\$ (1,650.00)	\$ (1,662.00)	Ombudsman Insurance Policy	\$ (1,800.00)	policy	1		1		\$ (1,800.00)
115	867	Travel/Other	\$ (1,050.00)	\$ -	Mediator travel	\$ (150.00)	travel	1	mediations	1	time	\$ (150.00)
116			<b>\$ (4,950.00)</b>	<b>\$ (2,912.00)</b>	<b>1615 Total</b>							<b>\$ (4,200.00)</b>
117	<b>RISK MANAGEMENT PUBLICATIONS - 1625 (Primarily Fees)</b>											
118	786	Promotion	\$ (4,000.00)	\$ -	Text Alert System	\$ (4,000.00)		1		1		\$ (4,000.00)
119			<b>\$ (4,000.00)</b>	<b>\$ -</b>	<b>1625 Total</b>							<b>\$ (4,000.00)</b>
121	<b>FORMS DEVELOPMENT - 1650</b>											
123	630	Catering/Hotel	\$ (420.00)	\$ -	Forms Workgroup Meeting	\$ (14.00)	catering	15	lunches	2	meetings	\$ (420.00)
124	810	Professional/Contract Fees	\$ (3,000.00)	\$ (1,500.00)	Translation/Copyright/Screen Reader Fees Forms	\$ (3,000.00)		1		1		\$ (3,000.00)
125			<b>\$ (3,420.00)</b>	<b>\$ (1,500.00)</b>	<b>1650 Total</b>							<b>\$ (3,420.00)</b>
126	<b>LEGAL HOTLINE - 1665 (Dues)</b>											
128	781	Printing	\$ (200.00)	\$ -	Legal Hotline Letterhead	\$ (200.00)	printing	1		1		\$ (200.00)
129	810	Professional/Contract Fees	\$ (196,000.00)	\$ (196,000.00)	Legal Services	\$ (206,000.00)	fee	1	year	1		\$ (206,000.00)
130			\$ (600.00)	\$ (500.00)	Other Fees (postage/copying, etc. costs)	\$ (50.00)		12	months	1		\$ (600.00)
131			<b>\$ (196,800.00)</b>	<b>\$ (196,500.00)</b>	<b>1665 Total</b>							<b>\$ (206,800.00)</b>
132			\$ (364,770.00)	\$ (284,886.89)	<b>TOTAL (EXPENSE)</b>							\$ (368,660.00)
133			\$ 28,500.00	\$ 27,587.28	<b>TOTAL INCOME</b>							\$ 29,900.00
134			<b>\$ (336,270.00)</b>	<b>\$ (257,299.61)</b>	<b>TOTAL NET (EXPENSE)/INCOME</b>							<b>\$ (338,760.00)</b>

<b>BUSINESS TECHNOLOGY &amp; COMMUNICATIONS</b>				
<b>2021 Approved</b>	<b>2021 Projections</b>	<b>Code</b>		<b>2022</b>
<b>PROJECTED INCOME</b>				
\$ 60,000.00	\$ 70,000.00	433	FORMS LICENSING	\$ 84,000.00
\$ 2,000.00	\$ 750.00	466	COMMUNICATIONS	\$ 2,000.00
<b>\$ 62,000.00</b>	<b>\$ 70,750.00</b>		<b>TOTAL PROJECTED INCOME</b>	<b>\$ 86,000.00</b>
<b>PROJECTED DIRECT (EXPENSES)</b>				
\$ (5,500.00)	\$ (1,000.00)	540	STAFF DEVELOPMENT	\$ (5,500.00)
\$ (14,440.00)	\$ (10,500.00)	621	REPAIRS/MAINTENANCE	\$ (14,750.00)
\$ (18,400.00)	\$ (12,750.00)	623	UTILITIES	\$ (18,400.00)
\$ (1,200.00)	\$ (300.00)	630	CATERING/HOTEL	\$ (10,300.00)
\$ (15,000.00)	\$ (4,852.00)	631	COMPUTER SERVICES & EXPENSES	\$ (5,175.00)
\$ (2,500.00)	\$ (1,000.00)	632	COPYING	\$ (1,000.00)
\$ -	\$ -	639	DUES & COMMITMENTS	\$ (750.00)
\$ (799.64)	\$ (900.00)	640	EQUIPMENT MAINTENANCE/RENTAL	\$ (958.00)
\$ (8,246.06)	\$ (4,150.00)	770	SUPPLIES	\$ (8,054.00)
\$ (1,080.00)	\$ (525.00)	780	POSTAGE	\$ (1,080.00)
\$ (33,850.00)	\$ (4,523.00)	781	PRINTING	\$ (18,850.00)
\$ (7,500.00)	\$ (4,500.00)	786	PROMOTION	\$ (6,750.00)
\$ (7,500.00)	\$ (7,500.00)	787	SPEAKER FEES	\$ (10,000.00)
\$ (1,425.00)	\$ (1,510.00)	790	SUBSCRIPTIONS/REFERENCE	\$ (2,010.00)
\$ (1,056,535.13)	\$ (931,493.23)	810	PROFESSIONAL/CONTRACT FEES	\$ (940,149.23)
\$ (11,174.30)	\$ (9,894.00)	850	TELEPHONE	\$ (10,500.00)
\$ (19,406.10)	\$ (8,551.00)	860	CONFERENCES	\$ (13,490.00)
\$ (10,770.00)	\$ (4,320.00)	867	TRAVEL	\$ (12,734.00)
<b>\$ (1,215,326.23)</b>	<b>\$ (1,008,268.23)</b>		<b>TOTAL DIRECT (EXPENSES)</b>	<b>\$ (1,080,450.23)</b>
<b>\$ (1,153,326.23)</b>	<b>\$ (937,518.23)</b>		<b>TOTAL NET (EXPENSES)/INCOME</b>	<b>\$ (994,450.23)</b>

**BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY**

	A	B	C	D	E	F	G	H	I	J	K	L
1	Code		2021 Approved	2021 Projections		Rate	Item	Qty	Item	Qty	Item	2022 Total
2	<b>BUSINESS TECHNOLOGY &amp; COMMUNICATIONS SUPPORT - 1701</b>											
3	540	Staff Development	\$ (3,500.00)	\$ (500.00)	Technical Training/Education (CES, Defcon, Interop)	\$ (3,000.00)	training	1	year	1	time	\$ (3,000.00)
4	621	Repairs/Maintenance	\$ (515.00)	\$ (10,500.00)	General Upkeep (lights, air filters, etc.)	\$ (800.00)		1		1		\$ (800.00)
5			\$ (250.00)		Pest Control	\$ (250.00)		1		1		\$ (250.00)
6			\$ (400.00)		Elevator	\$ (400.00)		1		1		\$ (400.00)
7			\$ (750.00)		Building/General	\$ (1,100.00)		1		1		\$ (1,100.00)
8			\$ (850.00)		HVAC - AZ Control Specialist Contract	\$ (1,000.00)		1		1		\$ (1,000.00)
9			\$ (1,100.00)		HVAC Service Contract - O'Neil	\$ (1,500.00)		1		1		\$ (1,500.00)
10			\$ (575.00)		HVAC Miscellaneous Repairs	\$ (575.00)		1		1		\$ (575.00)
11			\$ (400.00)		Security/Fire Alarm/Extinguishers	\$ (400.00)		1		1		\$ (400.00)
12			\$ (1,000.00)		Exterior Repairs/Maintenance	\$ (1,000.00)		1		1		\$ (1,000.00)
13			\$ (75.00)		Security Monitoring	\$ (75.00)		1		1		\$ (75.00)
14			\$ (1,250.00)		Interior Repairs/Maintenance	\$ (1,250.00)		1		1		\$ (1,250.00)
15			\$ (5,675.00)		Janitorial/Window Cleaning	\$ (4,200.00)		1		1		\$ (4,200.00)
16			\$ (500.00)		Pictures/Furnishings	\$ (500.00)		1		1		\$ (500.00)
17			\$ (1,100.00)		Landscaping - Maintenance	\$ (1,700.00)		1		1		\$ (1,700.00)
18	623	Utilities	\$ (15,250.00)	\$ (12,750.00)	Electricity	\$ (15,250.00)		1		1		\$ (15,250.00)
19			\$ (1,150.00)		Sewer/Water	\$ (1,150.00)		1		1		\$ (1,150.00)
20			\$ (2,000.00)		Trash	\$ (2,000.00)		1		1		\$ (2,000.00)
21	640	Equipment Maintenance/Rental	\$ (99.64)	\$ (900.00)	Postage Machine	\$ (27.00)		4	Quarterly	1		\$ (108.00)
22			\$ (700.00)		Copier & Printer Leases	\$ (850.00)		1		1		\$ (850.00)
23	770.1	Supplies	\$ (1,500.00)	\$ (2,400.00)	Supplies	\$ (1,650.00)	supplies	1		1		\$ (1,650.00)
24			\$ (645.96)		Coffee (Parks & Co.)	\$ (42.00)		12	months	1		\$ (504.00)
25			\$ (850.10)		Bottled Water/Coolers (Ready Refresh by Nestle)	\$ (75.00)		12	months	1		\$ (900.00)
26	780	Postage	\$ (600.00)	\$ (525.00)	Postage	\$ (600.00)		1		1		\$ (600.00)
27			\$ (480.00)		UPS (Weekly Pick-Up Fees)	\$ (480.00)	40 month	1		1		\$ (480.00)
28	781	Printing	\$ (2,500.00)	\$ (250.00)	Printing/Copies	\$ (2,500.00)		1		1		\$ (2,500.00)
29			\$ (1,350.00)		Letterhead, Envelopes, Business Cards	\$ (1,350.00)		1		1		\$ (1,350.00)
30	790	Subscriptions/Reference	\$ (750.00)	\$ (250.00)	Books, Periodicals and Reference Texts	\$ (750.00)	subscriptions	1		1		\$ (750.00)
31	810	Contract Fees	\$ (150.00)	\$ (2,850.00)	Paper Shredding	\$ (23.00)	monthly	12	months	1		\$ (276.00)
32			\$ (554.64)		125 Plan Admin. (WageWorks)	\$ (60.00)		12	months	1		\$ (720.00)
33			\$ (1,393.92)		Property Management Fees	\$ (265.00)		12	months	1		\$ (3,180.00)
34	850	Telephone	\$ (11,174.30)	\$ (9,894.00)	Long Distance, Data Lines, Mobile, Monthly Lines, & Internet	\$ (875.00)		12	months	1		\$ (10,500.00)
35	860	Conferences	\$ (300.00)	\$ -	Leadership Conference - Daily Expense (local)	\$ -	per diem	3	days	2	staff	\$ -
36			\$ (16.35)	\$ -	Leadership Conference - Mileage (Local)	\$ -	per mile	15	miles	2	staff	\$ -
37			\$ (27.25)	\$ -	Arizona REALTOR® Conference - Mileage (Local)	\$ -	miles	50	miles	1	staff	\$ -
38			\$ (500.00)	\$ -	IT Directors Conference - Airfare	\$ -	airfare	1	flight	1	staff	\$ -
39			\$ (750.00)	\$ -	IT Directors Conference - Hotel	\$ -	night	3	nights	1	staff	\$ -
40			\$ (225.00)	\$ -	IT Directors Conference - Daily Expense	\$ -	per diem	3	days	1	staff	\$ -
41			\$ (275.00)	\$ (275.00)	NAR EXPO (Orlando) - Airfare November	\$ (275.00)	airfare	1	flight	1	staff	\$ (275.00)
42			\$ (600.00)	\$ (600.00)	NAR EXPO (San Diego) - Daily Expense	\$ (150.00)	per diem	4	nights	1	staff	\$ (600.00)
43			\$ (1,100.00)	\$ (1,100.00)	NAR EXPO (San Diego) - Hotel	\$ (275.00)	night	4	nights	1	staff	\$ (1,100.00)
44			\$ (525.00)	\$ (525.00)	NAR EXPO (San Diego) - Registration	\$ (525.00)	registration	1		1	staff	\$ (525.00)
45			\$ (600.00)	\$ -	NAR Legislative (D.C.) - Airfare BC&T is a NO	\$ -	airfare	1		1	staff	\$ -
46			\$ (1,000.00)	\$ -	NAR Legislative (D.C.) - Daily Expense	\$ -	per diem	5	nights	1	staff	\$ -
47			\$ (1,600.00)	\$ -	NAR Legislative (D.C.) - Hotel	\$ -	night	5	nights	1	staff	\$ -
48			\$ (450.00)	\$ -	NAR Legislation (D.C.) - Registration	\$ -	registration	1		1	staff	\$ -
49			\$ (500.00)	\$ (500.00)	NAR iOi Summit - Airfare - August 2022	\$ (500.00)	airfare	1	flight	1	BST Chair	\$ (500.00)
50			\$ (600.00)	\$ (600.00)	NAR iOi Summit - Daily Expense	\$ (150.00)	per diem	4	days	1	BST Chair	\$ (600.00)
51			\$ (1,000.00)	\$ (1,000.00)	NAR iOi Summit - Hotel	\$ (250.00)	night	4	nights	1	BST Chair	\$ (1,000.00)
52			\$ (299.00)	\$ (299.00)	NAR iOi Summit - Registration	\$ (299.00)	registration	1		1	BST Chair	\$ (299.00)
53			\$ (1,200.00)	\$ -	RAMCON - Airfare NAR Office Chicago May	\$ -	airfare	1	flight	2	staff	\$ -
54			\$ (1,600.00)	\$ -	RAMCON - Daily Expense	\$ (200.00)	per diem	4	nights	2	staff	\$ (1,600.00)
55			\$ (2,560.00)	\$ -	RAMCON - Hotel	\$ (320.00)	night	4	nights	2	staff	\$ (2,560.00)
56			\$ -	\$ -	RAMCON - Registration	\$ (150.00)	Registration	2		2	staff	\$ (600.00)
57	867.2	Staff Travel	\$ (545.00)	\$ 110.00	Miscellaneous In-state Travel	\$ (0.55)	per mile	200	miles	1		\$ (109.00)
58			\$ (75,361.16)	\$ (45,608.00)	<b>1701 Total</b>							\$ (70,286.00)
59												

**BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY**

	A	B	C	D	E	F	G	H	I	J	K	L
60												
61					<b>SOFTWARE DEVELOPMENT - 1710</b>							
62	<b>810</b>	Professional/Contract Fees	\$ -	\$ (350.00)	My Domains	\$ (350.00)	total	1	total	1	yearly	\$ (350.00)
63			\$ -	\$ (350.00)	<b>1710 Total</b>							
64												\$ (350.00)
65												
66					<b>IT RESOURCES AND SECURITY MANAGEMENT - 1730</b>							
67	<b>631</b>	Computer Expense	\$ (9,000.00)	\$ (1,000.00)	Desktop/Laptop Maintenance & Support	\$ (1,000.00)		1		1		\$ (1,000.00)
68			\$ (3,000.00)	\$ (300.00)	Zoom Licenses Room (Business License 100 Attendee X 10)	\$ (300.00)		1		1	yearly	\$ (300.00)
69				\$ (500.00)	Zoom Licenses Room 4 (Business License 100 Attendee)	\$ (500.00)		1		1	yearly	\$ (500.00)
70				\$ 323.00	Zoom Connector 1 year room 4	\$ -		1		1	yearly	\$ -
71			\$ (3,000.00)	\$ (3,000.00)	Adobe AcroPro Licenses	\$ (3,000.00)		1		1		\$ (3,000.00)
72	<b>810</b>	Professional/Contract Fees	\$ (250.00)	\$ (250.00)	Infrastructure Server Imaging Veritas/ Backup Exec	\$ (250.00)		1		1		\$ (250.00)
73			\$ (2,020.00)	\$ (2,050.00)	Adobe Creative Cloud	\$ (2,050.00)		1		1		\$ (2,050.00)
74			\$ (1,500.00)	\$ (1,500.00)	Infrastructure - SSL Licenses - Guru	\$ (1,500.00)		1	license	1	yearly	\$ (1,500.00)
75			\$ (4,000.00)	\$ (4,000.00)	Infrastructure - ExaGrid Licensing	\$ (4,000.00)		1	units	1	yearly	\$ (4,000.00)
76			\$ (50.00)	\$ (50.00)	Doodle.com	\$ (50.00)		1	units	1	yearly	\$ (50.00)
77			\$ (12,000.00)	\$ (12,000.00)	Office 365	\$ (12,000.00)		1		1		\$ (12,000.00)
78			\$ (132,000.00)	\$ (97,284.00)	Managed Service Provider Global Market Innovators (GMI)	\$ (8,107.00)	Per month	12	months	1		\$ (97,284.00)
79			\$ (69,600.00)	\$ (66,744.00)	Infrastructure - RAMCO AMS Licensing	\$ (5,800.00)	per month	12	months	1	office	\$ (69,600.00)
80			\$ (5,000.00)	\$ (5,000.00)	Infrastructure - Domain and Hosting Fees	\$ (5,000.00)	fee	1		1		\$ (5,000.00)
81			\$ -	\$ -	Infrastructure - Room 4 (Now serviced by Conference Tech)	\$ -		1		1		\$ -
82			\$ -	\$ -	Infrastructure - (Svc Maint Agree Now Serviced by Conference T	\$ -		1		1		\$ -
83			\$ (5,000.00)	\$ (5,000.00)	Infrastructure - Cisco Switch SmartNet	\$ (5,000.00)		1		1		\$ (5,000.00)
84			\$ (3,000.00)	\$ (3,000.00)	Infrastructure - Cisco Main Switch Maint.	\$ (3,000.00)		1		1		\$ (3,000.00)
85			\$ -	\$ -	Infrastructure Cisco - Firewall - Lic 3 year renewal	\$ -		1	Year	1		\$ -
86			\$ (500.00)	\$ (500.00)	Infrastructure - UPS Maintenance	\$ (500.00)		1		1		\$ (500.00)
87			\$ (750.00)	\$ (750.00)	GoDaddy - Hosting (6 live active)	\$ (750.00)		1		1	yearly	\$ (750.00)
88			\$ (3,000.00)	\$ (3,000.00)	GoDaddy - Domains	\$ (3,000.00)		1		1	yearly	\$ (3,000.00)
89			\$ (6,000.00)	\$ (5,500.00)	Adobe Subscriptions	\$ (5,500.00)	year	1	year	1	office	\$ (5,500.00)
90			\$ (5,000.00)	\$ -	QuickBooks Consultant	\$ -	annual	1	year	1		\$ -
91			\$ (500.00)	\$ (500.00)	TechSmith (SnagIt)	\$ (500.00)		1		1	yearly	\$ (500.00)
92			\$ (295.00)	\$ (295.00)	HostTracker	\$ (295.00)		1		1		\$ (295.00)
93			\$ (120.00)	\$ (120.00)	WeTransfer	\$ (120.00)		1		1		\$ (120.00)
94			\$ (222.29)	\$ (222.29)	Sharefile	\$ (222.29)		1		1		\$ (222.29)
95			\$ (125.00)	\$ (125.00)	Siber RoboForm® Goodsync	\$ (125.00)		1		1		\$ (125.00)
96			\$ (72.00)	\$ -	Add Event	\$ -		12	months	1		\$ -
97			\$ (150.00)	\$ (150.00)	REALTOR® Assn. - Michelle Domain	\$ (150.00)		1		1		\$ (150.00)
98			\$ (900.00)	\$ (1,491.72)	Cox Communications - Rm 4 Line	\$ (124.31)		12	months	1		\$ (1,491.72)
99			\$ (4,500.00)	\$ -	Citrix - GoToWebinar	\$ -		12	months	1		\$ -
100			\$ (1,250.00)	\$ -	Security - Network Layer Vulnerability Scan- In	\$ (1,250.00)		1		1		\$ (1,250.00)
101			\$ (2,900.00)	\$ (1,619.80)	Security - WebSense Triton (Mailboxes) Forcepoint (Serviced by	\$ (1,619.80)		1		1		\$ (1,619.80)
102			\$ -	\$ (245.42)	Security - WebSense Triton (Support ) Forcepoint (Serviced by V	\$ (245.42)		1		1		\$ (245.42)
103			\$ -	\$ (1,300.00)	Security - WebSense Web (Internet) Forcepoint (Serviced by Vol	\$ (1,300.00)		1		1		\$ (1,300.00)
104			\$ (275,704.29)	\$ (217,174.23)	<b>1730 Total</b>							
105												\$ (221,603.23)
106												

**BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY**

	A	B	C	D	E	F	G	H	I	J	K	L
107	<b>BUSINESS SERVICES DEPARTMENT - 1770</b>											
108	<b>INCOME</b>											
109	<b>433</b>	Forms Licensing	\$ 12,000.00	\$ 12,000.00	Forms Licensing - DotLoop	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
110			\$ 12,000.00	\$ 12,000.00	Forms Licensing - Brokermint	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
111			\$ 12,000.00	\$ 12,000.00	Forms Licensing - Skyslope	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
112			\$ 12,000.00	\$ 12,000.00	Forms Licensing - DocuSign	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
113			\$ 12,000.00	\$ 12,000.00	Forms Licensing - zipForm®	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
114			\$ -	\$ 6,000.00	Forms Licensing - Jointly - New July 2021	\$ 1,000.00	license	1	license	12	Months	\$ 12,000.00
115			\$ -	\$ 4,000.00	Forms Licensing - Propy (pending approval 9/2021)	\$ 1,000.00	license	1	license	12	months	\$ 12,000.00
116			\$ <b>60,000.00</b>	\$ <b>70,000.00</b>	<b>1770 Income Total</b>							\$ <b>84,000.00</b>
117	<b>EXPENSE</b>											
118	<b>EXPENSE</b>											
119	<b>630</b>	Catering/Hotel	\$ (1,200.00)	\$ (300.00)	Catering	\$ (300.00)	session	1	session	1	time	\$ (300.00)
120	<b>786</b>	Promotion	\$ (3,000.00)	\$ -	Promotional Expense	\$ -	promotion	1		1		\$ -
121	<b>810</b>	Professional/Contract Fees	\$ (75,594.28)	\$ -	GoPaperless 51145 members Real Estate Digital LLC\$4.20 member	\$/Yr/Member	4	monthly	1	members		\$ -
122			\$ (331,419.60)	\$ (349,920.00)	Forms Provider - Transaction Desk \$29,160.00 Monthly	\$ (0.54)	per member	12	months	54000	annual	\$ (349,920.00)
123			\$ (38,000.00)	\$ (38,000.00)	ClickDimensions	\$ (38,000.00)	5 Million Emails	1	annual	1		\$ (38,000.00)
124			\$ (98,198.40)	\$ (103,680.00)	TechHelpline billed quarterly \$25,920.00 Quarterly	\$ (1.92)	\$/Yr/Member	1	annual	54000	members	\$ (103,680.00)
125			\$ (151,200.00)	\$ (151,200.00)	Clareity SSO	\$ (12,600.00)	month	12	months	1		\$ (151,200.00)
126	<b>867.2</b>	Staff Travel	\$ (1,000.00)	\$ (750.00)	Miscellaneous Travel	\$ (750.00)	travel	1		1		\$ (750.00)
127			\$ (2,725.00)	\$ (600.00)	Mileage	-0.575	miles	5000	miles	1	annual	\$ (2,875.00)
128			\$ (1,300.00)	\$ (390.00)	Daily Expense	\$ (65.00)	per diem	20	days	1	staff	\$ (1,300.00)
129			\$ (900.00)	\$ -	Auto Rental	\$ (225.00)	rental	4	rentals	1	staff	\$ (900.00)
130			\$ (2,300.00)	\$ (690.00)	Hotel/Lodging	\$ (115.00)	night	20	nights	1	staff	\$ (2,300.00)
131			\$ <b>(706,837.28)</b>	\$ <b>(645,530.00)</b>	<b>1770 Expense Total</b>							\$ <b>(651,225.00)</b>
132			\$ <b>(646,837.28)</b>	\$ <b>(575,530.00)</b>	<b>1770 Total Net</b>							\$ <b>(567,225.00)</b>
133												

**BUSINESS SERVICES, COMMUNICATIONS and TECHNOLOGY**

A	B	C	D	E	F	G	H	I	J	K	L	
134	<b>COMMUNICATIONS - 1780</b>											
135	<b>INCOME</b>											
136	<b>466.2</b>	Advertising Income	\$ 2,000.00	\$ 750.00	Ads (Arizona REALTORS Email Blasts)	\$ 2,000.00			1		1	\$ 2,000.00
137			\$ 2,000.00	\$ 750.00	<b>1780 Income Total</b>							\$ 2,000.00
138												
139	<b>EXPENSE</b>											
140	<b>540</b>	Staff Development	\$ (2,000.00)	\$ (500.00)	Training/Seminars	\$ (1,000.00)			1		2	staff \$ (2,000.00)
141	<b>631</b>	Computer Service & Expense	\$ -	\$ (375.00)	Zoom License/Cloud Connector (January/April)	\$ (375.00)			1		1	\$ (375.00)
142	<b>770</b>	Supplies	\$ (1,500.00)	\$ (500.00)	Miscellaneous Art Supplies	\$ (1,500.00)			1		1	\$ (1,500.00)
143			\$ (2,500.00)	\$ (500.00)	Recording Studio Supplies	\$ (2,500.00)			1		1	\$ (2,500.00)
144			\$ (500.00)	\$ -	President's Scrapbook				1		1	\$ -
145	<b>781</b>	Printing	\$ (30,000.00)	\$ (4,273.00)	Promotional Materials - Member Benefits Booklets	\$ (15,000.00)			1		1	\$ (15,000.00)
146	<b>786</b>	Promotion	\$ (2,000.00)	\$ (2,000.00)	Contest Prizes	\$ (2,500.00)			1		1	\$ (2,500.00)
147	<b>790</b>	Subscriptions/Reference	\$ (500.00)	\$ (600.00)	Subscriptions	\$ (600.00)			1		1	\$ (600.00)
148			\$ -	\$ (325.00)	Social Media Examiner (March)	\$ (325.00)			1		1	\$ (325.00)
149			\$ -	\$ (160.00)	Corel Funchal (March)	\$ (160.00)			1		1	\$ (160.00)
150			\$ (175.00)	\$ (175.00)	Hootsuite (February)	\$ (175.00)			1		1	\$ (175.00)
151	<b>810</b>	Professional/Contract Fees	\$ (60,420.00)	\$ (60,420.00)	Website Maintenance, Hosting, Programming & Consulting	\$ (5,035.00)	monthly		12		1	\$ (60,420.00)
152			\$ (25,000.00)	\$ (6,000.00)	Video Production	\$ (6,000.00)			1		1	\$ (6,000.00)
153			\$ (1,500.00)	\$ (1,500.00)	Social Media Ads	\$ (1,500.00)			1		1	\$ (1,500.00)
154			\$ (500.00)	\$ -	Headshot Photos (President)				1		1	\$ -
155			\$ (2,500.00)	\$ (300.00)	Group Texting	\$ (2,500.00)			1		1	\$ (2,500.00)
156			\$ (5,000.00)	\$ -	Zoom Licensing (Moved to 631 for 2022)				1		1	\$ -
157			\$ (2,500.00)	\$ (3,376.00)	iStock Photo (January)	\$ (3,500.00)			1		1	\$ (3,500.00)
158			\$ -	\$ (200.00)	Q2ID Bundle for InDesign - Markzware.com (April)	\$ (200.00)			1		1	\$ (200.00)
159			\$ (900.00)	\$ -	Font Packages (March)	\$ (900.00)			1		1	\$ (900.00)
160			\$ (1,000.00)	\$ (1,000.00)	Creative Manager Software (QuarkXPress)	\$ (1,000.00)			1		1	\$ (1,000.00)
161	<b>860</b>	Conferences	\$ (500.00)	\$ (500.00)	NAR Comm. Director Institute (July) - Airfare	\$ (500.00)	airfare		1	time	1	staff \$ (500.00)
162			\$ (300.00)	\$ (300.00)	NAR Comm. Director Institute (July) - Daily Expense	\$ (75.00)	per diem		4	days	1	staff \$ (300.00)
163			\$ (900.00)	\$ (900.00)	NAR Comm. Director Institute (July) - Hotel	\$ (300.00)	night		3	nights	1	staff \$ (900.00)
164			\$ (125.00)	\$ (249.00)	NAR Comm. Director Institute (July) - Registration	\$ (249.00)	registration		1	time	1	staff \$ (249.00)
165			\$ (500.00)	\$ (500.00)	NAREE Comm. Director - Airfare	\$ (500.00)	airfare		1	time	1	staff \$ (500.00)
166			\$ (300.00)	\$ (300.00)	NAREE Comm. Director - Daily Expense	\$ (75.00)	per diem		4	days	1	staff \$ (300.00)
167			\$ (900.00)	\$ (750.00)	NAREE Comm. Director - Hotel	\$ (300.00)	night		3	nights	1	staff \$ (900.00)
168			\$ (125.00)	\$ (125.00)	NAREE Comm. Director - Registration	\$ (125.00)	registration		1	time	1	staff \$ (125.00)
169			\$ (28.50)	\$ (28.00)	Arizona REALTOR® Convention - Mileage	\$ (0.57)	per mile		50	miles	2	staff \$ (57.00)
170	<b>867.2</b>	Staff Travel	\$ (2,000.00)	\$ (2,000.00)	Outreach Travel	\$ (2,000.00)			1		1	\$ (2,000.00)
171			\$ (144,173.50)	\$ (87,856.00)	<b>1780 Expense Total</b>							\$ (106,986.00)
172			\$ (142,173.50)	\$ (87,106.00)	<b>1780 Total Net</b>							\$ (104,986.00)
173												
174	<b>DIVERSITY COMMITTEE - 1781</b>											
175	<b>540</b>	Staff Development	\$ -		Training/Seminars	\$ (500.00)			1		1	\$ (500.00)
176	<b>630</b>	Catering/Hotel	\$ -		DEI/Fair Housing Event	\$ (10,000.00)			1		1	\$ (10,000.00)
177	<b>632</b>	Copying	\$ (2,500.00)	\$ (1,000.00)	Copies	\$ (1,000.00)			1		1	\$ (1,000.00)
178	<b>639</b>	Dues/Commitments	\$ -		Multicultural Organization Memberships	\$ (525.00)			1		1	\$ (525.00)
179			\$ -		National Fair Housing Alliance Membership	\$ (225.00)			1		1	\$ (225.00)
180	<b>770</b>	Supplies	\$ (750.00)	\$ (750.00)	Materials/supplies for events	\$ (1,000.00)			1		1	\$ (1,000.00)
181	<b>786</b>	Promotion	\$ (2,500.00)	\$ (2,500.00)	Event sponsorships	\$ (2,500.00)			1		1	\$ (2,500.00)
182			\$ -		Scholarship/Essay Contest	\$ (1,750.00)			1		1	\$ (1,750.00)
183	<b>787</b>	Speaker Fees	\$ (7,500.00)	\$ (7,500.00)	Diversity Committee speakers	\$ (10,000.00)			1		1	\$ (10,000.00)
184	<b>867</b>	Travel	\$ -		Statewide Diversity Outreach Travel (mileage, meals)	\$ (2,500.00)			1		1	\$ (2,500.00)
185			\$ (13,250.00)	\$ (11,750.00)	<b>1781 Total</b>							\$ (30,000.00)
186												
187			\$ (1,215,326.23)	\$ (1,008,268.23)	<b>GRAND TOTAL (EXPENSE)</b>							\$ (1,080,450.23)
188			\$ 62,000.00	\$ 70,750.00	<b>GRAND TOTAL INCOME</b>							\$ 86,000.00
189			\$ (1,153,326.23)	\$ (937,518.23)	<b>GRAND TOTAL NET</b>							\$ (994,450.23)

PROFESSIONAL & BUSINESS DEVELOPMENT				
2021 Approved	2021 Projections	Code		2022
<b>PROJECTED INCOME</b>				
\$ 31,640.00	\$ 22,458.00		INCOME (MRE, REALTOR Institute, Ed. Development)	\$ 32,860.00
\$ 286,130.00	\$ 225,122.00		REGISTRATION	\$ 302,210.00
\$ 1,500.00	\$ 1,500.00		SPONSORSHIP	\$ 2,200.00
<b>\$ 319,270.00</b>	<b>\$ 249,080.00</b>		<b>TOTAL PROJECTED INCOME</b>	<b>\$337,270.00</b>
<b>PROJECTED DIRECT (EXPENSES)</b>				
\$ (3,100.00)	\$ (1,000.00)	540	STAFF DEVELOPMENT	\$ (2,600.00)
\$ (1,000.00)	\$ (550.00)	605	AWARDS/GIFTS	\$ (1,100.00)
\$ (7,325.00)	\$ (6,300.00)	621	REPAIRS & MAINTENANCE	\$ (9,075.00)
\$ (8,115.00)	\$ (6,850.00)	623	UTILITIES	\$ (8,115.00)
\$ (258,097.00)	\$ (215,424.00)	630	CATERING/HOTEL	\$ (302,616.00)
\$ (2,900.00)	\$ (2,225.00)	631	COMPUTER SERVICES & EXPENSES	\$ (3,500.00)
\$ (1,750.00)	\$ (350.00)	632	COPYING	\$ (1,750.00)
\$ (3,306.00)	\$ (3,816.00)	639	DUES/COMMITMENTS	\$ (3,029.00)
\$ (26,476.26)	\$ (23,000.00)	640	EQUIPMENT MAINTENANCE/RENTAL	\$ (26,476.26)
\$ (17,444.78)	\$ (14,247.52)	770	SUPPLIES	\$ (13,507.78)
\$ (37,315.50)	\$ (35,386.00)	780	POSTAGE	\$ (36,996.00)
\$ (12,138.00)	\$ (11,488.00)	781	PRINTING	\$ (11,713.00)
\$ (23,825.00)	\$ (22,225.00)	786	PROMOTION	\$ (24,500.00)
\$ (275,200.00)	\$ (241,050.00)	787	SPEAKER FEES	\$ (259,925.00)
\$ (156,166.96)	\$ (144,933.00)	810	PROFESSIONAL/CONTRACT FEES	\$ (163,737.00)
\$ (6,321.52)	\$ (4,875.00)	850	TELEPHONE	\$ (6,321.52)
\$ (10,674.00)	\$ (2,961.00)	860	CONFERENCES	\$ (12,564.00)
\$ (14,050.00)	\$ (4,874.00)	867	TRAVEL	\$ (13,797.00)
<b>\$ (865,205.02)</b>	<b>\$ (741,554.52)</b>		<b>TOTAL DIRECT (EXPENSES)</b>	<b>\$ (901,322.56)</b>
<b>\$ (545,935.02)</b>	<b>\$ (492,474.52)</b>		<b>TOTAL NET (EXPENSES)/INCOME</b>	<b>\$ (564,052.56)</b>



PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
1	Code		2021	2021 Projections		Rate	Item	Qty	Item	Qty	Item	2022 Total
2	<b>PROFESSIONAL &amp; BUSINESS DEVELOPMENT SUPPORT - 1801</b>											
3	<b>EXPENSE</b>											
4	540	Staff Development	\$ (1,000.00)	\$ (1,000.00)	Staff Training - webinars, events	\$ (1,000.00)		1	training	1	time	\$ (1,000.00)
5	621	Repairs/Maintenance	\$ (250.00)	\$ (6,300.00)	General Upkeep (lights, air filters, etc.)	\$ (750.00)		1		1		\$ (750.00)
6			\$ (125.00)		Pest Control	\$ (125.00)		1		1		\$ (125.00)
7			\$ (200.00)		Elevator	\$ (200.00)		1		1		\$ (200.00)
8			\$ (450.00)		Building/General	\$ (650.00)		1		1		\$ (650.00)
9			\$ (400.00)		HVAC - AZ Control Specialist Contract	\$ (650.00)		1		1		\$ (650.00)
10			\$ (500.00)		HVAC Service Contract - O'Neil	\$ (850.00)		1		1		\$ (850.00)
11			\$ (275.00)		HVAC Miscellaneous Repairs	\$ (275.00)		1		1		\$ (275.00)
12			\$ (200.00)		Security/Fire Alarm/Extinguishers	\$ (200.00)		1		1		\$ (200.00)
13			\$ (450.00)		Exterior Repairs/Maintenance	\$ (450.00)		1		1		\$ (450.00)
14			\$ (75.00)		Security Monitoring	\$ (75.00)		1		1		\$ (75.00)
15			\$ (800.00)		Interior Repairs/Maintenance	\$ (800.00)		1		1		\$ (800.00)
16			\$ (2,600.00)		Janitorial/Window Cleaning	\$ (2,400.00)		1		1		\$ (2,400.00)
17			\$ (350.00)		Pictures/Furnishings	\$ (350.00)		1		1		\$ (350.00)
18			\$ (650.00)		Landscaping - Maintenance	\$ (1,300.00)		1		1		\$ (1,300.00)
19	623	Utilities	\$ (7,500.00)	\$ (6,850.00)	Electricity	\$ (7,500.00)		1		1		\$ (7,500.00)
20			\$ (515.00)		Sewer/Water	\$ (515.00)		1		1		\$ (515.00)
21			\$ (100.00)		Trash	\$ (100.00)		1		1		\$ (100.00)
22	630	Catering/Hotel	\$ (1,600.00)	\$ (800.00)	Workgroups/Committee	\$ (400.00)		4	mtgs	1	time	\$ (1,600.00)
23	631	Computer	\$ (1,000.00)	\$ (2,225.00)	Repair/Replacement	\$ (1,000.00)	annual	1	time	1	time	\$ (1,000.00)
24			\$ (450.00)		Zoom platform license (3)	\$ (1,050.00)	annual	1	time	1	time	\$ (1,050.00)
25			\$ (440.00)		Adobe Acro Pro	\$ (440.00)	annual	1	time	1	time	\$ (440.00)
26			\$ (1,010.00)		Adobe Creative Cloud	\$ (1,010.00)	annual	1	time	1	time	\$ (1,010.00)
27	632	Copying		\$ (350.00)	Workgroups/Conferences/Classes/General	\$ -						\$ -
28			\$ (1,750.00)	\$ -	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				\$ (450.00)	Zoom License #2	\$ -	annual	1	fee	1	time	\$ -
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)	\$ (228.00)	Poll Everywhere	\$ (19.00)	fee	12	months	1	time	\$ (228.00)
35			\$ (397.00)	\$ (397.00)	Social Media Examiner subscription							\$ -
36			\$ (199.00)	\$ (199.00)	Vimeo subscription	\$ (199.00)	annual	1	fee	1	year	\$ (199.00)
37			\$ (300.00)	\$ (300.00)	Menti Meter Polling	\$ (300.00)	annual	1	fee	1	time	\$ (300.00)
38			\$ (30.00)	\$ (30.00)	Trivia Maker license	\$ (30.00)	annual	1	fee	1	time	\$ (30.00)
39				\$ (60.00)	Spotify Subscription	\$ (10.00)	per month	12	months	1	time	\$ (120.00)
40	640	Equipment Maintenance/Rental	\$ (28.26)	\$ (23,000.00)	Postage Machine	\$ (28.26)	annual	1	time	1	time	\$ (28.26)
41			\$ (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)		Office Supplies (soda, water, etc)	\$ (893.00)	annual	1	time	1	time	\$ (893.00)
44			\$ (342.16)		Coffee (Parks & Co.)	\$ (342.16)	annual	1	time	1	time	\$ (342.16)
45			\$ (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							\$ -
48			\$ (750.00)	\$ (400.00)	Badge holders/badge stock	\$ (400.00)	annual	1	time	1	time	\$ (400.00)
49	780	Postage	\$ (877.66)	\$ (1,350.00)	Postage	\$ (1,300.00)	annual	1	time	1	time	\$ (1,300.00)
50			\$ (213.84)		UPS (Weekly Pick-Up Fees)	\$ (351.00)	annual	1	time	1	time	\$ (351.00)
51	781	Printing	\$ (2,000.00)	\$ (2,000.00)	Brochure/Flyers	\$ (2,000.00)		1	time	1	time	\$ (2,000.00)
52			\$ (650.00)		Business Cards/Notes, Letterhead, Envelopes	\$ (650.00)		1	time	1	time	\$ (650.00)

**PROFESSIONAL AND BUSINESS DEVELOPMENT**

	A	B	C	D	E	F	G	H	I	J	K	L
53	<b>786</b>	Promotion	\$ (1,000.00)	\$ (500.00)	Event Tables - local association expos	\$ (500.00)		2	events	1	time	\$ (1,000.00)
54			\$ (600.00)	\$ (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)
57	<b>810</b>	Professional/Contract Fees	\$ (345.00)	\$ (345.00)	Canva, Dropbox, Amazon Prime	\$ (345.00)	annual	1	time	1	time	\$ (345.00)
58			\$ (3,000.00)	\$ (2,800.00)	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			\$ (345.00)	\$ (345.00)	Thermal Binding Machine Maintenance	\$ (345.00)		1	time	1	time	\$ (345.00)
61			\$ (360.00)	\$ (415.00)	Survey Monkey software	\$ (415.00)		1	time	1	time	\$ (415.00)
62			\$ (2,000.00)	\$ (1,200.00)	Education Video Development	\$ (150.00)	per video snippit	8	videos	1	time	\$ (1,200.00)
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			\$ (6,000.00)	\$ (5,400.00)	Cvent system (registration platform license, website))	\$ (6,000.00)	annual fee	1	time	1	time	\$ (6,000.00)
65			\$ (8,000.00)	\$ (8,000.00)	Education Mobile App Development							\$ -
66					Event Website development							\$ -
67			\$ (120.00)		Paper Shredding	\$ (10.00)	fee	12	months	1	time	\$ (120.00)
68			\$ (123.00)		125 Plan Admin. (WageWorks)	\$ (10.25)	monthly	12		1	time	\$ (123.00)
69			\$ (696.96)		Property Management Fees	\$ (210.00)	monthly	12	months	1	time	\$ (2,520.00)
70	<b>850</b>	Telephone	\$ (6,321.52)	\$ (4,875.00)	Long Distance, Data Lines, Mobile, Monthly Lines, & Internet	\$ (6,321.52)	annual	1	time	1	time	\$ (6,321.52)
71	<b>860</b>	Conferences	\$ (475.00)	\$ (450.00)	NAR EXPO (Orlando) - Registration	\$ (525.00)	registration fee	1	fee	1	time	\$ (525.00)
72			\$ (825.00)	\$ (825.00)	NAR EXPO (Orlando) - Hotel	\$ (275.00)	night	3	nights	1	time	\$ (825.00)
73			\$ (600.00)	\$ (600.00)	NAR EXPO (Orlando) - Daily Expense	\$ (150.00)	per diem	3	days	1	staff	\$ (450.00)
74			\$ (450.00)	\$ (425.00)	NAR EXPO (Orlando) - Airfare	\$ (425.00)	airfare	1	time	1	staff	\$ (425.00)
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)	\$ (100.00)	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					Cvent Conference - registration	\$ (900.00)	registration fee	1	time	1	staff	\$ (900.00)
83					Cvent Conference - airfare	\$ (350.00)	airfare	1	staff	1	time	\$ (350.00)
84					Cvent Conference - hotel	\$ (180.00)	per night	3	nights	1	staff	\$ (540.00)
85					Cvent Conference - Daily Expense	\$ (75.00)	per day	3	days	1	staff	\$ (225.00)
86	<b>867</b>	Travel	\$ (2,000.00)	\$ (2,000.00)	PBD Chair travel	\$ (2,000.00)		1	time	1	time	\$ (2,000.00)
87	<b>867.2</b>	Staff Travel	\$ (250.00)	\$ -	In-state travel	\$ (250.00)	mileage	1		1	staff	\$ (250.00)
88			\$ (112,875.02)	\$ (93,218.00)	<b>1801 Total</b>							\$ (109,433.56)
89												

**PROFESSIONAL AND BUSINESS DEVELOPMENT**

	A	B	C	D	E	F	G	H	I	J	K	L
90	<b>REALTOR INSTITUTE - 1815</b>											
91	<b>INCOME</b>											
92	<b>467</b>	Registration	\$ 7,245.00	\$ 6,200.00	DTC Classes - One-Day - remote class	\$ 69.00	registration fee	35	students	2	classes	\$ 4,830.00
93					DTC Class - Two-Day - remote class	\$ 89.00	registration fee	35	students	1	class	\$ 3,115.00
94			\$ 4,830.00	\$ 7,200.00	DTM classes	\$ 69.00	registration fee	35	students	4	classes	\$ 9,660.00
95	<b>467.1</b>	Income	\$ 19,500.00	\$ 9,000.00	GRI Class Provider Per Student Fee	\$ 15.00	royalty fee	1000	students	1	time	\$ 15,000.00
96	<b>467.2</b>	Income	\$ 1,000.00	\$ 500.00	Retest	\$ 25.00	retest fee	20	students	1	time	\$ 500.00
97	<b>467.3</b>	Income	\$ 5,400.00	\$ 5,400.00	Learning Library Business Plan Class Revenue Share	\$ 36.00	fee	150	students	1	time	\$ 5,400.00
98	<b>467.4</b>	Income	\$ 2,100.00	\$ 2,100.00	New GRI Designee Fee	\$ 30.00	fee	70	students	1	time	\$ 2,100.00
99			<b>\$ 40,075.00</b>	<b>\$ 30,400.00</b>	<b>1815 Income Total</b>							<b>\$ 40,605.00</b>
100	<b>EXPENSE</b>											
101	<b>EXPENSE</b>											
102	<b>605</b>	Awards/Gifts	\$ (150.00)	\$ (150.00)	Gift card for survey response drawing	\$ (75.00)	gift card	2	survey	1	time	\$ (150.00)
103	<b>630</b>	Catering/Hotel	\$ (90.00)	\$ -	DTC/DTM Class Instructor Lunch	\$ (30.00)	2 lunches	7	times	1	time	\$ (210.00)
104			\$ (600.00)	\$ (600.00)	Workgroup/Audition Meetings	\$ (600.00)	meeting	1	meeting	1	time	\$ (600.00)
105	<b>770</b>	Supplies	\$ (300.00)	\$ (304.30)	Office supplies	\$ (300.00)		1	time	1	time	\$ (300.00)
106			\$ (900.00)	\$ (911.22)	GRI pins	\$ (400.00)	per pin	1	time	1	time	\$ (400.00)
107			\$ (600.00)	\$ (600.00)	Certificate paper	\$ (500.00)		1	time	1	time	\$ (500.00)
108			\$ (350.00)	\$ (350.00)	Class Monitor Appreciation	\$ (5.00)	per card	30	classes	1	time	\$ (150.00)
109					GRI Live Stream Class Prize Giftcards	\$ (5.00)	per card	50	cards	1	time	\$ (250.00)
110	<b>780</b>	Postage	\$ (360.00)	\$ (360.00)	DTC Class Student Workbooks	\$ (120.00)	shipping	3	classes	1	time	\$ (360.00)
111	<b>781</b>	Printing			DTC student workbooks							\$ -
112	<b>786</b>	Promotion	\$ (15,000.00)	\$ (15,000.00)	Scholarships	\$ (15,000.00)		1	time	1	time	\$ (15,000.00)
113					Promotion activities	\$ -	per ad					\$ -
114			\$ (125.00)	\$ (125.00)	Promotion materials (GRI ribbons/buttons)	\$ -	Ask Me		time		time	\$ -
115			\$ (500.00)	\$ (500.00)	Promotional materials for AAR tables	\$ (500.00)		1	time	1	time	\$ (500.00)
116	<b>787</b>	Speaker Fees	\$ (2,250.00)	\$ (2,250.00)	DTC Instructor Fee (1 day class)	\$ (125.00)	per hour	6	hours	2	days	\$ (1,500.00)
117					DTC Instructor Fee (2-day class)	\$ (125.00)	per hour	14	hours	1	classes	\$ (1,750.00)
118			\$ (1,500.00)	\$ (1,500.00)	DTM Class Instructor Fee (1 day class)	\$ (125.00)	per hour	6	hours	4	classes	\$ (3,000.00)
119			\$ (3,000.00)	\$ (3,000.00)	GRI Designee/Education Achievement Webinars	\$ (750.00)	per webinar	4	webinars	1	time	\$ (3,000.00)
120	<b>810</b>	Professional/Contract Fees	\$ (3,750.00)	\$ (3,750.00)	NAR Graduate Fee	\$ (25.00)		1	time	70	designees	\$ (1,750.00)
121			\$ (1,050.00)	\$ (1,050.00)	DTC Revenue Share	\$ (10.00)	share	3	classes	35	registrants	\$ (1,050.00)
122			\$ (700.00)	\$ (700.00)	DTM Revenue Share	\$ (10.00)	share	4	classes	35	students	\$ (1,400.00)
123												\$ -
124			\$ (3,000.00)	\$ (3,000.00)	Online Learning Platform Annual License (Learning Library)	\$ (3,000.00)	fees	1	time	1	time	\$ (3,000.00)
125			\$ (1,500.00)	\$ (1,000.00)	GRI Website Enhancements/Maintenance	\$ (1,000.00)	fees	1	time	1	time	\$ (1,000.00)
126					Business Planning class updates	\$ (2,000.00)	fees	1	time	1	time	\$ (2,000.00)
127	<b>867.2</b>	Staff Travel	\$ (400.00)	\$ -	Staff Travel to GRI classes	\$ (200.00)	mileage	2	sites	1	time	\$ (400.00)
128			\$ (36,125.00)	\$ (35,150.52)	<b>1815 Expense Total</b>							\$ (38,270.00)
129			<b>\$ 3,950.00</b>	<b>\$ (4,750.52)</b>	<b>1815 Total Net</b>							<b>\$ 2,335.00</b>
130												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
131	<b>rCRMS - 1820</b>											
132	<b>INCOME</b>											
133	<b>468.1</b>	Registration	\$ 6,230.00	\$ 3,115.00	Two-Day Class (live)	\$ 89.00	registration fee	2	classes	35	students	\$ 6,230.00
134			\$ 24,780.00	\$ 6,195.00	One-Day Classes (Live)	\$ 69.00	registration fee	6	classes	35	students	\$ 14,490.00
135			\$ 4,130.00	\$ 22,715.00	DTM One-Day Classes	\$ 69.00	registration fee	2	classes	35	students	\$ 4,830.00
136			\$ 10,325.00	\$ 2,065.00	DTC Classes One Day	\$ 69.00	registration fee	4	classes	35	students	\$ 9,660.00
137				\$ 3,465.00	DTC Class Two Day	\$ 99.00	registration fee	1	classes	35	students	\$ 3,465.00
138			<b>\$ 45,465.00</b>	<b>\$ 37,555.00</b>	<b>1820 Income Total</b>							<b>\$ 38,675.00</b>
139	<b>EXPENSE</b>											
140	<b>EXPENSE</b>											
141	<b>630</b>	Catering/Hotel	\$ (150.00)	\$ (45.00)	DTC - instructor lunches	\$ (15.00)	per lunch	2	instructors	8	times	\$ (240.00)
142	<b>780</b>	Postage	\$ (224.00)	\$ (128.00)	Live Locations	\$ (16.00)	per class	8	classes	1	time	\$ (128.00)
143			\$ (475.00)	\$ (190.00)	DTC locations	\$ (95.00)	per class	5	classes	1	time	\$ (475.00)
144	<b>770</b>	Supplies	\$ (300.00)	\$ (300.00)	Certificate Paper/holders	\$ (300.00)		1	time	1	time	\$ (300.00)
145				\$ (130.00)	DTM/DCT class activity prizes	\$ (5.00)	per card	7	classes	2	time	\$ (70.00)
146	<b>787</b>	Speaker Fees	\$ (4,500.00)	\$ (3,000.00)	DTC Class - Two Day (2 instructors)	\$ (1,500.00)	per instructor	2	instructors	1	class	\$ (3,000.00)
147			\$ (9,000.00)	\$ (4,500.00)	One-Day (2 Instructors) (live)	\$ (750.00)	per class	2	instructors	6	classes	\$ (9,000.00)
148			\$ (6,000.00)	\$ (3,000.00)	Two-Day (2 instructors) (live)	\$ (1,500.00)	per class	2	instructors	2	classes	\$ (6,000.00)
149			\$ (1,500.00)	\$ (8,250.00)	DTM Class - one instructor	\$ (750.00)	per class	1	instructor	2	classes	\$ (1,500.00)
150			\$ (3,750.00)	\$ (1,500.00)	DTC One-Day Classes (2 instructor)	\$ (750.00)	per day	2	instructor	4	classes	\$ (6,000.00)
151	<b>810</b>	Professional/Contract Fees	\$ (1,750.00)	\$ (4,550.00)	DTC/DTM Class Revenue Share	\$ (10.00)	fee	7	classes	35	students	\$ (2,450.00)
152			\$ (100.00)	-	Two-Day class profit share (live)	\$ (50.00)	profit share	2	classes	1	time	\$ (100.00)
153			\$ (3,288.00)	-	One-Day class profit share (live)	\$ (274.00)	profit share	6	classes	1	time	\$ (1,644.00)
154			\$ (700.00)									\$ 0.00
155			\$ (31,737.00)	\$ (25,593.00)	<b>1820 Expense Total</b>							\$ (30,907.00)
156			<b>\$ 13,728.00</b>	<b>\$ 11,962.00</b>	<b>1820 Net</b>							<b>\$ 7,768.00</b>
157												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
158	<b>CERTIFIED RESIDENTIAL PROPERTY MANAGEMENT CERTIFICATION - 1825</b>											
159	<b>INCOME</b>											
160	<b>472</b>	Registration	\$ 7,080.00	\$ -	PM Bootcamp (live)	\$ 69.00	reg fees	40	attendees	3	classes	\$ 8,280.00
161			\$ 10,500.00	\$ 4,800.00	3-hour classes (live)	\$ 20.00	reg fees	40	attendees	12	classes	\$ 9,600.00
162			\$ 5,175.00	\$ 5,175.00	Property Management Summit	\$ 69.00	reg fees	75	attendees	1	time	\$ 5,175.00
163			\$ 3,450.00	\$ 7,965.00	DTC Bootcamp class	\$69.00	reg fee	50	attendees	1	time	\$ 3,450.00
164			\$ 1,600.00	\$ 19,200.00	DTM CE Classes	\$20.00	reg fee	40	students	9	classes	\$ 7,200.00
165			\$ 7,420.00		DTC C/E classes (2 class package)	\$ 30.00	reg pkg (2 classes)	40	attendees	2	days	\$ 2,400.00
166			\$ 2,720.00	\$ 2,400.00	DTC C/E classes (single class price)	\$ 20.00	reg fee (single class)	10	attendees	4	classes	\$ 800.00
167			<b>\$ 37,945.00</b>	<b>\$ 39,540.00</b>	<b>1825 Income Total</b>			-				<b>\$ 36,905.00</b>
168	<b>EXPENSE</b>											
169	<b>EXPENSE</b>											
170	<b>605</b>	Awards/Gifts			Webinar Honorariums							\$ -
171	<b>630</b>	Catering	\$ (240.00)	\$ (45.00)	DTC/DTM - instructor lunch	\$ (15.00)	per lunch	5	classes	1	time	\$ (75.00)
172			\$ (4,000.00)	\$ (4,000.00)	Property Management Summit	\$ (50.00)	meals	80	attendees	1	time	\$ (4,000.00)
173	<b>639</b>	Dues/Commitments	\$ (195.00)	\$ (195.00)	NARPM dues	\$ (195.00)	membership	1	fee	1	time	\$ (195.00)
174	<b>770</b>	Supplies	\$ (200.00)	\$ (200.00)	Pins	\$ (200.00)		1	time	1	time	\$ (200.00)
175			\$ (300.00)	\$ (300.00)	Certificate paper	\$ (300.00)		1	time	1	time	\$ (300.00)
176				\$ (300.00)	Class Activity prizes	\$ (5.00)	per card	15	c,lasses	2	time	\$ (150.00)
177	<b>780</b>	Postage	\$ (475.00)	\$ (285.00)	DTC class materials	\$ (95.00)	delivery/UPS	6	locations	3	days	\$ (1,710.00)
178			\$ (288.00)	\$ (98.00)	In class locations	\$ (16.00)	delivery	15	classes	1	time	\$ (240.00)
179	<b>786</b>	Promotion			Facebook Ads - Summit	\$ -	ad	2	ads	1	time	\$ -
180	<b>787</b>	Speaker Fees	\$ (6,000.00)	\$ -	PM Bootcamp (live)	\$ (750.00)	per instructor	2	instructors	3	classes	\$ (4,500.00)
181			\$ (1,500.00)	\$ (4,500.00)	DTC PM Bootcamp	\$ (750.00)	per instructor	2	instructors	1	classes	\$ (1,500.00)
182			\$ (3,600.00)	\$ (1,350.00)	DTC C/E classess	\$ (450.00)	per class	1	instructors	4	classes	\$ (1,800.00)
183			\$ (5,250.00)	\$ 2,250.00	3-hour classes (live)	\$ (375.00)	per class	1	instructors	12	classes	\$ (4,500.00)
184			\$ (400.00)	\$ (300.00)	Property Management Summit	\$ (400.00)	MC speaker	1	speaker	1	time	\$ (400.00)
185			\$ (1,500.00)	\$ (9,000.00)	DTM classes	\$ (375.00)	per class	1	instructors	9	classes	\$ (3,375.00)
186	<b>810</b>	Professional/Contract Fees	\$ (2,800.00)	\$ (1,200.00)	DTC C/E class revenue share	\$ (10.00)	fee	50	students	4	classes	\$ (2,000.00)
187			\$ (800.00)	\$ (10,800.00)	DTM Class revenue share	\$ (10.00)	fee	40	students	9	classes	\$ (3,600.00)
188			\$ (1,496.00)	\$ -	Live 3-hour class revenue share	\$ (187.00)	share	12	classes	1	time	\$ (2,244.00)
189			\$ (540.00)	\$ -	PM Bootcamp revenue share (live)	\$ (135.00)	share	3	classes	1	time	\$ (405.00)
190			\$ (300.00)	\$ (1,200.00)	DTC Bootcamp Class	\$ (10.00)	fee	1	classes	50	students	\$ (500.00)
191					Webinar recording edits							\$ -
192			\$ (29,884.00)	\$ (31,523.00)	<b>1825 Expense Total</b>			-				\$ (31,694.00)
193			<b>\$ 8,061.00</b>	<b>\$ 8,017.00</b>	<b>1825 Total Net</b>			-				<b>\$ 5,211.00</b>
194												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
195	<b>LEADERSHIP TRAINING - 1840</b>											
196	<b>INCOME</b>											
197	<b>464</b>	Registration	\$ 12,500.00	\$ 12,500.00	Conference Registration	\$ 125.00	registration fee	100	registrants	1	time	\$12,500.00
198			\$ 7,840.00	\$ 7,840.00	Conference Dinner Tickets	\$ 90.00	ticket fee	98	registrants	1	time	\$8,820.00
199	<b>440.9</b>	Sponsorship	\$ 1,500.00	\$ 1,500.00	Dinner Wine Sponsorship	\$ 2,200.00	sponsorship	1	time	1	time	\$2,200.00
200			<b>\$ 21,840.00</b>	<b>\$ 21,840.00</b>	<b>1840 Income Total</b>							<b>\$23,520.00</b>
201	<b>EXPENSE</b>											
202												
203	<b>630</b>	Catering/Hotel	\$ (12,000.00)	\$ (12,000.00)	Conference audio/visual	\$ (15,000.00)		1	time	1	time	\$ (15,000.00)
204			\$ (2,200.00)	\$ (2,200.00)	Conference dinner wine	\$ (60.00)	per bottle	20	tables	2	per table	\$ (2,400.00)
205					Conference room rental	\$ (12,000.00)	fee	1	time	1	time	\$ (12,000.00)
206			\$ (3,500.00)	\$ (3,500.00)	Conference Day 2 Continental	\$ (38.00)	breakfast	1	time	100	registrants	\$ (3,800.00)
207			\$ (11,000.00)	\$ (11,000.00)	Conference Meal Package Day 1 (breakfast, breaks, lunch)	\$ (125.00)	meal cost	1	time	100	registrants	\$ (12,500.00)
208			\$ (5,500.00)	\$ (5,500.00)	Conference Meal Package Day 1 (comps)	\$ (125.00)	meal cost	1	time	50	comps	\$ (6,250.00)
209			\$ (11,760.00)	\$ (11,760.00)	Conference Installation Dinner	\$ (135.00)	dinner tickets	1	time	98	registrants	\$ (13,230.00)
210			\$ (10,800.00)	\$ (10,800.00)	Conference Installation Dinner Comps (past pres., ExCom, guests, staff, speakers)	\$ (135.00)	dinner tickets	1	time	90	comps	\$ (12,150.00)
211			\$ (3,500.00)	\$ (3,500.00)	Conference Reception	\$ (4,000.00)		1		1	time	\$ (4,000.00)
212			\$ (4,500.00)		LTA Module 1 (January)	\$ (4,500.00)	meal pkg	1		1	time	\$ (4,500.00)
213			\$ (4,500.00)		LTA Module 2 (February)	\$ (4,500.00)	meal pkg	1		1	time	\$ (4,500.00)
214			\$ (4,500.00)		LTA Module 3 (March)	\$ (4,500.00)	meal pkg	1		1	time	\$ (4,500.00)
215			\$ (4,500.00)	\$ (4,328.00)	LTA Module 4 (April)	\$ (4,500.00)	meal pkg	1		1	time	\$ (4,500.00)
216					LTA Event at Convention	\$ -						\$ -
217			\$ (1,200.00)	\$ (583.00)	LTA Room Rental, audio/visual	\$ (300.00)	fee	1	time	4	times	\$ (1,200.00)
218					Leadership Open Workshop room rental							\$ -
219			\$ (875.00)	\$ (875.00)	Leadership Open Public Speaking Class	\$ (35.00)	meal pkg	1	time	25	registrants	\$ (875.00)
220	<b>770</b>	Supplies	\$ (300.00)	\$ (300.00)	Conference supplies	\$ (300.00)		1	time	1	time	\$ (300.00)
221			\$ (1,500.00)	\$ (1,500.00)	LTA Supplies (books/activities)	\$ (1,500.00)		1	time	1	time	\$ (1,500.00)
222			\$ (2,400.00)	\$ (2,400.00)	Conference Attendee packet/portfolio	\$ (2,400.00)		1	time	1	time	\$ (2,400.00)
223	<b>781</b>	Printing	\$ (400.00)	\$ (400.00)	Conference Printing/posters	\$ (400.00)	banner	1	time	1	time	\$ (400.00)
224			\$ (375.00)	\$ (375.00)	LTA student journals	\$ (15.00)	per book	1	time	25	registrants	\$ (375.00)
225	<b>787</b>	Speaker Fees	\$ (30,000.00)	\$ (30,000.00)	Conference Speakers	\$ (30,000.00)	fee	1	time	1	time	\$ (30,000.00)
226			\$ (6,000.00)	\$ (9,000.00)	LTA 1: Speaker fee	\$ (1,500.00)	fee	2	speakers	2	time	\$ (6,000.00)
227			\$ (6,000.00)	\$ (9,000.00)	LTA 2: Speaker fee	\$ (1,500.00)	fee	2	speakers	2	time	\$ (6,000.00)
228			\$ (6,000.00)	\$ (9,000.00)	LTA 3: Speaker fee	\$ (1,500.00)	fee	2	speakers	2	time	\$ (6,000.00)
229			\$ (6,000.00)	\$ (3,000.00)	LTA 4: Speaker fee	\$ (1,500.00)	fee	2	speakers	2	time	\$ (6,000.00)
230			\$ (600.00)	\$ (5,000.00)	LTA Guest Speaker	\$ (600.00)	rate	1	speaker	1	time	\$ (600.00)
231			\$ (700.00)	\$ (700.00)	Leadership Week speaker appreciations	\$ (50.00)	gift card	14	speakers	1	time	\$ (700.00)
232			\$ (2,000.00)	\$ (2,000.00)	Leadership Week virtual training segments (chair/president)	\$ (1,000.00)	speaker fee	2	sessions	1	time	\$ (2,000.00)
233			\$ (5,000.00)	\$ (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
234	<b>810</b>	Professional/Contract Fees	\$ (4,900.00)	\$ (4,900.00)	Table centerpieces	\$ (5,500.00)	fee	1	time	1	time	\$ (5,500.00)
235			\$ (25.00)	\$ (25.00)	LTA DISC/Leadership Dimensions Assessments	\$ (25.00)	fee	1	time	1	time	\$ (25.00)
236			\$ (22,000.00)	\$ (22,000.00)	Production	\$ (25,000.00)		1	time	1	time	\$ (25,000.00)
237			\$ (1,188.00)	\$ (1,188.00)	Cvent Registration fee	\$ (8.00)	fee	198	registrants	1	time	\$ (1,584.00)
238			\$ (900.00)	\$ (900.00)	Conference Photographer	\$ (900.00)	fee	1	time	1	time	\$ (900.00)
239			\$ (125.00)	\$ (125.00)	ASCAP/BMI music license - Conference	\$ (125.00)	fee	1	time	1	time	\$ (125.00)
240					Event Parking	\$ (450.00)	fee	1	time	1	time	\$ (450.00)
241			\$ (125.00)	\$ -	ASCAP/BMI music icense - LTA	\$ (125.00)	fee	1	time	1	time	\$ (125.00)
242	<b>867</b>	Travel	\$ (720.00)	\$ (450.00)	LTA President-elect travel (Eric)	\$ (180.00)	hotel	4	modules	1	time	\$ (720.00)
243			\$ (1,800.00)	\$ -	LTA Treasurer travel (Sindy)	\$ (450.00)	travel/hotel	4	modules	1	time	\$ (1,800.00)
244			\$ (1,800.00)	\$ (450.00)	LTA First Vice President travel (Shelley)	\$ (450.00)	hotel/travel	4	modules	1	time	\$ (1,800.00)
245			\$ (1,028.00)	\$ -	LTA 1: Speaker lodging	\$ (257.00)	rate	2	speakers	2	nights	\$ (1,028.00)
246			\$ (364.00)	\$ -	LTA 1: Speaker mileage	\$ (364.00)	mileage	1	2 speakers	1	time	\$ (364.00)
247			\$ (720.00)	\$ -	LTA 2: Speaker lodging	\$ (180.00)	rate	2	speakers	2	nights	\$ (720.00)
248			\$ (364.00)	\$ -	LTA 2: Speaker mileage	\$ (364.00)	mileage	1	2 speakers	1	time	\$ (364.00)
249			\$ (480.00)	\$ -	LTA 3: Speaker lodging	\$ (120.00)	rate	2	speakers	2	nights	\$ (480.00)
250			\$ (364.00)	\$ -	LTA 3: Speaker mileage	\$ (364.00)	mileage	1	2 speakers	1	time	\$ (364.00)
251			\$ (480.00)	\$ (150.00)	LTA 4: Speaker lodging	\$ (120.00)	rate	2	speakers	2	nights	\$ (480.00)
252			\$ (364.00)	\$ (364.00)	LTA 4: Speaker mileage	\$ (364.00)	mileage	1	2 speakers	1	time	\$ (364.00)
253			\$ (600.00)	\$ (600.00)	Leadership Open Public Speaking Speaker	\$ (600.00)	airfare	1		1	time	\$ (600.00)
254			\$ (200.00)	\$ (200.00)	Leadership Open Public Speaking Speaker lodging	\$ (200.00)	rate	1	speakers	1	night	\$ (200.00)
255	<b>867.2</b>	Staff Travel	\$ (48.00)	\$ (12.00)	LTA	\$ (12.00)	mileage	4	sessions	1	staff	\$ (48.00)
256			\$ (1,020.00)		Conference (hotel and mileage)	\$ (255.00)	hotel	2	staff	2	nights	\$ (1,020.00)
257			\$ (187,225.00)	\$ (175,085.00)	<b>1840 Expense Total</b>							\$ (212,741.00)
258			\$ (165,385.00)	\$ (153,245.00)	<b>1840 Total Net</b>							\$ (189,221.00)
259												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
260	<b>INDUSTRY PARTNERS CONFERENCE - 1850</b>											
261	<b>INCOME</b>											
262	<b>471</b>	Registration	\$ 33,375.00	\$ -	Registration Fees	\$ 89.00	fee	375	attendees	1	time	\$ 33,375.00
263			\$ 1,000.00	\$ -	Breakfast sponsor	\$ 1,000.00	fee	1	sponsor	1	time	\$ 1,000.00
264			\$ 1,400.00	\$ -	Break sponsors	\$ 750.00	fee	2	breaks	1	time	\$ 1,500.00
265			\$ 9,800.00	\$ -	Vendor Tables	\$ 750.00	fee	14	vendor	1	time	\$ 10,500.00
266			<b>\$ 45,575.00</b>	<b>\$ -</b>	<b>1850 Income Total</b>							<b>\$ 46,375.00</b>
267	<b>EXPENSE</b>											
268	<b>630</b>	Catering/Hotel	\$ (22,940.00)	\$ -	Meals, audio/visual	\$ (62.00)	F&B	370	attendees	1	time	\$ (22,940.00)
270			\$ (1,000.00)	\$ -	Audio/Visual	\$ (1,000.00)		1	pool	1	time	\$ (1,000.00)
271	<b>786</b>	Promotion	\$ (800.00)	\$ -	Prizes	\$ (800.00)		1	time	1	time	\$ (800.00)
272	<b>810</b>	Professional/Contract Fees	\$ (12,390.00)	\$ -	Partner Revenue Share	\$ (6,461.00)		2	shares	1	time	\$ (12,922.00)
273			\$ (2,250.00)	\$ -	Cvent Registration fees	\$ (6.00)		375	attendees	1	time	\$ (2,250.00)
274					Facebook ads	\$ -	ad					\$ -
275			<b>\$ (39,380.00)</b>	<b>\$ -</b>	<b>1850 Expense Total</b>							<b>\$ (39,912.00)</b>
276			<b>\$ 6,195.00</b>	<b>\$ -</b>	<b>1850 Total Net</b>							<b>\$ 6,463.00</b>
277												



**PROFESSIONAL AND BUSINESS DEVELOPMENT**

	A	B	C	D	E	F	G	H	I	J	K	L
278	<b>PROFESSIONALISM PROGRAM OUTREACH - 1855</b>											
279	<b>INCOME</b>											
280	<b>465</b>	Income	\$ 500.00	\$ 1,242.00	New Agent Training Program	\$ 59.00	registration fees	30	students	4	offerings	\$ 7,080.00
281			<b>\$ 500.00</b>	<b>\$ 1,242.00</b>	<b>1855 Income Total</b>							<b>\$ 7,080.00</b>
282	<b>EXPENSE</b>											
283	<b>EXPENSE</b>											
284	<b>605</b>	Awards/Gifts	\$ (50.00)	\$ (50.00)	Gift card drawing	\$ (50.00)	gift card	3	survey	1	drawing	\$ (150.00)
285	<b>770</b>	Supplies			Education Achievement Certificates	\$ (300.00)	box	1	box	1	time	\$ (300.00)
286			\$ (300.00)	\$ (150.00)	C2EX pins/ribbons	\$ (4.00)	per pin	50	pins	1	time	\$ (200.00)
287			\$ (200.00)	\$ (200.00)	C2EX ribbons	\$ (1.00)	per ribbon	100	ribbons	1	time	\$ (100.00)
288			\$ (325.00)		Education Achievement Banner	\$ (300.00)	banner	1	banner	1	time	\$ (300.00)
289	<b>630</b>	Catering	\$ (300.00)		Mixer at Convention	\$ (30.00)	per person	100	people	1	time	\$ (3,000.00)
290	<b>786</b>	Promotion			Education Achievement Program and C2EX facebook ads	\$ (100.00)	per ad	8	ads	1	time	\$ (800.00)
291	<b>810</b>	Professional/Contract Fees			Smart Start video production	\$ (175.00)	per video	8	videos	1	time	\$ (1,400.00)
292	<b>787</b>	Speaker Fees	\$ (1,500.00)	\$ (1,500.00)	Education Achievement Webinars	\$ (750.00)	speaker fee	4	times	1	time	\$ (3,000.00)
293				\$ (1,500.00)	New Agent Training Program	\$ (1,500.00)	speaker fee	4	offerings	1	time	\$ (6,000.00)
294			<b>\$ (2,675.00)</b>	<b>\$ (3,400.00)</b>	<b>1855 Expense Total</b>							<b>\$ (15,250.00)</b>
295			<b>\$ (2,175.00)</b>	<b>\$ (2,158.00)</b>	<b>1855 Net</b>							<b>\$ (8,170.00)</b>
296												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
297	<b>CONVENTION - 1860</b>											
298	<b>INCOME</b>											
299	469	Registration	\$ 31,250.00	\$ 31,250.00	Registration Fees - Full earlybird	\$ 129.00	registration fee	250	registrants	1	time	\$ 32,250.00
300			\$ 21,875.00	\$ 21,875.00	Registration - Full	\$ 199.00	full	125	registrants	1	time	\$ 24,875.00
301					Registration Fees - Single Day						time	\$ -
302			\$ 19,000.00	\$ 19,000.00	Vendor tables	\$ 1,900.00	vendor table	10	tables	1	time	\$ 19,000.00
303			\$ 10,000.00	\$ 10,000.00	Sponsors	\$ 5,000.00	sponsorships fee	2	sponsors	1	time	\$ 10,000.00
304			<b>\$ 82,125.00</b>	<b>\$ 82,125.00</b>	<b>1860 Income Total</b>		\$ -					<b>\$ 86,125.00</b>
305	<b>EXPENSE</b>											
306	<b>EXPENSE</b>											
307	630	Catering/Hotel	\$ (30,000.00)	\$ (30,000.00)	Audio/Visual (stage, microphones, proejctors, screens, technician)	\$ (35,000.00)		1	time	1	time	\$ (35,000.00)
308			\$ (25,000.00)	\$ (25,000.00)	Audio/Visual hybrid element	\$ (25,000.00)		1	time	1	time	\$ (25,000.00)
309			\$ (2,500.00)		Presidents Reception	\$ (2,500.00)		1	reception	1	time	\$ (2,500.00)
310			\$ (18,000.00)	\$ (18,000.00)	Opening Reception	\$ (70.00)	f&b	300	reception	1	time	\$ (21,000.00)
311			\$ (14,000.00)	\$ (14,000.00)	Coffee snacks	\$ (40.00)	muffins/bagels	400	days	1	day	\$ (16,000.00)
312					Reception Day 1							\$ -
313			\$ (28,000.00)	\$ (28,000.00)	Lunch	\$ (85.00)	lunch	400	attendees	1	day	\$ (34,000.00)
314			\$ (15,200.00)	\$ (15,200.00)	All Day Beverage Service	\$ (42.00)	beverages	400	attendees	1	day	\$ (16,800.00)
315			\$ (6,400.00)	\$ (6,400.00)	Afternoon Break	\$ (18.00)	per person	400	attendees	1	time	\$ (7,200.00)
316					Day 2 Lunch							\$ -
317					Reserved Parking Lot							\$ -
318	770	Supplies	\$ (750.00)	\$ (750.00)	Materials	\$ (750.00)		1	time	1	time	\$ (750.00)
319			\$ (2,300.00)	\$ (2,300.00)	PPE (masks/thermometers/hand sanitizer/sneeze guard)			1	time	1	time	\$ -
320	780	Postage	\$ (14,850.00)	\$ (14,850.00)	Save the date postcard	\$ (14,850.00)	postage	1	time	1	time	\$ (14,850.00)
321			\$ (14,850.00)	\$ (14,850.00)	Schedule/speaker postcard	\$ (14,850.00)	postage	1	time	1	time	\$ (14,850.00)
322	781	Printing	\$ (1,500.00)	\$ (1,500.00)	Flyers/Posters	\$ (1,750.00)		1	time	1	time	\$ (1,750.00)
323			\$ (3,019.00)	\$ (3,019.00)	Save the date postcard	\$ (3,019.00)	printing	1	time	1	time	\$ (3,019.00)
324			\$ (3,019.00)	\$ (3,019.00)	Schedule/speaker postcard	\$ (3,019.00)	printing	1	time	1	time	\$ (3,019.00)
325					Onsite program							\$ -
326			\$ (375.00)	\$ (375.00)	Floor Stickers	\$ (500.00)	decals	1	time	1	time	\$ (500.00)
327	786	Promotion	\$ (600.00)	\$ (600.00)	Contest prizes	\$ (300.00)		2	prizes	1	time	\$ (600.00)
328			\$ (2,000.00)	\$ (2,000.00)	Facebook ads	\$ (2,000.00)		1	time	1	time	\$ (2,000.00)
329					Promotional items	\$ -						\$ -
330	787	Speaker Fees	\$ (18,000.00)	\$ (26,500.00)	Lunch Speaker	\$ (18,000.00)		1	time	1	time	\$ (18,000.00)
331			\$ (20,000.00)	\$ (2,500.00)	Breakout Speakers	\$ (5,000.00)		2	speakers	1	time	\$ (10,000.00)
332			\$ (60,000.00)	\$ (50,000.00)	Keynote Speakers (opening & closing)	\$ (25,000.00)	fee	1	speakers	2	day	\$ (50,000.00)
333			\$ (20,000.00)	\$ (5,000.00)	General Session speakers	\$ (10,000.00)	fee	1	time	1	day	\$ (10,000.00)
334			\$ (1,350.00)	\$ -	Local C/E Speakers	\$ (150.00)	per hour	3	hours	3	classes	\$ (1,350.00)
335			\$ (800.00)	\$ (800.00)	Speaker Lodging	\$ (250.00)	per night	4	speakers	1	night	\$ (1,000.00)

**PROFESSIONAL AND BUSINESS DEVELOPMENT**

	A	B	C	D	E	F	G	H	I	J	K	L
336	<b>810</b>	Professional/Contract Fees	\$ (1,950.00)	\$ (1,950.00)	Cvent fees	\$ (8.00)	fee	1	fee	325	attendees	\$ (2,600.00)
337			\$ (1,920.00)	\$ (1,920.00)	Mailing house for postcard mailings	\$ (960.00)	fee	2	mailings	1	time	\$ (1,920.00)
338			\$ (3,000.00)	\$ (3,000.00)	Videographer (video for future promotions)		fee	1	time	1	time	\$ -
339			\$ (1,750.00)	\$ (1,750.00)	Photographer	\$ (175.00)	per hour	10	hours	1	time	\$ (1,750.00)
340					Marketing/Graphics	\$ -						\$ -
341			\$ (10,000.00)	\$ (10,000.00)	Production (pipe drape, uplighting, conversation seating)	\$ (15,000.00)	fee	1	time	1	time	\$ (15,000.00)
342			\$ (800.00)	\$ (800.00)	DJ for general session	\$ (1,000.00)	fee	1	days	1	session	\$ (1,000.00)
343			\$ (500.00)	\$ (500.00)	DJ for Opening Reception	\$ (800.00)	fee	1	time	1	time	\$ (800.00)
344			\$ (750.00)	\$ (750.00)	Photobooth for Receptions	\$ (1,000.00)	fee	1	receptions	1	time	\$ (1,000.00)
345			\$ (125.00)	\$ (125.00)	ASCAP/BMI fee	\$ (125.00)	fee	1	time	1	time	\$ (125.00)
346			\$ (4,200.00)	\$ (4,200.00)	Cvent Crowd Compass Event App	\$ (4,200.00)	fee	1	time	1	time	\$ (4,200.00)
347	<b>867.2</b>	Staff Travel	\$ (600.00)	\$ (600.00)	Lodging	\$ (249.00)	night	1	nights	3	staff	\$ (747.00)
348					Daily Expense		daily expense					\$ -
349			\$ (48.00)	\$ (48.00)	Mileage	\$ (16.00)	mileage	1	time	3	staff	\$ (48.00)
350			\$ (328,156.00)	\$ (290,306.00)	<b>1860 Expense Total</b>							\$ (318,378.00)
351			\$ (246,031.00)	\$ (208,181.00)	<b>1860 Total Net</b>							\$ (232,253.00)
352												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
353	<b>EDUCATION OUTREACH - 1870</b>											
354	<b>INCOME</b>											
355	<b>462</b>	Registration	\$ 2,950.00	\$ -	Live One-Day REBAC	\$ 69.00	reg fee	2	classes	25	students	\$ 3,450.00
356				\$ 3,975.00	Live Two-Day REBAC Classes	\$159	registration fees	0	classes	25	students	\$ -
357			\$ 6,360.00	\$ 4,425.00	DTM One-Day REBAC	\$ 69.00	registration fees	4	class	25	students	\$ 6,900.00
358			\$ 5,900.00	\$ -	DTC One-Day REBAC	\$ 69.00	registration fees	2	classes	25	students	\$ 3,450.00
359			\$ 8,000.00		DTC CE Classes (single class)							\$ -
360			\$ 2,400.00	\$ 18,000.00	DTM CE classes	\$20	registration fees	22	classes	45	students	\$ 19,800.00
361			\$ 12,250.00	\$ -	DTC Two-Day REBAC	\$ 159.00	registration fee	4	classes	25	students	\$ 15,900.00
362			<b>\$ 37,860.00</b>	<b>\$ 26,400.00</b>	<b>1870 Income Total</b>							<b>\$ 49,500.00</b>
363	<b>EXPENSE</b>											
364	<b>EXPENSE</b>											
365	<b>605</b>	Awards/Gifts			Monitor Appreciation							\$ -
366	<b>630</b>	Catering/Hotel	\$ (300.00)		DTC REBAC Class - instructor lunches (1 and 2 days)	\$ (15.00)	per lunch	6	times	1	time	\$ (90.00)
367			\$ (2,850.00)	\$ (2,850.00)	Trends Summit (Room Rental)	\$ (3,000.00)		1	time	1	time	\$ (3,000.00)
368			\$ (4,000.00)	\$ (4,000.00)	Trends Summit Catering	\$ (5,000.00)		1	time	1	time	\$ (5,000.00)
369			\$ (400.00)		Collaborative Events w/allied entities	\$ (1,500.00)		1	time	1		\$ (1,500.00)
370	<b>770</b>	Supplies	\$ (300.00)	\$ (60.00)	DTM class activity prizes (CE and 1-day REBAC)	\$ (5.00)	gift card	26	classes	2	times	\$ (260.00)
371	<b>780</b>	Postage	\$ (750.00)	\$ (75.00)	Class materials DTC REBAC (1 and 2 day)	\$ (75.00)	shipment	6	classes	6	locations	\$ (2,700.00)
372			\$ (32.00)		Class Materials Live REBAC (1 day classes)	\$ (16.00)	delivery	2	classes	1	locations	\$ (32.00)
373	<b>787</b>	Speaker Fees	\$ (3,000.00)	\$ (3,000.00)	DTM ePRO class speaker (2-day class)							\$ -
374			\$ (3,000.00)	\$ (2,250.00)	REBAC One-Day Class - Instrctor Fee (Live, DTM, DTC)	\$ (125.00)	per hours	8	classes	6	hours	\$ (6,000.00)
375			\$ (1,500.00)	\$ (6,000.00)	CE classes Instructor Fee (DTM)	\$ (150.00)	per hour	22	classes	3	hours	\$ (9,900.00)
376			\$ (1,500.00)	\$ (3,000.00)	REBAC Two-Day Class Instructor Fee (DTC)	\$ (125.00)	per hour	4	classes	12	hours	\$ (6,000.00)
377			\$ (9,000.00)	\$ (8,250.00)	C/E Live Streamed - Instructor Fee							\$ -
378			\$ (150.00)	\$ (150.00)	Legal Meets COE Virtual Event							\$ -
379			\$ (15,000.00)	\$ (15,000.00)	Trends Summit	\$ (15,000.00)	summit	1	days	1	time	\$ (15,000.00)
380	<b>810</b>	Professional/Contract Fees	\$ (4,500.00)	\$ (2,250.00)	REBAC One-Day class Royalty Fees (live, DTM, DTC)	\$ (30.00)	fee	8	classes	25	students	\$ (6,000.00)
381				\$ (3,000.00)	REBAC Two-Day class Royalty Fees (DTC)	\$ (60.00)	fee	4	classes	25	students	\$ (6,000.00)
382			\$ (1,200.00)	\$ (1,750.00)	DTM ePRO live streamed revenue share							\$ -
383			\$ (400.00)	\$ (3,000.00)	DTM ePRO REBAC Royalty Fee							\$ -
384			\$ (3,000.00)		REBAC Revenue Share (DTM/DTC)	\$ (10.00)	fee	8	classes	25	students	\$ (2,000.00)
385			\$ (5,500.00)	\$ (8,800.00)	CE class Revenue Share (DTM)	\$ (10.00)	fee	22	classes	45	students	\$ (9,900.00)
386			\$ (2,400.00)	\$ (1,000.00)	DTM REBAC revenue share							\$ -
387			\$ (1,000.00)	\$ -	DTM Rebac One-Day Royalty fees							\$ -
388			\$ (1,680.00)	\$ (750.00)	REBAC One-Day Live Streamed Revenue Share							\$ -
389	<b>867.2</b>	Staff Travel	\$ (400.00)	\$ -	Mileage to Live Classes or remote classes							\$ -
390			\$ (61,862.00)	\$ (65,185.00)	<b>1870 Expense Total</b>							\$ (73,382.00)
391			<b>\$ (24,002.00)</b>	<b>\$ (38,785.00)</b>	<b>1870 Total Net</b>							<b>\$ (23,882.00)</b>
392												

**PROFESSIONAL AND BUSINESS DEVELOPMENT**

	A	B	C	D	E	F	G	H	I	J	K	L
393	<b>EDUCATION DEVELOPMENT - 1871</b>											
394	<b>INCOME</b>											
395	<b>461.1</b>	Income	\$ 380.00	\$ 920.00	Online CE Affinity Partnership Share	\$ 95.00	income	4	times	1	time	\$ 380.00
396	<b>461.2</b>	Income	\$ 2,400.00	\$ 1,923.00	REBAC Affinity Partnership Income	\$ 600.00	income	4	times	1	time	\$ 2,400.00
397			\$ 360.00	\$ 1,373.00	Paperless Agent							\$ -
398			<b>\$ 3,140.00</b>	<b>\$ 4,216.00</b>	<b>1871 Income Total</b>							<b>\$ 2,780.00</b>
399	<b>EXPENSE</b>											
400												
401	<b>540</b>	Staff Development	\$ (2,100.00)	(16000	Education program webinars/conference	\$ (1,600.00)		1	time	1	time	\$ (1,600.00)
402	<b>770</b>	Supplies	\$ (750.00)	\$ (750.00)	Resources and Supplies	\$ (750.00)	fee	1	time	1	time	\$ (750.00)
403	<b>810</b>	Professional/Contract Fees	\$ (3,000.00)	\$ (3,000.00)	Curriculum Development Fees	\$ (3,000.00)	fee	1	time	1	time	\$ (3,000.00)
404			\$ (1,200.00)	\$ (1,200.00)	Curriculum Review/Revision Honorariums	\$ (400.00)	fee	3	classes	1	time	\$ (1,200.00)
405			\$ (1,425.00)	\$ (1,275.00)	Contract Conversation - video/editing	\$ (475.00)	per video	2	videos	1	time	\$ (950.00)
406			\$ (100.00)	\$ -	ADRE Instructor Expedited (add course)		fee	10	instructors	1	time	\$ -
407			\$ (150.00)	\$ -	ADRE Course License Fees - Courses		fee	10	courses	1	time	\$ -
408			\$ (300.00)	\$ -	ADRE Course License Fees - Remote Courses		fee	12	courses	1	time	\$ -
409			\$ (2,300.00)	\$ (2,300.00)	Education Development/Software	\$ (2,300.00)	licenses	1	time	1	time	\$ (2,300.00)
410			\$ (600.00)	\$ (600.00)	Curriculum design software (ElementsPro)	\$ (600.00)	annual	1	time	1	time	\$ (600.00)
411			\$ (11,925.00)	\$ (9,125.00)	<b>1871 Expense Total</b>							\$ (10,400.00)
412			<b>\$ (8,785.00)</b>	<b>\$ (4,909.00)</b>	<b>1871 Total Net</b>							<b>\$ (7,620.00)</b>
413												

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
414	<b>INSTRUCTOR DEVELOPMENT - 1872</b>											
415	<b>INCOME</b>											
416	<b>463.2</b>	Registration	\$ 585.00	\$ 585.00	Instructor Forum (3 hours)	\$ 39.00	registration fee	15	registrants	1	class	\$ 585.00
417			\$ 392.00	\$ 647.00	Instructor Skills IDW	\$ 49.00	early reg fee	8	registrants	1	class	\$ 392.00
418			\$ 468.00		Instructor Skills IDW - new instructor	\$99		12	registrants	1	class	\$ 1,188.00
419			<b>\$ 1,445.00</b>	<b>\$ 1,232.00</b>	<b>1872 Income Total</b>							<b>\$ 2,165.00</b>
420	<b>EXPENSE</b>											
421	<b>EXPENSE</b>											
422	<b>605</b>	Awards/Gifts	\$ (200.00)	\$ (200.00)	Excellence in Education Award	\$ (200.00)	plaque	1	time	1	time	\$ (200.00)
423	<b>630</b>	Catering/Hotel	\$ (240.00)	\$ (240.00)	Instructor Skills IDW - snacks	\$ (12.00)	coffee/snacks	20	registrants	1	class	\$ (240.00)
424			\$ (180.00)	\$ (180.00)	Instructor Forum - snacks	\$ (12.00)	coffee/snack	15	registrants	1	forum	\$ (180.00)
425	<b>639</b>	Dues/Commitments	\$ (150.00)	\$ (150.00)	REEA membership	\$ (150.00)	annual	1	membership	1	annual	\$ (150.00)
426	<b>770</b>	Supplies	\$ (500.00)	\$ (350.00)	Materials/Resources	\$ (500.00)	annual	1	time	1	time	\$ (500.00)
427	<b>787</b>	Speaker Fees	\$ (2,500.00)	\$ (375.00)	Instructor Skills IDW	\$ (3,000.00)	fee	1	class	1	time	\$ (3,000.00)
428			\$ (3,500.00)		Instructor Development Program (new instructors)	\$ (5,000.00)	fee	1	seminar	1	time	\$ (5,000.00)
429			\$ (100.00)	\$ (375.00)	Instructor Forum	\$ (300.00)	fee	1	time	1	time	\$ (300.00)
430	<b>810</b>	Professional/Contract Fees	\$ (1,600.00)	\$ (1,600.00)	Scholarship to Bob Pike Bootcamp	\$ (1,600.00)	scholarship	1	instructor	1	time	\$ (1,600.00)
431			\$ (600.00)	\$ -	Trainer Webinars							\$ -
432	<b>860</b>	Conferences	\$ (1,600.00)	\$ (549.00)	Training Magazine Conference - Registration	\$ (1,600.00)	fee	1	webinars	1	time	\$ (1,600.00)
433			\$ (450.00)	\$ -	REEA Convention - registration	\$ (450.00)	fee	1	registration	1	time	\$ (450.00)
434			\$ (24.00)	\$ (12.00)	Instructor Forum/IDW - Mileage	\$ (12.00)	mileage	2	mileage	1	staff	\$ (24.00)
435			\$ (600.00)	\$ -	REEA Convention - Hotel	\$ (300.00)	per night	2	nights	1	staff	\$ (600.00)
436			\$ (150.00)	\$ -	REEA Convention - Daily Expense	\$ (75.00)	per day	2	days	1	staff	\$ (150.00)
437			\$ (400.00)	\$ -	REEA Convention - Airfare (Atlanta)	\$ (400.00)	airfare	1	flight	1	staff	\$ (400.00)
438			\$ (825.00)	\$ -	Training Magazine Conference - Hotel	\$ (275.00)	room	3	nights	1	staff	\$ (825.00)
439			\$ (400.00)	\$ -	Training Magazine Conference - Airfare	\$ (400.00)	flight	1	flight	1	staff	\$ (400.00)
440			\$ (150.00)	\$ -	Training Magazine Conference - Daily Expense	\$ (75.00)	per day	2	days	1	staff	\$ (150.00)
441			\$ (14,169.00)	\$ (4,031.00)	<b>1872 Expense Total</b>							\$ (15,769.00)
442			<b>\$ (12,724.00)</b>	<b>\$ (2,799.00)</b>	<b>1872 Total Net</b>							<b>\$ (13,604.00)</b>

PROFESSIONAL AND BUSINESS DEVELOPMENT

	A	B	C	D	E	F	G	H	I	J	K	L
443	<b>BROKER UNIVERSITY - 1875</b>											
444	<b>INCOME</b>											
445	<b>460.1</b>	Registration	\$ 3,300.00	\$4,530.00	BMC (package) DTM	\$ 59.00	registration fee	2	offering	30	students	\$ 3,540.00
446			<b>\$ 3,300.00</b>	<b>\$ 4,530.00</b>	<b>1875 Income Total</b>							<b>\$ 3,540.00</b>
447	<b>EXPENSE</b>											
448	<b>EXPENSE</b>											
449	<b>605</b>	Awards/Gifts	\$ (600.00)	\$ (150.00)	Virtual Forum Guest Appreciations	\$ (25.00)	gift cards	12	forums	2	guests	\$ (600.00)
450	<b>630</b>	Catering/Hotel			Broker Brief Webinars - speaker lunch	\$ -						\$ -
451				\$ -	Broker Forums							\$ -
452			\$ (72.00)	\$ (18.00)	BMC (DTM) - instructor lunch	\$ (18.00)	meal	1	days	2	offerings	\$ (36.00)
453	<b>770</b>	Supplies			Broker Outreach	\$ -						\$ -
454	<b>781</b>	Printing	\$ (800.00)	\$ (800.00)	Broker Postcard							\$ -
455				\$ -	Broker Forum Materials							\$ -
456	<b>780</b>	Postage	\$ (720.00)	\$ -	Ship Materials to Remote Locations							\$ -
457			\$ (3,200.00)	\$ (3,200.00)	Broker Postcard							\$ -
458	<b>787</b>	Speaker Fees	\$ (2,250.00)	\$ (2,250.00)	BMC (DTM)- Speaker Fee	\$ (125.00)	per hours	9	hours	2	offering	\$ (2,250.00)
459	<b>810</b>	Professional/Contract Fees	\$ (800.00)	\$ (1,740.00)	Legal Videos - Video Editing (Scott's Scoops)	\$ (425.00)	per quarter	4	quarters	1	time	\$ (1,700.00)
460			\$ (600.00)	\$ (780.00)	BMC (DTM) Fee Share	\$ (10.00)	fee	30	students	2	offerings	\$ (600.00)
461			\$ (150.00)	\$ -	Broker to Broker Virtual Forum Recording Edits							\$ -
462			\$ (9,192.00)	\$ (8,938.00)	<b>1875 Expense Total</b>							\$ (5,186.00)
463			<b>\$ (5,892.00)</b>	<b>\$ (4,408.00)</b>	<b>1875 Total Net</b>							<b>\$ (1,646.00)</b>
464			<b>\$ (865,205.02)</b>	<b>\$ (741,554.52)</b>	<b>TOTAL (EXPENSE)</b>							<b>\$ (901,322.56)</b>
465			<b>\$ 319,270.00</b>	<b>\$ 249,080.00</b>	<b>TOTAL INCOME</b>							<b>\$ 337,270.00</b>
466			<b>\$ (545,935.02)</b>	<b>\$ (492,474.52)</b>	<b>TOTAL NET (EXPENSE)/INCOME</b>							<b>\$ (564,052.56)</b>

OPERATIONS & STRATEGIC INITIATIVES SUMMARY				
2021 Approved	2021 Projections	Code		2022
<b>PROJECTED INCOME</b>				
\$ 35,000.00	\$ 1,050.00	410	INTEREST	\$ 3,500.00
\$ 31,718.46	\$ 32,034.00	415	RENTS	\$ 32,009.04
\$ 9,725,550.00	\$ 10,715,000.00	430	INCOME	\$ 9,316,250.00
\$ 400.00	\$ 1,250.00	435	LAW BOOK SALES	\$ 300.00
\$ 1,000.00	\$ 1,800.00	497	MISCELLANEOUS INCOME	\$ 1,000.00
<b>\$ 9,793,668.46</b>	<b>\$ 10,751,134.00</b>		<b>TOTAL PROJECTED INCOME</b>	<b>\$ 9,353,059.04</b>
<b>PROJECTED DIRECT (EXPENSES)</b>				
\$ (3,412,035.00)	\$ (3,177,709.00)	500	SALARIES/BENEFITS	\$ (3,662,035.00)
\$ (5,000.00)	\$ (2,000.00)	540	STAFF DEVELOPMENT	\$ (5,000.00)
\$ (11,275.00)	\$ (11,275.00)	605	AWARDS/GIFTS	\$ (12,950.00)
\$ (58,930.00)	\$ (43,500.00)	621	REPAIRS/MAINTENANCE	\$ (58,930.00)
\$ (67,795.00)	\$ (49,500.00)	623	UTILITIES	\$ (67,795.00)
\$ (6,750.00)	\$ (7,230.00)	624	INSURANCE	\$ (8,000.00)
\$ (68,000.00)	\$ (67,750.00)	625	DEBT RETIREMENT/TAXES	\$ (71,000.00)
\$ (104,100.10)	\$ (33,000.00)	630	CATERING/HOTEL	\$ (104,800.00)
\$ (2,100.00)	\$ (2,000.00)	631	COMPUTER SERVICES & EXPENSES	\$ (3,100.00)
\$ (2,500.00)	\$ (1,000.00)	632	COPYING	\$ (2,500.00)
\$ (56,950.00)	\$ (55,644.00)	639	DUES/COMMITMENTS	\$ (61,720.00)
\$ (8,360.00)	\$ (5,750.00)	640	EQUIPMENT MAINTENANCE/RENTAL	\$ (7,360.00)
\$ (267,000.00)	\$ (270,000.00)	690	EFT/CREDIT CARD FEES (MISCELLANEOUS)	\$ (280,500.00)
\$ (259,128.00)	\$ (259,128.00)	700	DEPRECIATION	\$ (233,591.00)
\$ (1,790,075.00)	\$ (1,790,075.00)	750	RESERVE FUNDING	\$ (531,900.00)
\$ (15,465.00)	\$ (6,750.00)	770	SUPPLIES	\$ (17,385.00)
\$ (3,642.00)	\$ (1,500.00)	780	POSTAGE	\$ (3,642.00)
\$ (1,200.00)	\$ (500.00)	781	PRINTING	\$ (1,200.00)
\$ (42,500.00)	\$ (40,775.00)	786	PROMOTION	\$ (62,500.00)
\$ (500.00)	\$ (500.00)	788	STAFF EXPENSE	\$ (500.00)
\$ (500.00)	\$ (100.00)	804	RENTAL TAXES	\$ (500.00)
\$ (214,975.00)	\$ (181,822.00)	810	PROFESSIONAL/CONTRACT FEES	\$ (324,196.60)
\$ (15,000.00)	\$ (7,687.00)	850	TELEPHONE	\$ (10,220.00)
\$ (32,683.00)	\$ (11,230.00)	860	CONFERENCES	\$ (33,033.00)
\$ (163,791.00)	\$ (87,530.00)	867	TRAVEL (CEO/EXCOM/Officer/Other)	\$ (165,955.00)
<b>\$ (6,610,254.10)</b>	<b>\$ (6,113,955.00)</b>		<b>TOTAL DIRECT (EXPENSES)</b>	<b>\$ (5,730,312.60)</b>
<b>\$ 3,183,414.36</b>	<b>\$ 4,637,179.00</b>		<b>TOTAL NET (EXPENSES)/INCOME</b>	<b>\$ 3,622,746.44</b>



OPERATIONS AND STRATEGIC INITIATIVES

A	B	C	D	E	F	G	H	I	J	K	L
Code		2021 Approved	2021 Projections		Rate	Item	Qty	Item	Qty	Item	2022 Total
<b>GENERAL OVERHEAD - 1000</b>											
<b>INCOME</b>											
410	Interest Income	\$ 35,000.00	\$ 1,050.00	RMA - Money Market Holding Account	\$ 3,500.00	interest	1	time	1	year	\$ 3,500.00
435	Law book sales	\$ 400.00	\$ 1,250.00	Law Book Sales	\$ 300.00		1		1		\$ 300.00
497	Miscellaneous Income	\$ 1,000.00	\$ 1,800.00	Miscellaneous Income	\$ 1,000.00		1		1		\$ 1,000.00
		<b>\$ 36,400.00</b>	<b>\$ 4,100.00</b>	<b>1000 Income Total</b>							<b>\$ 4,800.00</b>
<b>EXPENSE</b>											
540	Staff Development	\$ (5,000.00)	\$ (2,000.00)	General Training - Workshop (CMLS Convention, etc.)	\$ (5,000.00)	miscellaneous	1	time	1	time	\$ (5,000.00)
605	Awards/Gifts	\$ (3,500.00)	\$ (4,500.00)	Staff Recognition (Birthdays, Holiday party, etc.)	\$ (4,500.00)		1		1		\$ (4,500.00)
		\$ (1,000.00)		Miscellaneous/Members (flowers, funerals, etc.)	\$ (1,500.00)		1		1		\$ (1,500.00)
631	Computer Service & Expense	\$ (2,100.00)	\$ (2,000.00)	Miscellaneous Computer Expenses & Licenses	\$ (2,100.00)		1		1		\$ (2,100.00)
		\$ -	\$ -	Zoom Business Licenses - Operations	\$ (1,000.00)		1		1		\$ (1,000.00)
639	Dues/Commitments	\$ (300.00)	\$ (900.00)	Miscellaneous (Notary Bond, etc.) - Renew in 2025	\$ -		1		1		\$ -
		\$ (50.00)		AZ Corporation Commission (fee/letters of good standing)	\$ (50.00)		1		1		\$ (50.00)
		\$ (50.00)		Phoenix Privilege Fee	\$ (50.00)		1		1		\$ (50.00)
		\$ (135.00)		Costco Membership	\$ (135.00)		1		1		\$ (135.00)
		\$ (350.00)		ASAE Dues	\$ (375.00)		1		1		\$ (375.00)
		\$ (500.00)		Law Book Royalties	\$ (500.00)		1		1		\$ (500.00)
		\$ -		Surety Bond - Renews June 2022 then June 2025	\$ (3,000.00)		1		1		\$ (3,000.00)
640	Equipment Maintenance/Rental	\$ (1,000.00)	\$ (5,750.00)	Non-agreement Repairs - per new contract w/ Xerox	\$ -		1		1		\$ -
		\$ (110.00)		Postage Machine	\$ (110.00)		1		1		\$ (110.00)
		\$ (7,250.00)		Copier and Printer Leases	\$ (7,250.00)		1		1		\$ (7,250.00)
690	EFT/Credit Card Fees (Miscellaneous)	\$ (250,000.00)	\$ (270,000.00)	NAR EFT Fees (2.45% of \$190 *51,145 members)/ Credit Card Fees + RAPAC billing	\$ (280,000.00)		1		1		\$ (280,000.00)
		\$ (16,500.00)		Electronic Check Fees from E-Commerce	\$ -		1		1		\$ -
		\$ (500.00)		Stop Payment Fees, NSF Items	\$ (500.00)		1		1		\$ (500.00)
770	Supplies	\$ (8,500.00)	\$ (6,750.00)	General/Miscellaneous Supplies	\$ (8,500.00)		1		1		\$ (8,500.00)
		\$ (525.00)		Coffee (Parks & Co.)	\$ (30.00)		12		1		\$ (360.00)
		\$ (1,740.00)		Bottled Water/Coolers (Ready Refresh by Nestle)	\$ (75.00)		12		1		\$ (900.00)
		\$ (2,000.00)		Checks/Invoices	\$ (2,000.00)		1		1		\$ (2,000.00)
781	Printing	\$ (1,200.00)	\$ (500.00)	Business Cards/Notes, Letterhead, Envelopes	\$ (1,200.00)		1		1		\$ (1,200.00)
788	Staff Expense	\$ (500.00)	\$ (500.00)	Line Officer Headshots	\$ (500.00)		1		1		\$ (500.00)
810	Professional/Contract Fees	\$ (300.00)	\$ (93,934.00)	Paper Shredding	\$ (25.00)		12	months	1	time	\$ (300.00)
		\$ (42,500.00)		Annual Audit	\$ (47,500.00)		1		1		\$ (47,500.00)
		\$ (62,352.00)		Contracted Services for IT (Global Market Innovators previously NVision)	\$ (5,196.00)		12	months	1		\$ (62,352.00)
		\$ (1,008.00)		125 Plan Admin. (Wage Works)	\$ (84.00)	month	12	months	1	time	\$ (1,008.00)
		\$ (5,700.00)		QuickBooks Full Service Plan	\$ (5,700.00)	year	1		1	time	\$ (5,700.00)
		\$ (500.00)		Basecamp Fees	\$ (500.00)		1		1		\$ (500.00)
		\$ -		Sharefile	\$ (34.30)		12	months	1	time	\$ (411.60)
850	Telephone	\$ (15,000.00)	\$ (7,687.00)	Long Distance, Data Lines, Mobile, Monthly Lines, & Internet	\$ (8,000.00)		1		1		\$ (8,000.00)
		\$ -	\$ -	Nextiva VOIP Service	\$ (185.00)	month	12		1	time	\$ (2,220.00)
867.2	Staff Travel	\$ (250.00)	\$ (50.00)	Staff Mileage	\$ -		1		1		\$ -
		<b>\$ (430,420.00)</b>	<b>\$ (394,571.00)</b>	<b>1000 Expense Total</b>							<b>\$ (447,521.60)</b>

**OPERATIONS AND STRATEGIC INITIATIVES**

A	B	C	D	E	F	G	H	I	J	K	L		
46	<b>RESERVE FUNDING - 1100</b>												
47	<b>EXPENSE</b>												
48	700	Depreciation	\$ (259,128.00)	\$ (259,128.00)	2021 Capital Depreciation 3100 (based on 100% of 2020 Audit)	\$ (233,591)	depreciation	1	time	1	time	\$ (233,591.00)	
49	750	Reserve Funding	\$ (1,790,075.00)	\$ (1,790,075.00)	Issues Mobilization (Realtor Party)	\$ (10.00)		53,190	members	1	time	\$ (531,900.00)	
50			\$ -	\$ -	Operating Reserve	\$ -				members	time	\$ -	
51			\$ (2,049,203.00)	\$ (2,049,203.00)	<b>1100 Total</b>							\$ (765,491.00)	
52													
53	<b>DUES - 1400</b>												
54	<b>INCOME</b>												
55	430	Income	\$ 9,717,550.00	\$ 10,715,000.00	FPU's of 53,190 represents a 4% increase from 2021	\$ 175.00	year	53,190	members	1	time	\$ 9,308,250.00	
56													
57			\$ 8,000.00		Affiliate Dues	\$ 8,000.00			1	time	1	time	\$ 8,000.00
58			\$ 9,725,550.00	\$ 10,715,000.00	<b>1400 Total</b>							\$ 9,316,250.00	
59													
60													
61	<b>OPERATIONS SUPPORT - 1901</b>												
62	<b>EXPENSE</b>												
63	630	Catering/Hotel	\$ (2,000.00)	\$ (2,000.00)	Staff Meetings	\$ (2,000.00)		1		1	staff	\$ (2,000.00)	
64	632	Copying	\$ (2,500.00)	\$ (1,000.00)	Operations Copies	\$ (2,500.00)	annually	1	time	1	time	\$ (2,500.00)	
65	639	Dues/Commitments	\$ (4,000.00)	\$ (2,000.00)	CEO State Bar Dues/CLE Fees	\$ (4,000.00)	annually	1	time	1	CEO	\$ (4,000.00)	
66			\$ (420.00)		Arizona's Finest Lawyers Dues	\$ (420.00)	annually	1	time	1	CEO	\$ (420.00)	
67	780	Postage	\$ (442.00)	\$ (1,500.00)	UPS (weekly pick-up fee)	\$ (8.50)	week	52	weeks	1	svc chg	\$ (442.00)	
68			\$ (3,200.00)		Postage (all programs and general office)	\$ (3,200.00)	annually	1	time	1	time	\$ (3,200.00)	
69	786	Promotion	\$ (5,000.00)	\$ (10,775.00)	Association Events/Incentives	\$ (10,000.00)	fee	1	time	1	time	\$ (10,000.00)	
70			\$ (2,500.00)		Promotional Items	\$ (2,500.00)	annually	1	time	1	time	\$ (2,500.00)	
71			\$ (5,000.00)		Sponsorships	\$ (5,000.00)		1	time	1	time	\$ (5,000.00)	
72	810	Professional/Contrcts	\$ (5,000.00)	\$ (5,000.00)	Outside Legal	\$ (5,000.00)	annually	1	time	1	time	\$ (5,000.00)	
73			\$ -		Membership Needs Assessment/Survey	\$ (24,000.00)	annually	1	time	1	time	\$ (24,000.00)	
74					Search/CEO Transition Expenses	\$ (75,000.00)	annually	1	time	1	time	\$ (75,000.00)	
75	867.2	Staff Travel	\$ (800.00)	\$ (200.00)	In-state Travel	\$ (1,050.00)	travel	1	time	1	staff	\$ (1,050.00)	
76			\$ (30,862.00)	\$ (22,475.00)	<b>1901 Total</b>							\$ (135,112.00)	
77													
78	<b>ASSOCIATION RELATIONS - 1903</b>												
79	<b>EXPENSE</b>												
80	630	Catering/Hotel	\$ (6,000.00)	\$ (6,000.00)	AE Workshop - Catering	\$ (6,000.00)	breakfast/dinner	1	time	1	workshop	\$ (6,000.00)	
81			\$ (2,000.00)	\$ (1,000.00)	AE Lunches/Breakfasts at AAR Meetings	\$ (1,000.00)	lunch	2	lunches	1	time	\$ (2,000.00)	
82			\$ (4,000.00)	\$ -	AEI State Night Out Dinner	\$ (4,000.00)	dinner	1	time	1	dinner	\$ (4,000.00)	
83			\$ (6,500.00)	\$ -	Past Presidents Dinner	\$ (6,500.00)		1		1		\$ (6,500.00)	
84			\$ (3,000.00)	\$ (3,000.00)	NAR Leadership Summit Night Out	\$ (3,000.00)	dinner	1	time	1	dinner	\$ (3,000.00)	
85	786	Promotion	\$ (5,000.00)	\$ (5,000.00)	Association Relations/Promotion/Line Officer Hosting	\$ (5,000.00)		1		1		\$ (5,000.00)	
86	867.2	Staff Travel	\$ (900.00)	\$ (600.00)	AE Workshop - AAR Staff Hotel	\$ (150.00)	night	1	nights	6	staff	\$ (900.00)	
87			\$ (900.00)	\$ (450.00)	AE Workshop - AAR Staff Mileage (Senior VPs)	\$ (150.00)		1	time	6	staff	\$ (900.00)	
88			\$ (2,000.00)	\$ (500.00)	Office/Staff to Association Events	\$ (2,000.00)		1		1		\$ (2,000.00)	
89			\$ (30,300.00)	\$ (16,550.00)	<b>1903 Total</b>							\$ (30,300.00)	
90													

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L
91	<b>NATIONAL MEETINGS - 1905</b>											
92	<b>EXPENSE</b>											
93	630	Catering/Hotel	\$ (3,800.10)	\$ -	AZ Reception at Region XI Conference (Utah)	\$ (150.00)	attendees	30	each	1	event	\$ (4,500.00)
94	639	Dues/Commitments	\$ (51,145.00)	\$ (52,744.00)	Region XI dues	\$ (1.00)		53190	members	1	time	\$ (53,190.00)
95	860	Conferences	\$ (1,768.00)	\$ (6,600.00)	Operations Staff - NAR AEI - March (Atlanta, GA) - Hotel	\$ (221.00)	night	4	nights	2	staff	\$ (1,768.00)
96			\$ (1,500.00)		Operations Staff - NAR AEI - March (Atlanta, GA) - Daily Expense	\$ (150.00)	per diem	5	days	2	staff	\$ (1,500.00)
97			\$ (800.00)		Operations Staff - NAR AEI - March (Atlanta, GA) - Airfare	\$ (425.00)	airfare	1	traveler	2	staff	\$ (850.00)
98			\$ (1,190.00)		Operations Staff - NAR AEI - March (Atlanta, GA) - Registration	\$ (595.00)	registration	1	registration	2	staff	\$ (1,190.00)
99			\$ (3,200.00)		Operations Staff - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	5	nights	2	staff	\$ (3,200.00)
100			\$ (2,400.00)		Operations Staff - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	6	days	2	staff	\$ (2,400.00)
101			\$ (1,200.00)		Operations Staff - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	1	traveler	2	staff	\$ (1,200.00)
102			\$ (2,200.00)		Operations Staff - NAR EXPO - November (Orlando, FL) - Hotel	\$ (275.00)	night	4	nights	2	staff	\$ (2,200.00)
103			\$ (1,500.00)		Operations Staff - NAR EXPO - November (Orlando, FL) - Daily Expense	\$ (150.00)	per diem	5	days	2	staff	\$ (1,500.00)
104			\$ (550.00)		Operations Staff - NAR EXPO - November (Orlando, FL) - Airfare	\$ (425.00)	airfare	1	traveler	2	staff	\$ (850.00)
105			\$ (1,050.00)		Operations Staff - NAR EXPO - November (Orlando, FL) - Registration	\$ (525.00)	registration	1	registration	2	staff	\$ (1,050.00)
106	867	Travel	\$ (1,000.00)	\$ (30,445.00)	Airfare Increase Pool - National Travel	\$ (1,000.00)	miscellaneous	1	pool	1	pool	\$ (1,000.00)
107			\$ (884.00)		AE Institute - March (Atlanta, GA) - Hotel	\$ (221.00)	night	4	nights	1	CEO	\$ (884.00)
108			\$ (750.00)		AE Institute - March (Atlanta, GA) - Daily Expense	\$ (150.00)	per diem	5	days	1	CEO	\$ (750.00)
109			\$ (400.00)		AE Institute - March (Atlanta, GA) - Airfare	\$ (425.00)	airfare	1	traveler	1	CEO	\$ (425.00)
110			\$ (595.00)		AE Institute - March (Atlanta, GA) - Registration	\$ (595.00)	registration	1	time	1	CEO	\$ (595.00)
111			\$ (400.00)		Meeting with NAR CEO - Daily Expense	\$ (200.00)	per diem	2	days	1	CEO	\$ (400.00)
112			\$ (560.00)		Region XI Conference - April (Utah) - Hotel	\$ (280.00)	night	2	nights	1	CEO	\$ (560.00)
113			\$ (450.00)		Region XI Conference - April (Utah) - Daily Expense	\$ (150.00)	per diem	3	days	1	CEO	\$ (450.00)
114			\$ (250.00)		Region XI Conference - April (Utah) - Airfare	\$ (250.00)	airfare	1	traveler	1	CEO	\$ (250.00)
115			\$ (2,240.00)		NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	CEO	\$ (2,240.00)
116			\$ (1,600.00)		NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	CEO	\$ (1,600.00)
117			\$ (1,200.00)		NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	CEO	\$ (1,200.00)
118			\$ (700.00)		State AE Meeting - June - Hotel	\$ (350.00)	night	2	nights	1	CEO	\$ (700.00)
119			\$ (300.00)		State AE Meeting - June - Daily Expense	\$ (150.00)	per diem	2	days	1	CEO	\$ (300.00)
120			\$ (600.00)		State AE Meeting - June - Airfare	\$ (600.00)	airfare	1	traveler	1	CEO	\$ (600.00)
121			\$ (250.00)		State AE Meeting - June - Registration	\$ (250.00)	registration	1	time	1	CEO	\$ (250.00)
122			\$ (450.00)		NAR Leadership Summit - August (Chicago) - Daily Expense	\$ (150.00)	per diem	3	days	1	CEO	\$ (450.00)
123			\$ (450.00)		NAR Leadership Summit - August (Chicago) - Airfare	\$ (475.00)	airfare	1	traveler	1	CEO	\$ (475.00)
124			\$ (1,650.00)		NAR EXPO - November (Orlando, FL) - Hotel	\$ (275.00)	night	6	nights	1	CEO	\$ (1,650.00)
125			\$ (900.00)		NAR EXPO - November (Orlando, FL) - Daily Expense	\$ (150.00)	per diem	6	days	1	CEO	\$ (900.00)
126			\$ (550.00)		NAR EXPO - November (Orlando, FL) - Airfare	\$ (425.00)	airfare	2	travelers	1	CEO	\$ (850.00)
127			\$ (525.00)		NAR EXPO - November (Orlando, FL) - Registration	\$ (525.00)	registration	1	time	1	CEO	\$ (525.00)
128			\$ (1,500.00)		<b>President</b> - Misc. (registration fees, function tickets, etc.)	\$ (1,500.00)	miscellaneous	1	pool	1	Pres	\$ (1,500.00)
129			\$ (560.00)		President - Region XI Conf. - April (Utah) - Hotel	\$ (280.00)	night	2	nights	1	Pres	\$ (560.00)
130			\$ (450.00)		President - Region XI Conf. - April (Utah) - Daily Expense	\$ (150.00)	per diem	3	days	1	Pres	\$ (450.00)
131			\$ (250.00)		President - Region XI Conf. - April (Utah) - Airfare	\$ (250.00)	airfare	1	traveler	1	Pres	\$ (250.00)
132			\$ (2,240.00)		President - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Pres	\$ (2,240.00)
133			\$ (1,600.00)		President - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	Pres	\$ (1,600.00)
134			\$ (1,200.00)		President - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	Pres	\$ (1,200.00)
135			\$ (1,650.00)		President - NAR EXPO - November (Orlando, FL) - Hotel	\$ (275.00)	night	6	nights	1	Pres	\$ (1,650.00)
136			\$ (900.00)		President - NAR EXPO - November (Orlando, FL) - Daily Expense	\$ (150.00)	per diem	6	days	1	Pres	\$ (900.00)
137			\$ (550.00)		President - NAR EXPO - November (Orlando, FL) - Airfare	\$ (425.00)	airfare	2	travelers	1	Pres	\$ (850.00)
138			\$ (1,200.00)		<b>President-elect</b> - Misc. (registration fees, function tickets, etc.)	\$ (1,200.00)	miscellaneous	1	pool	1	Pres-elect	\$ (1,200.00)
139			\$ (560.00)		President-elect - Region XI Conf. - April (Utah) - Hotel	\$ (280.00)	night	2	nights	1	Pres-elect	\$ (560.00)
140			\$ (450.00)		President-elect - Region XI Conf. - April (Utah) - Daily Expense	\$ (150.00)	per diem	3	days	1	Pres-elect	\$ (450.00)
141			\$ (250.00)		President-elect - Region XI Conf. - April (Utah) - Airfare	\$ (250.00)	airfare	1	traveler	1	Pres-elect	\$ (250.00)
142			\$ (2,240.00)		President-elect - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Pres-elect	\$ (2,240.00)
143			\$ (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)
144			\$ (1,200.00)		President-elect - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	Pres-elect	\$ (1,200.00)
145			\$ (450.00)		President-elect - NAR Leadership Summit - Aug. (Chicago) - Daily Expense	\$ (150.00)	per diem	3	days	1	Pres-elect	\$ (450.00)
146			\$ (450.00)		President-elect - NAR Leadership Summit - Aug. (Chicago) - Airfare	\$ (475.00)	airfare	1	traveler	1	Pres-elect	\$ (475.00)
147			\$ (1,650.00)		President-elect - NAR EXPO - November (Orlando, FL) - Hotel	\$ (275.00)	night	6	nights	1	Pres-elect	\$ (1,650.00)
148			\$ (900.00)		President-elect - NAR EXPO - November (Orlando, FL) - Daily Expense	\$ (150.00)	per diem	6	days	1	Pres-elect	\$ (900.00)
149			\$ (550.00)		President-elect - NAR EXPO - November (Orlando, FL) - Airfare	\$ (425.00)	airfare	2	travelers	1	Pres-elect	\$ (850.00)
150			\$ (1,200.00)		<b>First VP</b> - Misc. (registration fees & function tickets)	\$ (1,200.00)	miscellaneous	1	pool	1	First VP	\$ (1,200.00)
151			\$ (560.00)		First VP - Region XI Conference - April (Utah) - Hotel	\$ (280.00)	night	2	nights	1	First VP	\$ (560.00)
152			\$ (450.00)		First VP - Region XI Conference - April (Utah) - Daily Expense	\$ (150.00)	per diem	3	days	1	First VP	\$ (450.00)
153			\$ (250.00)		First VP - Region XI Conference - April (Utah) - Airfare	\$ (250.00)	airfare	1	traveler	1	First VP	\$ (250.00)

**OPERATIONS AND STRATEGIC INITIATIVES**

A	B	C	D	E	F	G	H	I	J	K	L
154		\$ (2,240.00)		First VP - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	First VP	\$ (2,240.00)
155		\$ (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)
156		\$ (1,200.00)		First VP - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	First VP	\$ (1,200.00)
157		\$ (1,650.00)		First VP - NAR EXPO - November (Orlando, FL) - Hotel	\$ (275.00)	night	6	nights	1	First VP	\$ (1,650.00)
158		\$ (900.00)		First VP - NAR EXPO - November (Orlando, FL) - Daily Expense	\$ (150.00)	per diem	6	days	1	First VP	\$ (900.00)
159		\$ (550.00)		First VP - NAR EXPO - November (Orlando, FL) - Airfare	\$ (425.00)	airfare	2	travelers	1	First VP	\$ (850.00)
160		\$ (1,200.00)		<b>Treasurer</b> - Misc. (registration fees & function tickets)	\$ (1,200.00)	miscellaneous	1	pool	1	Treasurer	\$ (1,200.00)
161		\$ (560.00)		Treasurer - Region XI Conference - April (Utah) - Hotel	\$ (280.00)	night	2	nights	1	Treasurer	\$ (560.00)
162		\$ (450.00)		Treasurer - Region XI Conference - April (Utah) - Daily Expense	\$ (150.00)	per diem	3	days	1	Treasurer	\$ (450.00)
163		\$ (250.00)		Treasurer - Region XI Conference - April (Utah) - Airfare	\$ (250.00)	airfare	1	traveler	1	Treasurer	\$ (250.00)
164		\$ (2,240.00)		Treasurer - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Treasurer	\$ (2,240.00)
165		\$ (1,600.00)		Treasurer - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	Treasurer	\$ (1,600.00)
166		\$ (1,200.00)		Treasurer - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	2	travelers	1	Treasurer	\$ (1,200.00)
167		\$ (1,650.00)		Treasurer - NAR EXPO - November (Orlando, FL) - Hotel	\$ (275.00)	night	6	nights	1	Treasurer	\$ (1,650.00)
168		\$ (900.00)		Treasurer - NAR EXPO - November (Orlando, FL) - Daily Expense	\$ (150.00)	per diem	6	days	1	Treasurer	\$ (900.00)
169		\$ (550.00)		Treasurer - NAR EXPO - November (Orlando, FL) - Airfare	\$ (425.00)	airfare	2	travelers	1	Treasurer	\$ (850.00)
170		\$ (560.00)		<b>Immediate Past President</b> - Region XI Conference - April (Utah) - Hotel	\$ (280.00)	night	2	nights	1	First VP	\$ (560.00)
171		\$ (450.00)		Immediate Past President - Region XI Conference - April (Utah) - Daily Expense	\$ (150.00)	per diem	3	days	1	First VP	\$ (450.00)
172		\$ (250.00)		Immediate Past President - Region XI Conference - April (Utah) - Airfare	\$ (250.00)	airfare	1	traveler	1	First VP	\$ (250.00)
173		\$ (2,240.00)		Immediate Past President - NAR Legislative - May (Washington D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Past Pres	\$ (2,240.00)
174		\$ (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)
175		\$ (600.00)		Immediate Past President - NAR Legislative - May (Washington D.C.) - Airfare	\$ (600.00)	airfare	1	traveler	1	Past Pres	\$ (600.00)
176		\$ (1,650.00)		Immediate Past President - NAR EXPO - November (Orlando, FL) - Hotel	\$ (275.00)	night	6	nights	1	Past Pres	\$ (1,650.00)
177		\$ (900.00)		Immediate Past President - NAR EXPO - November (Orlando, FL) - Daily Expense	\$ (150.00)	per diem	6	days	1	Past Pres	\$ (900.00)
178		\$ (275.00)		Immediate Past President - NAR EXPO - November (Orlando, FL) - Airfare	\$ (425.00)	airfare	1	traveler	1	Past Pres	\$ (425.00)
179		\$ (525.00)		Immediate Past President - NAR EXPO - November (Orlando, FL) - Registration	\$ (525.00)	registration	1	time	1	Past Pres	\$ (525.00)
180		\$ (2,240.00)		<b>NAR Director(s)</b> - NAR Legislative - May (Washington, D.C.) - Hotel	\$ (320.00)	night	7	nights	1	Director	\$ (2,240.00)
181		\$ (1,600.00)		NAR Director(s) - NAR Legislative - May (Washington, D.C.) - Daily Expense	\$ (200.00)	per diem	8	days	1	Director	\$ (1,600.00)
182		\$ (600.00)		NAR Director(s) - NAR Legislative - May (Washington, D.C.) - Airfare	\$ (600.00)	airfare	1	traveler	1	Director	\$ (600.00)
183		\$ (1,650.00)		NAR Director(s) - NAR EXPO - November (Orlando, FL) - Hotel	\$ (275.00)	night	6	nights	1	Director	\$ (1,650.00)
184		\$ (900.00)		NAR Director(s) - NAR EXPO - November (Orlando, FL) - Daily Expense	\$ (150.00)	per diem	6	days	1	Director	\$ (900.00)
185		\$ (275.00)		NAR Director(s) - NAR EXPO - November (Orlando, FL) - Airfare	\$ (425.00)	airfare	1	traveler	1	Director	\$ (425.00)
186		\$ (525.00)		NAR Director(s) - NAR EXPO - November (Orlando, FL) - Registration	\$ (525.00)	registration	1	time	1	Director	\$ (525.00)
187		\$ (510.00)		Region 11 VP - Leadership Conference	\$ (255.00)	hotel	2	nights	1	member	\$ (510.00)
188		\$ (1,284.00)		Region 11 VP - Arizona REALTOR® Convention	\$ (321.00)	hotel	4	nights	1	member	\$ (1,284.00)
189		\$ (1,000.00)		National/Regional Expenses	\$ (1,000.00)		1	pool	1	pool	\$ (1,000.00)
190		\$ (152,241.10)	\$ (89,789.00)	<b>1905 Total</b>							\$ (157,211.00)
191											

OPERATIONS AND STRATEGIC INITIATIVES

	A	B	C	D	E	F	G	H	I	J	K	L
192	<b>EXECUTIVE COMMITTEE SUPPORT - 1920</b>											
193	<b>EXPENSE</b>											
194	605	Awards/Gifts	\$ (175.00)	\$ (6,775.00)	Permanent Plaque Plates	\$ (200.00)		1		1		\$ (200.00)
195			\$ (1,500.00)		DSA & Vision Award	\$ (1,500.00)		1		1		\$ (1,500.00)
196			\$ (2,500.00)		President's Gift/Plaque	\$ (2,500.00)		1		1		\$ (2,500.00)
197			\$ (100.00)		President-elect's Gavel	\$ (100.00)		1		1		\$ (100.00)
198			\$ -		President's Scrapbook	\$ (150.00)		1		1		\$ (150.00)
199			\$ (2,500.00)		EXCOM Member Recognition	\$ (2,500.00)		1		1		\$ (2,500.00)
200	630	Catering/Hotel	\$ (2,200.00)	\$ (21,000.00)	Planning Session - April (Audio/Visual, Room Rental, Internet)	\$ (2,200.00)		1		1		\$ (2,200.00)
201			\$ (600.00)		Planning Session - April (Resort Charge)	\$ (600.00)		1		1		\$ (600.00)
202			\$ (12,000.00)		Planning Session - April (Meals)	\$ (12,000.00)		1		1		\$ (12,000.00)
203			\$ (4,000.00)		Planning Session Deposits	\$ (4,000.00)		1		1		\$ (4,000.00)
204			\$ (6,000.00)		Governance Meetings - March (Audio/Visual, Room Rental, Internet)	\$ (6,000.00)		1		1		\$ (6,000.00)
205			\$ (45,000.00)		Governance Meetings - March (Meals)	\$ (45,000.00)		1		1		\$ (45,000.00)
206			\$ (2,500.00)		ExCom Meeting - Lunches	\$ (500.00)		5	meetings	1		\$ (2,500.00)
207			\$ (4,500.00)		ExCom Thank You Dinner - October (Leadership Conference)	\$ (4,500.00)		1		1		\$ (4,500.00)
208	770	Supplies	\$ (2,700.00)	\$ -	Swanepool Reports	\$ (225.00)		25	books	1	time	\$ (5,625.00)
209	810	Professional/Contract Fees	\$ (10,000.00)	\$ (10,596.00)	National Facilitator Planning Session April	\$ (10,000.00)	fee	1	time	1	facilitator	\$ (10,000.00)
210	860	Conferences	\$ (963.00)	\$ (4,630.00)	Operations Staff - Arizona REALTOR® Convention/Summit - Hotel	\$ (321.00)	night	3	nights	1	staff	\$ (963.00)
211			\$ (200.00)		Operations Staff - Arizona REALTOR® Convention/Summit - Daily Expense	\$ (50.00)	per diem	2	days	2	staff	\$ (200.00)
212			\$ (80.00)		Operations Staff - Arizona REALTOR® Convention/Summit - Mileage	\$ (40.00)	day	1	day	2	staff	\$ (80.00)
213			\$ (2,312.00)		Arizona REALTORS® Staff - Planning Session - April - Hotel	\$ (289.00)	night	1	night	8	staff	\$ (2,312.00)
214			\$ (800.00)		Arizona REALTORS® Staff - Planning Session - April - Daily Expense	\$ (50.00)	per diem	2	days	8	staff	\$ (800.00)
215			\$ (1,000.00)		Arizona REALTORS® Staff - Planning Session - April - Mileage	\$ (125.00)	day	1	day	8	staff	\$ (1,000.00)
216			\$ (510.00)		Operations Staff - Leadership Conference - October - Hotel	\$ (255.00)	night	2	nights	1	staff	\$ (510.00)
217			\$ (300.00)		Operations Staff - Leadership Conference - October - Daily Expense	\$ (50.00)	per diem	3	days	2	staff	\$ (300.00)
218			\$ (160.00)		Operations Staff - Leadership Conference - October - Mileage	\$ (40.00)	day	2	mileage	2	staff	\$ (160.00)
219			\$ (9,000.00)		Governance Meetings - March - Hotel	\$ (300.00)	night	2	nights	15	members	\$ (9,000.00)
220	867	Travel	\$ (963.00)	\$ (53,785.00)	Arizona REALTOR® Convention/Summit - Hotel	\$ (321.00)	night	3	nights	1	CEO	\$ (963.00)
221			\$ (200.00)		Arizona REALTOR® Convention/Summit - Daily Expense	\$ (50.00)	per diem	4	days	1	CEO	\$ (200.00)
222			\$ (40.00)		Arizona REALTOR® Convention/Summit - Mileage	\$ (40.00)	day	1	mileage	1	CEO	\$ (40.00)
223			\$ (510.00)		Leadership Conference - October - Hotel	\$ (255.00)	night	2	nights	1	CEO	\$ (510.00)
224			\$ (150.00)		Leadership Conference - October - Daily Expense	\$ (50.00)	per diem	3	days	1	CEO	\$ (150.00)
225			\$ (40.00)		Leadership Conference - October - Mileage	\$ (40.00)	day	1	mileage	1	CEO	\$ (40.00)
226			\$ (1,500.00)		CEO Outreach Travel	\$ (1,500.00)	misc expense	1	pool	1	CEO	\$ (1,500.00)
227			\$ (10,593.00)		Arizona REALTOR® Convention/Summit - Hotel	\$ (321.00)	night	3	nights	11	members	\$ (10,593.00)
228			\$ (2,200.00)		Arizona REALTOR® Convention/Summit - Daily Expense	\$ (50.00)	per diem	4	days	11	members	\$ (2,200.00)
229			\$ (7,062.00)		Leadership Conference - October - Hotel	\$ (321.00)	night	2	nights	11	members	\$ (7,062.00)
230			\$ (1,650.00)		Leadership Conference - October - Daily Expense	\$ (50.00)	per diem	3	days	11	members	\$ (1,650.00)
231			\$ (8,550.00)		Mileage Pool for all ExCom Meetings and Conferences	\$ (0.57)	mile	1000	miles	15	members	\$ (8,550.00)
232			\$ (3,852.00)		Arizona REALTOR® Convention/Summit - Hotel	\$ (321.00)	night	3	nights	4	officers	\$ (3,852.00)
233			\$ (800.00)		Arizona REALTOR® Convention/Summit - Daily Expense	\$ (50.00)	per diem	4	days	4	officers	\$ (800.00)
234			\$ (2,568.00)		Leadership Conference - October - Hotel	\$ (321.00)	night	2	nights	4	officers	\$ (2,568.00)
235			\$ (600.00)		Leadership Conference - October - Daily Expense	\$ (50.00)	per diem	3	days	4	officers	\$ (600.00)
236			\$ (8,000.00)		Line Officers - Local Association Visits - Mileage	\$ (8,000.00)	mileage pool	1	pool	1	pool	\$ (8,000.00)
237			\$ (9,000.00)		Line Officers - In State Travel - Hotel	\$ (150.00)	night	15	nights	4	officers	\$ (9,000.00)
238			\$ (2,000.00)		Treasurer-Elect In State Travel	\$ (2,000.00)	time	1		1	officers	\$ (2,000.00)
239			\$ (2,500.00)		Line Officers - Retreat	\$ (2,500.00)	day	1	day	1	day	\$ (2,500.00)
240			\$ (7,225.00)		Planning Session for 2023 - April - Hotel	\$ (289.00)	night	1	night	26	members	\$ (7,514.00)
241			\$ (4,500.00)		Planning Session for 2023 - April - Mileage/Travel	\$ (4,500.00)	mileage pool	1	pool	1	pool	\$ (4,500.00)
242			\$ (2,000.00)		RVPs - Local Association Visits - Mileage	\$ (2,000.00)	mileage pool	1	pool	1	pool	\$ (2,000.00)
243			\$ (188,103.00)	\$ (96,786.00)	<b>1920 Total</b>							\$ (191,492.00)
244												

OPERATIONS AND STRATEGIC INITIATIVES

A	B	C	D	E	F	G	H	I	J	K	L		
245	<b>CONSUMER OUTREACH - 1955</b>												
246	<b>EXPENSE</b>												
247	786	Promotion	\$ (20,000.00)	\$ (25,000.00)	Community Involvement/Community Service Awards (October)	\$ (20,000.00)			1		1	\$ (20,000.00)	
248			\$ (5,000.00)		Homeless Initiative	\$ (20,000.00)			1		1	\$ (20,000.00)	
249	810	Professional/Contract Fees	\$ (5,000.00)	\$ (65,950.00)	Spokesperson Training - Officers	\$ (5,000.00)			1		1	\$ (5,000.00)	
250			\$ (39,600.00)		Public Relations - Firm Retainer	\$ (39,600.00)			1		1	\$ (39,600.00)	
251			\$ (25,000.00)		Public Relations - Annual Special Project	\$ (25,000.00)			1		1	\$ (25,000.00)	
252			\$ (1,350.00)		Public Relations - Media Monitoring and Clips	\$ (1,350.00)			1		1	\$ (1,350.00)	
253	867	Travel/Other	\$ (2,500.00)	\$ (1,500.00)	Miscellaneous Travel (Officers)	\$ (2,500.00)			1		1	\$ (2,500.00)	
254			\$ (98,450.00)	\$ (92,450.00)	<b>1955 Total</b>							\$ (113,450.00)	
255	<b>PERSONNEL - 1990</b>												
256	<b>EXPENSE</b>												
258	501	Salaries/Benefits	\$ (2,650,000.00)		Salaries (28)	\$ (2,900,000.00)	salaries		1	time	1	time	\$ (2,900,000.00)
259	503	Payroll Taxes	\$ (229,850.00)		Payroll Taxes/Fees	\$ (229,850.00)	taxes		1	time	1	time	\$ (229,850.00)
260	510	Group Medical/Dental/Life Ins.	\$ (289,580.00)		Insurance	\$ (289,580.00)	fee		1	time	1	time	\$ (289,580.00)
261	525	Workers Comp Ins.	\$ (10,350.00)		Workers Compensation	\$ (10,350.00)	fee		1	time	1	time	\$ (10,350.00)
262	530	Pension Plan Contributions	\$ (225,255.00)		401K	\$ (225,255.00)	contributions		1	time	1	time	\$ (225,255.00)
263	531	Pension Plan Admin	\$ (3,000.00)		TPA	\$ (3,000.00)	fee		1	time	1	time	\$ (3,000.00)
264	535	Payroll Fees/Expenditures	\$ (4,000.00)		Payroll Fees	\$ (4,000.00)	fee		1	time	1	time	\$ (4,000.00)
265			\$ (3,412,035.00)	\$ (3,177,709.00)	<b>1990 Total</b>							\$ (3,662,035.00)	
266	<b>BUILDING - 6000</b>												
267	<b>INCOME</b>												
269	415		\$ 12,596.16	\$ 32,034.00	Dr. Sun (from January 1, 2022 to June 30, 2022)	\$ 1,081.17	month		12	months	1	\$ 12,974.04	
270			\$ 19,122.30		Urban Fabric Builders (No longer a tenant)	\$ -	month		6	months	1	\$ -	
271			\$ -		Prileo Healthcare (January 1, 2022 - December 31, 2022)	\$ 1,586.25	month		12	months	1	\$ 19,035.00	
272			\$ 31,718.46	\$ 32,034.00	<b>6000 Income Total</b>							\$ 32,009.04	
273	<b>EXPENSE</b>												
275	621	Repairs/Maintenance	\$ (2,045.00)	\$ (43,500.00)	General Upkeep (lights, air filters, etc.)	\$ (2,045.00)			1		1	\$ (2,045.00)	
276			\$ (935.00)		Pest Control	\$ (935.00)			1		1	\$ (935.00)	
277			\$ (1,600.00)		Elevator	\$ (1,600.00)			1		1	\$ (1,600.00)	
278			\$ (3,000.00)		Building/General	\$ (3,000.00)			1		1	\$ (3,000.00)	
279			\$ (3,300.00)		HVAC - AZ Control Specialist Contract	\$ (3,300.00)			1		1	\$ (3,300.00)	
280			\$ (4,400.00)		HVAC Service Contract - O'Neil	\$ (4,400.00)			1		1	\$ (4,400.00)	
281			\$ (2,290.00)		HVAC Miscellaneous Repairs	\$ (2,290.00)			1		1	\$ (2,290.00)	
282			\$ (1,585.00)		Security/Fire Alarm/Extinguishers	\$ (1,585.00)			1		1	\$ (1,585.00)	
283			\$ (3,920.00)		Exterior Repairs/Maintenance	\$ (3,920.00)			1		1	\$ (3,920.00)	
284			\$ (230.00)		Security Monitoring	\$ (230.00)			1		1	\$ (230.00)	
285			\$ (5,000.00)		Interior Repairs/Maintenance	\$ (5,000.00)			1		1	\$ (5,000.00)	
286			\$ (22,700.00)		Janitorial/Window Cleaning	\$ (22,700.00)			1		1	\$ (22,700.00)	
287			\$ (2,925.00)		Pictures/Furnishings	\$ (2,925.00)			1		1	\$ (2,925.00)	
288			\$ (5,000.00)		Landscaping - Maintenance	\$ (5,000.00)			1		1	\$ (5,000.00)	
289	623	Utilities	\$ (62,500.00)	\$ (49,500.00)	Electricity	\$ (62,500.00)			1		1	\$ (62,500.00)	
290			\$ (4,515.00)		Sewer/Water	\$ (4,515.00)			1		1	\$ (4,515.00)	
291			\$ (780.00)		Trash	\$ (780.00)			1		1	\$ (780.00)	
292	624	Insurance	\$ (6,750.00)	\$ (7,230.00)	Property Insurance (Osborn)	\$ (8,000.00)			1		1	\$ (8,000.00)	
293	625	Real Estate Taxes	\$ (68,000.00)	\$ (67,750.00)	Property Taxes	\$ (71,000.00)			1		1	\$ (71,000.00)	
294	804	Rental taxes	\$ (500.00)	\$ (100.00)	Rental Taxes	\$ (500.00)			1		1	\$ (500.00)	
295	810	Professional/Contract Fees	\$ (6,500.00)	\$ (6,342.00)	Management Fees	\$ (11,310.00)			1		1	\$ (11,310.00)	
296			\$ (40.00)		Permits/Fees	\$ (40.00)			1		1	\$ (40.00)	
297			\$ (125.00)		Check Fees	\$ (125.00)			1		1	\$ (125.00)	
298			\$ (10,000.00)		Leasing Agent Commission	\$ (10,000.00)			1		1	\$ (10,000.00)	
299			\$ (218,640.00)	\$ (174,422.00)	<b>6000 Expense Total</b>	\$ (126,725.00)						\$ (227,700.00)	
300			\$ (6,610,254.10)	\$ (6,113,955.00)	<b>TOTAL (EXPENSE)</b>							\$ (5,730,312.60)	
301			\$ 9,793,668.46	\$ 10,751,134.00	<b>TOTAL INCOME</b>							\$ 9,353,059.04	
302			\$ 3,183,414.36	\$ 4,637,179.00	<b>TOTAL NET (EXPENSE)/INCOME</b>							\$ 3,622,746.44	

## Arizona REALTORS® 2022 CAPITAL BUDGET

	<b>Budget</b>	<b>Actual</b>
<b><u>Computer</u></b>		
Network Infrastructure: Replacements & Upgrades	\$12,900	\$0
Network Infrastructure: General	\$0	\$0
Network Infrastructure: Security	\$0	\$0
ExCom Tablet Reimbursements	\$6,000	\$0
Website, Software, and Hardware Upgrades	\$10,000	\$0
New and Replacement Workstations/Laptops	\$30,000	\$0
	<b>\$58,900</b>	<b>\$0</b>
<b><u>Furniture &amp; Equipment</u></b>		
Audio/Video	\$2,100	\$0
Replacement Desk & Office Furniture	\$14,200	\$0
Miscellaneous	\$5,000	\$0
	<b>\$21,300</b>	<b>\$0</b>
<b><u>Building</u></b>		
HVAC	\$30,780	\$0
Meeting Center	\$0	\$0
Interior Repairs & Improvements	\$25,000	\$0
Exterior Repairs & Improvements	\$6,500	\$0
	<b>\$62,280</b>	<b>\$0</b>
ExCom Motion	\$ -	\$ -
<b>Total Yr. 2022</b>	<b>\$142,480</b>	<b>\$0</b>