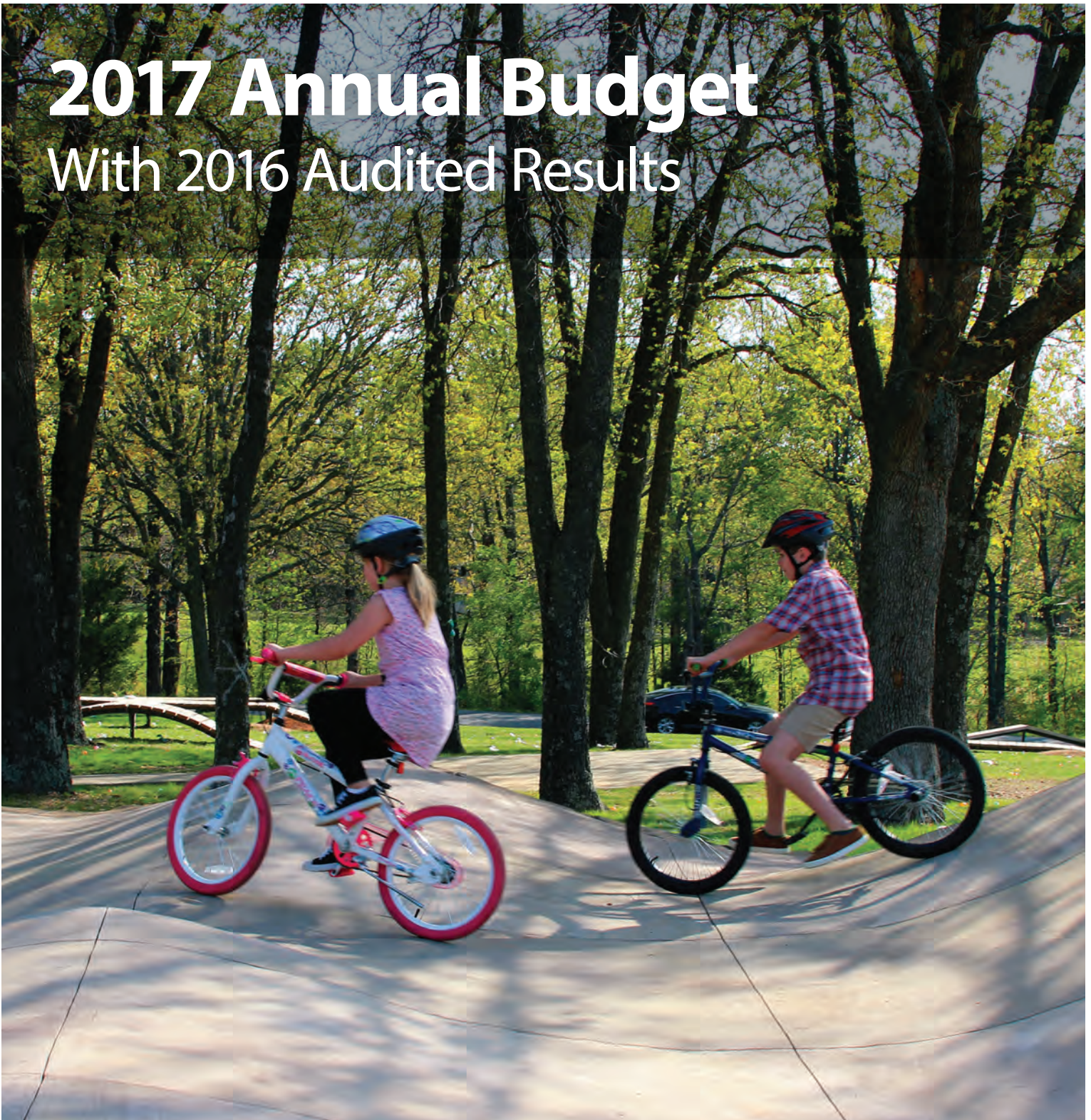


# 2017 Annual Budget

## With 2016 Audited Results



### **CORPORATE OFFICERS**

Tom Judson,  
Chief Operating Officer

Dwain Mitchell,  
Treasurer & Director of Finance  
& Administration

Kyndall Ardoin,  
Corporate Secretary

### **BOARD OF DIRECTORS**

Bob Brooks, Chairman  
Ron Stratton, Vice-Chairman

Jim Abrahamson

Andrew Davis

Joshua Hart

Ruth Hatcher

Patrick Laury

John Nuttall

Bruce Portillo

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Bella Vista Village POA  
**CONSOLIDATED BALANCE SHEET**  
 As of December 31, 2016

ASSETS	2016	2015	Change
Current Assets			
Cash and Short Term Investments	3,271,126	5,613,694	(2,342,568)
Debt Service Sinking Fund	1,076,617	902,563	174,054
Accounts Receivable	971,278	1,111,526	(140,248)
Inventories	704,948	605,166	99,782
Prepaid Expenses	208,854	142,745	66,109
<b>Total Current Assets</b>	<b>6,232,823</b>	<b>8,375,694</b>	<b>(2,142,871)</b>
Property, Plant & Equipment	95,592,185	94,092,685	1,499,500
Capital Projects - WIP	376,994	1,077,465	(700,471)
Less Accumulated Depreciation	(48,415,384)	(47,677,095)	(738,289)
<b>Net Property, Plant &amp; Equipment</b>	<b>47,553,795</b>	<b>47,493,055</b>	<b>60,740</b>
Other Assets			
Long-Term Investments	13,774,773	12,433,197	1,341,576
<b>Total Other Assets</b>	<b>13,774,773</b>	<b>12,433,197</b>	<b>1,341,576</b>
<b>TOTAL ASSETS</b>	<b>67,561,391</b>	<b>68,301,946</b>	<b>(740,555)</b>
<b>LIABILITIES</b>			
Current Liabilities			
Payables and Accruals	1,402,858	972,171	430,687
Accrued Payroll	692,069	1,602,253	(910,184)
Prepaid Assessments	681,792	192,386	489,406
Accrued Taxes	487,183	631,598	(144,415)
Member Functions	1,141,644	1,212,328	(70,684)
Short-Term / Water Bond 2009	580,000	460,000	120,000
<b>Total Current Liabilities</b>	<b>4,985,546</b>	<b>5,070,736</b>	<b>(85,190)</b>
Long-Term Portion - Water Bond 2009	6,067,976	6,641,142	(573,166)
<b>Total Long-Term Liabilities</b>	<b>6,067,976</b>	<b>6,641,142</b>	<b>(573,166)</b>
Members' Equity			
Contributed Capital	32,628,284	32,628,284	0
Cumulative Excess of Revenue over Expenses	23,961,784	23,348,931	612,853
Designated for Debt Service	0	0	0
Beginning Equity	56,590,068	55,977,215	612,853
Year-To-Date Contributions	0	0	0
Year-To-Date Gain/Loss	(82,199)	612,852	(695,051)
Year-To-Date Designated for Debt Service	0	0	0
<b>Members' Equity at Month End</b>	<b>56,507,869</b>	<b>56,590,068</b>	<b>(82,198)</b>
<b>TOTAL LIABILITIES &amp; MEMBERS' EQUITY</b>	<b>67,561,391</b>	<b>68,301,946</b>	<b>(740,555)</b>

## Bella Vista Village POA Consolidated

<b>WORKING CAPITAL</b>		
As of December 31, 2016		
	<b>12/31/16</b>	<b>12/31/15</b>
CURRENT ASSETS	\$ 6,232,823	\$ 8,375,694
Less Current Portion of Debt Service Reserved (Water Bond)	(1,076,617)	(902,563)
Less CURRENT LIABILITIES	<u>(4,985,546)</u>	<u>(5,070,736)</u>
<b>EQUALS WORKING CAPITAL AT MONTH END</b>	<b>\$ 170,660</b>	<b>\$ 2,402,395</b>
<b>STATEMENT OF CHANGES IN FINANCIAL POSITION</b>		
For the Period Ending December 31, 2016		
<b>Net Income (Loss) From Operations</b>		\$ (82,199)
Add Back Non-Cash Expenses		
Depreciation and Amortization		<u>2,346,236</u>
<b>Net Cash Flows From Operations</b>		\$ 2,264,037
<b>Sources (Uses) of Cash</b>		
Accounts Receivable - Current		\$ 140,248
Accounts Receivable - Non Current		-
Inventories		(99,782)
Prepaid Expenses		(66,109)
Accruals & Payables		(623,496)
Prepaid Assessments		418,306
Assessment Liability		-
Contributions		-
<b>Total Sources (Uses) of Cash</b>		<u>\$ (230,833)</u>
<b>Total Cash From Operating Activities</b>		\$ 2,033,204
<b>Investing Activities</b>		
Addition of Property & Equipment		\$ (2,676,774)
Long-Term Investments		<u>\$ 1,126,881</u>
<b>Net Cash Flow From Investing Activities</b>		\$ (1,549,893)
<b>Financing Activities:</b>		
Short-Term Loans		120,000
Long Term Loans		<u>\$ (580,000)</u>
<b>Net Cash Flow From Financing Activities</b>		\$ (460,000)
<b>Net Increase (Decrease) in Cash</b>		\$ 23,311
<b>Cash and Equivalents at Beginning of Period</b>		<u>\$ 2,398,381</u>
<b>Cash and Equivalents at End of Period</b>		<u><u>\$ 2,421,692</u></u>

# 2017 Annual Budget

## 2016 Budget Changes

Date	Description	Changes	Reserves	Balance
11/19/2015	<b>Original 2016 Simple Cash Flow Approved Budget</b>	<b>7,011</b>	<b>0</b>	<b>7,011</b>
	<b>Approved Board Changes</b>			
01/21/16	Increase Scotsdale # 13 Erosion Control - Construction - Capital	(14,256)	14,256	0
02/18/16	Electronic Voting & Return Postage - Expense	(26,129)	26,129	0
03/17/16	Architect - Yacht Club Design - Capital	(40,000)	40,000	0
04/21/16	Loch Lomond Fishing Dock - Capital (net of donations)	(30,288)	30,288	0
04/21/16	Scotsdale Cart Paths - Capital	(100,000)	100,000	0
05/05/16	Yacht Club Construction Estimate - GM Contingency Fund - Expense	(8,000)	8,000	0
05/05/16	Golf Pro GSI - GM Contingency Fund - Expense	(17,000)	17,000	0
05/19/16	Scotsdale Architect Club House Redesign - Capital	(32,000)	32,000	0
05/19/16	Country Club Architect Redesign - Capital	(30,150)	30,150	0
05/19/16	Brittany Well Repair - Capital	(27,587)	27,587	0
05/19/16	Yacht Club Construction Estimate - Capital	(1,338,802)	1,338,802	0
06/16/16	Scotsdale Construction - Capital	(315,000)	315,000	0
07/21/16	Golf Maintenance Chemical Wash Racks - Capital	(384,500)	384,500	0
07/21/16	Assessment Election - TIE - Expense	(36,000)	36,000	0
		(2,399,712)	2,399,712	0
09/02/16	<b>Revised 2016 Simple Cash Flow Approved Budget</b>	<b>(2,392,701)</b>	<b>2,399,712</b>	<b>7,011</b>

## 2017 Budget Changes

Date	Description	Changes	Reserves	Balance
	<b>Original 2017 Simple Cash Flow Approved Budget - POA</b>			<b>0</b>
	<b>Approved Board Changes</b>			
01/19/17	Highland's Pub - Capital - Reassign Recreation Capital	(50,000)	0	
03/16/17	Branchwood Rec. Parking Lot - Capital - Reassign Recreation Capital	(50,299)	0	
03/16/17	Branchwood Rec. Architect - Capital - Reassign Recreation Capital	(14,000)	0	
03/16/17	Lake Avalon Beach - Capital - Reassign Recreation Capital	(227,701)	0	
	Reassigned Recreational Capital Total	342,000	0	
		0	0	0
	<b>Revised 2017 Simple Cash Flow Approved Budget</b>			<b>0</b>

Note: Reassigned funds for the above four projects do not impact overall budget

Bella Vista Village POA Consolidated

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	8,333,689	8,631,200	8,160,374	7,924,080	(236,294)	( 2.9%)
City of Bella Vista	112,711	112,640	113,721	12,000	(101,721)	( 89.4%)
Food and Beverage	5,756	5,400	30,211	866,100	835,889	2 766.8%
Golf	4,082,816	4,435,110	4,155,609	4,469,300	313,691	7.5%
Pro Shop	490,516	525,000	468,590	589,796	121,206	25.9%
Other Recreation	68,354	73,182	70,237	69,829	(408)	( 0.6%)
RV Park	238,400	205,715	280,948	290,850	9,902	3.5%
Facility Use Fees	777,914	754,360	808,422	758,066	(50,356)	( 6.2%)
Boat	348,540	419,870	350,578	369,994	19,417	5.5%
Investment Income	(9,846)	174,000	645,645	312,000	(333,645)	( 51.7%)
Water	6,728,268	6,922,259	6,913,585	6,990,975	77,390	1.1%
Sanitation Services	25,652	24,000	22,704	0	(22,704)	( 100.0%)
Restricted Revenue	1,935	0	121	716	595	493.6%
Stump Dump	0	34,925	38,735	58,565	19,830	51.2%
Lot Sales	77,204	107,500	126,322	103,000	(23,322)	( 18.5%)
Transfer Fees	314,278	470,500	372,310	414,030	41,720	11.2%
Other	790,557	853,588	992,242	1,245,406	253,164	25.5%
<b>Total Income</b>	<b>22,386,745</b>	<b>23,749,249</b>	<b>23,550,353</b>	<b>24,474,707</b>	<b>924,354</b>	<b>3.9%</b>
Food and Beverage	2,064	2,560	15,451	278,973	263,522	1 705.6%
Water	1,973,337	2,052,462	2,216,918	2,094,070	(122,848)	( 5.5%)
Pro Shop	353,955	367,502	403,612	421,348	17,736	4.4%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	25,875	27,000	25,813	29,937	4,124	16.0%
<b>Total Cost of Goods</b>	<b>2,355,231</b>	<b>2,449,524</b>	<b>2,661,794</b>	<b>2,824,328</b>	<b>162,534</b>	<b>6.1%</b>
<b>Gross Profit</b>	<b>20,031,514</b>	<b>21,299,725</b>	<b>20,888,559</b>	<b>21,650,379</b>	<b>761,820</b>	<b>3.6%</b>
<b>Expenses</b>						
Salary and Wages	7,160,765	8,398,083	7,397,979	9,127,822	1,729,843	23.4%
Employee Benefits	2,045,565	2,225,706	2,175,475	2,297,903	122,427	5.6%
Maintenance and Repairs	957,930	1,181,936	1,285,906	1,159,907	(125,999)	( 9.8%)
Supplies	1,263,566	1,624,463	1,423,747	1,332,931	(90,816)	( 6.4%)
Outside Contracts	1,521,387	1,600,558	1,835,434	1,820,265	(15,168)	( 0.8%)
Contract Sanitation Service	18,638	18,540	19,355	0	(19,355)	( 100.0%)
Insurance	501,217	505,272	518,341	543,870	25,529	4.9%
Utilities	942,024	1,001,385	960,550	1,018,137	57,587	6.0%
Memberships, Training and Travel	80,719	130,073	109,447	130,507	21,060	19.2%
Fuel and Oil	255,983	355,469	238,907	277,416	38,509	16.1%
Taxes and Permits	533,816	534,450	508,282	552,904	44,622	8.8%
Professional Services	297,898	205,554	410,203	173,926	(236,277)	( 57.6%)
Membership Elections	22,982	84,629	95,540	38,750	(56,790)	( 59.4%)
Postage	109,927	137,785	162,912	143,050	(19,862)	( 12.2%)
Credit Card Fees & Interest Expense	386,342	361,904	384,722	394,090	9,368	2.4%
Other	828,212	901,496	892,960	431,192	(461,768)	( 51.7%)
<b>Total Operating Expenses</b>	<b>16,926,971</b>	<b>19,267,303</b>	<b>18,419,759</b>	<b>19,442,670</b>	<b>1,022,911</b>	<b>5.6%</b>
<b>EBITDA</b>	<b>3,104,543</b>	<b>2,032,422</b>	<b>2,468,801</b>	<b>2,207,709</b>	<b>(261,091)</b>	<b>( 10.6%)</b>
Allocations - MAC	(0)	0	0	0	(0)	0.0%
Allocations - F & A	0	(0)	(0)	0	0	0.0%
Total Allocations	(0)	(0)	(0)	0	0	0.0%
<b>Pre Depreciation Gross</b>	<b>3,104,543</b>	<b>2,032,422</b>	<b>2,468,801</b>	<b>2,207,709</b>	<b>(261,091)</b>	<b>( 10.6%)</b>
<b>Depreciation</b>	<b>2,491,692</b>	<b>2,564,375</b>	<b>2,551,000</b>	<b>2,693,948</b>	<b>142,949</b>	<b>5.6%</b>
<b>Net Income / Cost of Operations</b>	<b>612,852</b>	<b>(531,953)</b>	<b>(82,199)</b>	<b>(486,239)</b>	<b>(404,040)</b>	<b>( 491.5%)</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	2,491,692	2,564,375	2,551,000	2,693,948	142,949	5.6%
Add: Book Value of Assets Sold or Retired	197,085	0	91,588	0	(91,588)	( 100.0%)
Subtract: Capital Projects	(1,856,846)	(4,249,327)	(1,780,431)	(4,040,763)	(2,260,332)	( 127.0%)
Add: From Reserves	356,154	2,719,327	784,492	2,518,297	1,733,805	221.0%
Add: Funds for Carry Over Expenses	238,465	62,129	656,864	0	(656,864)	( 100.0%)
Subtract: Carry Over Capital Projects	(860,931)	(2,010,914)	(972,268)	(2,220,173)	(1,247,905)	( 128.3%)
Add: Reserves for Carry Over Capital	860,931	2,010,914	972,268	2,220,173	1,247,905	128.3%
Subtract: Debt Service	(460,000)	(470,000)	(580,000)	(480,000)	100,000	17.2%
<b>Simple Cash Flow</b>	<b>1,579,402</b>	<b>94,551</b>	<b>1,641,314</b>	<b>205,243</b>	<b>(1,436,070)</b>	<b>( 87.5%)</b>

Bella Vista Village POA

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	8,332,489	8,630,000	8,159,174	7,922,880	(236,294)	( 2.9%)
City of Bella Vista	69,881	69,920	70,507	12,000	(58,507)	( 83.0%)
Food and Beverage	5,756	5,400	30,211	866,100	835,889	2 766.8%
Golf	4,082,816	4,435,110	4,155,609	4,469,300	313,691	7.5%
Pro Shop	490,516	525,000	468,590	589,796	121,206	25.9%
Other Recreation	68,354	73,182	70,237	69,829	(408)	( 0.6%)
RV Park	238,400	205,715	280,948	290,850	9,902	3.5%
Facility Use Fees	777,914	754,360	808,422	758,066	(50,356)	( 6.2%)
Boat	348,540	419,870	350,578	369,994	19,417	5.5%
Investment Income	(6,302)	108,000	382,609	216,000	(166,609)	( 43.5%)
Water	0	0	0	0	0	0.0%
Sanitation Services	25,652	24,000	22,704	0	(22,704)	( 100.0%)
Restricted Revenue	0	0	0	0	0	0.0%
Stump Dump	0	34,925	38,735	58,565	19,830	51.2%
Lot Sales	77,204	107,500	126,322	103,000	(23,322)	( 18.5%)
Transfer Fees	314,278	470,500	372,310	414,030	41,720	11.2%
Other	531,515	583,228	597,650	848,586	250,936	42.0%
<b>Total Income</b>	<b>15,357,014</b>	<b>16,446,710</b>	<b>15,934,605</b>	<b>16,988,996</b>	<b>1,054,391</b>	<b>6.6%</b>
<b>Cost of Goods</b>						
Food and Beverage	2,064	2,560	15,451	278,973	263,522	1 705.6%
Water	0	0	0	0	0	0.0%
Pro Shop	353,955	367,502	403,612	421,348	17,736	4.4%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	25,875	27,000	25,813	29,937	4,124	16.0%
<b>Total Cost of Goods</b>	<b>381,894</b>	<b>397,062</b>	<b>444,876</b>	<b>730,258</b>	<b>285,382</b>	<b>64.1%</b>
<b>Gross Profit</b>	<b>14,975,120</b>	<b>16,049,648</b>	<b>15,489,729</b>	<b>16,258,738</b>	<b>769,009</b>	<b>5.0%</b>
<b>Expenses</b>						
Salary and Wages	6,333,675	7,359,280	6,464,622	8,121,450	1,656,828	25.6%
Employee Benefits	1,776,737	1,931,182	1,877,875	1,986,190	108,315	5.8%
Maintenance and Repairs	773,344	830,974	1,054,079	939,957	(114,122)	( 10.8%)
Supplies	1,135,547	1,210,623	1,178,356	1,140,531	(37,825)	( 3.2%)
Outside Contracts	1,384,131	1,436,844	1,656,616	1,613,209	(43,407)	( 2.6%)
Contract Sanitation Service	18,638	18,540	19,355	0	(19,355)	( 100.0%)
Insurance	379,263	397,980	405,718	434,874	29,156	7.2%
Utilities	853,675	900,580	867,663	918,797	51,134	5.9%
Memberships, Training and Travel	72,684	117,289	91,177	121,815	30,638	33.6%
Fuel and Oil	212,292	296,176	198,580	231,726	33,146	16.7%
Taxes and Permits	355,408	379,286	351,853	366,572	14,719	4.2%
Professional Services	266,958	179,554	183,087	161,926	(21,161)	( 11.6%)
Membership Elections	22,982	84,629	95,540	38,750	(56,790)	( 59.4%)
Postage	62,133	80,185	114,971	92,950	(22,021)	( 19.2%)
Credit Card Fees & Interest Expense	138,300	127,550	143,346	164,650	21,304	14.9%
Other	807,938	843,846	532,835	372,012	(160,823)	( 30.2%)
<b>Total Operating Expenses</b>	<b>14,593,707</b>	<b>16,194,518</b>	<b>15,235,672</b>	<b>16,705,408</b>	<b>1,469,736</b>	<b>9.6%</b>
<b>EBITDA</b>	<b>381,414</b>	<b>(144,870)</b>	<b>254,057</b>	<b>(446,670)</b>	<b>(700,728)</b>	<b>( 275.8%)</b>
<b>Allocations</b>						
Allocations - MAC	(203,683)	(192,452)	(192,452)	(385,083)	(192,631)	( 100.1%)
Allocations - F & A	(667,853)	(803,300)	(803,300)	(780,710)	22,590	2.8%
<b>Total Allocations</b>	<b>(871,535)</b>	<b>(995,752)</b>	<b>(995,752)</b>	<b>(1,165,793)</b>	<b>(170,041)</b>	<b>( 17.1%)</b>
<b>Pre Depreciation Gross</b>	<b>1,252,949</b>	<b>850,883</b>	<b>1,249,810</b>	<b>719,123</b>	<b>(530,686)</b>	<b>( 42.5%)</b>
<b>Depreciation</b>	<b>1,527,840</b>	<b>1,560,033</b>	<b>1,598,656</b>	<b>1,695,839</b>	<b>97,183</b>	<b>6.1%</b>
<b>Net Income / Cost of Operations</b>	<b>(274,891)</b>	<b>(709,151)</b>	<b>(348,846)</b>	<b>(976,715)</b>	<b>(627,869)</b>	<b>( 180.0%)</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	1,527,840	1,560,033	1,598,656	1,695,839	97,183	6.1%
Add: Book Value of Assets Sold or Retired	119,396	0	91,588	0	(91,588)	( 100.0%)
Subtract: Capital Projects	(1,191,413)	(3,204,327)	(1,444,142)	(3,237,420)	(1,793,278)	( 124.2%)
Add: From Reserves	356,154	2,298,327	768,531	2,518,297	1,749,766	227.7%
Add: Funds for Carry Over Expenses	238,465	62,129	426,837	0	(426,837)	( 100.0%)
Subtract: Carry Over Capital Projects	(761,606)	(1,984,521)	(1,145,875)	(1,696,163)	(550,288)	( 48.0%)
Add: Reserves for Carry Over Capital	761,606	1,984,521	1,145,875	1,696,163	550,288	48.0%
Subtract: Debt Service	0	0	0	0	0	0.0%
<b>Simple Cash Flow</b>	<b>775,551</b>	<b>7,012</b>	<b>1,092,624</b>	<b>0</b>	<b>(1,092,623)</b>	<b>( 100.0%)</b>

**2017 Budgeted Capital Projects and 2016 Carry Over's**

<b>Project No.</b>	<b>Department Name</b>	<b>Description</b>	<b>Project Budget</b>
5443*	Country Club Building	SCM Architect Design	26,746
		<b>Clubhouse Carry Over Capital</b>	<b>26,746</b>
		<b>Clubhouse New Capital</b>	<b>0</b>
		<b>Clubhouse Capital</b>	<b>26,746</b>
5445*	Yacht Club Building	Yacht Club Renovation	1,154,632
6032	Highlands Clubhouse	Highlands Clubhouse Renovation (R) - Reassigned from 6010	50,000
		<b>Food &amp; Beverage Carry Over Capital</b>	<b>1,154,632</b>
		<b>Food &amp; Beverage New Capital</b>	<b>50,000</b>
		<b>Food &amp; Beverage Capital</b>	<b>1,204,632</b>
5448*	Central Golf Maintenance	Chemical Wash Rack for Golf Maintenance	350,000
6023	Scotsdale Golf Maintenance	Ventrac 3-Gand Rotary Rough Mower (U), Safety Issue	46,500
6022	Metfield Golf Maintenance	Cart Path 6000' Asphalt Overlay (R)	107,700
6021	Metfield Golf Maintenance	Greens/Fairway Sprayer (R,U)	57,300
6020	Metfield Golf Maintenance	Equipment Wash Rack - Waste Material Collection Facility (A)	30,600
6019	Kingswood Golf Maintenance	Equipment Wash Rack - Waste Material Collection Facility (A)	30,600
6018	Country Club Golf Maintenance	Greens/Fairway Sprayer (R,U)	57,300
6017	Country Club Golf Maintenance	Bunker Restoration (R,U)	166,100
6016	Country Club Golf Maintenance	Chemical Storage (A)	25,000
6015	Highlands Golf Maintenance	Maintenance Entrance Road Overlay (R)	22,550
6014	Highlands Golf Maintenance	Greens/Fairway Sprayer (R,U)	57,300
6013	Highlands Golf Maintenance	Cart Path 6000' Asphalt Overlay (R)	107,700
		<b>Golf Maintenance Carry Over Capital</b>	<b>350,000</b>
		<b>Golf Maintenance New Capital</b>	<b>708,650</b>
		<b>Golf Maintenance Capital</b>	<b>1,058,650</b>
6012	Highlands Pro Shop	Highland Cart Barn Drainage - Roof Extension (U)	13,700
6011	Scotsdale Pro Shop	Driving Range at Scotsdale (A)	25,000
		<b>Golf Pro Shop Carry Over Capital</b>	<b>0</b>
		<b>Golf Pro Shop New Capital</b>	<b>38,700</b>
		<b>Golf Pro Shop Capital</b>	<b>38,700</b>
5307*	Highlands Gun Range	Range Master Facility	21,420



# 2017 Annual Budget

## 2017 Budgeted Capital Projects and 2016 Carry Over's

Project No.	Department Name	Description	Project Budget
5359*	Branchwood Recreation Center	Branchwood Land Use Repurpose	90,831
5361*	Highlands Gun Range	Archery Range-Gun Range (A)	20,000
5425*	RV Park	Rebuild RV Park Entrance Building (R)	30,000
6010	Branchwood Recreation Center	Architect Drawings Branchwood Recreations Renovations Plans	14,000
6009	Blowing Springs Trail	Bathrooms/Shower House (A)	45,000
6034	Branchwood Recreation Center	Branchwood Parking Lot Project - Reassigned from 6010	50,299
<b>Recreation Carry Over Capital</b>			<b>162,251</b>
<b>Recreation New Capital</b>			<b>109,299</b>
<b>Recreation Capital</b>			<b>271,550</b>
6004	HVAC	Air Handler/Human Resources (R)	12,000
6005	Heavy Equipment	Skid Loader With 6 ft. Brush Hog Attachment for Mowing Dams (A)	75,000
6006	Grounds Maintenance	Out-Front Rotary Mower/Leaf Collection System (A) for Branchwood	14,400
6007	Grounds Maintenance	Out-Front Rotary Mower (R)	12,250
6008	Grounds Maintenance	Out-Front Rotary Mower (R)	12,250
<b>MAC Carry Over Capital</b>			<b>0</b>
<b>MAC New Capital</b>			<b>125,900</b>
<b>MAC Capital</b>			<b>125,900</b>
5441*	Lakes & Parks	Loch Lomond Fishing Dock	1,666
5441-A*	Lakes & Parks	Loch Lomond Fishing Dock (ADA) (GM Contingency)	868
6003	Lakes & Parks	Windsor Ranger Boat, Motor, Trailer (R)	25,000
6002	Lakes & Parks	Tiree Parking and Access Chip and Seal (R)	37,400
6035	Lakes & Parks	Lake Avalon Beach Project - Reassigned from 6010	227,701
<b>Lakes Carry Over Capital</b>			<b>2,534</b>
<b>Lakes New Capital</b>			<b>290,101</b>
<b>Lakes Capital</b>			<b>292,635</b>
n/a	General Manager's Office	GM Contingency Fund	100,000
n/a	General Manager's Office	ADA Placeholder	200,000
6001	Information Technology	Citrix Server Pool (R)	25,270
6000	Country Club Building	Country Club Renovation	1,589,500
<b>F &amp; A Carry Over Capital</b>			<b>0</b>
<b>F &amp; A New Capital</b>			<b>1,914,770</b>
<b>F &amp; A Capital</b>			<b>1,914,770</b>

**2017 Budgeted Capital Projects and 2016 Carry Over's**

<b>Project No.</b>	<b>Department Name</b>	<b>Description</b>	<b>Project Budget</b>
5437*	Water - OMR	Water Utility Building (A)	405,039
5438*	Water - OMR	Construct Emergency Booster using Cold Cave (5 year plan) (A)	118,971
6024	Water - OMR	2 - 5500 Series Service Trucks (R)	136,000
6025	Water - OMR	Pax Mixer for Ayr Tower (A)	10,781
6026	Water - OMR	Pax Mixer for Avondale Tower (A)	10,781
6027	Water - OMR	Pax Mixer for Trafalgar Tower (A)	10,781
6028	Water - OMR	Material Bins (R)	15,000
6029	Water - OMR	(2) Single Axle Dump Truck (R)	120,000
6030	Water - OMR	Rehabilitation of Old Boreland Tank (U)	200,000
6031	Water - OMR	Water Line Replacement	300,000

<b>Water - OMR Carry Over Capital</b>	<b>524,010</b>
<b>Water - OMR New Capital</b>	<b>803,343</b>
<b>Water - OMR Capital</b>	<b>1,327,353</b>

\* 2016 Carry Over Project

<b>Total POA with Water Carry Over Capital</b>	<b>2,220,173</b>
<b>Total POA with Water New Capital</b>	<b>4,040,763</b>
<b>Total POA with Water Capital</b>	<b>6,260,936</b>

<b>Total POA without Water Carry Over Capital</b>	<b>1,696,163</b>
<b>Total POA without Water New Capital</b>	<b>3,237,420</b>
<b>Total POA without Water Capital</b>	<b>4,933,583</b>

## Bella Vista Village POA 2017 Budget Divisions

### Food and Beverage - Tommy Lee

Food & Beverage Administration  
Highland's Pub  
Lakepoint Building & Equipment  
Lakepoint Restaurant and Event Center  
Country Club Restaurant

### Clubhouses - Tom Judson

Highland's Club Building & Equipment  
Metfield Club Building & Equipment  
Country Club Building & Equipment  
Kingsdale Grill Building & Equipment

### Golf Course Maintenance - Keith Ihms

Central Golf Maintenance  
Scotsdale Golf Maintenance  
Metfield Golf Maintenance  
Kingswood Golf Maintenance  
Country Club Golf Maintenance  
Highlands Golf Maintenance  
Berksdale Golf Maintenance  
Brittany Golf Maintenance

### Golf Pro Shops - Phillip Wright

General Golf Operations  
Scotsdale Golf Operations  
Metfield Golf Operations  
Kingsdale Golf Operations  
Country Club Golf Operations  
Highlands Golf Operations  
Tanyard Creek Practice Center  
Tanyard - Repair

### Recreation - Joan Glubczynski

Recreation Administration  
Branchwood Recreation Center  
Branchwood Park  
Riordan Hall  
R V Park  
Metfield Outside Recreation  
Kingsdale Outside Recreation  
Tennis  
Blowing Springs Trail  
Metfield Club Recreation

### Maintenance and Construction - Mike Taggart

Maintenance and Construction Administration  
Heavy Equipment & POA Streets  
Vehicle & Equipment Maintenance  
HVAC  
Facilities Maintenance  
Stump Dump  
General Grounds Maintenance

### Lakes and Parks - Rick Echols

Lakes & Parks  
Fisheries and Water Quality  
Gun Range  
R V Storage  
Loch Lomond Dog Park  
Veterans Wall of Honor  
Tanyard Creek Trail  
Loch Lomond Trail

### Water Utility - Charlie Holt

### General Manager's Office - Tom Judson

### Human Resources - Cindy Bassett

Human Resources  
Environmental Health & Safety

### Communications and Marketing - Kim Carlson

Member Communications  
Community Outreach  
Web Site  
Office Services  
Marketing

### Legal Department - Doug McCash

Legal  
Foreclosed Lots Sales

### Accounting - Dwain Mitchell

### Member Services - Carmen Dissing

### Information Technology - Jack Brooks

### General Income - Dwain Mitchell

## Food and Beverage Division

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	0	0	0	0	0	0.0%
City of Bella Vista	0	0	0	0	0	0.0%
Food and Beverage	0	0	0	797,925	797,925	0.0%
Golf	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Other Recreation	0	0	0	0	0	0.0%
RV Park	0	0	0	0	0	0.0%
Facility Use Fees	0	0	0	18,795	18,795	0.0%
Boat	0	0	0	0	0	0.0%
Investment Income	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Sanitation Services	0	0	0	0	0	0.0%
Restricted Revenue	0	0	0	0	0	0.0%
Stump Dump	0	0	0	0	0	0.0%
Lot Sales	0	0	0	0	0	0.0%
Transfer Fees	0	0	0	0	0	0.0%
Other	0	0	2,328	0	(2,328)	( 100.0%)
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>2,328</b>	<b>816,720</b>	<b>814,392</b>	<b>34 982.5%</b>
Food and Beverage	0	0	0	249,431	249,431	0.0%
Water	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	0	0	0	0	0	0.0%
<b>Total Cost of Goods</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>249,431</b>	<b>249,431</b>	<b>0.0%</b>
<b>Gross Profit</b>	<b>0</b>	<b>0</b>	<b>2,328</b>	<b>567,289</b>	<b>564,961</b>	<b>24 268.1%</b>
<b>Expenses</b>						
Salary and Wages	12,038	13,481	21,716	625,032	603,316	2 778.2%
Employee Benefits	1,555	1,982	2,715	96,448	93,733	3 452.1%
Maintenance and Repairs	1,227	8,532	10,506	3,800	(6,706)	( 63.8%)
Supplies	0	200	4,473	74,790	70,317	1 572.2%
Outside Contracts	6,968	8,534	7,963	22,272	14,309	179.7%
Contract Sanitation Service	0	0	0	0	0	0.0%
Insurance	9,623	10,560	9,666	14,861	5,195	53.7%
Utilities	19,095	22,250	27,267	59,848	32,581	119.5%
Memberships, Training and Travel	465	900	500	8,900	8,400	1 678.3%
Fuel and Oil	0	0	0	950	950	0.0%
Taxes and Permits	9,766	4,735	12,844	20,783	7,939	61.8%
Professional Services	0	8,000	1,850	0	(1,850)	( 100.0%)
Membership Elections	0	0	0	0	0	0.0%
Postage	117	0	0	0	0	0.0%
Credit Card Fees & Interest Expense	0	0	0	0	0	0.0%
Other	353	1,300	6,855	17,850	10,995	160.4%
<b>Total Operating Expenses</b>	<b>61,208</b>	<b>80,474</b>	<b>106,355</b>	<b>945,535</b>	<b>839,180</b>	<b>789.0%</b>
<b>EBITDA</b>	<b>(61,208)</b>	<b>(80,474)</b>	<b>(104,027)</b>	<b>(378,246)</b>	<b>(274,219)</b>	<b>( 263.6%)</b>
Allocations - MAC	98,639	80,452	80,452	0	(80,452)	( 100.0%)
Allocations - F & A	13,626	15,436	15,436	0	(15,436)	( 100.0%)
<b>Total Allocations</b>	<b>112,265</b>	<b>95,888</b>	<b>95,888</b>	<b>0</b>	<b>(95,888)</b>	<b>( 100.0%)</b>
<b>Pre Depreciation Gross</b>	<b>(173,473)</b>	<b>(176,362)</b>	<b>(199,915)</b>	<b>(378,246)</b>	<b>(178,331)</b>	<b>( 89.2%)</b>
<b>Depreciation</b>	<b>40,855</b>	<b>40,284</b>	<b>40,284</b>	<b>89,696</b>	<b>49,412</b>	<b>122.7%</b>
<b>Net Income / Cost of Operations</b>	<b>(214,327)</b>	<b>(216,646)</b>	<b>(240,199)</b>	<b>(467,942)</b>	<b>(227,743)</b>	<b>( 94.8%)</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	40,855	40,284	40,284	89,696	49,412	122.7%
Add: Book Value of Assets Sold or Retired	0	0	0	0	0	0.0%
Subtract: Capital Projects	0	(1,378,802)	(218,565)	(50,000)	168,565	77.1%
Add: From Reserves	0	1,378,802	218,565	50,000	(168,565)	( 77.1%)
Add: Funds for Carry Over Expenses	0	0	0	0	0	0.0%
Subtract: Carry Over Capital Projects	0	0	0	(1,154,632)	(1,154,632)	0.0%
Add: Reserves for Carry Over Capital	0	0	0	1,154,632	1,154,632	0.0%
Subtract: Debt Service	0	0	0	0	0	0.0%
<b>Simple Cash Flow</b>	<b>(173,473)</b>	<b>(176,362)</b>	<b>(199,915)</b>	<b>(378,246)</b>	<b>(178,331)</b>	<b>( 89.2%)</b>

# 2017 Annual Budget

## Clubhouses Division

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	0	0	0	0	0	0.0%
City of Bella Vista	0	0	0	0	0	0.0%
Food and Beverage	0	0	0	0	0	0.0%
Golf	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Other Recreation	0	0	0	0	0	0.0%
RV Park	0	0	0	0	0	0.0%
Facility Use Fees	0	0	0	0	0	0.0%
Boat	0	0	0	0	0	0.0%
Investment Income	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Sanitation Services	0	0	0	0	0	0.0%
Restricted Revenue	0	0	0	0	0	0.0%
Stump Dump	0	0	0	0	0	0.0%
Lot Sales	0	0	0	0	0	0.0%
Transfer Fees	0	0	0	0	0	0.0%
Other	(36,350)	14,400	(12,733)	7,200	19,933	156.5%
<b>Total Income</b>	<b>(36,350)</b>	<b>14,400</b>	<b>(12,733)</b>	<b>7,200</b>	<b>19,933</b>	<b>156.5%</b>
Food and Beverage	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	0	0	0	0	0	0.0%
<b>Total Cost of Goods</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Gross Profit</b>	<b>(36,350)</b>	<b>14,400</b>	<b>(12,733)</b>	<b>7,200</b>	<b>19,933</b>	<b>156.5%</b>
<b>Expenses</b>						
Salary and Wages	24,732	26,932	12,674	0	(12,674)	( 100.0%)
Employee Benefits	3,495	3,623	1,936	0	(1,936)	( 100.0%)
Maintenance and Repairs	39,071	37,696	112,916	32,280	(80,636)	( 71.4%)
Supplies	21,480	18,170	12,606	24,260	11,654	92.4%
Outside Contracts	9,746	15,794	31,068	39,640	8,572	27.6%
Contract Sanitation Service	0	0	0	0	0	0.0%
Insurance	44,175	48,432	44,931	40,692	(4,239)	( 9.4%)
Utilities	32,638	45,933	36,938	59,294	22,356	60.5%
Memberships, Training and Travel	0	0	0	0	0	0.0%
Fuel and Oil	0	0	0	0	0	0.0%
Taxes and Permits	43,189	31,774	36,752	44,467	7,714	21.0%
Professional Services	0	0	0	0	0	0.0%
Membership Elections	0	0	0	0	0	0.0%
Postage	0	0	0	0	0	0.0%
Credit Card Fees & Interest Expense	0	0	0	0	0	0.0%
Other	445	0	13,909	0	(13,909)	( 100.0%)
<b>Total Operating Expenses</b>	<b>218,971</b>	<b>228,354</b>	<b>303,730</b>	<b>240,633</b>	<b>(63,098)</b>	<b>( 20.8%)</b>
<b>EBITDA</b>	<b>(255,321)</b>	<b>(213,954)</b>	<b>(316,463)</b>	<b>(233,433)</b>	<b>83,031</b>	<b>26.2%</b>
Allocations - MAC	366,532	302,752	302,752	0	(302,752)	( 100.0%)
Allocations - F & A	55,562	56,064	56,064	0	(56,064)	( 100.0%)
Total Allocations	422,094	358,815	358,815	0	(358,815)	( 100.0%)
<b>Pre Depreciation Gross</b>	<b>(677,415)</b>	<b>(572,769)</b>	<b>(675,279)</b>	<b>(233,433)</b>	<b>441,846</b>	<b>65.4%</b>
<b>Depreciation</b>	<b>310,122</b>	<b>317,090</b>	<b>298,469</b>	<b>292,129</b>	<b>(6,340)</b>	<b>( 2.1%)</b>
<b>Net Income / Cost of Operations</b>	<b>(987,538)</b>	<b>(889,859)</b>	<b>(973,748)</b>	<b>(525,562)</b>	<b>448,186</b>	<b>46.0%</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	310,122	317,090	298,469	292,129	(6,340)	( 2.1%)
Add: Book Value of Assets Sold or Retired	56,766	0	24,693	0	(24,693)	( 100.0%)
Subtract: Capital Projects	(68,273)	(100,150)	(58,494)	0	58,494	100.0%
Add: From Reserves	48,816	30,150	3,404	0	(3,404)	( 100.0%)
Add: Funds for Carry Over Expenses	0	0	63,579	0	(63,579)	( 100.0%)
Subtract: Carry Over Capital Projects	(238,440)	(17,885)	49,679	(26,746)	(76,425)	( 153.8%)
Add: Reserves for Carry Over Capital	238,440	17,885	(49,679)	26,746	76,425	153.8%
Subtract: Debt Service	0	0	0	0	0	0.0%
<b>Simple Cash Flow</b>	<b>(640,106)</b>	<b>(642,769)</b>	<b>(642,097)</b>	<b>(233,433)</b>	<b>408,664</b>	<b>63.6%</b>

Golf Maintenance Division

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	0	0	0	0	0	0.0%
City of Bella Vista	0	0	0	0	0	0.0%
Food and Beverage	0	0	0	0	0	0.0%
Golf	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Other Recreation	0	0	0	0	0	0.0%
RV Park	0	0	0	0	0	0.0%
Facility Use Fees	0	0	0	0	0	0.0%
Boat	0	0	0	0	0	0.0%
Investment Income	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Sanitation Services	0	0	0	0	0	0.0%
Restricted Revenue	0	0	0	0	0	0.0%
Stump Dump	0	0	0	0	0	0.0%
Lot Sales	0	0	0	0	0	0.0%
Transfer Fees	0	0	0	0	0	0.0%
Other	(9,333)	0	(57,587)	0	57,587	100.0%
<b>Total Income</b>	<b>(9,333)</b>	<b>0</b>	<b>(57,587)</b>	<b>0</b>	<b>57,587</b>	<b>100.0%</b>
Food and Beverage	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	0	0	0	0	0	0.0%
<b>Total Cost of Goods</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Gross Profit</b>	<b>(9,333)</b>	<b>0</b>	<b>(57,587)</b>	<b>0</b>	<b>57,587</b>	<b>100.0%</b>
<b>Expenses</b>						
Salary and Wages	1,615,394	1,979,615	1,629,569	1,824,258	194,690	11.9%
Employee Benefits	428,268	560,889	477,464	500,805	23,342	4.9%
Maintenance and Repairs	389,313	393,265	461,241	436,254	(24,987)	( 5.4%)
Supplies	607,359	652,653	575,340	541,472	(33,868)	( 5.9%)
Outside Contracts	564,491	571,420	615,522	569,296	(46,226)	( 7.5%)
Contract Sanitation Service	0	0	0	0	0	0.0%
Insurance	88,119	94,344	92,782	95,188	2,406	2.6%
Utilities	227,385	217,336	260,138	251,622	(8,516)	( 3.3%)
Memberships, Training and Travel	10,688	10,790	8,685	17,790	9,105	104.8%
Fuel and Oil	80,673	122,716	89,788	104,311	14,522	16.2%
Taxes and Permits	110,390	148,558	108,967	124,715	15,748	14.5%
Professional Services	3,000	8,500	3,200	3,200	0	0.0%
Membership Elections	0	0	0	0	0	0.0%
Postage	569	0	214	1,625	1,411	659.4%
Credit Card Fees & Interest Expense	193	0	108	0	(108)	( 100.0%)
Other	7,266	11,560	18,257	17,950	(307)	( 1.7%)
<b>Total Operating Expenses</b>	<b>4,133,106</b>	<b>4,771,646</b>	<b>4,341,277</b>	<b>4,488,487</b>	<b>147,210</b>	<b>3.4%</b>
<b>EBITDA</b>	<b>(4,142,439)</b>	<b>(4,771,646)</b>	<b>(4,398,863)</b>	<b>(4,488,487)</b>	<b>(89,624)</b>	<b>( 2.0%)</b>
Allocations - MAC	104,115	90,679	90,679	0	(90,679)	( 100.0%)
Allocations - F & A	174,248	196,327	196,327	0	(196,327)	( 100.0%)
Total Allocations	278,363	287,007	287,007	0	(287,007)	( 100.0%)
<b>Pre Depreciation Gross</b>	<b>(4,420,803)</b>	<b>(5,058,652)</b>	<b>(4,685,870)</b>	<b>(4,488,487)</b>	<b>197,383</b>	<b>4.2%</b>
<b>Depreciation</b>	<b>527,498</b>	<b>524,797</b>	<b>544,331</b>	<b>605,585</b>	<b>61,254</b>	<b>11.3%</b>
<b>Net Income / Cost of Operations</b>	<b>(4,948,300)</b>	<b>(5,583,449)</b>	<b>(5,230,201)</b>	<b>(5,094,071)</b>	<b>136,129</b>	<b>2.6%</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	527,498	524,797	544,331	605,585	61,254	11.3%
Add: Book Value of Assets Sold or Retired	22,894	0	60,741	0	(60,741)	( 100.0%)
Subtract: Capital Projects	(378,024)	(907,887)	(561,036)	(708,650)	(147,614)	( 26.3%)
Add: From Reserves	60,109	512,087	154,224	0	(154,224)	( 100.0%)
Add: Funds for Carry Over Expenses	48,608	0	142,410	0	(142,410)	( 100.0%)
Subtract: Carry Over Capital Projects	0	(817,847)	(474,712)	(350,000)	124,712	26.3%
Add: Reserves for Carry Over Capital	0	817,847	474,712	350,000	(124,712)	( 26.3%)
Subtract: Debt Service	0	0	0	0	0	0.0%
<b>Simple Cash Flow</b>	<b>(4,667,216)</b>	<b>(5,454,452)</b>	<b>(4,889,531)</b>	<b>(5,197,137)</b>	<b>(307,606)</b>	<b>( 6.3%)</b>

Golf Pro Shops Division

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	0	0	0	0	0	0.0%
City of Bella Vista	0	0	0	0	0	0.0%
Food and Beverage	0	0	24,904	64,345	39,441	158.4%
Golf	4,082,816	4,435,110	4,155,609	4,469,300	313,691	7.5%
Pro Shop	490,516	525,000	468,590	589,796	121,206	25.9%
Other Recreation	0	0	0	0	0	0.0%
RV Park	0	0	0	0	0	0.0%
Facility Use Fees	0	0	0	0	0	0.0%
Boat	0	0	0	0	0	0.0%
Investment Income	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Sanitation Services	0	0	0	0	0	0.0%
Restricted Revenue	0	0	0	0	0	0.0%
Stump Dump	0	0	0	0	0	0.0%
Lot Sales	0	0	0	0	0	0.0%
Transfer Fees	0	0	0	0	0	0.0%
Other	97,862	83,110	103,167	94,369	(8,798)	( 8.5%)
<b>Total Income</b>	<b>4,671,194</b>	<b>5,043,220</b>	<b>4,752,270</b>	<b>5,217,810</b>	<b>465,540</b>	<b>9.8%</b>
<b>Cost of Goods</b>						
Food and Beverage	0	0	14,003	28,145	14,142	101.0%
Water	0	0	0	0	0	0.0%
Pro Shop	353,955	367,502	403,612	421,348	17,736	4.4%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	0	0	0	0	0	0.0%
<b>Total Cost of Goods</b>	<b>353,955</b>	<b>367,502</b>	<b>417,615</b>	<b>449,493</b>	<b>31,878</b>	<b>7.6%</b>
<b>Gross Profit</b>	<b>4,317,239</b>	<b>4,675,718</b>	<b>4,334,655</b>	<b>4,768,317</b>	<b>433,662</b>	<b>10.0%</b>
<b>Expenses</b>						
Salary and Wages	951,666	1,012,724	895,949	1,100,586	204,638	22.8%
Employee Benefits	260,769	253,965	246,106	250,701	4,596	1.9%
Maintenance and Repairs	23,927	35,698	73,152	47,647	(25,505)	( 34.9%)
Supplies	43,287	63,580	97,142	43,792	(53,350)	( 54.9%)
Outside Contracts	309,465	309,383	344,207	334,312	(9,895)	( 2.9%)
Contract Sanitation Service	0	0	0	0	0	0.0%
Insurance	24,181	31,272	30,663	33,936	3,273	10.7%
Utilities	119,833	137,120	119,511	117,450	(2,061)	( 1.7%)
Memberships, Training and Travel	13,434	15,940	15,579	20,086	4,507	28.9%
Fuel and Oil	48,143	69,115	41,567	51,051	9,484	22.8%
Taxes and Permits	21,870	19,152	35,719	29,427	(6,293)	( 17.6%)
Professional Services	0	17,000	7,544	0	(7,544)	( 100.0%)
Membership Elections	0	0	0	0	0	0.0%
Postage	577	1,044	199	456	257	129.4%
Credit Card Fees & Interest Expense	77,745	75,010	79,607	82,470	2,863	3.6%
Other	60,199	83,170	87,834	90,585	2,751	3.1%
<b>Total Operating Expenses</b>	<b>1,955,096</b>	<b>2,124,173</b>	<b>2,074,778</b>	<b>2,202,499</b>	<b>127,721</b>	<b>6.2%</b>
<b>EBITDA</b>	<b>2,362,144</b>	<b>2,551,545</b>	<b>2,259,878</b>	<b>2,565,818</b>	<b>305,941</b>	<b>13.5%</b>
<b>Allocations</b>						
Allocations - MAC	147,762	123,445	123,445	0	(123,445)	( 100.0%)
Allocations - F & A	477,236	512,029	512,029	0	(512,029)	( 100.0%)
<b>Total Allocations</b>	<b>624,999</b>	<b>635,474</b>	<b>635,474</b>	<b>0</b>	<b>(635,474)</b>	<b>( 100.0%)</b>
<b>Pre Depreciation Gross</b>	<b>1,737,145</b>	<b>1,916,071</b>	<b>1,624,403</b>	<b>2,565,818</b>	<b>941,415</b>	<b>58.0%</b>
<b>Depreciation</b>	<b>41,748</b>	<b>40,554</b>	<b>46,671</b>	<b>57,345</b>	<b>10,674</b>	<b>22.9%</b>
<b>Net Income / Cost of Operations</b>	<b>1,695,397</b>	<b>1,875,517</b>	<b>1,577,732</b>	<b>2,508,473</b>	<b>930,741</b>	<b>59.0%</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	41,748	40,554	46,671	57,345	10,674	22.9%
Add: Book Value of Assets Sold or Retired	0	0	0	0	0	0.0%
Subtract: Capital Projects	0	(347,000)	(334,384)	(38,700)	295,684	88.4%
Add: From Reserves	0	347,000	334,384	0	(334,384)	( 100.0%)
Add: Funds for Carry Over Expenses	0	0	0	0	0	0.0%
Subtract: Carry Over Capital Projects	(34,227)	(3,803)	34,227	0	(34,227)	( 100.0%)
Add: Reserves for Carry Over Capital	34,227	3,803	(34,227)	0	34,227	100.0%
Subtract: Debt Service	0	0	0	0	0	0.0%
<b>Simple Cash Flow</b>	<b>1,737,145</b>	<b>1,916,071</b>	<b>1,624,403</b>	<b>2,527,118</b>	<b>902,715</b>	<b>55.6%</b>

Recreation Division

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	0	0	0	0	0	0.0%
City of Bella Vista	0	0	0	0	0	0.0%
Food and Beverage	5,756	5,400	5,307	3,830	(1,477)	( 27.8%)
Golf	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Other Recreation	4,946	9,615	10,617	8,609	(2,008)	( 18.9%)
RV Park	165,861	116,535	190,772	202,350	11,578	6.1%
Facility Use Fees	370,731	345,300	409,647	413,256	3,609	0.9%
Boat	0	0	0	0	0	0.0%
Investment Income	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Sanitation Services	0	0	0	0	0	0.0%
Restricted Revenue	0	0	0	0	0	0.0%
Stump Dump	0	0	0	0	0	0.0%
Lot Sales	0	0	0	0	0	0.0%
Transfer Fees	0	0	0	0	0	0.0%
Other	8,386	21,470	30,045	25,802	(4,243)	( 14.1%)
<b>Total Income</b>	<b>555,681</b>	<b>498,320</b>	<b>646,389</b>	<b>653,847</b>	<b>7,458</b>	<b>1.2%</b>
Food and Beverage	2,064	2,560	1,448	1,397	(51)	( 3.5%)
Water	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	511	0	3,316	2,937	(379)	( 11.4%)
<b>Total Cost of Goods</b>	<b>2,575</b>	<b>2,560</b>	<b>4,763</b>	<b>4,334</b>	<b>(429)</b>	<b>( 9.0%)</b>
<b>Gross Profit</b>	<b>553,106</b>	<b>495,760</b>	<b>641,625</b>	<b>649,513</b>	<b>7,888</b>	<b>1.2%</b>
<b>Expenses</b>						
Salary and Wages	563,245	658,620	594,382	618,127	23,744	4.0%
Employee Benefits	100,378	113,167	109,473	111,539	2,066	1.9%
Maintenance and Repairs	111,344	100,028	173,570	207,003	33,433	19.3%
Supplies	238,402	189,161	210,541	138,696	(71,845)	( 34.1%)
Outside Contracts	115,499	84,518	147,167	151,853	4,686	3.2%
Contract Sanitation Service	0	0	0	0	0	0.0%
Insurance	33,637	36,168	37,959	40,167	2,208	5.8%
Utilities	244,245	256,822	218,695	223,863	5,168	2.4%
Memberships, Training and Travel	6,332	15,779	3,902	9,419	5,517	141.4%
Fuel and Oil	1,089	3,041	1,452	1,607	155	10.7%
Taxes and Permits	33,056	16,800	30,663	32,828	2,165	7.1%
Professional Services	(11,592)	0	11,775	0	(11,775)	( 100.0%)
Membership Elections	0	0	0	750	750	0.0%
Postage	20	255	57	20	(37)	( 65.2%)
Credit Card Fees & Interest Expense	6,087	3,555	11,657	10,480	(1,177)	( 10.1%)
Other	29,956	50,051	27,813	26,576	(1,237)	( 4.4%)
<b>Total Operating Expenses</b>	<b>1,471,697</b>	<b>1,527,966</b>	<b>1,579,107</b>	<b>1,572,928</b>	<b>(6,179)</b>	<b>( 0.4%)</b>
<b>EBITDA</b>	<b>(918,591)</b>	<b>(1,032,206)</b>	<b>(937,481)</b>	<b>(923,415)</b>	<b>14,066</b>	<b>1.5%</b>
Allocations - MAC	618,348	524,778	524,778	0	(524,778)	( 100.0%)
Allocations - F & A	371,541	412,301	412,301	0	(412,301)	( 100.0%)
Total Allocations	989,889	937,079	937,079	0	(937,079)	( 100.0%)
<b>Pre Depreciation Gross</b>	<b>(1,908,480)</b>	<b>(1,969,285)</b>	<b>(1,874,561)</b>	<b>(923,415)</b>	<b>951,146</b>	<b>50.7%</b>
<b>Depreciation</b>	<b>160,330</b>	<b>171,679</b>	<b>180,105</b>	<b>201,185</b>	<b>21,080</b>	<b>11.7%</b>
<b>Net Income / Cost of Operations</b>	<b>(2,068,810)</b>	<b>(2,140,964)</b>	<b>(2,054,666)</b>	<b>(1,124,600)</b>	<b>930,066</b>	<b>45.3%</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	160,330	171,679	180,105	201,185	21,080	11.7%
Add: Book Value of Assets Sold or Retired	16,957	0	0	0	0	0.0%
Subtract: Capital Projects	(240,684)	(30,000)	0	(109,299)	(109,299)	0.0%
Add: From Reserves	195,615	0	0	109,299	109,299	0.0%
Add: Funds for Carry Over Expenses	0	0	82,221	0	(82,221)	( 100.0%)
Subtract: Carry Over Capital Projects	(375,104)	(1,004,112)	(734,823)	(162,251)	572,572	77.9%
Add: Reserves for Carry Over Capital	375,104	1,004,112	734,823	162,251	(572,572)	( 77.9%)
Subtract: Debt Service	0	0	0	0	0	0.0%
<b>Simple Cash Flow</b>	<b>(1,936,592)</b>	<b>(1,999,285)</b>	<b>(1,792,340)</b>	<b>(923,415)</b>	<b>868,925</b>	<b>48.5%</b>



Maintenance and Construction Division

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	0	0	0	0	0	0.0%
City of Bella Vista	6,763	6,720	6,823	0	(6,823)	( 100.0%)
Food and Beverage	0	0	0	0	0	0.0%
Golf	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Other Recreation	0	0	0	0	0	0.0%
RV Park	0	0	0	0	0	0.0%
Facility Use Fees	0	0	0	0	0	0.0%
Boat	0	0	0	0	0	0.0%
Investment Income	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Sanitation Services	25,652	24,000	22,704	0	(22,704)	( 100.0%)
Restricted Revenue	0	0	0	0	0	0.0%
Stump Dump	0	34,925	38,735	58,565	19,830	51.2%
Lot Sales	0	0	0	0	0	0.0%
Transfer Fees	0	0	0	0	0	0.0%
Other	113,627	108,000	174,404	129,935	(44,469)	( 25.5%)
<b>Total Income</b>	<b>146,041</b>	<b>173,645</b>	<b>242,666</b>	<b>188,500</b>	<b>(54,166)</b>	<b>( 22.3%)</b>
Food and Beverage	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	0	0	0	0	0	0.0%
<b>Total Cost of Goods</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Gross Profit</b>	<b>146,041</b>	<b>173,645</b>	<b>242,666</b>	<b>188,500</b>	<b>(54,166)</b>	<b>( 22.3%)</b>
<b>Expenses</b>						
Salary and Wages	1,109,602	1,244,499	939,907	1,293,023	353,116	37.6%
Employee Benefits	395,891	410,153	390,941	382,601	(8,340)	( 2.1%)
Maintenance and Repairs	117,037	145,110	130,331	129,940	(391)	( 0.3%)
Supplies	47,787	77,180	57,442	100,825	43,383	75.5%
Outside Contracts	28,512	38,425	30,584	50,960	20,376	66.6%
Contract Sanitation Service	18,638	18,540	19,355	0	(19,355)	( 100.0%)
Insurance	71,201	74,772	77,501	87,702	10,201	13.2%
Utilities	41,224	44,217	36,562	38,949	2,387	6.5%
Memberships, Training and Travel	1,344	2,420	994	1,150	156	15.7%
Fuel and Oil	62,162	75,360	49,549	56,738	7,189	14.5%
Taxes and Permits	24,264	12,805	21,332	21,804	472	2.2%
Professional Services	0	1,100	0	0	0	0.0%
Membership Elections	0	0	0	0	0	0.0%
Postage	337	180	143	0	(143)	( 100.0%)
Credit Card Fees & Interest Expense	5	0	4	0	(4)	( 100.0%)
Other	10,653	8,035	9,079	9,000	(79)	( 0.9%)
<b>Total Operating Expenses</b>	<b>1,928,656</b>	<b>2,152,796</b>	<b>1,763,725</b>	<b>2,172,692</b>	<b>408,967</b>	<b>23.2%</b>
<b>EBITDA</b>	<b>(1,782,615)</b>	<b>(1,979,151)</b>	<b>(1,521,059)</b>	<b>(1,984,192)</b>	<b>(463,133)</b>	<b>( 30.4%)</b>
Allocations - MAC	(2,230,795)	(1,937,701)	(1,937,701)	(385,083)	1,552,618	80.1%
Allocations - F & A	2,229	2,596	2,596	0	(2,596)	( 100.0%)
<b>Total Allocations</b>	<b>(2,228,565)</b>	<b>(1,935,105)</b>	<b>(1,935,105)</b>	<b>(385,083)</b>	<b>1,550,022</b>	<b>80.1%</b>
<b>Pre Depreciation Gross</b>	<b>445,950</b>	<b>(44,046)</b>	<b>414,046</b>	<b>(1,599,109)</b>	<b>(2,013,154)</b>	<b>( 486.2%)</b>
<b>Depreciation</b>	<b>175,235</b>	<b>189,716</b>	<b>174,748</b>	<b>159,166</b>	<b>(15,582)</b>	<b>( 8.9%)</b>
<b>Net Income / Cost of Operations</b>	<b>270,715</b>	<b>(233,763)</b>	<b>239,298</b>	<b>(1,758,274)</b>	<b>(1,997,572)</b>	<b>( 834.8%)</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	175,235	189,716	174,748	159,166	(15,582)	( 8.9%)
Add: Book Value of Assets Sold or Retired	14,080	0	1,473	0	(1,473)	( 100.0%)
Subtract: Capital Projects	(369,909)	(30,000)	(24,965)	(125,900)	(100,935)	( 404.3%)
Add: From Reserves	39,904	0	0	125,900	125,900	0.0%
Add: Funds for Carry Over Expenses	0	0	20,355	0	(20,355)	( 100.0%)
Subtract: Carry Over Capital Projects	0	(30,084)	(3,365)	0	3,365	100.0%
Add: Reserves for Carry Over Capital	0	30,084	3,365	0	(3,365)	( 100.0%)
Subtract: Debt Service					0	0.0%
<b>Simple Cash Flow</b>	<b>130,025</b>	<b>(74,046)</b>	<b>410,909</b>	<b>(1,599,109)</b>	<b>(2,010,017)</b>	<b>( 489.2%)</b>

Lakes and Parks Division

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	0	0	0	0	0	0.0%
City of Bella Vista	0	0	0	12,000	12,000	0.0%
Food and Beverage	0	0	0	0	0	0.0%
Golf	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Other Recreation	63,408	63,567	59,620	61,220	1,600	2.7%
RV Park	72,539	89,180	90,176	88,500	(1,676)	( 1.9%)
Facility Use Fees	22,660	19,820	32,347	29,015	(3,332)	( 10.3%)
Boat	348,540	419,870	350,578	369,994	19,417	5.5%
Investment Income	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Sanitation Services	0	0	0	0	0	0.0%
Restricted Revenue	0	0	0	0	0	0.0%
Stump Dump	0	0	0	0	0	0.0%
Lot Sales	0	0	0	0	0	0.0%
Transfer Fees	0	0	0	0	0	0.0%
Other	12,568	20,000	22,093	180	(21,913)	( 99.2%)
<b>Total Income</b>	<b>519,715</b>	<b>612,437</b>	<b>554,813</b>	<b>560,909</b>	<b>6,096</b>	<b>1.1%</b>
Food and Beverage	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	25,364	27,000	22,498	27,000	4,502	20.0%
<b>Total Cost of Goods</b>	<b>25,364</b>	<b>27,000</b>	<b>22,498</b>	<b>27,000</b>	<b>4,502</b>	<b>20.0%</b>
<b>Gross Profit</b>	<b>494,351</b>	<b>585,437</b>	<b>532,315</b>	<b>533,909</b>	<b>1,594</b>	<b>0.3%</b>
<b>Expenses</b>						
Salary and Wages	277,959	341,139	292,986	383,534	90,548	30.9%
Employee Benefits	60,915	68,289	62,568	67,019	4,451	7.1%
Maintenance and Repairs	74,000	103,965	80,745	78,455	(2,290)	( 2.8%)
Supplies	53,756	82,095	77,280	96,335	19,055	24.7%
Outside Contracts	62,000	63,667	59,768	46,260	(13,508)	( 22.6%)
Contract Sanitation Service	0	0	0	0	0	0.0%
Insurance	61,460	60,048	67,499	88,693	21,194	31.4%
Utilities	38,290	39,229	40,066	37,040	(3,026)	( 7.6%)
Memberships, Training and Travel	5,954	5,350	4,371	2,815	(1,556)	( 35.6%)
Fuel and Oil	16,122	19,640	13,385	13,750	365	2.7%
Taxes and Permits	65,395	94,651	52,856	58,561	5,704	10.8%
Professional Services	70,530	6,000	6,424	0	(6,424)	( 100.0%)
Membership Elections	0	0	0	0	0	0.0%
Postage	120	0	485	120	(365)	( 75.2%)
Credit Card Fees & Interest Expense	7,019	2,390	3,643	4,285	642	17.6%
Other	1,929	4,250	2,430	3,180	750	30.9%
<b>Total Operating Expenses</b>	<b>795,449</b>	<b>890,713</b>	<b>764,506</b>	<b>880,047</b>	<b>115,540</b>	<b>15.1%</b>
<b>EBITDA</b>	<b>(301,098)</b>	<b>(305,276)</b>	<b>(232,191)</b>	<b>(346,138)</b>	<b>(113,946)</b>	<b>( 49.1%)</b>
Allocations - MAC	608,675	547,920	547,920	0	(547,920)	( 100.0%)
Allocations - F & A	240,222	249,696	249,696	0	(249,696)	( 100.0%)
Total Allocations	848,897	797,616	797,616	0	(797,616)	( 100.0%)
<b>Pre Depreciation Gross</b>	<b>(1,149,995)</b>	<b>(1,102,892)</b>	<b>(1,029,807)</b>	<b>(346,138)</b>	<b>683,670</b>	<b>66.4%</b>
<b>Depreciation</b>	<b>139,694</b>	<b>131,896</b>	<b>135,073</b>	<b>136,210</b>	<b>1,137</b>	<b>0.8%</b>
<b>Net Income / Cost of Operations</b>	<b>(1,289,690)</b>	<b>(1,234,788)</b>	<b>(1,164,880)</b>	<b>(482,347)</b>	<b>682,533</b>	<b>58.6%</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	139,694	131,896	135,073	136,210	1,137	0.8%
Add: Book Value of Assets Sold or Retired	8,699	0	0	0	0	0.0%
Subtract: Capital Projects	(53,738)	(282,488)	(194,055)	(290,101)	(96,046)	( 49.5%)
Add: From Reserves	0	30,288	57,954	244,301	186,347	321.5%
Add: Funds for Carry Over Expenses	0	0	0	0	0	0.0%
Subtract: Carry Over Capital Projects	1,346	(19,000)	(16,715)	(2,534)	14,181	84.8%
Add: Reserves for Carry Over Capital	(1,346)	19,000	16,715	2,534	(14,181)	( 84.8%)
Subtract: Debt Service	0	0	0	0	0	0.0%
<b>Simple Cash Flow</b>	<b>(1,195,034)</b>	<b>(1,355,092)</b>	<b>(1,165,908)</b>	<b>(391,938)</b>	<b>773,971</b>	<b>66.4%</b>

Water Utility

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	1,200	1,200	1,200	1,200	0	0.0%
City of Bella Vista	42,830	42,720	43,214	0	(43,214)	( 100.0%)
Food and Beverage	0	0	0	0	0	0.0%
Golf	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Other Recreation	0	0	0	0	0	0.0%
RV Park	0	0	0	0	0	0.0%
Facility Use Fees	0	0	0	0	0	0.0%
Boat	0	0	0	0	0	0.0%
Investment Income	(3,545)	66,000	263,036	96,000	(167,036)	( 63.5%)
Water	6,728,268	6,922,259	6,913,585	6,990,975	77,390	1.1%
Sanitation Services	0	0	0	0	0	0.0%
Restricted Revenue	1,935	0	121	716	595	493.6%
Stump Dump	0	0	0	0	0	0.0%
Lot Sales	0	0	0	0	0	0.0%
Transfer Fees	0	0	0	0	0	0.0%
Other	259,042	270,360	394,592	396,820	2,228	0.6%
<b>Total Income</b>	<b>7,029,731</b>	<b>7,302,539</b>	<b>7,615,748</b>	<b>7,485,711</b>	<b>(130,037)</b>	<b>( 1.7%)</b>
Food and Beverage	0	0	0	0	0	0.0%
Water	1,973,337	2,052,462	2,216,918	2,094,070	(122,848)	( 5.5%)
Pro Shop	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	0	0	0	0	0	0.0%
<b>Total Cost of Goods</b>	<b>1,973,337</b>	<b>2,052,462</b>	<b>2,216,918</b>	<b>2,094,070</b>	<b>(122,848)</b>	<b>( 5.5%)</b>
<b>Gross Profit</b>	<b>5,056,394</b>	<b>5,250,077</b>	<b>5,398,830</b>	<b>5,391,641</b>	<b>(7,189)</b>	<b>( 0.1%)</b>
<b>Expenses</b>						
Salary and Wages	827,091	1,038,803	933,357	1,006,372	73,016	7.8%
Employee Benefits	268,828	294,524	297,600	311,713	14,113	4.7%
Maintenance and Repairs	184,586	350,962	231,827	219,950	(11,877)	( 5.1%)
Supplies	128,019	413,840	245,391	192,400	(52,991)	( 21.6%)
Outside Contracts	137,257	163,714	178,818	207,056	28,238	15.8%
Contract Sanitation Service	0	0	0	0	0	0.0%
Insurance	121,954	107,292	112,623	108,996	(3,627)	( 3.2%)
Utilities	88,349	100,805	92,887	99,340	6,453	6.9%
Memberships, Training and Travel	8,034	12,784	18,269	8,692	(9,577)	( 52.4%)
Fuel and Oil	43,691	59,293	40,327	45,690	5,363	13.3%
Taxes and Permits	178,408	155,164	156,429	186,332	29,903	19.1%
Professional Services	30,939	26,000	227,117	12,000	(215,117)	( 94.7%)
Membership Elections	0	0	0	0	0	0.0%
Postage	47,793	57,600	47,942	50,100	2,158	4.5%
Credit Card Fees & Interest Expense	248,042	234,354	241,375	229,440	(11,935)	( 4.9%)
Other	20,274	57,650	360,125	59,180	(300,945)	( 83.6%)
<b>Total Operating Expenses</b>	<b>2,333,264</b>	<b>3,072,785</b>	<b>3,184,087</b>	<b>2,737,262</b>	<b>(446,825)</b>	<b>( 14.0%)</b>
<b>EBITDA</b>	<b>2,723,130</b>	<b>2,177,292</b>	<b>2,214,743</b>	<b>2,654,379</b>	<b>439,636</b>	<b>19.9%</b>
Allocations - MAC	203,682	192,452	192,452	385,083	192,631	100.1%
Allocations - F & A	667,853	803,300	803,300	780,710	(22,589)	( 2.8%)
Total Allocations	871,535	995,752	995,752	1,165,793	170,041	17.1%
<b>Pre Depreciation Gross</b>	<b>1,851,595</b>	<b>1,181,540</b>	<b>1,218,991</b>	<b>1,488,586</b>	<b>269,595</b>	<b>22.1%</b>
<b>Depreciation</b>	<b>963,852</b>	<b>1,004,342</b>	<b>952,344</b>	<b>998,110</b>	<b>45,766</b>	<b>4.8%</b>
<b>Net Income / Cost of Operations</b>	<b>887,743</b>	<b>177,198</b>	<b>266,647</b>	<b>490,476</b>	<b>223,829</b>	<b>83.9%</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	963,852	1,004,342	952,344	998,110	45,766	4.8%
Add: Book Value of Assets Sold or Retired	77,689	0	0	0	0	0.0%
Subtract: Capital Projects	(665,433)	(1,045,000)	(336,289)	(803,343)	(467,054)	( 138.9%)
Add: From Reserves	0	421,000	15,961	0	(15,961)	( 100.0%)
Add: Funds for Carry Over Expenses	0	0	230,027	0	(230,027)	( 100.0%)
Subtract: Carry Over Capital Projects	(99,325)	(26,393)	173,607	(524,010)	(697,617)	( 401.8%)
Add: Reserves for Carry Over Capital	99,325	26,393	(173,607)	524,010	697,617	401.8%
Subtract: Debt Service	(460,000)	(470,000)	(580,000)	(480,000)	100,000	17.2%
<b>Simple Cash Flow</b>	<b>803,851</b>	<b>87,540</b>	<b>548,690</b>	<b>205,243</b>	<b>(343,447)</b>	<b>( 62.6%)</b>

General Manager's Office

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	0	0	0	0	0	0.0%
City of Bella Vista	0	0	0	0	0	0.0%
Food and Beverage	0	0	0	0	0	0.0%
Golf	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Other Recreation	0	0	0	0	0	0.0%
RV Park	0	0	0	0	0	0.0%
Facility Use Fees	0	0	0	0	0	0.0%
Boat	0	0	0	0	0	0.0%
Investment Income	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Sanitation Services	0	0	0	0	0	0.0%
Restricted Revenue	0	0	0	0	0	0.0%
Stump Dump	0	0	0	0	0	0.0%
Lot Sales	0	0	0	0	0	0.0%
Transfer Fees	0	0	0	0	0	0.0%
Other	0	0	0	0	0	0.0%
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
Food and Beverage	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	0	0	0	0	0	0.0%
<b>Total Cost of Goods</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Gross Profit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Expenses</b>						
Salary and Wages	322,748	416,305	535,359	422,750	(112,610)	( 21.0%)
Employee Benefits	72,729	78,162	101,249	93,342	(7,907)	( 7.8%)
Maintenance and Repairs	1,327	1,200	1,409	960	(449)	( 31.9%)
Supplies	12,736	5,140	11,541	4,124	(7,417)	( 64.3%)
Outside Contracts	16,262	17,048	22,267	16,792	(5,475)	( 24.6%)
Contract Sanitation Service	0	0	0	0	0	0.0%
Insurance	14,991	14,472	13,366	11,321	(2,045)	( 15.3%)
Utilities	18,969	17,926	15,779	16,148	369	2.3%
Memberships, Training and Travel	2,098	20,135	20,353	10,227	(10,126)	( 49.8%)
Fuel and Oil	1,913	1,654	555	1,200	645	116.3%
Taxes and Permits	9,217	17,280	13,735	9,037	(4,698)	( 34.2%)
Professional Services	83,883	30,400	64,677	66,936	2,259	3.5%
Membership Elections	22,982	84,629	95,540	38,000	(57,540)	( 60.2%)
Postage	74	540	0	0	0	0.0%
Credit Card Fees & Interest Expense	231	0	390	0	(390)	( 100.0%)
Other	75,111	63,600	78,485	30,960	(47,525)	( 60.6%)
<b>Total Operating Expenses</b>	<b>655,270</b>	<b>768,491</b>	<b>974,705</b>	<b>721,797</b>	<b>(252,908)</b>	<b>( 25.9%)</b>
<b>EBITDA</b>	<b>(655,270)</b>	<b>(768,491)</b>	<b>(974,705)</b>	<b>(721,797)</b>	<b>252,908</b>	<b>25.9%</b>
Allocations - MAC	60,083	52,630	52,630	0	(52,630)	( 100.0%)
Allocations - F & A	26,682	(15,250)	(15,250)	(256,216)	(240,966)	(1 580.1%)
Total Allocations	86,765	37,380	37,380	(256,216)	(293,596)	( 785.4%)
<b>Pre Depreciation Gross</b>	<b>(742,035)</b>	<b>(805,871)</b>	<b>(1,012,085)</b>	<b>(465,581)</b>	<b>546,504</b>	<b>54.0%</b>
<b>Depreciation</b>	<b>5,362</b>	<b>5,377</b>	<b>3,935</b>	<b>9,757</b>	<b>5,823</b>	<b>148.0%</b>
<b>Net Income / Cost of Operations</b>	<b>(747,398)</b>	<b>(811,248)</b>	<b>(1,016,020)</b>	<b>(475,338)</b>	<b>540,682</b>	<b>53.2%</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	5,362	5,377	3,935	9,757	5,823	148.0%
Add: Book Value of Assets Sold or Retired	0	0	0	0	0	0.0%
Subtract: Capital Projects	0	(78,000)	0	(1,889,500)	(1,889,500)	0.0%
Add: From Reserves	0	0	0	1,988,797	1,988,797	0.0%
Add: Funds for Carry Over Expenses	189,857	62,129	62,129	0	(62,129)	( 100.0%)
Subtract: Carry Over Capital Projects	0	(91,790)	(166)	0	166	100.0%
Add: Reserves for Carry Over Capital	0	91,790	166	0	(166)	( 100.0%)
Subtract: Debt Service	0	0	0	0	0	0.0%
<b>Simple Cash Flow</b>	<b>(552,178)</b>	<b>(821,742)</b>	<b>(949,956)</b>	<b>(366,284)</b>	<b>583,672</b>	<b>61.4%</b>

Human Resources

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	0	0	0	0	0	0.0%
City of Bella Vista	0	0	0	0	0	0.0%
Food and Beverage	0	0	0	0	0	0.0%
Golf	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Other Recreation	0	0	0	0	0	0.0%
RV Park	0	0	0	0	0	0.0%
Facility Use Fees	0	0	0	0	0	0.0%
Boat	0	0	0	0	0	0.0%
Investment Income	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Sanitation Services	0	0	0	0	0	0.0%
Restricted Revenue	0	0	0	0	0	0.0%
Stump Dump	0	0	0	0	0	0.0%
Lot Sales	0	0	0	0	0	0.0%
Transfer Fees	0	0	0	0	0	0.0%
Other	3,429	0	0	0	0	0.0%
<b>Total Income</b>	<b>3,429</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
Food and Beverage	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	0	0	0	0	0	0.0%
<b>Total Cost of Goods</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Gross Profit</b>	<b>3,429</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Expenses</b>						
Salary and Wages	219,324	227,845	233,518	194,969	(38,549)	( 16.5%)
Employee Benefits	59,965	54,554	86,406	50,286	(36,120)	( 41.8%)
Maintenance and Repairs	292	600	521	0	(521)	( 100.0%)
Supplies	3,439	13,384	19,614	2,040	(17,574)	( 89.6%)
Outside Contracts	12,514	8,521	18,140	75,497	57,357	316.2%
Contract Sanitation Service	0	0	0	0	0	0.0%
Insurance	14,173	13,272	12,057	9,771	(2,286)	( 19.0%)
Utilities	8,979	7,486	8,473	7,488	(985)	( 11.6%)
Memberships, Training and Travel	4,233	5,185	6,938	11,913	4,975	71.7%
Fuel and Oil	137	1,344	294	0	(294)	( 100.0%)
Taxes and Permits	126	312	615	0	(615)	( 100.0%)
Professional Services	34,330	37,664	36,538	29,490	(7,048)	( 19.3%)
Membership Elections	0	0	0	0	0	0.0%
Postage	0	60	143	96	(47)	( 32.8%)
Credit Card Fees & Interest Expense	17	0	0	0	0	0.0%
Other	30,167	31,042	37,208	46,797	9,589	25.8%
<b>Total Operating Expenses</b>	<b>387,696</b>	<b>401,269</b>	<b>460,465</b>	<b>428,347</b>	<b>(32,118)</b>	<b>( 7.0%)</b>
<b>EBITDA</b>	<b>(384,266)</b>	<b>(401,269)</b>	<b>(460,465)</b>	<b>(428,347)</b>	<b>32,118</b>	<b>7.0%</b>
Allocations - MAC	0	0	0	0	0	0.0%
Allocations - F & A	(381,760)	(401,269)	(401,269)	(121,808)	279,461	69.6%
<b>Total Allocations</b>	<b>(381,760)</b>	<b>(401,269)</b>	<b>(401,269)</b>	<b>(121,808)</b>	<b>279,461</b>	<b>69.6%</b>
<b>Pre Depreciation Gross</b>	<b>(2,507)</b>	<b>0</b>	<b>(59,196)</b>	<b>(306,539)</b>	<b>(247,343)</b>	<b>( 417.8%)</b>
<b>Depreciation</b>	<b>1,817</b>	<b>3,935</b>	<b>3,585</b>	<b>0</b>	<b>(3,585)</b>	<b>( 100.0%)</b>
<b>Net Income / Cost of Operations</b>	<b>(4,324)</b>	<b>(3,935)</b>	<b>(62,781)</b>	<b>(306,539)</b>	<b>(243,758)</b>	<b>( 388.3%)</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	1,817	3,935	3,585	0	(3,585)	( 100.0%)
Add: Book Value of Assets Sold or Retired	0	0	0	0	0	0.0%
Subtract: Capital Projects	(19,642)	0	0	0	0	0.0%
Add: From Reserves	0	0	0	0	0	0.0%
Add: Funds for Carry Over Expenses	0	0	0	0	0	0.0%
Subtract: Carry Over Capital Projects	0	0	0	0	0	0.0%
Add: Reserves for Carry Over Capital	0	0	0	0	0	0.0%
Subtract: Debt Service	0	0	0	0	0	0.0%
<b>Simple Cash Flow</b>	<b>(22,149)</b>	<b>0</b>	<b>(59,196)</b>	<b>(306,539)</b>	<b>(247,343)</b>	<b>( 417.8%)</b>

Communications and Marketing

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	0	0	0	0	0	0.0%
City of Bella Vista	0	0	0	0	0	0.0%
Food and Beverage	0	0	0	0	0	0.0%
Golf	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Other Recreation	0	0	0	0	0	0.0%
RV Park	0	0	0	0	0	0.0%
Facility Use Fees	3,393	5,000	0	1,950	1,950	0.0%
Boat	0	0	0	0	0	0.0%
Investment Income	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Sanitation Services	0	0	0	0	0	0.0%
Restricted Revenue	0	0	0	0	0	0.0%
Stump Dump	0	0	0	0	0	0.0%
Lot Sales	0	0	0	0	0	0.0%
Transfer Fees	0	0	0	0	0	0.0%
Other	74,572	291,608	131,585	128,637	(2,948)	( 2.2%)
<b>Total Income</b>	<b>77,965</b>	<b>296,608</b>	<b>131,585</b>	<b>130,587</b>	<b>(998)</b>	<b>( 0.8%)</b>
Food and Beverage	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	0	0	0	0	0	0.0%
<b>Total Cost of Goods</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Gross Profit</b>	<b>77,965</b>	<b>296,608</b>	<b>131,585</b>	<b>130,587</b>	<b>(998)</b>	<b>( 0.8%)</b>
<b>Expenses</b>						
Salary and Wages	309,100	350,709	297,520	370,977	73,457	24.7%
Employee Benefits	101,371	104,633	100,802	106,286	5,484	5.4%
Maintenance and Repairs	1,159	1,480	6,864	618	(6,246)	( 91.0%)
Supplies	11,504	14,820	18,088	16,234	(1,854)	( 10.3%)
Outside Contracts	128,803	119,904	197,732	126,400	(71,331)	( 36.1%)
Contract Sanitation Service	0	0	0	0	0	0.0%
Insurance	2,288	2,772	2,539	2,900	361	14.2%
Utilities	16,902	18,164	16,050	16,661	611	3.8%
Memberships, Training and Travel	9,173	7,695	4,163	3,780	(383)	( 9.2%)
Fuel and Oil	1,805	3,024	1,654	1,766	112	6.8%
Taxes and Permits	1,483	572	1,696	839	(858)	( 50.6%)
Professional Services	0	0	2,922	0	(2,922)	( 100.0%)
Membership Elections	0	0	0	0	0	0.0%
Postage	47,636	37,386	55,452	40,201	(15,251)	( 27.5%)
Credit Card Fees & Interest Expense	312	276	200	204	4	1.8%
Other	137,650	212,479	135,903	108,760	(27,143)	( 20.0%)
<b>Total Operating Expenses</b>	<b>769,185</b>	<b>873,913</b>	<b>841,586</b>	<b>795,625</b>	<b>(45,961)</b>	<b>( 5.5%)</b>
<b>EBITDA</b>	<b>(691,220)</b>	<b>(577,305)</b>	<b>(710,001)</b>	<b>(665,038)</b>	<b>44,963</b>	<b>6.3%</b>
Allocations - MAC	14,088	13,864	13,864	0	(13,864)	( 100.0%)
Allocations - F & A	(153,279)	(130,559)	(130,559)	(49,583)	80,976	62.0%
Total Allocations	(139,191)	(116,696)	(116,696)	(49,583)	67,112	57.5%
<b>Pre Depreciation Gross</b>	<b>(552,029)</b>	<b>(460,610)</b>	<b>(593,305)</b>	<b>(615,455)</b>	<b>(22,149)</b>	<b>( 3.7%)</b>
<b>Depreciation</b>	<b>5,040</b>	<b>5,053</b>	<b>4,860</b>	<b>5,040</b>	<b>180</b>	<b>3.7%</b>
<b>Net Income / Cost of Operations</b>	<b>(557,068)</b>	<b>(465,663)</b>	<b>(598,165)</b>	<b>(620,494)</b>	<b>(22,329)</b>	<b>( 3.7%)</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	5,040	5,053	4,860	5,040	180	3.7%
Add: Book Value of Assets Sold or Retired	0	0	1,825	0	(1,825)	( 100.0%)
Subtract: Capital Projects	0	0	0	0	0	0.0%
Add: From Reserves	0	0	0	0	0	0.0%
Add: Funds for Carry Over Expenses	0	0	56,143	0	(56,143)	( 100.0%)
Subtract: Carry Over Capital Projects	0	0	0	0	0	0.0%
Add: Reserves for Carry Over Capital	0	0	0	0	0	0.0%
Subtract: Debt Service	0	0	0	0	0	0.0%
<b>Simple Cash Flow</b>	<b>(552,029)</b>	<b>(460,610)</b>	<b>(535,337)</b>	<b>(615,455)</b>	<b>(80,117)</b>	<b>( 15.0%)</b>

# 2017 Annual Budget

## Legal Division

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	0	0	0	0	0	0.0%
City of Bella Vista	0	0	0	0	0	0.0%
Food and Beverage	0	0	0	0	0	0.0%
Golf	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Other Recreation	0	0	0	0	0	0.0%
RV Park	0	0	0	0	0	0.0%
Facility Use Fees	0	0	0	0	0	0.0%
Boat	0	0	0	0	0	0.0%
Investment Income	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Sanitation Services	0	0	0	0	0	0.0%
Restricted Revenue	0	0	0	0	0	0.0%
Stump Dump	0	0	0	0	0	0.0%
Lot Sales	77,204	107,500	126,322	103,000	(23,322)	( 18.5%)
Transfer Fees	0	0	0	0	0	0.0%
Other	9,743	0	87,252	177,372	90,120	103.3%
<b>Total Income</b>	<b>86,948</b>	<b>107,500</b>	<b>213,574</b>	<b>280,372</b>	<b>66,798</b>	<b>31.3%</b>
Food and Beverage	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	0	0	0	0	0	0.0%
<b>Total Cost of Goods</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Gross Profit</b>	<b>86,948</b>	<b>107,500</b>	<b>213,574</b>	<b>280,372</b>	<b>66,798</b>	<b>31.3%</b>
<b>Expenses</b>						
Salary and Wages	105,213	137,892	166,872	198,443	31,571	18.9%
Employee Benefits	34,324	43,423	37,140	53,971	16,831	45.3%
Maintenance and Repairs	0	100	68	300	233	344.4%
Supplies	1,614	5,550	3,660	1,540	(2,120)	( 57.9%)
Outside Contracts	3,941	3,442	12,896	3,438	(9,458)	( 73.3%)
Contract Sanitation Service	0	0	0	0	0	0.0%
Insurance	2,388	2,496	1,982	256	(1,726)	( 87.1%)
Utilities	5,686	8,064	5,654	5,476	(178)	( 3.1%)
Memberships, Training and Travel	6,431	15,690	7,059	8,121	1,062	15.0%
Fuel and Oil	0	0	0	0	0	0.0%
Taxes and Permits	30,000	30,060	30,790	17,700	(13,090)	( 42.5%)
Professional Services	29,943	67,890	38,649	56,300	17,651	45.7%
Membership Elections	0	0	0	0	0	0.0%
Postage	2,957	7,440	2,856	2,940	84	2.9%
Credit Card Fees & Interest Expense	1,359	1,800	729	1,200	471	64.7%
Other	22,781	35,745	8,364	22,400	14,036	167.8%
<b>Total Operating Expenses</b>	<b>246,639</b>	<b>359,593</b>	<b>316,717</b>	<b>372,085</b>	<b>55,368</b>	<b>17.5%</b>
<b>EBITDA</b>	<b>(159,692)</b>	<b>(252,093)</b>	<b>(103,143)</b>	<b>(91,713)</b>	<b>11,430</b>	<b>11.1%</b>
Allocations - MAC	8,870	8,729	8,729	0	(8,729)	( 100.0%)
Allocations - F & A	(27,234)	(26,720)	(26,720)	(53,454)	(26,734)	( 100.1%)
Total Allocations	(18,364)	(17,991)	(17,991)	(53,454)	(35,463)	( 197.1%)
<b>Pre Depreciation Gross</b>	<b>(141,328)</b>	<b>(234,102)</b>	<b>(85,152)</b>	<b>(38,259)</b>	<b>46,893</b>	<b>55.1%</b>
<b>Depreciation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Net Income / Cost of Operations</b>	<b>(141,328)</b>	<b>(234,102)</b>	<b>(85,152)</b>	<b>(38,259)</b>	<b>46,893</b>	<b>55.1%</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	0	0	0	0	0	0.0%
Add: Book Value of Assets Sold or Retired	0	0	0	0	0	0.0%
Subtract: Capital Projects	0	0	0	0	0	0.0%
Add: From Reserves	0	0	0	0	0	0.0%
Add: Funds for Carry Over Expenses	0	0	0	0	0	0.0%
Subtract: Carry Over Capital Projects	0	0	0	0	0	0.0%
Add: Reserves for Carry Over Capital	0	0	0	0	0	0.0%
Subtract: Debt Service	0	0	0	0	0	0.0%
<b>Simple Cash Flow</b>	<b>(141,328)</b>	<b>(234,102)</b>	<b>(85,152)</b>	<b>(38,259)</b>	<b>46,893</b>	<b>55.1%</b>

## Accounting

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	0	0	0	0	0	0.0%
City of Bella Vista	6,763	6,720	6,823	0	(6,823)	( 100.0%)
Food and Beverage	0	0	0	0	0	0.0%
Golf	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Other Recreation	0	0	0	0	0	0.0%
RV Park	0	0	0	0	0	0.0%
Facility Use Fees	0	0	0	0	0	0.0%
Boat	0	0	0	0	0	0.0%
Investment Income	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Sanitation Services	0	0	0	0	0	0.0%
Restricted Revenue	0	0	0	0	0	0.0%
Stump Dump	0	0	0	0	0	0.0%
Lot Sales	0	0	0	0	0	0.0%
Transfer Fees	0	0	0	0	0	0.0%
Other	5	0	0	134,400	134,400	0.0%
<b>Total Income</b>	<b>6,768</b>	<b>6,720</b>	<b>6,823</b>	<b>134,400</b>	<b>127,577</b>	<b>1 869.7%</b>
Food and Beverage	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	0	0	0	0	0	0.0%
<b>Total Cost of Goods</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Gross Profit</b>	<b>6,768</b>	<b>6,720</b>	<b>6,823</b>	<b>134,400</b>	<b>127,577</b>	<b>1 869.7%</b>
<b>Expenses</b>						
Salary and Wages	363,854	428,937	409,251	526,616	117,365	28.7%
Employee Benefits	117,980	115,221	132,797	145,263	12,467	9.4%
Maintenance and Repairs	3,638	500	0	0	0	0.0%
Supplies	12,197	13,690	16,509	14,960	(1,549)	( 9.4%)
Outside Contracts	42,839	52,607	30,332	14,290	(16,042)	( 52.9%)
Contract Sanitation Service	0	0	0	0	0	0.0%
Insurance	896	768	1,153	1,130	(24)	( 2.1%)
Utilities	20,790	20,952	20,101	19,870	(231)	( 1.1%)
Memberships, Training and Travel	5,393	6,565	8,932	16,864	7,932	88.8%
Fuel and Oil	0	0	0	0	0	0.0%
Taxes and Permits	222	112	310	168	(142)	( 45.7%)
Professional Services	0	0	344	3,000	2,656	772.7%
Membership Elections	0	0	0	0	0	0.0%
Postage	29	0	1,836	600	(1,236)	( 67.3%)
Credit Card Fees & Interest Expense	13,458	13,200	16,523	30,211	13,688	82.8%
Other	983	3,212	3,059	2,310	(749)	( 24.5%)
<b>Total Operating Expenses</b>	<b>582,279</b>	<b>655,764</b>	<b>641,147</b>	<b>775,282</b>	<b>134,135</b>	<b>20.9%</b>
<b>EBITDA</b>	<b>(575,511)</b>	<b>(649,044)</b>	<b>(634,324)</b>	<b>(640,882)</b>	<b>(6,558)</b>	<b>( 1.0%)</b>
Allocations - MAC	0	0	0	0	0	0.0%
Allocations - F & A	(557,284)	(649,044)	(649,044)	(163,905)	485,139	74.7%
Total Allocations	(557,284)	(649,044)	(649,044)	(163,905)	485,139	74.7%
<b>Pre Depreciation Gross</b>	<b>(18,227)</b>	<b>(0)</b>	<b>14,721</b>	<b>(476,977)</b>	<b>(491,698)</b>	<b>(3 340.2%)</b>
<b>Depreciation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Net Income / Cost of Operations</b>	<b>(18,227)</b>	<b>(0)</b>	<b>14,721</b>	<b>(476,977)</b>	<b>(491,698)</b>	<b>(3 340.2%)</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	0	0	0	0	0	0.0%
Add: Book Value of Assets Sold or Retired	0	0	0	0	0	0.0%
Subtract: Capital Projects	0	0	0	0	0	0.0%
Add: From Reserves	0	0	0	0	0	0.0%
Add: Funds for Carry Over Expenses	0	0	0	0	0	0.0%
Subtract: Carry Over Capital Projects	0	0	0	0	0	0.0%
Add: Reserves for Carry Over Capital	0	0	0	0	0	0.0%
Subtract: Debt Service	0	0	0	0	0	0.0%
<b>Simple Cash Flow</b>	<b>(18,227)</b>	<b>(0)</b>	<b>14,721</b>	<b>(476,977)</b>	<b>(491,698)</b>	<b>(3 340.2%)</b>



# 2017 Annual Budget

## Member Services

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	0	0	0	0	0	0.0%
City of Bella Vista	33,813	33,588	34,116	0	(34,116)	( 100.0%)
Food and Beverage	0	0	0	0	0	0.0%
Golf	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Other Recreation	0	0	0	0	0	0.0%
RV Park	0	0	0	0	0	0.0%
Facility Use Fees	0	0	0	0	0	0.0%
Boat	0	0	0	0	0	0.0%
Investment Income	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Sanitation Services	0	0	0	0	0	0.0%
Restricted Revenue	0	0	0	0	0	0.0%
Stump Dump	0	0	0	0	0	0.0%
Lot Sales	0	0	0	0	0	0.0%
Transfer Fees	0	0	0	30	30	0.0%
Other	769	1,440	(2,025)	15	2,040	100.7%
<b>Total Income</b>	<b>34,582</b>	<b>35,028</b>	<b>32,092</b>	<b>45</b>	<b>(32,047)</b>	<b>( 99.9%)</b>
Food and Beverage	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	0	0	0	0	0	0.0%
<b>Total Cost of Goods</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Gross Profit</b>	<b>34,582</b>	<b>35,028</b>	<b>32,092</b>	<b>45</b>	<b>(32,047)</b>	<b>( 99.9%)</b>
<b>Expenses</b>						
Salary and Wages	255,519	241,884	225,593	270,919	45,325	20.1%
Employee Benefits	90,235	71,616	75,591	72,296	(3,295)	( 4.4%)
Maintenance and Repairs	7,427	1,000	1,591	900	(691)	( 43.4%)
Supplies	50,585	61,300	62,332	71,116	8,784	14.1%
Outside Contracts	12,248	15,346	14,189	16,517	2,328	16.4%
Contract Sanitation Service	0	0	0	0	0	0.0%
Insurance	732	588	646	818	172	26.6%
Utilities	24,897	30,494	24,517	27,674	3,157	12.9%
Memberships, Training and Travel	6,911	7,840	9,524	10,750	1,226	12.9%
Fuel and Oil	0	0	0	0	0	0.0%
Taxes and Permits	175	615	309	170	(140)	( 45.2%)
Professional Services	0	0	1,313	0	(1,313)	( 100.0%)
Membership Elections	0	0	0	0	0	0.0%
Postage	9,669	33,280	53,520	46,892	(6,628)	( 12.4%)
Credit Card Fees & Interest Expense	31,568	31,319	30,477	35,800	5,323	17.5%
Other	2,655	2,790	(149)	3,240	3,389	2 274.2%
<b>Total Operating Expenses</b>	<b>492,621</b>	<b>498,072</b>	<b>499,453</b>	<b>557,092</b>	<b>57,638</b>	<b>11.5%</b>
<b>EBITDA</b>	<b>(458,039)</b>	<b>(463,044)</b>	<b>(467,361)</b>	<b>(557,047)</b>	<b>(89,685)</b>	<b>( 19.2%)</b>
Allocations - MAC	0	0	0	0	0	0.0%
Allocations - F & A	(498,654)	(463,044)	(463,044)	(27,719)	435,324	94.0%
Total Allocations	(498,654)	(463,044)	(463,044)	(27,719)	435,324	94.0%
<b>Pre Depreciation Gross</b>	<b>40,614</b>	<b>0</b>	<b>(4,318)</b>	<b>(529,327)</b>	<b>(525,009)</b>	<b>(12 159.5%)</b>
<b>Depreciation</b>	<b>2,737</b>	<b>2,582</b>	<b>1,457</b>	<b>0</b>	<b>(1,457)</b>	<b>( 100.0%)</b>
<b>Net Income / Cost of Operations</b>	<b>37,878</b>	<b>(2,582)</b>	<b>(5,775)</b>	<b>(529,327)</b>	<b>(523,552)</b>	<b>(9 065.9%)</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	2,737	2,582	1,457	0	(1,457)	( 100.0%)
Add: Book Value of Assets Sold or Retired	0	0	2,856	0	(2,856)	( 100.0%)
Subtract: Capital Projects	(11,710)	0	0	0	0	0.0%
Add: From Reserves	11,710	0	0	0	0	0.0%
Add: Funds for Carry Over Expenses	0	0	0	0	0	0.0%
Subtract: Carry Over Capital Projects	0	0	0	0	0	0.0%
Add: Reserves for Carry Over Capital	0	0	0	0	0	0.0%
Subtract: Debt Service	0	0	0	0	0	0.0%
<b>Simple Cash Flow</b>	<b>40,614</b>	<b>0</b>	<b>(1,462)</b>	<b>(529,327)</b>	<b>(527,865)</b>	<b>(36 113.4%)</b>

## Information Technology

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	0	0	0	0	0	0.0%
City of Bella Vista	11,271	11,196	11,372	0	(11,372)	( 100.0%)
Food and Beverage	0	0	0	0	0	0.0%
Golf	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Other Recreation	0	0	0	0	0	0.0%
RV Park	0	0	0	0	0	0.0%
Facility Use Fees	0	0	0	0	0	0.0%
Boat	0	0	0	0	0	0.0%
Investment Income	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Sanitation Services	0	0	0	0	0	0.0%
Restricted Revenue	0	0	0	0	0	0.0%
Stump Dump	0	0	0	0	0	0.0%
Lot Sales	0	0	0	0	0	0.0%
Transfer Fees	0	0	0	0	0	0.0%
Other	558	0	40	0	(40)	( 100.0%)
<b>Total Income</b>	<b>11,830</b>	<b>11,196</b>	<b>11,412</b>	<b>0</b>	<b>(11,412)</b>	<b>( 100.0%)</b>
Food and Beverage	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	0	0	0	0	0	0.0%
<b>Total Cost of Goods</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Gross Profit</b>	<b>11,830</b>	<b>11,196</b>	<b>11,412</b>	<b>0</b>	<b>(11,412)</b>	<b>( 100.0%)</b>
<b>Expenses</b>						
Salary and Wages	203,281	278,698	209,326	292,218	82,891	39.6%
Employee Benefits	48,864	51,505	52,687	55,631	2,943	5.6%
Maintenance and Repairs	3,582	1,800	1,165	1,800	635	54.5%
Supplies	31,401	13,700	11,774	10,347	(1,427)	( 12.1%)
Outside Contracts	70,842	128,235	124,780	145,682	20,902	16.8%
Contract Sanitation Service	0	0	0	0	0	0.0%
Insurance	11,399	8,016	12,975	7,439	(5,535)	( 42.7%)
Utilities	34,742	34,587	37,911	37,414	(497)	( 1.3%)
Memberships, Training and Travel	227	3,000	175	0	(175)	( 100.0%)
Fuel and Oil	249	281	337	354	17	5.1%
Taxes and Permits	6,255	1,860	5,264	6,073	809	15.4%
Professional Services	49,972	3,000	7,813	3,000	(4,813)	( 61.6%)
Membership Elections	0	0	0	0	0	0.0%
Postage	30	0	65	0	(65)	( 100.0%)
Credit Card Fees & Interest Expense	116	0	8	0	(8)	( 100.0%)
Other	1,234	0	(960)	0	960	100.0%
<b>Total Operating Expenses</b>	<b>462,195</b>	<b>524,682</b>	<b>463,320</b>	<b>559,957</b>	<b>96,637</b>	<b>20.9%</b>
<b>EBITDA</b>	<b>(450,365)</b>	<b>(513,486)</b>	<b>(451,908)</b>	<b>(559,957)</b>	<b>(108,049)</b>	<b>( 23.9%)</b>
Allocations - MAC	0	0	0	0	0	0.0%
Allocations - F & A	(412,383)	(563,486)	(563,486)	(108,024)	455,462	80.8%
Total Allocations	(412,383)	(563,486)	(563,486)	(108,024)	455,462	80.8%
<b>Pre Depreciation Gross</b>	<b>(37,982)</b>	<b>50,000</b>	<b>111,578</b>	<b>(451,933)</b>	<b>(563,511)</b>	<b>( 505.0%)</b>
<b>Depreciation</b>	<b>117,402</b>	<b>127,070</b>	<b>165,137</b>	<b>139,727</b>	<b>(25,411)</b>	<b>( 15.4%)</b>
<b>Net Income / Cost of Operations</b>	<b>(155,384)</b>	<b>(77,070)</b>	<b>(53,559)</b>	<b>(591,660)</b>	<b>(538,101)</b>	<b>(1 004.7%)</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	117,402	127,070	165,137	139,727	(25,411)	( 15.4%)
Add: Book Value of Assets Sold or Retired	0	0	0	0	0	0.0%
Subtract: Capital Projects	(49,433)	(50,000)	(52,643)	(25,270)	27,373	52.0%
Add: From Reserves	0	0	0	0	0	0.0%
Add: Funds for Carry Over Expenses	0	0	0	0	0	0.0%
Subtract: Carry Over Capital Projects	(115,181)	0	0	0	0	0.0%
Add: Reserves for Carry Over Capital	115,181	0	0	0	0	0.0%
Subtract: Debt Service	0	0	0	0	0	0.0%
<b>Simple Cash Flow</b>	<b>(87,415)</b>	<b>(0)</b>	<b>58,935</b>	<b>(477,203)</b>	<b>(536,138)</b>	<b>( 909.7%)</b>

# 2017 Annual Budget

## General Income

Description	2015 Actual	2016 Budget	2016 Actual	2017 Budget	17 Budget to 16 Actual	Change Percent
<b>Income</b>						
Assessments	8,332,489	8,630,000	8,159,174	7,922,880	(236,294)	( 2.9%)
City of Bella Vista	11,271	11,696	11,372	0	(11,372)	( 100.0%)
Food and Beverage	0	0	0	0	0	0.0%
Golf	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Other Recreation	0	0	0	0	0	0.0%
RV Park	0	0	0	0	0	0.0%
Facility Use Fees	381,130	384,240	366,427	295,050	(71,377)	( 19.5%)
Boat	0	0	0	0	0	0.0%
Investment Income	(6,302)	108,000	382,609	216,000	(166,609)	( 43.5%)
Water	0	0	0	0	0	0.0%
Sanitation Services	0	0	0	0	0	0.0%
Restricted Revenue	0	0	0	0	0	0.0%
Stump Dump	0	0	0	0	0	0.0%
Lot Sales	0	0	0	0	0	0.0%
Transfer Fees	314,278	470,500	372,310	414,000	41,690	11.2%
Other	255,678	43,200	119,081	150,676	31,595	26.5%
<b>Total Income</b>	<b>9,288,545</b>	<b>9,647,636</b>	<b>9,410,973</b>	<b>8,998,606</b>	<b>(412,367)</b>	<b>( 4.4%)</b>
Food and Beverage	0	0	0	0	0	0.0%
Water	0	0	0	0	0	0.0%
Pro Shop	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0.0%
Foreclosed Lots	0	0	0	0	0	0.0%
Recreation	0	0	0	0	0	0.0%
<b>Total Cost of Goods</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Gross Profit</b>	<b>9,288,545</b>	<b>9,647,636</b>	<b>9,410,973</b>	<b>8,998,606</b>	<b>(412,367)</b>	<b>( 4.4%)</b>
<b>Expenses</b>						
Salary and Wages	0	0	0	0	0	0.0%
Employee Benefits	0	0	0	0	0	0.0%
Maintenance and Repairs	0	0	0	0	0	0.0%
Supplies	0	0	13	0	(13)	( 100.0%)
Outside Contracts	0	0	0	0	0	0.0%
Contract Sanitation Service	0	0	0	0	0	0.0%
Insurance	0	0	0	0	0	0.0%
Utilities	0	0	0	0	0	0.0%
Memberships, Training and Travel	0	0	0	0	0	0.0%
Fuel and Oil	0	0	0	0	0	0.0%
Taxes and Permits	0	0	0	0	0	0.0%
Professional Services	6,893	0	40	0	(40)	( 100.0%)
Membership Elections	0	0	0	0	0	0.0%
Postage	0	0	0	0	0	0.0%
Credit Card Fees & Interest Expense	188	0	0	0	0	0.0%
Other	426,557	336,612	104,748	(7,596)	(112,344)	( 107.3%)
<b>Total Operating Expenses</b>	<b>433,639</b>	<b>336,612</b>	<b>104,801</b>	<b>(7,596)</b>	<b>(112,397)</b>	<b>( 107.2%)</b>
<b>EBITDA</b>	<b>8,854,907</b>	<b>9,311,024</b>	<b>9,306,172</b>	<b>9,006,202</b>	<b>(299,970)</b>	<b>( 3.2%)</b>
Allocations - MAC	0	0	0	0	0	0.0%
Allocations - F & A	1,393	1,623	1,623	0	(1,623)	( 100.0%)
Total Allocations	1,393	1,623	1,623	0	(1,623)	( 100.0%)
<b>Pre Depreciation Gross</b>	<b>8,853,513</b>	<b>9,309,401</b>	<b>9,304,549</b>	<b>9,006,202</b>	<b>(298,347)</b>	<b>( 3.2%)</b>
<b>Depreciation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Net Income / Cost of Operations</b>	<b>8,853,513</b>	<b>9,309,401</b>	<b>9,304,549</b>	<b>9,006,202</b>	<b>(298,347)</b>	<b>( 3.2%)</b>
<b>Simple Cash Flow</b>						
Add: Depreciation	0	0	0	0	0	0.0%
Add: Book Value of Assets Sold or Retired	0	0	0	0	0	0.0%
Subtract: Capital Projects	0	0	0	0	0	0.0%
Add: From Reserves	0	0	0	0	0	0.0%
Add: Funds for Carry Over Expenses	0	0	0	0	0	0.0%
Subtract: Carry Over Capital Projects	0	0	0	0	0	0.0%
Add: Reserves for Carry Over Capital	0	0	0	0	0	0.0%
Subtract: Debt Service	0	0	0	0	0	0.0%
<b>Simple Cash Flow</b>	<b>8,853,513</b>	<b>9,309,401</b>	<b>9,304,549</b>	<b>9,006,202</b>	<b>(298,347)</b>	<b>( 3.2%)</b>

# Fee Schedule

Golf	Bella Vista Photo ID Card	Bella Vista Membership Card	Non-Members
<b>Annual Green Fee Plans</b>			
Primary (monthly PMT of \$155.00)	\$ 1,860.00	n/a	n/a
Primary (discount for PMT up front)	\$ 1,730.00	n/a	n/a
Secondary (monthly PMT \$112.50)	\$ 1,350.00	n/a	n/a
Secondary (payment up front)	\$ 1,350.00	n/a	n/a
<b>Annual Seat Lease</b>			
Primary	\$ 650.00	n/a	n/a
Secondary	\$ 380.00	n/a	n/a
<b>Annual Private Cart Registration</b>			
Primary	\$ 485.00	n/a	n/a
Secondary	\$ 160.00	n/a	n/a
<b>Green Fees (includes cart)</b>			
18 holes	\$ 39.00	\$ 44.00	\$ 48.00
9 holes	\$ 23.00	\$ 27.00	\$ 33.00
2 p.m. up to 18 holes	\$ 30.00	\$ 33.00	\$ 36.00
5 p.m. up to 18 holes	\$ 23.00	\$ 27.00	\$ 33.00
<b>Green Fees - w/annual seat lease or private cart</b>			
18 holes	\$ 22.00	n/a	n/a
9 holes	\$ 14.00	n/a	n/a
<b>Junior Green Fees (seat not included ages 6-18)</b>			
Brittany	\$ 9.00	\$ 9.00	\$ 9.00
18-hole golf courses	\$ 9.00	\$ 9.00	\$ 9.00
Kids First Golf Bundle (with AGGF card)	\$ 100.00	n/a	n/a
Kids First Golf Bundle (with Photo ID)	\$ 200.00	n/a	n/a
<b>Golf Fees (misc.)</b>			
Golf club rental (per round)	\$ 30.00	\$ 30.00	\$ 30.00
Range balls (bucket)	\$ 5.50	\$ 5.50	\$ 6.50
Range balls (half bucket)	\$ 3.00	\$ 3.00	\$ 4.25
Punch card (20 buckets)	\$ 80.00	\$ 90.00	\$ 100.00

All fees include tax.

Member Services	Fees for property owners
<b>Photo ID - members with improved lots</b>	
First member on account	\$ 38.00
Second member on account	\$ 38.00
Additional adult on account	\$ 38.00
Minor on account - 18 and under, limit 5	
<b>Photo ID - members with unimproved lots</b>	
First member on account	\$ 38.00
Second member on account	\$ 38.00
Minor on account - 18 and under, limit 5	\$ -
<b>Temporary Photo ID (30-day)</b>	
Members	\$ 6.50
The Greens I & II	\$ 6.50
<b>Penalty Fees</b>	
Late boat registration	10%
Replacement membership card - all types	\$ 6.50
Failure to exchange temp. permit	\$ 6.50
Insufficient funds (NSF)	\$ 25.00
<b>Misc. Fees</b>	
Membership transfer fee	\$ 150.00
Property research fee	\$ 50.00
<b>Stump Dump</b>	
New construction	\$ 690.00
Property owners	\$ -

All fees include tax.

# Fee Schedule

Recreation	Bella Vista Photo ID Card	Bella Vista Membership Card	Non-Members
<b>Facility Use Fees</b>			
<b>Branchwood</b>			
Annual fitness/indoor pool plan*	\$ 225.00	n/a	n/a
Monthly fitness/indoor pool plan*	\$ 29.00	n/a	n/a
Daily fitness/indoor pool - ages 16 and older	\$ 3.00	\$ 4.00	\$ 5.00
Daily indoor pool - ages 6 to 15	\$ 2.00	\$ 2.50	\$ 2.75
Daily indoor pool - ages 5 and younger	\$ 1.00	\$ 1.50	\$ 2.00
Daily facility use	\$ -	\$ 2.25	\$ 2.25
<b>Riordan Hall</b>			
Annual fitness/whirlpool plan*	\$ 225.00	n/a	n/a
Monthly fitness/whirlpool plan*	\$ 29.00	n/a	n/a
Daily fitness/whirlpool	\$ 3.00	\$ 4.00	\$ 5.00
Daily meeting rooms	\$ -	\$ 2.25	\$ 2.25
<b>Metfield</b>			
Annual fitness plan*	\$ 225.00	n/a	n/a
Monthly fitness plan*	\$ 29.00	n/a	n/a
Daily fitness	\$ 3.00	\$ 4.00	\$ 5.00
Daily meeting rooms	\$ -	\$ 2.25	\$ 2.25
*Annual & monthly fitness passes are good at all three facilities.			
<b>Outdoor Swimming Pools (Kingsdale &amp; Metfield)</b>			
Season plan - family	\$ 120.00	\$ 145.00	n/a
Season plan - individual	\$ 40.00	\$ 55.00	n/a
Daily - ages 6 and older	\$ 2.00	\$ 2.50	\$ 2.75
Daily - ages 5 and younger	\$ 1.00	\$ 1.50	\$ 2.00
<b>Kingsdale Tennis Center</b>			
Annual plan - family	\$ 350.00	\$ 480.00	\$ 750.00
Annual plan - individual	\$ 125.00	\$ 160.00	\$ 250.00
Tennis court 2-hour rental	\$ 3.50	\$ 4.50	\$ 6.00
<b>Park Pavilion Rental Fees</b>			
Blowing Springs - picnic area	\$ 120.00	\$ 120.00	n/a
Blowing Spring - entire park	\$ 400.00	\$ 400.00	n/a
Blowing Springs - picnic area - corp/org	n/a	n/a	\$ 175.00
Blowing Springs - entire park - corp/org	n/a	n/a	\$ 450.00
Tanyard Creek, Lake Avalon	\$ 45.00	\$ 45.00	n/a
Tanyard Creek, Lake Avalon - corp/org	n/a	n/a	\$ 100.00
Kingsdale, Loch Lomond, Metfield	\$ 45.00	\$ 45.00	n/a
Kingsdale, Loch Lomond, Metfield - corp/org	n/a	n/a	\$ 100.00
Lake Ann, London & Tiree	\$ 30.00	\$ 30.00	n/a
Lake Ann, London & Tiree - corp/org	n/a	n/a	\$ 85.00
<b>RV Park</b>			
Primitive camping	\$ 11.00	\$ 11.00	\$ 15.00
Daily pad - water & electric	\$ 18.00	\$ 23.00	\$ 30.00
Daily pad - water, electric, sewer & wi-fi	\$ 23.00	\$ 28.00	\$ 35.00
Weekly pad - water & electric	\$ 108.00	\$ 138.00	\$ 180.00
Weekly pad - water, electric, sewer, wi-fi	\$ 138.00	\$ 168.00	\$ 210.00
<b>RV Storage</b>			
Up to 25 feet	\$ 250.00	n/a	n/a
26 to 40 feet	\$ 280.00	n/a	n/a
41 to 60 feet	\$ 310.00	n/a	n/a
<b>Gun Range fees</b>			
Daily - Rifle and Pistol	\$ 4.00	\$ 6.00	\$ 8.00
Daily - Trap and Skeet	\$ 3.00	\$ 4.00	\$ 5.00
Annual plan - Rifle and Pistol (only)	\$ 80.00	\$ 100.00	n/a

All fees include tax.

# Fee Schedule

Lakes	Bella Vista Photo ID Card	Bella Vista Membership Card	Non-Members
<b>Lake use fees (16 &amp; older)</b>			
Individual - daily	\$ -	\$ 5.00	\$ 6.00
Individual - weekly	\$ -	\$ 15.00	\$ 17.00
Individual - monthly	\$ -	\$ 34.00	\$ 39.00
Family - daily	\$ -	\$ 20.00	\$ 22.00
Family - weekly	\$ -	\$ 36.00	\$ 37.00
Family - monthly	\$ -	\$ 68.00	\$ 78.00
<b>Annual Boat Registration</b>			
Non-motorized	\$ 20.00	n/a	n/a
Less than 10 horsepower	\$ 108.00	n/a	n/a
Less than 16 feet	\$ 130.00	n/a	n/a
16 feet to 20 feet	\$ 160.00	n/a	n/a
20 feet and up	\$ 210.00	n/a	n/a
<b>Weekly Boat Registration</b>			
Permit for non-motorized	\$ 11.00	\$ 14.00	\$ 17.00
Permit for motorized	\$ 33.00	\$ 65.00	\$ 82.00
<b>Annual Boat Mooring &amp; Slip Rental</b>			
Covered - Loch Lomond Marina	\$ 1,350.00	n/a	n/a
Uncovered - Loch Lomond Marina	\$ 880.00	n/a	n/a
Shoreline mooring	\$ 135.00	n/a	n/a
Rack storage	\$ 67.00	n/a	n/a
Lake Windsor docks	\$ 325.00	n/a	n/a
<b>Temporary Slip Rental</b>			
Daily - Loch Lomond Marina	\$ 14.00	\$ 27.00	\$ 29.00
Weekly - Loch Lomond Marina	\$ 67.00	\$ 100.00	\$ 100.00
<b>Boat Rental (Loch Lomond Marina only)</b>			
Pontoon - hourly	\$ 38.33	\$ 51.47	\$ 55.85
Pontoon - 4 hours	\$ 109.50	\$ 146.73	\$ 160.97
Fishing boat - hourly	\$ 21.90	\$ 28.47	\$ 30.66
Fishing boat - 4 hours	\$ 65.70	\$ 84.32	\$ 89.79
Solo kayak - hourly	\$ 6.57	\$ 8.76	\$ 11.04
Solo kayak - 4 hours	\$ 16.43	\$ 21.90	\$ 27.38
Solo kayak - 8 hours	\$ 21.90	\$ 27.38	\$ 32.85
Tandem kayak - hourly	\$ 8.76	\$ 13.14	\$ 16.43
Tandem kayak - 4 hours	\$ 21.90	\$ 27.38	\$ 32.80
Tandem kayak - 8 hours	\$ 32.85	\$ 38.33	\$ 43.80

All fees include tax.

Water Utility	Fees for property owners
New construction water capital buy-in	\$ 2,500.00
New construction water tap	\$ 2,335.00
Water deposit - primary residence	\$ 75.00
Water deposit - rental property	\$ 100.00
Water account transfer	\$ 35.00
Penalty install	\$ 87.89
Priority penalty unlock	\$ 163.84
Penalty unlock	\$ 43.40
Past Due Penalty Lock	\$ 16.28
Lock Tampering Replacement	\$ 120.00
Voluntary water disconnect	\$ 31.47
Voluntary water reconnect	\$ 31.47
Same-day voluntary water reconnect	\$ 65.10
Water billing assignment forms processing	\$ 20.00
Water account review	\$ 58.00
(audit, leak investigation, meter calibration)	
Late fee - 10% (\$12 minimum)	10%
Past Due Penalty	\$ 25.00

All fees include tax.