



## **Board of Directors Handouts Fall 2022**

Board of Directors Meeting Agenda

Spring 2022 Board of Directors Meeting Minutes

Executive Committee Meeting Minutes

District Briefing Groups

State Director Nominations

2024 Treasurer Candidates (Election)

2022 Year-to-Date Financial Report

Membership Report

Investment Analysis & Reserve Report

2023 Budget Proposal & Highlights

2023-2025 Proposed Strategic Plan

2023 Missouri REALTORS® & NAR Events



**BOARD OF DIRECTORS MEETING AGENDA**  
**September 22, 2022, 10:00am**  
**DoubleTree Hilton Hotel, Chesterfield, MO**

---

- |     |  |  |
|-----|--|--|
| 1.  | Call to Order  | <i>John D. Mayfield<br/>President</i>      |
| 2.  | Pledge of Allegiance   | <i>Tyra Buchanan</i>                       |
| 3.  | Inspirational Message  | <i>Jeanne Vogt</i>                         |
| 4.  | Approval of W. B. "Bart" Tichenor, JD, PRP as Parliamentarian  | <i>John D. Mayfield</i>                    |
| 5.  | Approval of Agenda   | <i>John D. Mayfield</i>                    |
| 6.  | Approval of Board of Director Meeting Minutes – April 28, 2022 | <i>John D. Mayfield</i>                    |
| 7.  | Credentials Report   | <i>Breanna Vanstrom<br/>CEO</i>            |
| 8.  | Induction of New Missouri REALTORS® Directors                  | <i>Andrea Sheridan<br/>President-Elect</i> |
| 9.  | Election of 2024 Missouri REALTORS® Treasurer                  | <i>John D. Mayfield</i>                    |
| 10. | Presentations  | <i>John D. Mayfield</i>                    |
| 11. | President's Report   | <i>John D. Mayfield</i>                    |
| 12. | CEO's Report   | <i>Breanna Vanstrom</i>                    |
| 13. | Financial and Membership Report                                | <i>Derek Schriewer<br/>Treasurer</i>       |
| 14. | Executive Committee Report/Motions                             | <i>John D. Mayfield</i>                    |
| 15. | Committee Reports/Motions                                      | <i>John D. Mayfield</i>                    |
| 16. | New Business   | <i>John D. Mayfield</i>                    |
| 17. | Adjournment  | <i>John D. Mayfield</i>                    |

*The Board of Directors will reconvene on January 19, 2023  
at the Sheraton Crown Center Hotel in Kansas City, MO*

---

**ANTI-TRUST POLICY**

*As members of the Executive Committee or Board of Directors of the Missouri Association of REALTORS®, or participants in any Missouri Association of REALTORS® meeting, all persons affiliated with the real estate industry need to be mindful of the constraints of the anti-trust laws. There shall be no discussions of agreements or concerted actions that may restrain competition. This prohibition includes the exchange of information concerning individual REALTOR® commissions, market practices or any other competitive aspect of an individual REALTORS® operation. Each Missouri Association of REALTORS® Executive Committee member, Board of Director's member or meeting participant is obligated to speak up immediately for the purpose of preventing any discussion falling outside the bounds indicated.*

**Missouri REALTORS®**  
**Board of Directors Meeting**  
**April 28, 2022**  
**Capitol Plaza Hotel | Jefferson City, MO**

**Minutes**

**Call to Order**

President John Mayfield called the meeting to order at 10:00am

**Pledge of Allegiance**

Members were invited to stand and join in the Pledge of Allegiance led by Hank Vogt of the Jefferson City Area Board of REALTORS®.

**Inspirational Message**

Bud Jones of the Greater Springfield Board of REALTORS® shared an inspirational message with members.

**Approval of Parliamentarian**

By Unanimous Consent, motion to approve W.B. "Bart" Tichenor as Parliamentarian for the meeting was adopted.

**Approval of Agenda**

By Unanimous Consent, motion to approve the agenda was adopted.

**Approval of Minutes**

By Unanimous Consent motion was made to approve the minutes of the January 21, 2022, meeting was adopted.

**Credentials Report**

Incoming CEO Breanna Vanstrom announced the approval of credentials for 2024 Treasurer candidates, Brian Jared and Michelle Walker.

She also referred members to the names of members being nominated as new State Directors. A motion was made to approve the certification of the candidates and new Directors. *Motion approved.*

**Induction of New Missouri REALTORS® Directors**

President-Elect Andrea Sheridan inducted the new State Directors.

**Presentations**

Kayla Johnson, Chair of the Missouri YPN Advisory Board shared a YPN update. She announced that 42 applications were received for conference scholarships. She recognized the YPN sponsored business conference scholarship recipients for this conference: David Alqudah, Jennifer Austin, Sabrina Caves, Kelly LaForce, Phyllis Looney, Misty McIntosh, Melody Mitchell, Danielle Nadler, Kristina Pfleiderer, Keith Russell, Candice Shelton, and Laura Wonder. She shared that Tuesday evening's Prison Brews and Boos event was a huge success with nearly 150 members participating in the event! She encouraged members who wish to join the Missouri YPN Advisory board to apply, as there will be three vacancies for the upcoming term.

Brenda Oliver, Regional Vice President for NAR Region 9 shared an update with members. Oliver reported that over 160 REALTORS® attended the Region 9 Conference at Big Cedar Lodge in March. It was also an honor to have all four national candidates as well as Tracy Kasper, 2022 NAR First Vice President in attendance. She shared a REALTORS® Legislative Meetings preview, as many of our members will be headed to National Harbor, MD next week for the NAR meetings. Oliver announced that Steve Larue from Kansas will serve as the 2023 Region 9 RVP.

Tammy Sherrell-Shortt, President of the Missouri Women's Council of REALTORS® shared that Deborah Ahrens was the winner of their conference fundraiser activity. She shared the Lunch and Learn that Missouri Women's Council hosted with RRC went well and was a sell-out.

President Mayfield recognized Sandy Hancock (St. Louis), David Townsend (St. Louis), and Janie Schriewer (Franklin County) for Life Membership with the association. The Life Membership award recognizes members who have demonstrated extensive commitment to Missouri REALTORS®. To be considered for Life Membership, a REALTOR® must have held membership in Missouri REALTORS® for at least 30 years and have served in various capacities at the State Association for 10 years.

President Mayfield recognized Steve Graham, General Counsel and Vice President of Risk Management for ten years of service to Missouri REALTORS®.

### **President's Report**

President John Mayfield stated that it has been an incredible week with all activities associated with the business conference. He encouraged members to continue to download and use the new Missouri REALTORS® app. He shared that Missouri REALTORS® is excited to have hired CEO, Breanna Vanstrom. He shared his challenge with members – that every member make a post sharing *their story* - with a goal of having 10,000 stories by June 1. He encouraged members to go to [competition.realtor](https://competition.realtor) to see sample stories of other REALTORS® helping homeowners. Mayfield announced one of his priorities this year is to better engage brokers. So far, Missouri REALTORS® has hosted two broker webinars. Both were very well attended! Mayfield shared highlights from him and Immediate Past President, Janet Judd's trip to MIPIM in Cannes, France this March. They both felt it was a great outreach and networking opportunity for Missouri REALTORS®. He is pleased with the two PAG's work, one focused on our state elections process and the other standard forms vendors.

### **CEO's Report**

Incoming CEO Breanna Vanstrom thanked the membership for the warm welcome. She shared her previous experience as a communications professional in the industry, REALTOR®, and most recently CEO of Boise Regional REALTORS®. She looks forward to her move to Missouri and is committed to focusing on industry trends and leading Missouri REALTORS®. She acknowledged Home Warranty, Inc., USA Mortgage, Jefferson City Area Board of REALTORS®, the City of Jefferson City, [realtor.com](https://realtor.com), Security 1<sup>st</sup> Title, Sellers Shield, and Continental Title Company as the main Spring Business Conference event sponsors.

### **Financial and Membership Report**

Treasurer Derek Schriewer presented the following 2021 audit report highlights:

- Ended the year with a profit of \$1,588,899.
- The Association remains in a strong financial position with over \$13.9 million in reserves and unrestricted net assets that are all fully funded through our cash and investment funds.

- 2021 with a net of 1,707 new members
- The Association ended the year with over 25,400 members, which is a 7% increase from December 2020 and 43% increase in membership since 2012!
- These strong membership counts led to strong revenue performance consisting of over 88% of our total revenue.
- The auditors mentioned there were no disagreements with management during the audit and no significant concerns with how the Association is managed.
- Overall, it was another clean audit report.

**Motion #1:**

To approve the 2021 audit report as presented. *Motion approved.*

Schriewer shared that the Finance and Budget Committee reviewed the Association's March 31, 2022, Financial and Membership Reports. Below are a few key highlights:

- Membership: The Association's membership count ended March at 25,270, an increase of approximately 1,383 members from March 2021 membership count.
- Revenues: Through March our operating revenues are coming in \$136,989 ahead of budget. The majority of this surplus is attributed to our strong membership numbers and sponsorships related to Region IX Conference.
- Expenses: Our operating expenses are under budget by approximately \$83,000, with is attributed to payroll costs savings as well as travel costs.
- Net Income: Overall, we show a net operating budget surplus for the year of approximately \$220,000.
- Investments: Our managed investments performed poorly to what we anticipated; with stocks and bonds down by 6% and 4.5% respectively with a slower decline the last month however we foresee a slight increase in the coming months.
- Reserves: We are under the Reserve Target for the Strategic Initiatives fund. The Committee will continue to monitor these funds and take any necessary steps as required by our policies to re-establish the target balances.

**Executive Committee Reports/Motions**

President-Elect Andrea Sheridan brought forward the following motion:

**Motion #2**

That the Professional Development Output Group spend up to \$5,000 from Unrestricted Net Assets to host a challenge and/or event encouraging members to complete Fair Haven within the calendar year. *Motion approved.*

**Motion #3**

That Missouri REALTORS® require the completion of Fair Haven or C2EX to serve as a Chair or Vice Chair and Executive Committee member for Missouri REALTORS® beginning in 2023. *Motion approved with the following amendment: That Missouri REALTORS® require the completion of Fair Haven **and** C2EX to serve as a Chair or Vice Chair and Executive Committee member for Missouri REALTORS® beginning in 2023.*

## **Committee Reports/Motions**

### **Diversity & Inclusion Committee Report and Motion**

Chair Isabelle Jimenez Walker brought forward the following motion:

#### **Motion #4**

To fund up to \$5,000 from Unrestricted Net Assets to develop a campaign video showcasing Diversity & Inclusion within the association. *Motion approved.*

### **Advocacy Committee Report and Motions**

Chair Brent Sager brought forward the following motions:

#### **Motion #5**

That Missouri REALTORS® support the use of American Rescue Plan Funding for the construction of the Rock Island Trail project. *Motion referred to the Advocacy Committee for further study.*

#### **Motion #6**

That Missouri REALTORS® contribute \$4,900 to the Missouri Chamber Political Institute, \$2,500 coming from the Mission Committee's allocated funding and \$2,400 from Unrestricted Net Assets. *Motion approved.*

### **New Business**

No new business was brought forth.

President Mayfield called on Mark Emerick of Home Warranty Inc. to present the conference's grand prize winner. Emerick announced the winner as Dan Stoner of St. Louis.

### **Adjournment**

There being no further business, President Mayfield adjourned the meeting at 11:25pm.

**Missouri REALTORS®**  
**Executive Committee Meeting**  
**April 26, 2022**  
**Capitol Plaza Hotel | Jefferson City, MO**  
**Minutes**

**Call to Order & Roll Call**

President John Mayfield called the meeting to order at 8:00am.

Committee members present: Donny Allen, Bob Bax, Kim Cameron, Edwina Conley, Bobbi Howe, Larry Keating, Rachele Maczuk, John Mayfield, Angie Mullings, Janet Rodriguez Judd, Jordan Salisbury, Derek Schriewer, Dave Soto, Andrea Sheridan, Tammie Tucker, and Breanna Vanstrom

Guest present: Brenda Oliver

Staff present: Steve Graham, Cara Harmon, Erin Hervey, and Jessi Jordan

**Approval of Agenda**

A motion was made to approve the agenda. *Motion approved.*

**Approval of Minutes**

A motion was made to approve the minutes from the January 20, 2022 meeting. *Motion approved.*

**Leadership Team Report**

President John Mayfield welcomed new CEO, Breanna Vanstrom. He invited Executive Committee members to a Meet and Greet for Breanna this evening at Bar Vino, downtown Jefferson City, from 7:30-9:00pm. Mayfield recognized and thanked members of the CEO Search Committee, Ryan Gattermeir, Janet Judd, Jeff Kester, John Mayfield, and Andrea Sheridan. He expressed his appreciation for the Leadership Team and staff. He encouraged committee members to download Missouri REALTORS® new app, launched in January. The app also serves as an event app for our conferences. He shared that Missouri REALTORS® has hosted two Broker webinars so far this year. These have been an excellent Broker outreach and connection opportunity. Mayfield shared that he and Janet attended MIPIM in Cannes, France in March. He invited Janet to share a brief recap of the event. She emphasized that the Missouri booth was well attended and the session we hosted was a full house. Mayfield shared that the REALTOR® Days events this spring were a huge success, with over 200 members participating. He briefly updated the committee on the two PAG's for this year – Elections PAG and Forms Vendor PAG. He shared that he and Cara Harmon participated as judges for the Missouri Boys and Girls Club Youth of the Year Contest. A big initiative he is working on for the balance of the year is working with the Communications Team to create a stronger media presence. He is enjoying meeting a lot of members.

**Treasurer's Report**

Treasurer Derek Schriewer shared that the Finance & Budget Committee will meet today, Tuesday, April 26. During the Finance and Budget Committee meeting, the 2021 Audit Report will be presented by Amy Watson of Gerding, Korte, and Chitwood (GKC). Consistent with prior years our report was very positive and reported no recommendations.

Some highlights from the audit are as follows:

- We ended the year with a profit of **\$1,588,899**.
- We remain in a strong financial position over **\$13.9 million** in our reserves and unrestricted net assets that are all fully funded through our cash and investment funds.
- We ended 2021 with a net of **1,707 new members**
- The Association also ended the year with over **25,400** members, which is a **7% increase from December 2020** and **43% increase** in membership since 2012!

- These strong membership counts led to strong revenue performance consisting of over **88%** of our total revenue.
- Finally, the auditors also mentioned there were **no disagreements with management** during the audit and **no significant concerns** with how the Association is managed.
- Overall, it was another clean audit report. At 9 am there will be a motion from the Finance & Budget Committee on the presentation of the audit, no motion at this time.

The Finance and Budget Committee will meet today to review the Association's financial reports in detail. Schriewer shared the following highlights from the YTD financial statements:

- **Membership:** The Association's membership count ended **March at 25,270**, an increase of approximately **1,383** members from March 2021 membership count.
- **Revenues:** Through March our operating revenues are coming in **\$136,989 ahead of budget**. The majority of this surplus is attributed to our strong membership numbers and sponsorships related to Region IX conference.
- **Expenses:** Our operating expenses are **under budget** by approximately **\$83,000**, with is attributed to payroll costs savings as well as travel costs.
- **Net Income:** Overall, we show a net operating budget **surplus** for the year of approximately **\$220,000**.
- **Investments:** Our managed investments performed poorly to what we anticipated; with stocks and bonds down by 5% and 4.5% respectively with a slower decline the last month however we foresee a slight increase in the coming months.
- **Reserves:** We are under the Reserve Target for the Strategic Initiatives fund. The Committee will continue to monitor these funds and take any necessary steps as required by our policies to re-establish the target balances.

If anyone has any questions, please feel free to ask any member of the Finance and Budget Committee.

### Region 9 Update

Brenda Oliver, Region 9 RVP, shared a recap of the Region 9 Conference Missouri hosted at Big Cedar in March. We had a great turnout with over 160 participants in attendance. All four NAR candidates were present at the event. NAR President, Elect, Tracy Kasper was also in attendance. Brenda shared that Derek Schriewer accepted her appointment on the REALTORS® Relief Foundation. Brenda is looking forward to the REALTORS® Legislative Meetings next week. She briefly shared the Region 9 Trustees are going to act on revising the Region 9 Policy next week. NAR Directors will see a motion next week to add a \$10 fee to the \$35 assessment fee for members that supports the consumer advertising campaign. Oliver encouraged all members at the meeting next week to attend the Region 9 Caucus. She concluded by encouraging all members who have an idea or message they feel needs to be conveyed to NAR, to please contact her. She is enjoying serving Missouri and Region 9 this year.

### Review of Life Membership Applications

Members Sandy Hancock, David Townsend, and Janie Schriewer. *Motion approved.*

### New Business

Mayfield invited Erin Hervey to share a preview of today's Capitol Conference. Erin shared we have engaging sessions scheduled for this morning and then the Governor is speaking at lunch. Hervey shared that Victoria Brown, REALTOR® Party Coordinator is retiring next week and we have hired Mandy Maltbie to fill her position. She encouraged committee members to stop by the REALTOR® Party table this week to say "hi".

Steve Graham shared that Kim Moriarity, Director of Education and Professional Standards, is retiring next week and Michelle Key, who previously served as the Risk Management Coordinator is being promoted to fill Kim's role.

### Adjournment

There being no further business, President Mayfield adjourned the meeting at 8:35am.



**Missouri REALTORS®**  
**Executive Committee Meeting**  
**April 27, 2022**  
**Capitol Plaza Hotel | Jefferson City, MO**  
**Minutes**

**Call to Order & Roll Call**

President John Mayfield called the meeting to order at 3:45pm.

Committee members present: Donny Allen, Bob Bax, Kim Cameron, Edwina Conley, Bobbi Howe, Larry Keating, Rachele Maczuk, John Mayfield, Angie Mullings, Janet Rodriguez Judd, Jordan Salisbury, Derek Schriewer, Dave Soto, Andrea Sheridan, Tammie Tucker, and Breanna Vanstrom

Staff present: Steve Graham, Cara Harmon, Erin Hervey, and Jessi Jordan

**Approval of Agenda**

A motion was made to approve the agenda. *Motion approved.*

**Approval of Minutes**

A motion was made to approve the minutes from the April 26, 2022 meeting. *Motion approved.*

**Leadership Team Update**

President John Mayfield shared he has enjoyed getting to know Breanna this week. He expressed the conference is going great!

**Treasurer's Update**

Treasurer Derek Schriewer reported that auditor Amy Watson from GKC presented the December 31, 2021 audit report, which we are happy to report there were no material weaknesses or significant deficiencies.

**MOTION #1**

To approve the 2021 audit report as presented. *Approved to be presented to the Board of Directors.*

**Committee Reports/Motions**

**Diversity & Inclusion Committee:** Isabelle Jimenez Walker and Matt Muren, Diversity & Inclusion Committee Chair and Vice Chair, reported on the activity of the committee.

**Executive Committee Action:**

**MOTION #2**

To ask the Bylaws and Policy Committee to revise language in Policy 401 (Diversity & Inclusion Committee) creating an additional seat for the prior year chair to serve an appointed member of the Diversity & Inclusion Committee. *Approved by the Executive Committee.*

**MOTION #3**

To fund up to \$5,000 from Unrestricted Net Assets to develop a campaign video showcasing Diversity & Inclusion within the association. *Approved to be presented to the Board of Directors.*

**Advocacy Committee:** Brent Sager, Advocacy Committee Chair, reported on the Advocacy Action, Advocacy Investment, Commercial, and Economic Development Output Groups.

**Executive Committee Action:**

**MOTION #4**

That Missouri REALTORS® support the use of American Rescue Plan Funding for the construction of the Rock Island Trail project. *Approved to be presented to the Board of Directors.*

**MOTION #5**

That Missouri REALTORS® contribute \$4,900 to the Missouri Chamber Political Institute, \$2,500 coming from the Mission Committee's allocated funding and \$2,400 from Unrestricted Net Assets. *Approved to be presented to the Board of Directors.*

**Member Engagement Committee:** Will Klein, Member Engagement Committee Chair, reported on the activity of the Communications, Consumer Education, Leadership Development, and Specialty Groups Output Groups.

**Executive Committee Action:**

**MOTION #6**

That Missouri REALTORS® fund up to \$3,000 for the design, distribution, and implementation of Fair Housing material. *Approved by the Executive Committee.*

**Risk Management Committee:** Terri Gilgour, Risk Management Committee Chair, reported on the activity of the Commercial Forms Committee, Professional Development Output Group, Residential Forms Committee, and Risk Awareness & Best Practices Output Group.

**Executive Committee Action:**

**MOTION #7**

That Missouri REALTORS® require the completion of Fair Haven as a condition of membership for all members. The program will be implemented within a 12-month period and run concurrently with the Code of Ethics requirement. This should be referred to the Bylaws & Policy Committee for adoption into our current Bylaws. *Motion postponed until NAR provides a recommendation or requirement for Fair Haven or other Fair Housing training.*

The committee discussed the importance of encouraging members to participate in Fair Haven and approved the following motions.

**MOTION:** That the Professional Development Output Group spend up to \$5,000 from Unrestricted Net Assets to host a challenge and/or event encouraging members to complete Fair Haven within the calendar year. *Approved to be presented to the Board of Directors.*

**MOTION:** That Missouri REALTORS® require the completion of Fair Haven or C2EX to serve as a Chair or Vice Chair and Executive Committee member for Missouri REALTORS® beginning in 2023. *Approved to be presented to the Board of Directors.*

**New Business**

No new business presented.

**Adjournment**

There being no further business, President Mayfield adjourned the meeting at 4:40pm.



## District Briefing Groups

### Central District

**Liaison: Jordan Salisbury**

*Meeting Room: Conference F (Lower Level)*

Bagnell Dam  
Jefferson City Area  
Lake of the Ozarks  
Lebanon  
Ozarks  
Pulaski County  
South Central  
West Central

### Eastern District

**Liaison: Kim Cameron**

*Meeting Room: Conference D (Lower Level)*

St. Louis

### Northern District

**Liaison: Larry Keating**

*Meeting Room: Conference G (Lower Level)*

Central Missouri  
Columbia  
East Central  
Heart of Missouri  
Mark Twain  
Northeast Central  
Randolph County

### Southern District

**Liaison: Angie Mullings**

*Meeting Room: Great Room A*

Greater Springfield  
Newton-McDonald Counties  
Ozark Gateway  
Ozark Trail  
Southwest Missouri  
Tri-Lakes  
West Plains

### South Eastern District

**Liaison: Rachele Maczuk**

*Meeting Room: Conference E (Lower Level)*

Bootheel Regional  
Franklin County  
Mineral Area  
Southeast Missouri  
Southern Gateway  
St. Charles  
Three Rivers

### Western District

**Liaison: Andrea Sheridan**

*Meeting Room: Great Room B*

Kansas City Regional  
Five County Chapter of Kansas City  
Regional  
Midwest Missouri Chapter of Kansas City  
Regional  
Northwest Chapter of Kansas City Regional  
St. Joseph Chapter of Kansas City Regional

**Missouri REALTORS®  
DIRECTOR NOMINATIONS  
Fall 2022**

**Greater Springfield**

Frank, Sabina

**Heart of Missouri**

Lightsey, Marissa

**St. Louis**

Ahrens, Deborah

Parks, Marcia



# 2024 Treasurer Election

All Board of Directors  
members are encouraged to vote.  
**You may choose one candidate.**



**Brian Jared**



**Michelle Walker**

**Candidate Forum**  
**Wednesday 3:15-3:45 PM**  
*Grand Ballroom*



**Financial Statements**

**8/31/2022**



## Statement of Financial Position

	<u>8/31/2022</u>	<u>8/31/2021</u>		<u>8/31/2022</u>	<u>8/31/2021</u>
<b>Assets</b>			<b>Liabilities</b>		
Cash and Cash Equivalents			Accounts Payable		
Checking	123,947.64	172,338.12	Accounts Payable	25,893.27	34,627.05
Loyalty Money Market Account	5,506,402.03	5,367,035.22	Accounts Payable Holding	(46,763.96)	14,457.55
Private Client Reserve	306,124.85	305,971.83	Total Accounts Payable	(20,870.69)	49,084.60
Northwest FCU	12,660.43	12,655.16			
Region IX Fund	128,229.20	98,038.89	Accrued Liabilities		
Professional Standards Escrow	2,750.00	2,750.00	Accrued Payroll Costs	0.00	0.00
Property Mgmt Section Checking	0.00	0.00	Total Accrued Liabilities	0.00	0.00
Appraisal Section Checking	0.00	0.00			
Petty Cash	1,834.74	3,488.51	Deferred Revenue		
Total Cash and Cash Equivalents	<u>6,081,948.89</u>	<u>5,962,277.73</u>	Deferred Revenue	25,280.50	36,574.50
			Total Deferred Revenue	25,280.50	36,574.50
Accounts Receivable			Other Liabilities		
Accounts Receivable	10,133.00	20,176.50	NAR Local Dues Payable	(829.16)	799.34
Accounts Receivable Holding	31,856.16	9,869.38	Custodial Funds	31,151.21	44,321.01
Total Accounts Receivable	<u>41,989.16</u>	<u>30,045.88</u>	Accrued Compensated Absences	84,191.96	78,864.19
Other Current Assets			Local Board Dues Payable	2,573.49	2,223.91
Custodial Accounts	31,151.21	44,321.01	Total Other Liabilities	117,087.50	126,208.45
Accrued Interest	0.00	0.00			
Total Other Current Assets	<u>31,151.21</u>	<u>44,321.01</u>	Intercompany Payable		
Prepaid Expenses			RPAC Payable	144,228.33	88,809.08
Prepaid & Deferred Expenses	68,136.51	39,797.80	Education Foundation Payable	(1,161.75)	(1,115.39)
Prepaid Insurance	2,999.67	10,045.58	Relief Foundation Payable	(464.75)	(940.44)
Total Prepaid Expenses	<u>71,136.18</u>	<u>49,843.38</u>	Property Mgmt Payable	455.00	175.00
Long-Term Investments			Total Intercompany Payable	143,056.83	86,928.25
Investments	8,725,035.14	8,145,479.37			
Certificate of Deposit	573,488.05	571,549.01	Total Loans Payable - Long Term	28,242.25	34,398.00
Investments - REach 2018 LP	190,218.00	168,438.65	<b>Total Liabilities</b>	<b><u>292,796.39</u></b>	<b><u>333,193.80</u></b>
CDARS	0.00	260,759.13			
Total Investments	<u>9,488,741.19</u>	<u>9,146,226.16</u>	<b>Net Assets by Reserve</b>		
Property & Equipment			Unrestricted Fund Balance	5,829,349.42	6,593,386.85
Furniture and Equipment	108,680.17	108,680.17	Operating Reserve Fund Balance	1,002,695.98	1,002,695.98
Accumulated Depreciation	(121,361.20)	(84,781.48)	Repair/Replacement Reserve Fund Balance	250,000.00	250,000.00
Vehicle	44,653.00	44,653.00	Building/Facilities Reserve	1,625,000.00	1,625,000.00
Lease Improvements	162,491.56	162,491.56	Legal Action Reserves Fund Balance	350,000.00	339,800.00
Total Property & Equipment	<u>194,463.53</u>	<u>231,043.25</u>	Issues Reserve Fund Balance	5,770,264.00	4,743,967.00
<b>Total Assets</b>	<b><u>15,909,430.16</u></b>	<b><u>15,463,757.41</u></b>	Strategic Initiatives Reserve Fund Balance	466,631.64	246,631.64
			Property & Equipment Reserve Fund Balance	194,463.53	231,043.25
			Region IX Fund Balance	128,229.20	98,038.89
			<b>Total Net Assets by Reserve</b>	<b><u>15,616,633.77</u></b>	<b><u>15,130,563.61</u></b>
			<b>Total Liabilities and Net Assets by Reserve</b>	<b><u>15,909,430.16</u></b>	<b><u>15,463,757.41</u></b>



**Statement of Activities- Operating & Non Operating  
As of August 31, 2022**

	Year To Date 8/31/2022				Year Ending 12/31/2022
	YTD Actual	2022 Budget	\$ Budget Variance	% Budget Variance	2022 Budget
<b>Operating Revenue</b>					
DR Dues	528,123.07	507,868.75	20,254.32	3.99 %	510,000.00
RRA Dues	3,188,854.37	2,959,000.00	229,854.37	7.77 %	2,966,000.00
Affiliate Dues	5,530.42	7,000.00	(1,469.58)	(20.99) %	7,000.00
New Mbr Fee	447,800.00	396,000.00	51,800.00	13.08 %	582,000.00
Reinstatement Fee	6,100.00	6,900.00	(800.00)	(11.59) %	9,000.00
Registrations	226,895.45	188,666.64	38,228.81	20.26 %	204,200.00
Sponsorships	114,690.00	70,600.00	44,090.00	62.45 %	87,600.00
Sales	4,913.00	1,360.00	3,553.00	261.25 %	2,000.00
Management Fees	37,151.00	36,868.00	283.00	0.77 %	54,000.00
Co-Host Contributions	0.00	8,000.00	(8,000.00)	(100.00) %	8,000.00
Miscellaneous Income	26,490.00	11,000.00	15,490.00	140.82 %	11,000.00
Advertising Revenue	2,104.09	0.00	2,104.09	100.00 %	0.00
<b>Total Operating Revenue</b>	<b>4,588,651.40</b>	<b>4,193,263.39</b>	<b>395,388.01</b>	<b>9.43 %</b>	<b>4,440,800.00</b>
<b>Operating Expenses</b>					
Human Resources	1,168,711.73	1,311,358.00	(142,646.27)	(10.88) %	2,095,000.00
Temporary Help	0.00	1,000.00	(1,000.00)	(100.00) %	3,000.00
Professional Services	417,242.71	340,773.64	76,469.07	22.44 %	456,250.00
Bank Service Charges	61,322.83	61,400.00	(77.17)	(0.13) %	90,000.00
Payroll Fees	3,543.57	3,300.00	243.57	7.38 %	4,900.00
Technology Programs	120,935.82	124,340.00	(3,404.18)	(2.74) %	173,000.00
Internet Service	7,504.99	8,100.00	(595.01)	(7.35) %	11,900.00
Technology Lease	3,194.81	4,096.00	(901.19)	(22.00) %	6,000.00
Office Supplies	5,438.46	5,860.00	(421.54)	(7.19) %	8,500.00
Paper Supply	1,561.71	1,800.00	(238.29)	(13.24) %	2,700.00
Computer Supplies	9,253.80	18,000.00	(8,746.20)	(48.59) %	22,000.00
Copier Lease	8,823.14	8,320.00	503.14	6.05 %	12,300.00
Telephone	15,549.51	12,200.00	3,349.51	27.46 %	18,000.00
Telephone Lease	6,165.31	6,000.00	165.31	2.76 %	9,000.00
Electricity	1,370.45	668.00	702.45	105.16 %	1,000.00
Gas	782.28	668.00	114.28	17.11 %	1,000.00
Facility & Equipment Maintenance	2,478.30	3,820.00	(1,341.70)	(35.12) %	5,400.00
Janitorial	6,641.68	6,160.00	481.68	7.82 %	9,100.00
General Insurance	8,252.06	9,556.00	(1,303.94)	(13.65) %	13,720.00
Workers Comp Insurance	2,878.42	4,840.00	(1,961.58)	(40.53) %	5,280.00
Auto Insurance	3,587.53	2,000.00	1,587.53	79.38 %	3,000.00
Dues & Subscriptions	75,779.27	82,566.64	(6,787.37)	(8.22) %	107,430.00
Auto Lease	3,545.20	4,696.00	(1,150.80)	(24.51) %	8,000.00
Auto Gas	1,480.50	1,200.00	280.50	23.38 %	1,800.00
Repairs & Maint	900.02	800.00	100.02	12.50 %	800.00
Auto Loan Interest	929.03	1,200.00	(270.97)	(22.58) %	1,800.00
Legal Counsel	4,434.00	8,000.00	(3,566.00)	(44.58) %	8,000.00
Rent Expense	87,141.68	88,000.00	(858.32)	(0.98) %	132,000.00
Utilities - Rent Expense	7,468.24	11,600.00	(4,131.76)	(35.62) %	17,400.00
Common Area - Rent Expense	3,976.16	5,600.00	(1,623.84)	(29.00) %	8,400.00
Postage	3,695.80	4,936.00	(1,240.20)	(25.13) %	7,250.00
Printing	15,475.34	24,140.00	(8,664.66)	(35.89) %	29,600.00
Speakers	55,573.82	58,982.00	(3,408.18)	(5.78) %	58,300.00
Meeting Supplies	58,738.07	46,940.00	11,798.07	25.13 %	58,250.00
Meeting Facilities	21,916.89	10,200.00	11,716.89	114.87 %	13,950.00
Meeting Audio/Video	128,456.06	111,915.00	16,541.06	14.78 %	156,650.00
Meeting Meal Functions	211,551.29	217,800.00	(6,248.71)	(2.87) %	296,100.00
Meeting Entertainment	19,110.00	8,020.00	11,090.00	138.28 %	8,870.00
Recognition & Incentives	38,830.54	38,100.00	730.54	1.92 %	37,200.00
Education	60.00	2,300.00	(2,240.00)	(97.39) %	3,800.00
Travel	234,172.46	295,220.00	(61,047.54)	(20.68) %	500,850.00
Staff Appreciation	9,900.28	6,200.00	3,700.28	59.68 %	14,300.00
Contributions	102,155.00	31,500.00	70,655.00	224.30 %	31,500.00
Real Estate Tax	15,744.16	24,000.00	(8,255.84)	(34.40) %	24,000.00
Property Tax	36.11	0.00	36.11	100.00 %	1,500.00
Bad Debt	0.00	200.00	(200.00)	(100.00) %	200.00
Misc	1,750.00	500.00	1,250.00	250.00 %	500.00
Budget Buckets	0.00	55,500.00	(55,500.00)	(100.00) %	55,500.00
<b>Total Operating Expenses</b>	<b>2,958,059.03</b>	<b>3,074,375.28</b>	<b>(116,316.25)</b>	<b>-3.78%</b>	<b>4,535,000.00</b>
<b>Total Operating Net Income(Loss)</b>	<b>1,630,592.37</b>	<b>1,118,888.11</b>	<b>511,704.26</b>	<b>45.73%</b>	<b>(94,200.00)</b>



	Year To Date 8/31/2022				Year Ending 12/31/2022
	YTD Actual	2022 Budget	\$ Budget Variance	% Budget Variance	2022 Budget
<b>Non Operating Income</b>					
Issues Fee	1,069,580.00	950,000.00	119,580.00	12.59 %	960,000.00
Banking Interest	24,497.13	26,000.00	(1,502.87)	(5.78) %	37,000.00
Investment Income(Loss)	(926,353.56)	0.00	(926,353.56)	(100.00) %	0.00
<b>Total Non Operating Income</b>	<b>167,723.57</b>	<b>976,000.00</b>	<b>(808,276.43)</b>	<b>-82.82%</b>	<b>997,000.00</b>
<b>Non Operating Expenses</b>					
Issues Transfers	1,069,580.00	950,000.00	119,580.00	12.59 %	960,000.00
Depreciation	24,386.48	24,804.00	(417.52)	(1.68) %	37,000.00
<b>Total Non Operating Expenses</b>	<b>1,093,966.48</b>	<b>974,804.00</b>	<b>119,162.48</b>	<b>12.22 %</b>	<b>997,000.00</b>
<b>Total Non Operating Income(Loss)</b>	<b>(926,242.91)</b>	<b>1,196.00</b>	<b>(927,438.91)</b>	<b>(77,545.06) %</b>	<b>0.00</b>
<b>Total Operating &amp; Non Operating Profit(Loss)</b>	<b>704,349.46</b>	<b>1,120,084.11</b>	<b>(415,734.65)</b>	<b>(37.12) %</b>	<b>(94,200.00)</b>
<b>Reserve Activity</b>					
<b>Issues Activity</b>					
Issues Expense	39,723.00	0.00	39,723.00	100.00 %	0.00
<b>Total Issues Activity</b>	<b>39,723.00</b>	<b>0.00</b>	<b>39,723.00</b>	<b>100.00 %</b>	<b>0.00</b>
<b>Legal Action Expense</b>					
Legal Action Expense	0.00	0.00	0.00	0.00 %	0.00
<b>Total Legal Action Expense</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00 %</b>	<b>0.00</b>
<b>Total Reserve Activity</b>	<b>39,723.00</b>	<b>0.00</b>	<b>39,723.00</b>	<b>100.00 %</b>	<b>0.00</b>
<b>Region IX Activity</b>					
<b>Region IX Revenue</b>					
Region IX Contributions	30,000.00	0.00	30,000.00	100.00 %	0.00
Region IX Interest	106.29	0.00	106.29	100.00 %	0.00
<b>Total Region IX Revenue</b>	<b>30,106.29</b>	<b>0.00</b>	<b>30,106.29</b>	<b>100.00 %</b>	<b>0.00</b>
<b>Region IX Expenses</b>					
Region IX Expenses	0.00	0.00	0.00	0.00 %	0.00
<b>Total Region IX Expenses</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00 %</b>	<b>0.00</b>
<b>Total Region IX Activity</b>	<b>30,106.29</b>	<b>0.00</b>	<b>30,106.29</b>	<b>100.00 %</b>	<b>0.00</b>
<b>Total Profit (Loss) Activity</b>	<b>694,732.75</b>	<b>1,120,084.11</b>	<b>(425,351.36)</b>	<b>(37.97) %</b>	<b>(94,200.00)</b>



**Membership Reports**

**8/31/2022**

## Missouri REALTORS - Membership Count

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2012	18,714	17,949	17,718	17,890	18,038	18,078	18,026	18,031	18,076	18,062	18,072	17,837
2013	17,328	17,267	17,222	17,405	17,514	17,673	17,830	17,946	18,082	18,203	18,349	18,050
2014	17,604	17,655	17,616	18,009	18,188	18,318	18,434	18,576	18,646	18,609	18,620	18,369
2015	18,089	18,198	18,203	18,437	18,742	18,773	18,986	19,147	19,259	19,260	19,278	19,174
2016	18,848	18,857	18,867	19,152	19,445	19,609	19,746	19,873	20,030	20,098	20,135	20,041
2017	19,876	19,750	19,956	20,217	20,460	20,745	20,883	21,124	21,337	21,458	21,552	21,460
2018	21,346	21,401	21,126	21,460	21,704	21,877	22,020	22,229	22,413	22,391	22,428	22,176
2019	21,735	21,689	21,896	22,149	22,428	22,640	22,833	23,004	23,174	23,278	23,317	23,024
2020	22,514	22,553	22,574	22,661	22,771	22,899	23,196	23,385	23,661	23,921	23,928	23,782
2021	23,629	23,596	23,887	24,301	24,561	24,874	25,040	25,276	25,404	25,597	25,693	25,489
2022	25,408	25,087	25,270	25,468	25,698	25,911	26,015	26,155				

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010		-2.93%	-1.79%	1.31%	0.56%	0.00%	-0.17%	0.49%	0.10%	-0.95%	-0.67%	-2.44%
2011	-0.68%	-4.11%	-0.51%	0.25%	0.30%	0.34%	0.74%	0.65%	0.07%	-0.82%	0.14%	-1.65%
2012	-0.93%	-4.09%	-1.29%	0.97%	0.83%	0.22%	-0.29%	0.03%	0.25%	-0.08%	0.06%	-1.30%
2013	-2.85%	-0.35%	-0.26%	1.06%	0.63%	0.91%	0.89%	0.65%	0.76%	0.67%	0.80%	-1.63%
2014	-2.47%	0.29%	-0.22%	2.23%	0.99%	0.71%	0.63%	0.77%	0.38%	-0.20%	0.06%	-1.35%
2015	-1.52%	0.60%	0.03%	1.29%	1.65%	0.17%	1.13%	0.85%	0.58%	0.01%	0.09%	-0.54%
2016	-1.70%	0.05%	0.05%	1.51%	1.53%	0.84%	0.70%	0.64%	0.79%	0.34%	0.18%	-0.47%
2017	-0.82%	-0.63%	1.04%	1.31%	1.20%	1.39%	0.67%	1.15%	1.01%	0.57%	0.44%	-0.43%
2018	-0.53%	0.26%	-1.28%	1.58%	1.14%	0.80%	0.65%	0.95%	0.83%	-0.10%	0.17%	-1.12%
2019	-1.99%	-0.21%	0.95%	1.16%	1.26%	0.95%	0.85%	0.75%	0.74%	0.45%	0.17%	-1.26%
2020	-2.22%	0.17%	0.09%	0.39%	0.49%	0.56%	1.30%	0.81%	1.18%	1.10%	0.03%	-0.61%
2021	-0.64%	-0.14%	1.23%	1.73%	1.07%	1.27%	0.67%	0.94%	0.51%	0.76%	0.38%	-0.79%
2022	-0.32%	-1.26%	0.73%	0.78%	0.90%	0.83%	0.40%	0.54%				

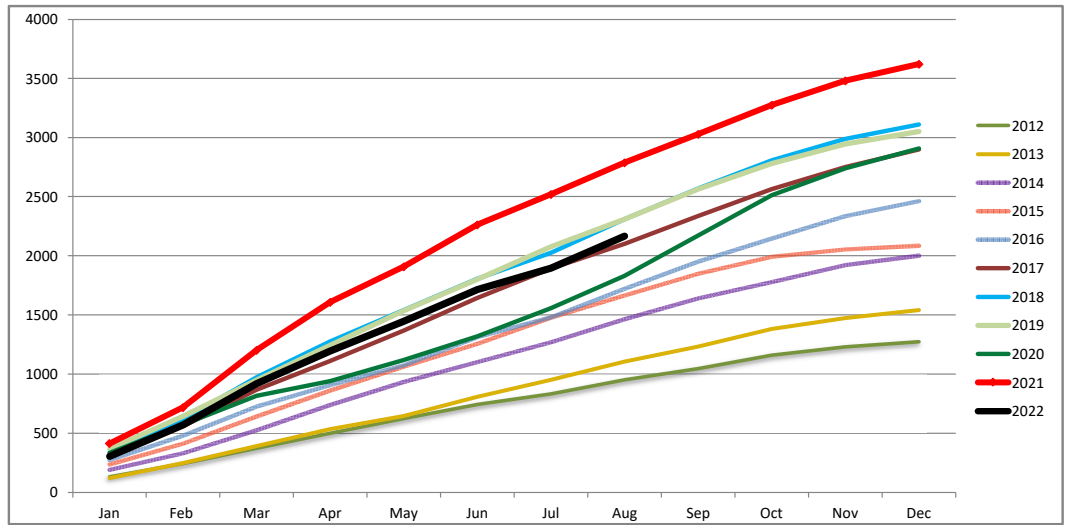
	Period	Rate Change		Period	Rate Change
2012	Jan-Aug	-3.65%	2012	Aug-Aug	0.00%
2013	Jan-Aug	3.57%	2013	Aug-Aug	-0.47%
2014	Jan-Aug	5.52%	2014	Aug-Aug	3.51%
2015	Jan-Aug	5.85%	2015	Aug-Aug	3.07%
2016	Jan-Aug	5.44%	2016	Aug-Aug	3.79%
2017	Jan-Aug	6.28%	2017	Aug-Aug	6.29%
2018	Jan-Aug	4.14%	2018	Aug-Aug	5.23%
2019	Jan-Aug	5.84%	2019	Aug-Aug	3.49%
2020	Jan-Aug	3.87%	2020	Aug-Aug	1.66%
2021	Jan-Aug	6.97%	2021	Aug-Aug	8.09%
2022	Jan-Aug	2.94%	2022	Aug-Aug	3.48%

Membership count includes primary & secondary REALTOR members of MAR. Affiliates and Institute Affiliates are not included.



### Missouri REALTORS, NEW MEMBERS

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2012	133	242	371	498	623	743	831	950	1045	1158	1229	1274
2013	121	246	391	533	645	806	950	1104	1231	1381	1474	1541
2014	190	330	525	739	934	1101	1269	1465	1641	1779	1922	2001
2015	236	413	643	862	1063	1255	1477	1666	1849	1992	2055	2085
2016	274	480	727	906	1076	1314	1482	1723	1952	2147	2335	2463
2017	313	558	866	1110	1368	1642	1892	2100	2336	2563	2750	2901
2018	338	617	973	1276	1541	1807	2024	2309	2570	2806	2988	3110
2019	367	641	949	1243	1534	1800	2075	2310	2564	2781	2944	3053
2020	334	572	816	940	1117	1318	1557	1829	2172	2512	2740	2908
2021	414	719	1201	1609	1909	2262	2521	2789	3030	3275	3480	3622
2022	305	569	919	1194	1446	1714	1896	2168				



R vs DR- 2022 New memberships

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
R/RA	302	561	905	1177	1426	1690	1866	2134				
DR	3	8	14	17	20	24	30	34				

### Missouri REALTORS, Member Drops by Month

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	384	787	1010	1098	1149	1228	1392	1463	1544	1752	1843	2067
2016	387	810	1134	1183	1233	1317	1411	1522	1619	1790	1933	2175
2017	339	882	1102	1174	1251	1315	1422	1494	1589	1685	1780	1990
2018	425	718	1355	1405	1456	1538	1665	1775	1895	2156	2274	2420
2019	800	1170	1260	1385	1443	1522	1610	1706	1824	1973	2096	2373
2020	780	1197	1467	1526	1689	1771	1866	1978	2085	2222	2377	2560
2021	716	1043	1347	1778	1841	1938	2036	2150	2282	2407	2578	2890
2022	411	1028	1398	1488	1571	1651	1758	1898				



**Investment Analysis**

**&**

**Reserve Report**

**8/31/2022**



**Reserve Fund & Cash Analysis**

**Reserve Fund Analysis**

Fund Name	Balance 8/31/22	%	% of Operating Expense Budget	Reserve Target	Fund Floor
Operating Reserve	1,002,696	6%	22%	1,000,000	750,000
Building R/R Reserve	250,000	2%	6%	250,000	200,000
Building/Facilities Reserve	1,625,000	10%			
Legal Action Reserve	350,000	2%	8%	350,000	300,000
Issues Reserve	5,770,264	37%		8,000,000	-
Strategic Initiatives	466,632	3%	10%	500,000	250,000
Gen Net Assets - Unrestricted	6,023,813	39%			
<b>Total</b>	<b>15,488,405</b>				
	<b>2022</b>				
Operating Revenue - Budget	4,440,800				
Operating Expenses - Budget	4,535,000				

**Fund Descriptions**

**Operations Reserve:** The specific purpose of which shall be to maintain funds that can be accessed in the event of an emergency or other unexpected circumstance that either materially affects the normal income of the State Association or requires one or more unbudgeted expenditures.

**Spending Authority:** *The Executive Committee shall have the authority to approve withdrawals from the Operations Reserve in furtherance of the above purpose as long as the balance of the Operations Reserve after such withdrawal is not less than \$750,000 (the "Fund Floor").*

**Building R&R Reserve:** the specific purpose of which shall be to provide a means to fund the repair or replacement of State Association real property, building(s), furniture (but excluding office and other production equipment), fixtures, and to provide for any necessary future expansion of the State Association building(s).

**Spending Authority:** *The Executive Committee shall have the authority to approve withdrawals from the BFRR Reserve in furtherance of the above purpose as long as the balance of the BFRR Reserve after such withdrawal is not less than \$200,000 (the "Fund Floor").*

**Legal Action Reserve:** the specific purpose of which shall be to provide a means to fund the implementation of the State Association's Legal Action Program as set forth in Policy 425.

**Spending Authority:** *The Executive Committee shall have the authority to approve withdrawals from the LA Reserve in furtherance of Policy 425 as long as the balance of the LA Reserve after such withdrawal is not less than \$300,000 (the "Fund Floor").*

**Issues Reserve:** the specific purpose of which shall be to provide a means to fund the Mobilization and Advocacy Program as set forth in Policy 105. b. Unless otherwise determined by the Board of Directors, each annual budget of the State Association shall include a minimum of \$40 per member that is allocated to the Issues Reserve until such time as the balance of the Issues Reserve equals or exceeds \$8,000,000 ("Issues Reserve Target").

**Spending Authority:** *Funds may be withdrawn from the Issues Reserve in furtherance of the above purpose only upon recommendation by two-thirds (2/3) vote of the Advocacy Committee and the approval by the Executive Committee. Funds may be withdrawn from the Issues Reserve for purposes other than those specified above only upon recommendation by a three-fourths (3/4) vote of the Executive Committee and a two-thirds (2/3) vote of the Board of Directors.*

**Strategic Initiatives:** the specific purpose of which is to provide a means to fund strategically important programs, initiatives, purchases or events that are not otherwise included in the annual budget of the State Association. b. Funds may be withdrawn from the SIRF in furtherance of the above purpose only upon recommendation by the Strategic Planning Committee and approval by the Board of Directors.

**Spending Authority:** *The Strategic Planning Committee shall have the authority to approve withdrawals from the SIRF in furtherance of the above purpose as long as the balance of the SIRF after such withdrawal is not less than \$250,000 (the "Fund Floor"). Funds may be withdrawn from the SIRF for purposes other than those specified above only upon recommendation by a three-fourths (3/4) vote of the Executive Committee and a two-thirds (2/3) vote of the Board of Directors.*

**Reserve Fund Investment Allocation**

Investment Vehicle	Reserve \$	% of Reserve Funds	Total Cash & Investments	% of Cash & Investment
Cash (Prepaid)	7,272,783	46.96%	7,224,089	46.79%
Equities	2,221,585	14.34%	2,221,585	14.39%
Fixed Income	5,994,037	38.70%	5,994,037	38.82%
<b>Total</b>	<b>15,488,405</b>		<b>15,439,710</b>	
<b>Total Excess Cash</b>	<b>(48,694)</b>			



**2023 Budget**

**Proposal**

**and**

**Highlights**



## 2023 Budget Highlights

The Finance & Budget Committee met during the month of June 2022 to prepare, review and recommend for approval the attached 2023 Budget. The Committee reviewed all operating and program functions of Missouri REALTORS in detail and considered the impact of all programs in conjunction with our current Strategic Plan and the economy. The key take-aways from next years anticipated \$229,100 budget loss are:

- **Membership:** As of August 31, 2022, Missouri REALTORS had 26,155 members, which represents a 6.7% increase over our 24,500-membership budget for 2022. Due to this positive trend, but with unanticipated market inflation and slower increases with the new membership the last year, the 2023 Budget is based on 24,500 renewing member; therefore staying flat for 2023.
- **Dues Increase:** For this year's budget process we increased the dues to \$148/\$163.50 from \$140/\$155 for REALTOR Associate and Designated REALTOR, respectively. This increase effects the budget by approximately \$200,000 if we budget membership figures at the 24,500 membership mark.
  - **Investment Income:** We did not add into the 2023 an investment income piece for our managed investments, due to market volatility. The investment income of \$37k relates to the cash related instruments and their expected return.
  - **Emerging Issues (Program 203):** The Strategic Planning Committee approved in 2022 to fund a Emerging Issues Conference for 2023 for \$150k. The budget for 2023 included this conference with an anticipated net loss of \$61.5k, with the funds coming from Strategic Initiatives Reserve.
  - **Business Conferences (Program 406):** Our Business Conferences including the Inaugural are an integral portion of our budget. With rising costs from market inflation including costs related to food/beverage, as well as audio/visual needs, we increased our budget in this area substantially by approximately \$215k. The audio/visual experience we provide at our conferences is vital for our members that provide the time and energy to our association, and we feel the innovative dynamics help engage our members.
  - **Travel Costs:** Travel costs are budgeted based on the assumption that every member and staff member will be using the complete budgeted dollars to travel on behalf of the association; however several members won't ask for reimbursement, members/staff car pool together, use of credit card points, etc. In a given year we staff at least \$100k in travel costs compared to budget. Therefore this is a major contributing factor to the year over year income of the association.

Below you will find key highlights related increase of changes from 2022 budget to 2023 budget.

- **Human Resources Expenses:** The human resource expense budget has been increased by 12% as benefit costs for employees have increased for employees, potentially 3 new positions and cost-of-living increases.
- **Regional Advocacy (Program 101):** The Regional Advocacy program includes a \$11,800 increase for travel costs increases including several RPAC challenges and challenges for members to contribute to the PAC.



- **Advocacy Days (Program 102):** We implemented REALTOR days again in 2022 during legislation session for members to meet with their state representatives more often versus one separate day (prior event was Capitol Conference) and plan on ramping up the program to get more members to meet their state representatives and experience advocating on behalf of REALTORS and property rights.
- **Leadership Academy (Program 206):** During our Leadership Academy we provide 5 retreats to leaders around the state of Missouri. Included in their tuition is their hotel stay, food/beverages, group activities, and training courses; however, in the past each participant roomed with another participant however for 2023 we are increasing the budget to provide individual rooms. Included in the increase is costs for speakers, as across the market fees have increased to provide quality speakers.
- **CEO (Program 401):** This program is used to track the travel costs and Hawthorn membership of the CEO.
- **Leadership/Executive Committee (Program 402):** This program is used to track the travel and other related costs for the Leadership Team and Executive Committee members. This program has doubled in costs due to the increased travel by leadership across the state and ensuring our members are heard and communicated to.
- **Business Conferences (Program 406):** Increased budgeted 2022 expenses due to the venue selections for 2022, including the technology needs increasing due to components of the business conference being offered hybrid.
- **Region IX (Program 408):** This will occur once every four years. Missouri REALTORS last hosted the Region IX conference this year with the next event occurring in 2026.
- **Association Management Services (Program 601):** These are program funds associated to the accounting and point of entry (membership database management) that the state association does on behalf of a local board association. For 2023 we have proposed an increased for all local boards we do accounting services for.



Master Budget- All Programs				
	2021 Actual	2022 Budget	2022 Projected	2023 Budget Request
<b>INCOME</b>				
Dues				
Designated REALTOR	517,984	510,000	529,000	540,000
REALTOR AND REALTOR Associate	3,073,157	2,966,000	3,210,000	3,271,000
Affiliate	6,690	7,000	6,500	6,500
New Member/Reinstatement Fee	741,713	591,000	622,800	590,500
<b>TOTAL DUES INCOME</b>	<b>4,339,543</b>	<b>4,074,000</b>	<b>4,368,300</b>	<b>4,408,000</b>
<b>Miscellaneous Income</b>				
Miscellaneous Income	49,533	1,000	1,000	1,000
<b>TOTAL MISCELLANEOUS</b>	<b>49,533</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Department 10- Advocacy</b>				
103-Capitol Receptions	10	13,500	4,100	-
105-State/Local Govt. Representation	3,996	4,000	4,000	4,000
194-Commercial Programs	49	-	-	-
<b>Total Advocacy</b>	<b>4,055</b>	<b>17,500</b>	<b>8,100</b>	<b>4,000</b>
<b>Department 20- Member Engagement</b>				
201-Education Courses	3,612	8,000	6,000	8,200
203-Education Courses- Special Event	11,750	-	-	49,500
205-Local Board Relations	2,500	2,000	2,000	2,000
206-REALTOR Leadership Academy	13,754	15,600	18,700	12,600
209-REALTOR Institute	8,851	14,500	8,000	14,000
210-Recognition Programs	2,500	2,500	2,500	-
217-YPN	8,470	1,500	11,100	1,500
<b>Total Member Network</b>	<b>51,437</b>	<b>44,100</b>	<b>48,300</b>	<b>87,800</b>
<b>Department 30- Risk Management</b>				
301-Professional Standards	110,876	98,200	120,700	116,000
302-Standard Forms	19,167	10,000	25,000	25,000
303-Risk Management	6,000	2,000	4,000	4,000
<b>Total Risk Management</b>	<b>136,043</b>	<b>110,200</b>	<b>149,700</b>	<b>145,000</b>
<b>Department 40- Governance</b>				
401-CEO	2,000	8,000	8,000	8,000
406-Business Conferences	71,759	106,000	132,200	115,000
408-Region IX Activity	-	30,000	40,302	-
<b>Total Governance</b>	<b>73,759</b>	<b>144,000</b>	<b>180,502</b>	<b>123,000</b>
<b>Department 50- Marketing &amp; Communications</b>				
502-Branding	-	-	-	-
504-Technology	2,518	-	2,500	2,500
<b>Total Marketing &amp; Communications</b>	<b>2,518</b>	<b>-</b>	<b>2,500</b>	<b>2,500</b>
<b>Department 60- Association Management</b>				
601-Association Management Services	50,097	50,000	50,000	58,100
<b>Total Association Management</b>	<b>50,097</b>	<b>50,000</b>	<b>50,000</b>	<b>58,100</b>
<b>TOTAL PROGRAM INCOME</b>	<b>317,909</b>	<b>365,800</b>	<b>439,102</b>	<b>420,400</b>
<b>TOTAL INCOME FROM OPERATIONS</b>	<b>4,706,986</b>	<b>4,440,800</b>	<b>4,808,402</b>	<b>4,829,400</b>

<b>Master Budget- All Programs</b>				
	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Projected</b>	<b>2023 Budget Request</b>
<b>EXPENSE</b>				
<b>Department 10- Advocacy</b>				
101-Regional Advocacy Coordinators	83,718	85,000	84,200	96,800
102-Advocacy Days	9,306	12,000	15,000	20,500
103-Capitol Receptions	742	35,000	12,400	0
104-Federal Govt. Representation	2,672	70,000	70,000	68,000
105-State/Local Govt. Representation	311,926	296,000	265,250	298,700
190-Advocacy Committee & Ogs	20,048	15,000	15,000	15,000
<b>Total Advocacy</b>	<b>428,411</b>	<b>513,000</b>	<b>461,850</b>	<b>499,000</b>
<b>Department 20- Member Engagement</b>				
201-Education Courses	1,896	5,800	4,500	5,300
203-Education Courses- Special Event	48,606	-	-	111,000
205-Local Board Relations	37,328	25,800	31,500	43,600
206-REALTOR Leadership Academy	63,486	50,000	59,000	69,200
209-REALTOR Institute	4,487	16,800	9,800	13,900
210-Recognition Programs	15,035	18,750	19,850	21,150
217-YPN	11,666	7,500	14,450	7,500
220-Affiliate Relations	1,500	2,000	1,500	1,500
290-Member Network Committee	8,654	15,000	15,000	15,000
293-Commercial Programs	-	3,000	-	-
<b>Total Member Network</b>	<b>192,658</b>	<b>144,650</b>	<b>155,600</b>	<b>288,150</b>
<b>Department 30- Risk Management</b>				
301-Professional Standards	18,985	26,500	21,100	25,500
302-Forms	22,795	26,000	23,500	25,000
303-Risk Management	59,897	94,000	70,500	108,500
390-Risk Management Committee	281	15,000	15,000	15,000
<b>Total Risk Management</b>	<b>101,958</b>	<b>161,500</b>	<b>130,100</b>	<b>174,000</b>
<b>Department 40- Governance</b>				
401-CEO	45,111	86,200	42,600	81,650
402-Leadership Team/Executive Committee	63,820	36,000	69,000	77,000
404-Strategic Planning Committee	9,561	9,500	11,300	11,300
405-Finance & Budget Committee	11,429	15,500	11,925	14,500
406-Business Conferences	467,255	391,100	517,100	616,400
407-National Association	58,654	139,150	50,500	131,000
408-Region IX Activity	9,678	76,000	96,382	7,500
409-O2 Training	63,959	50,000	50,000	67,500
<b>Total Governance</b>	<b>729,466</b>	<b>803,450</b>	<b>848,807</b>	<b>1,006,850</b>
<b>Department 50- Marketing &amp; Communications</b>				
502-Marketing & Communications	55,893	66,500	50,800	56,400
504-Technology	121,323	112,400	116,700	116,000
<b>Total Marketing &amp; Communications</b>	<b>177,216</b>	<b>178,900</b>	<b>167,500</b>	<b>172,400</b>
<b>Department 60 - Association Management Services</b>				
601-Association Management Services	4,971	7,500	7,350	7,400
<b>Total Association Management Services</b>	<b>4,971</b>	<b>7,500</b>	<b>7,350</b>	<b>7,400</b>
<b>OVERHEAD</b>				
General & Administrative Expenses	848,780	668,000	855,388	668,200
Human Resources Expenses	1,971,403	2,095,000	2,000,000	2,341,000
<b>TOTAL OVERHEAD</b>	<b>2,820,183</b>	<b>2,763,000</b>	<b>2,855,388</b>	<b>3,009,200</b>
<b>TOTAL EXPENSES</b>	<b>4,454,864</b>	<b>4,572,000</b>	<b>4,626,595</b>	<b>5,157,000</b>
<b>Net Profit/Loss from Operations</b>	<b>252,122</b>	<b>(131,200)</b>	<b>181,807</b>	<b>(327,600)</b>
<b>Approved Unrestricted/Reserve Funds</b>	<b>36,856</b>	<b>-</b>	<b>194,000</b>	<b>61,500</b>
<b>From Investments Income</b>	<b>337,871</b>	<b>37,000</b>	<b>(657,500)</b>	<b>37,000</b>
<b>Total Net Profit/Loss</b>	<b>626,850</b>	<b>(94,200)</b>	<b>(281,693)</b>	<b>(229,100)</b>
<b>Issues Income</b>	<b>1,065,720</b>	<b>960,000</b>	<b>1,100,000</b>	<b>1,000,000</b>



Dedicated to the American Dream

# Strategic Plan 2023-2025

## OUR MISSION

Missouri REALTORS® advocate for real property rights, lead in professional excellence and engage all members.



## OUR VISION

Missouri REALTORS® will be the leading organization that safeguards real property rights and provides essential resources to advance the role of REALTORS® in Missouri.

## THAT'S WHO WE

Missouri REALTORS®  
2005 W Broadway, Suite 210 | Columbia, MO 65203  
(573) 445-8400 | [missourirealtor.org](http://missourirealtor.org)



## Advocate

Raise the profile of Missouri REALTORS® with decision makers as the most trusted voice in the real estate industry.

### We will:

- Create, maintain, and leverage REALTOR® relationships with legislators, organizations, and the public.
- Educate members on RPAC and its support of candidates for public office who address private property rights and REALTOR® issues.
- Bridge local, state, and national associations through REALTOR® Party programs, tools, and events.
- Gather and publish data addressing real estate, economic development, and broader public policy goals.



## Lead

Advance an innovative and sustainable path of professional excellence.

### We will:

- Be the *“Voice for Real Estate”* by delivering information to promote the value of the REALTOR® brand and the role of associations in addressing industry issues.
- Provide world-class education and professional development of members and foster leadership advancement.
- Offer business tools and resources essential to member success and future relevance.
- Align the needs of the industry, evolving business practices and consumer protection.
- Elevate the significance of the Fair Housing Act through education and committing to equal professional service to all parties.



## Engage

Connect members and consumers with captivating programs, products, and services that enhance member value and inform consumers

### We will:

- Promote **THE LANDING** and other platforms for member networking and collaboration, and to solicit feedback to better understand members' business needs
- Showcase **Legal Line**, the forms library, and all benefits of membership through targeted marketing efforts in collaboration with local associations, when possible.
- Enhance consumer outreach through market research and industry resources, and by supporting the initiatives of the Missouri REALTORS® Educational Foundation.
- Cultivate Diversity, Equity, and Inclusion in all programs and services.



**Missouri**  
REALTORS®

## 2023 EVENTS



### **WINTER BUSINESS CONFERENCE**

January 17-19, 2023 • Kansas City  
*Sheraton Hotel Kansas City at Crown Center*

### **INAUGURAL NIGHT**

January 18, 2023 • Kansas City  
*Sheraton Hotel Kansas City at Crown Center*

### **REGION 9 CONFERENCE**

February 25-27, 2023 • Lawrence, KS

### **SPRING BUSINESS CONFERENCE**

April 11-13, 2023 • Columbia  
*Holiday Inn Executive Center*

### **NAR REALTORS® LEGISLATIVE MEETINGS & TRADE EXPO**

May 6-11, 2023 • Washington, D.C.

### **FALL BUSINESS CONFERENCE**

September 19-21, 2023 • Springfield  
*Oasis Hotel & Conference Center*

### **LEADERSHIP ORIENTATION & ADVOCACY DAY**

October 9-10, 2023 • St. Joseph  
*Stoney Creek Hotel*

### **NAR NXT, The REALTOR® EXPERIENCE & GOVERNANCE MEETINGS**

November 12-17, 2023 • Las Vegas, NV

*Additional details at [missourirealtor.org](https://missourirealtor.org)*