



Fiscal 2019 Budget Highlights (2.28.18)

| Income: | | |
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| Category: | Description: | Assumptions and Strategy: |
| 40: Education Income (Line 173) | Income from classroom and online courses and related activities. | Income will decrease with 360 classroom courses with an average of 15 participants each and 2,861 online participants. Classroom income will remain steady and online income will decrease, based on actual Association performance through December 2017. Credentialing and CLIMB income will decrease, based on performance through December 2017 and due to the 140 instructors already trained. |
| 41: Advertising Income (Line 177) | Income from magazine advertising and career center postings. | Income will decrease as advertisers contract for smaller ad sizes. Member companies continue to post job openings on IRWA's Career Center at a steady rate. |
| 43: Investment Income (Line 180) | Income from investments. | Income will remain constant. |
| 44: Membership Income (Line 188) | Income from new and renewing members, plus application fees. | Income will increase with more Regular and Senior Members renewed and acquired, but fewer agency members renewed. Focus will continue on new member acquisition and increasing member value for retention. |
| 47: Seminars & Conferences (Line 215) | Income from Annual Conference. | Income will increase as more members travel to Portland for Conference. Focus will be on increasing participation from the West Coast among both members and non-members. |
| Expense: | | |
| 55: Education Expenses (Line 339) | Cost of material, shipping, marketing and accreditation of IRWA professional development program. | Expense will decrease as costs for online education royalties reflect fiscal 2017 actual experience and fewer new instructors are needed to join those already CLIMB Certified. |
| 597: Building Operation (Line 349) | Cost of maintaining IRWA's headquarters office. | Expense will remain the same as last fiscal year. |
| 60: Payroll & Benefits (Line 354) | Cost of payroll, benefits and pension expenses for 22 full time staff. | Expense will decrease as retiring staff are replaced with new team members and Communications/Marketing Staff efforts outsourced. |
| 67: Seminars & Conferences (Line 414) | Cost of Annual Conference. | Expense will increase with more participants. |
| 74: Travel - Regions (Line 428) | Cost of travel within the region for chapter support and governance. | Expense will remain the same as current year. |

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| 75: Travel - Industry Committees & CoPs (Line 442) | Cost of travel for Industry Committees, CoPs and special projects. | Expense will decrease based on current year expense. |
| Category: | Description: | Assumptions and Strategy: |
| 76: Travel - Service Committees (Line 448) | Cost of Service Committee travel. | Expense will decrease with a reduction in Ethics Committee travel. |
| 77: Travel - Other (Line 455) | Cost of travel to meetings of allied organizations and committee/CoP leadership meetings. | Expense will decrease with less travel for Allied Organizations and other meetings. |
| 78: Travel - IGC (Line 463) | Cost of IGC travel and meetings. | Expense will increase based on actual expense of governance and an annual region vice chair meeting. |
| 79: Travel - Staff (Line 470) | Cost of travel for staff to support the IEC, IGC, Region governance and chapter support. | Expense will increase with more chapter support. |
| 80: Administrative Expenses (Line 527) | Cost of headquarters operation. | Expense will increase with more investment in leadership, marketing and staff development, as well as technology to support the Association. |