

Bella Vista POA
Bella Vista Village POA Consolidated-All
For the Eleven Months Ending November 30, 2019

	MTD			Prior Year Actual	YTD			Prior Year Actual	Year to Year Actual Compared	
	MTD November 2019		VAR		Actual	YTD November 2019				VAR
	Actual	Budget				Actual	Budget			
Income										
Assessments	686,588	671,900	14,688	670,736	7,485,446	7,377,100	108,346	7,324,952	160,493	
City of Bella Vista	0	0	0	0	9,275	9,375	(100)	9,000	275	
Food and Beverage	156,932	139,440	17,492	126,701	1,934,247	1,654,684	279,563	1,564,152	370,095	
Golf	117,950	157,088	(39,138)	113,006	3,715,715	4,129,651	(413,936)	3,886,392	(170,677)	
Pro Shop	23,888	34,076	(10,188)	30,580	466,505	488,596	(22,091)	470,851	(4,346)	
Other Recreation	1,277	654	623	1,281	54,709	57,012	(2,303)	44,395	10,314	
RV	26,568	21,732	4,836	23,218	397,875	360,401	37,474	342,438	55,437	
Facility Use Fees	37,534	29,522	8,012	34,521	861,539	787,832	73,707	819,541	41,998	
Boat	187	250	(63)	261	507,833	530,110	(22,277)	383,313	124,520	
Investment Income	0	5,000	(5,000)	8,141	9,320	55,000	(45,681)	62,163	(52,843)	
Water	605,700	632,444	(26,744)	603,953	6,873,789	7,275,920	(402,131)	7,072,084	(198,296)	
Restricted Revenue	1,155	330	825	1,227	12,076	3,630	8,446	8,589	3,486	
Stump Dump	0	0	0	0	0	0	0	107,294	(107,294)	
Lot Sales	13,342	25,000	(11,658)	15,136	249,929	176,000	73,929	204,076	45,854	
Transfer Fees	32,130	32,000	130	24,304	528,665	418,000	110,665	397,124	131,541	
Past Due Collections	42,320	23,930	18,390	20,135	223,327	287,070	(63,743)	319,609	(96,282)	
Advertising Income	18,775	10,100	8,675	21,974	149,361	132,500	16,861	148,484	877	
Rebates	34	0	34	5,000	55,759	95,000	(39,241)	5,330	50,429	
POA Lot Inventory Valuation	73	14,500	(14,428)	73	(93,808)	68,500	(162,308)	45,099	(138,907)	
Water Capital Buy In Fees	(30,000)	45,000	(75,000)	40,000	478,260	505,000	(26,740)	601,520	(123,260)	
Water Late Fees	14,252	13,500	752	13,750	151,469	148,500	2,969	151,402	67	
AR MO Land Income	0	0	0	0	6,131	5,500	631	5,752	379	
Gain / Loss Disposal Surplus Assets	0	0	0	0	366,190	9,000	357,190	41,273	324,917	
Water Rent Income	5,637	5,637	0	5,473	62,007	62,007	0	60,201	1,806	
Commissions	169	44	125	73	1,019	836	183	359	660	
Cell Tower Rents	3,200	2,400	800	0	1,126,054	1,076,777	49,277	51,520	1,074,533	
Legal Fees	901	750	151	(25)	12,827	8,250	4,577	10,556	2,272	
Rents - Leases Facilities	500	500	0	500	5,500	5,500	0	5,500	0	
Donations Received	0	5	(5)	0	50	100	(50)	14	36	
NSF Fees	900	565	335	700	8,075	6,215	1,860	6,125	1,950	
Inter Company Interest Income	15,634	0	15,634	0	66,399	0	66,399	0	66,399	
Other	14,095	11,747	2,348	16,807	156,681	166,486	(9,805)	168,454	(11,772)	
Total Income	1,789,741	1,878,114	(88,373)	1,777,526	25,882,222	25,900,551	(18,329)	24,317,562	1,564,660	
Food and Beverage	58,252	48,571	(9,681)	39,267	705,986	577,645	(128,342)	583,641	(122,345)	
Water	201,967	191,896	(10,071)	207,901	2,112,370	2,213,372	101,002	2,212,407	100,037	

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	MTD			Prior Year	YTD			Prior Year	Year to Year Actual Compared	
	MTD November 2019		VAR		Actual	YTD November 2019				Actual
	Actual	Budget				Actual	Budget			
Pro Shop	16,740	25,231	8,491	24,114	341,044	368,877	27,833	346,025	4,981	
Recreation	3,130	1,098	(2,032)	17,321	67,082	61,166	(5,916)	36,474	(30,607)	
Total Cost of Goods	280,090	266,796	(13,295)	288,602	3,226,482	3,221,059	(5,423)	3,178,547	(47,934)	
Gross Profit	1,509,651	1,611,319	(101,668)	1,488,924	22,655,741	22,679,492	(23,752)	21,139,015	1,516,726	
Expenses										
Salary and Wages	694,433	725,608	31,176	721,606	8,812,579	9,174,052	361,472	9,014,387	201,807	
Employee Benefits	185,756	195,972	10,216	198,409	2,133,177	2,279,422	146,245	2,331,584	198,407	
Memberships, Training and Travel	15,903	15,668	(235)	7,944	161,444	174,422	12,978	150,386	(11,058)	
Supplies	67,614	60,615	(6,999)	50,164	1,119,217	1,132,295	13,077	1,056,695	(62,522)	
Fuel and Oil	16,648	16,654	6	17,459	230,169	263,366	33,197	270,003	39,833	
Equipment and Tools	18,507	1,437	(17,070)	70,636	275,786	266,936	(8,850)	602,173	326,387	
Lease, Rents and Licenses	80,275	80,118	(157)	83,642	879,221	876,993	(2,228)	895,980	16,759	
Maintenance and Repairs	101,107	48,614	(52,493)	110,921	970,605	1,010,133	39,528	1,118,154	147,549	
Maintenance and Service Agreements	41,658	40,781	(877)	301	480,762	493,878	13,116	445,525	(35,238)	
Outside Contracts	53,868	34,372	(19,496)	39,128	557,818	571,397	13,579	489,043	(68,775)	
Professional Services	54,847	6,300	(48,547)	7,138	2,881,298	138,300	(2,742,998)	131,824	(2,749,474)	
Insurance	57,497	51,101	(6,396)	51,100	573,127	562,111	(11,016)	525,663	(47,464)	
Utilities	84,201	84,026	(175)	82,231	985,426	1,059,326	73,900	1,032,913	47,486	
Taxes and Permits	61,431	42,864	(18,567)	42,897	590,057	553,397	(36,660)	546,773	(43,284)	
Postage	9,387	14,888	5,501	11,395	117,729	138,978	21,249	137,726	19,997	
Credit Card Fees & Interest Expense	31,899	32,925	1,027	32,199	438,000	425,994	(12,006)	420,259	(17,740)	
Membership Elections	12,345	0	(12,345)	0	88,860	76,000	(12,860)	43,612	(45,248)	
Advertising Expense	10,812	15,408	4,596	7,590	208,332	215,334	7,002	177,058	(31,274)	
Bad Debts	15,275	6,500	(8,775)	38,186	80,578	71,500	(9,078)	112,244	31,666	
Uniforms	3,476	1,150	(2,326)	1,492	33,304	67,509	34,205	63,313	30,008	
Investment Fund Fees	0	350	350	500	1,523	3,850	2,327	11,279	9,756	
Donations	453	250	(203)	0	453	27,750	27,297	36,777	36,324	
Discounts Earned	(6,958)	(7,500)	(542)	(15,918)	(83,696)	(81,000)	2,696	(132,205)	(48,508)	
Inter Company Interest Exp	15,634	0	(15,634)	0	66,399	0	(66,399)	0	(66,399)	
Other	3,958	5,820	1,862	(13,298)	55,115	183,778	128,663	87,053	31,938	
Total Operating Expenses	1,630,024	1,473,921	(156,102)	1,545,719	21,657,283	19,685,721	(1,971,563)	19,568,218	(2,089,065)	
EBITDA	(120,373)	137,397	(257,770)	(56,796)	998,458	2,993,772	(1,995,314)	1,570,797	(572,339)	
Pre Depreciation Gross	(120,373)	137,397	(257,770)	(56,796)	998,458	2,993,772	(1,995,314)	1,570,797	(572,339)	

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	MTD			Prior Year Actual	YTD			Prior Year Actual	Year to Year Actual Compared
	MTD November 2019		VAR		YTD November 2019		VAR		
	Actual	Budget			Actual	Budget			
Depreciation	270,585	275,485	4,900	285,709	2,990,860	3,065,293	74,433	2,651,631	(339,229)
Net Income / Cost of Operations	<u><u>(390,958)</u></u>	<u><u>(138,088)</u></u>	<u><u>(252,870)</u></u>	<u><u>(342,505)</u></u>	<u><u>(1,992,402)</u></u>	<u><u>(71,521)</u></u>	<u><u>(1,920,881)</u></u>	<u><u>(1,080,835)</u></u>	<u><u>(911,568)</u></u>

Bella Vista POA
Water Utility Consolidated-All
For the Eleven Months Ending November 30, 2019

	MTD			Prior Year	YTD			Prior Year	Year to Year Actual Compared
	MTD November 2019				YTD November 2019				
	Actual	Budget	VAR		Actual	Budget	VAR		
Income									
Assessments	100	100	0	100	1,100	1,100	0	1,100	0
Investment Income	0	5,000	(5,000)	(172)	4,311	55,000	(50,689)	35,007	(30,696)
Water	605,700	632,444	(26,744)	603,953	6,873,789	7,275,920	(402,131)	7,072,084	(198,296)
Restricted Revenue	1,155	330	825	1,227	12,076	3,630	8,446	8,589	3,486
Water Capital Buy In Fees	(30,000)	45,000	(75,000)	40,000	478,260	505,000	(26,740)	601,520	(123,260)
Water Late Fees	14,252	13,500	752	13,750	151,469	148,500	2,969	151,402	67
Gain / Loss Disposal Surplus Assets	0	0	0	0	8,000	9,000	(1,000)	21,100	(13,100)
NSF Fees	450	225	225	175	4,025	2,475	1,550	2,200	1,825
Inter Company Interest Income	15,634	0	15,634	0	66,399	0	66,399	0	66,399
Other	11,647	6,385	5,262	14,539	113,521	70,235	43,286	118,398	(4,877)
Total Income	618,937	702,984	(84,047)	673,572	7,712,950	8,070,860	(357,910)	8,011,400	(298,451)
Water	201,967	191,896	(10,071)	207,901	2,112,370	2,213,372	101,002	2,212,407	100,037
Total Cost of Goods	201,967	191,896	(10,071)	207,901	2,112,370	2,213,372	101,002	2,212,407	100,037
Gross Profit	416,970	511,088	(94,118)	465,672	5,600,580	5,857,488	(256,908)	5,798,993	(198,414)
Expenses									
Salary and Wages	77,168	79,685	2,517	78,913	888,869	951,661	62,792	942,078	53,209
Employee Benefits	24,888	25,783	895	28,485	257,645	293,098	35,453	303,033	45,388
Memberships, Training and Travel	266	420	154	0	16,579	20,435	3,856	13,885	(2,694)
Supplies	21,420	15,645	(5,775)	18,379	238,680	242,895	4,215	189,905	(48,775)
Fuel and Oil	3,399	3,990	591	4,887	47,934	55,770	7,836	58,771	10,836
Equipment and Tools	0	230	230	2,338	23,089	25,190	2,101	140,831	117,742
Lease, Rents and Licenses	6,001	5,937	(64)	5,948	65,307	65,307	(0)	63,454	(1,853)
Maintenance and Repairs	18,966	16,950	(2,016)	17,601	177,285	193,650	16,365	203,040	25,754
Maintenance and Service Agreements	3,478	4,548	1,070	(4,495)	54,864	64,028	9,164	53,580	(1,284)
Outside Contracts	33,491	18,193	(15,298)	7,915	252,375	213,839	(38,536)	126,857	(125,518)
Professional Services	0	0	0	450	7,308	19,000	11,692	10,525	3,217
Insurance	13,625	10,628	(2,997)	10,614	119,613	116,908	(2,705)	103,849	(15,763)
Utilities	8,186	7,940	(246)	7,821	93,374	90,695	(2,679)	92,912	(462)
Taxes and Permits	25,437	17,151	(8,286)	16,842	202,353	191,236	(11,117)	182,198	(20,155)
Postage	4,539	4,100	(439)	4,133	45,720	45,100	(620)	45,084	(636)
Credit Card Fees & Interest Expense	21,542	20,067	(1,475)	20,944	232,028	220,737	(11,291)	236,276	4,248
Bad Debts	66	0	(66)	793	2,985	0	(2,985)	(166)	(3,151)
Uniforms	0	0	0	0	3,802	7,400	3,598	7,502	3,700

Bella Vista POA
Water Utility Consolidated-All
For the Eleven Months Ending November 30, 2019

	MTD			Prior Year	YTD			Prior Year	Year to Year
	MTD November 2019				YTD November 2019				
	Actual	Budget	VAR		Actual	Budget	VAR		
Investment Fund Fees	0	350	350	326	1,311	3,850	2,539	7,345	6,034
Donations	0	0	0	0	0	25,000	25,000	29,750	29,750
Discounts Earned	(6)	0	6	0	(129)	0	129	(2,026)	(1,897)
Other	(2)	0	2	0	1,378	800	(578)	2,137	759
Total Operating Expenses	262,466	231,617	(30,849)	221,892	2,732,371	2,846,599	114,228	2,810,821	78,450
EBITDA	154,504	279,471	(124,967)	243,779	2,868,209	3,010,889	(142,680)	2,988,173	(119,964)
Allocations - MAC	37,639	37,639	0	32,847	414,032	414,032	0	436,378	22,346
Allocations - F & A	70,618	70,618	0	61,243	776,794	776,794	0	725,480	(51,314)
Total Allocations	108,257	108,257	0	94,090	1,190,826	1,190,826	0	1,161,858	(28,968)
Pre Depreciation Gross	46,247	171,214	(124,967)	149,689	1,677,382	1,820,063	(142,680)	1,826,314	(148,932)
Depreciation	109,462	110,107	645	86,426	1,143,746	1,175,256	31,510	950,020	(193,726)
Net Income / Cost of Operations	(63,215)	61,107	(124,322)	63,263	533,636	644,807	(111,171)	876,294	(342,658)

**Bella Vista POA
POA w/o Water-All**

For the Eleven Months Ending November 30, 2019

	MTD			Prior Year	YTD			Prior Year	Year to Year Actual Compared	
	MTD November 2019		VAR		Actual	YTD November 2019				Actual
	Actual	Budget				Budget	VAR			
Salary and Wages	617,265	645,923	28,658	642,693	7,923,710	8,222,390	298,680	8,072,308	148,598	
Employee Benefits	160,867	170,189	9,322	169,924	1,875,532	1,986,325	110,793	2,028,551	153,019	
Memberships, Training and Travel	15,637	15,248	(389)	7,944	144,865	153,987	9,122	136,501	(8,365)	
Supplies	46,193	44,970	(1,223)	31,785	880,537	889,400	8,863	866,790	(13,747)	
Fuel and Oil	13,249	12,664	(585)	12,573	182,235	207,596	25,361	211,232	28,997	
Equipment and Tools	18,507	1,207	(17,300)	68,299	252,696	241,746	(10,950)	461,342	208,645	
Lease, Rents and Licenses	74,274	74,181	(93)	77,694	813,914	811,686	(2,228)	832,526	18,612	
Maintenance and Repairs	82,141	31,664	(50,477)	93,320	793,319	816,483	23,164	915,114	121,795	
Maintenance and Service Agreements	38,180	36,233	(1,947)	4,796	425,898	429,850	3,952	391,945	(33,953)	
Outside Contracts	20,377	16,179	(4,198)	31,213	305,443	357,558	52,115	362,186	56,743	
Professional Services	54,847	6,300	(48,547)	6,688	2,873,990	119,300	(2,754,690)	121,299	(2,752,691)	
Insurance	43,871	40,473	(3,398)	40,486	453,514	445,203	(8,311)	421,813	(31,701)	
Utilities	76,014	76,086	72	74,410	892,052	968,631	76,580	940,000	47,949	
Taxes and Permits	35,994	25,713	(10,281)	26,055	387,704	362,161	(25,543)	364,575	(23,129)	
Postage	4,848	10,788	5,940	7,262	72,009	93,878	21,869	92,642	20,634	
Credit Card Fees & Interest Expense	10,356	12,858	2,502	11,254	205,972	205,257	(715)	183,984	(21,988)	
Membership Elections	12,345	0	(12,345)	0	88,860	76,000	(12,860)	43,612	(45,248)	
Advertising Expense	10,812	15,408	4,596	7,590	208,332	215,334	7,002	177,058	(31,274)	
Bad Debts	15,209	6,500	(8,709)	37,393	77,593	71,500	(6,093)	112,410	34,817	
Uniforms	3,476	1,150	(2,326)	1,492	29,503	60,109	30,606	55,811	26,308	
Investment Fund Fees	0	0	0	174	212	0	(212)	3,934	3,722	
Donations	453	250	(203)	0	453	2,750	2,297	7,027	6,574	
Discounts Earned	(6,952)	(7,500)	(548)	(15,918)	(83,568)	(81,000)	2,568	(130,179)	(46,611)	
Inter Company Interest Exp	15,634	0	(15,634)	0	66,399	0	(66,399)	0	(66,399)	
Other	3,960	5,820	1,860	(13,298)	53,738	182,978	129,240	84,916	31,178	
Total Operating Expenses	1,367,558	1,242,304	(125,253)	1,323,827	18,924,912	16,839,122	(2,085,791)	16,757,397	(2,167,515)	
EBITDA	(274,877)	(142,074)	(132,803)	(300,575)	(1,869,751)	(17,117)	(1,852,634)	(1,417,376)	(452,375)	
Allocations - MAC	(37,639)	(37,639)	0	(32,847)	(414,032)	(414,032)	0	(436,378)	(22,346)	
Allocations - F & A	(70,618)	(70,618)	0	(61,243)	(776,794)	(776,794)	0	(725,480)	51,314	
Total Allocations	(108,257)	(108,257)	0	(94,090)	(1,190,826)	(1,190,826)	0	(1,161,858)	28,968	
Pre Depreciation Gross	(166,620)	(33,817)	(132,803)	(206,485)	(678,925)	1,173,709	(1,852,634)	(255,518)	(423,407)	
Depreciation	161,123	165,378	4,255	199,283	1,847,114	1,890,037	42,924	1,701,611	(145,503)	

Bella Vista POA
 POA w/o Water-All
 For the Eleven Months Ending November 30, 2019

	MTD			Prior Year Actual	YTD			Prior Year Actual	Year to Year Actual Compared
	MTD November 2019				YTD November 2019				
	Actual	Budget	VAR		Actual	Budget	VAR		
Net Income / Cost of Operations	<u>(327,743)</u>	<u>(199,195)</u>	<u>(128,548)</u>	<u>(405,769)</u>	<u>(2,526,038)</u>	<u>(716,328)</u>	<u>(1,809,710)</u>	<u>(1,957,129)</u>	<u>(568,910)</u>

Bella Vista POA
Food and Beverage Division - Tommy Lee-All
For the Eleven Months Ending November 30, 2019

	MTD			Prior Year	YTD			Prior Year	Year to Year Actual Compared
	MTD November 2019				YTD November 2019				
	Actual	Budget	VAR		Actual	Budget	VAR		
Income									
Food and Beverage	156,222	138,396	17,826	125,459	1,900,023	1,614,061	285,962	1,535,632	364,391
Pro Shop	0	0	0	0	11	0	11	0	11
Facility Use Fees	(11,041)	(5,545)	(5,496)	(6,083)	(72,341)	(55,671)	(16,670)	(36,673)	(35,668)
Rebates	34	0	34	5,000	2,612	0	2,612	5,080	(2,468)
Gain / Loss Disposal Surplus Assets	0	0	0	0	0	0	0	2,250	(2,250)
Other	0	0	0	14	2,594	0	2,594	439	2,155
Total Income	145,214	132,851	12,363	124,390	1,832,899	1,558,390	274,509	1,506,727	326,172
Food and Beverage	57,637	48,037	(9,600)	38,418	689,712	556,641	(133,071)	570,045	(119,667)
Total Cost of Goods	57,637	48,037	(9,600)	38,418	689,712	556,641	(133,071)	570,045	(119,667)
Gross Profit	87,578	84,814	2,764	85,972	1,143,188	1,001,750	141,438	936,683	206,505
Expenses									
Salary and Wages	81,763	76,856	(4,907)	95,326	999,670	921,114	(78,556)	1,012,049	12,379
Employee Benefits	11,045	9,181	(1,864)	11,149	139,012	108,668	(30,344)	129,129	(9,884)
Memberships, Training and Travel	755	475	(280)	1,115	17,536	11,975	(5,561)	18,868	1,332
Supplies	14,953	7,520	(7,433)	7,868	116,517	72,610	(43,907)	97,729	(18,789)
Fuel and Oil	64	0	(64)	98	943	0	(943)	1,983	1,040
Equipment and Tools	1,119	0	(1,119)	56	6,101	4,217	(1,884)	13,311	7,210
Lease, Rents and Licenses	293	166	(127)	352	3,302	1,826	(1,476)	3,012	(290)
Maintenance and Repairs	137	300	163	59	3,311	3,100	(211)	8,156	4,846
Maintenance and Service Agreements	792	1,615	823	(4,623)	10,823	22,784	11,961	1,709	(9,114)
Outside Contracts	341	404	63	376	3,527	9,576	6,049	7,564	4,037
Professional Services	188	0	(188)	0	188	0	(188)	341	153
Insurance	774	846	72	1,449	12,471	9,306	(3,165)	14,641	2,170
Utilities	4,962	5,513	551	(41,433)	57,658	64,443	6,785	23,397	(34,262)
Taxes and Permits	139	0	(139)	(8,617)	6,014	5,050	(964)	7,004	989
Postage	0	0	0	7	47	0	(47)	10	(37)
Credit Card Fees & Interest Expense	4,383	3,680	(703)	3,727	51,607	38,080	(13,527)	41,970	(9,637)
Advertising Expense	3,434	1,330	(2,104)	1,960	34,500	21,630	(12,870)	24,831	(9,670)
Uniforms	593	0	(593)	452	3,649	7,000	3,351	8,540	4,891
Discounts Earned	(37)	0	37	0	(231)	0	231	0	231
Other	29	0	(29)	49	3,028	0	(3,028)	4,005	977
Total Operating Expenses	125,726	107,886	(17,840)	69,369	1,469,676	1,301,379	(168,297)	1,418,248	(51,428)

Bella Vista POA
Food and Beverage Division - Tommy Lee-All
For the Eleven Months Ending November 30, 2019

	MTD			Prior Year	YTD			Prior Year	Year to Year Actual Compared
	MTD November 2019				YTD November 2019				
	Actual	Budget	VAR		Actual	Budget	VAR		
EBITDA	(38,148)	(23,072)	(15,077)	16,603	(326,488)	(299,630)	(26,859)	(481,566)	155,077
Pre Depreciation Gross	(38,148)	(23,072)	(15,077)	16,603	(326,488)	(299,630)	(26,859)	(481,566)	155,077
Depreciation	402	402	(0)	403	4,424	4,422	(2)	3,498	(925)
Net Income / Cost of Operations	<u>(38,551)</u>	<u>(23,474)</u>	<u>(15,077)</u>	<u>16,200</u>	<u>(330,912)</u>	<u>(304,052)</u>	<u>(26,860)</u>	<u>(485,064)</u>	<u>154,152</u>

**Bella Vista POA
Clubhouses-All**

For the Eleven Months Ending November 30, 2019

	MTD			Prior Year	YTD			Prior Year	Year to Year Actual Compared
	MTD November 2019				YTD November 2019				
	Actual	Budget	VAR		Actual	Budget	VAR		
Income									
Rents - Leases Facilities	500	500	0	500	5,500	5,500	0	5,500	0
Other	0	0	0	0	124	0	124	0	124
Total Income	500	500	0	500	5,624	5,500	124	5,500	124
Gross Profit	500	500	0	500	5,624	5,500	124	5,500	124
Expenses									
Salary and Wages	0	0	0	0	37	0	(37)	0	(37)
Employee Benefits	0	0	0	0	4	0	(4)	0	(4)
Memberships, Training and Travel	0	0	0	54	271	0	(271)	208	(62)
Supplies	985	200	(785)	450	6,442	2,200	(4,242)	6,223	(219)
Equipment and Tools	3,305	100	(3,205)	59,012	12,839	1,800	(11,039)	65,233	52,394
Maintenance and Repairs	3,870	2,700	(1,170)	2,115	73,883	30,100	(43,783)	84,382	10,498
Maintenance and Service Agreements	5,199	3,982	(1,217)	11,687	60,137	47,377	(12,760)	64,964	4,828
Outside Contracts	0	0	0	0	7,592	4,770	(2,822)	12,780	5,189
Insurance	0	0	0	4,944	0	0	(0)	53,016	53,016
Utilities	11,290	8,157	(3,133)	55,129	103,326	97,827	(5,499)	149,553	46,227
Taxes and Permits	10	0	(10)	13,725	451	0	(451)	53,401	52,950
Advertising Expense	0	0	0	0	0	0	0	199	199
Discounts Earned	(37)	0	37	0	(133)	0	133	0	133
Other	0	0	0	0	0	0	0	1,245	1,245
Total Operating Expenses	24,623	15,139	(9,484)	147,116	264,848	184,074	(80,774)	491,205	226,357
EBITDA	(24,123)	(14,639)	(9,484)	(146,616)	(259,224)	(178,574)	(80,650)	(485,705)	226,481
Allocations - F & A	(6,744)	(6,744)	0	0	(74,186)	(74,186)	0	0	74,186
Total Allocations	(6,744)	(6,744)	0	0	(74,186)	(74,186)	0	0	74,186
Pre Depreciation Gross	(17,379)	(7,895)	(9,484)	(146,616)	(185,039)	(104,388)	(80,650)	(485,705)	300,667
Depreciation	48,309	44,359	(3,950)	77,576	532,736	488,714	(44,022)	449,795	(82,941)
Net Income / Cost of Operations	(65,687)	(52,254)	(13,434)	(224,193)	(717,775)	(593,102)	(124,673)	(935,500)	217,725

Bella Vista POA
Golf Maintenance - Keith Ihms (15 - 23)-All
For the Eleven Months Ending November 30, 2019

	MTD			Prior Year Actual	YTD			Prior Year Actual	Year to Year Actual Compared	
	MTD November 2019		VAR		Actual	YTD November 2019				VAR
	Actual	Budget				Budget	VAR			
Income										
Gain / Loss Disposal Surplus Assets	0	0	0	0	0	0	0	1,355	(1,355)	
Other	76	0	76	243	1,636	0	1,636	2,170	(534)	
Total Income	76	0	76	243	1,636	0	1,636	3,525	(1,889)	
Gross Profit	76	0	76	243	1,636	0	1,636	3,525	(1,889)	
Expenses										
Salary and Wages	120,961	127,488	6,527	126,078	1,649,326	1,771,264	121,938	1,676,527	27,201	
Employee Benefits	13,384	16,075	2,691	13,423	198,813	211,089	12,276	188,756	(10,057)	
Memberships, Training and Travel	1,092	920	(172)	1,903	13,611	16,340	2,729	10,079	(3,532)	
Supplies	7,457	6,311	(1,146)	8,726	536,017	531,320	(4,697)	541,343	5,326	
Fuel and Oil	6,976	6,173	(803)	5,262	92,481	111,060	18,579	111,176	18,696	
Equipment and Tools	5,151	375	(4,776)	1,632	46,006	44,318	(1,688)	57,400	11,395	
Lease, Rents and Licenses	46,263	45,727	(536)	46,381	492,467	487,232	(5,235)	515,060	22,594	
Maintenance and Repairs	32,219	10,385	(21,834)	9,296	418,978	339,731	(79,247)	353,188	(65,790)	
Maintenance and Service Agreements	678	611	(67)	727	9,824	9,277	(547)	9,787	(38)	
Outside Contracts	0	100	100	12	8,362	11,292	2,930	740	(7,622)	
Professional Services	0	0	0	0	9,140	14,150	5,010	0	(9,140)	
Insurance	1,120	1,825	705	10,415	21,458	20,075	(1,383)	107,796	86,339	
Utilities	14,318	16,833	2,515	15,455	205,334	260,259	54,925	246,513	41,179	
Taxes and Permits	568	564	(4)	8,396	38,769	30,918	(7,851)	110,812	72,043	
Postage	0	20	20	37	256	545	289	101	(155)	
Uniforms	0	0	0	0	12,599	16,370	3,771	14,140	1,542	
Discounts Earned	(14)	0	14	0	(132)	0	132	0	132	
Other	0	0	0	50	0	400	400	403	403	
Total Operating Expenses	250,173	233,407	(16,766)	247,794	3,753,307	3,875,639	122,332	3,943,823	190,515	
EBITDA	(250,097)	(233,407)	(16,690)	(247,551)	(3,751,671)	(3,875,639)	123,968	(3,940,297)	188,626	
Pre Depreciation Gross	(250,097)	(233,407)	(16,690)	(247,551)	(3,751,671)	(3,875,639)	123,968	(3,940,297)	188,626	
Depreciation	50,917	53,290	2,373	56,116	603,131	627,925	24,794	604,809	1,679	
Net Income / Cost of Operations	(301,014)	(286,697)	(14,317)	(303,666)	(4,354,802)	(4,503,564)	148,762	(4,545,107)	190,305	

Bella Vista POA
Golf Pro Shops (25 - 33) Darryl Muldoon-All
For the Eleven Months Ending November 30, 2019

	MTD			Prior Year	YTD			Prior Year	Year to Year Actual Compared
	MTD November 2019				YTD November 2019				
	Actual	Budget	VAR		Actual	Budget	VAR		
Income									
Golf	117,950	157,088	(39,138)	113,006	3,715,715	4,129,651	(413,936)	3,886,392	(170,677)
Pro Shop	23,888	33,831	(9,943)	30,580	466,494	481,144	(14,650)	470,851	(4,357)
Facility Use Fees	0	0	0	0	0	0	0	62	(62)
Rebates	0	0	0	0	0	0	0	250	(250)
Gain / Loss Disposal Surplus Assets	0	0	0	0	0	0	0	(6,107)	6,107
Commissions	169	44	125	73	1,019	836	183	359	660
Other	954	1,403	(449)	1,377	16,115	24,179	(8,064)	25,850	(9,735)
Total Income	142,961	192,366	(49,405)	145,036	4,199,343	4,635,810	(436,467)	4,377,657	(178,314)
Pro Shop	16,740	25,231	8,491	24,114	341,044	361,917	20,873	346,025	4,981
Total Cost of Goods	16,740	25,231	8,491	24,114	341,044	361,917	20,873	346,025	4,981
Gross Profit	126,221	167,136	(40,914)	120,923	3,858,299	4,273,893	(415,594)	4,031,632	(173,334)
Expenses									
Salary and Wages	67,678	79,006	11,328	91,066	936,228	1,054,537	118,309	1,047,296	111,068
Employee Benefits	7,977	9,498	1,521	8,610	109,215	123,930	14,715	119,208	9,993
Memberships, Training and Travel	2,579	260	(2,319)	312	16,084	20,970	4,886	15,537	(546)
Supplies	8,243	2,954	(5,289)	2,663	43,617	48,111	4,494	35,186	(8,432)
Fuel and Oil	96	309	213	313	2,323	3,932	1,609	853	(1,470)
Equipment and Tools	0	267	267	1,074	26,705	30,328	3,622	16,124	(10,582)
Lease, Rents and Licenses	22,458	22,342	(116)	22,337	253,576	251,706	(1,870)	245,474	(8,102)
Maintenance and Repairs	2,295	1,037	(1,258)	2,262	45,763	36,858	(8,905)	59,900	14,137
Maintenance and Service Agreements	7,271	6,503	(768)	7,391	82,943	69,158	(13,785)	82,029	(914)
Outside Contracts	2,444	2,120	(324)	1,995	32,855	41,924	9,069	39,692	6,837
Professional Services	0	0	0	1,300	0	1,250	1,250	1,925	1,925
Insurance	626	1,068	442	2,938	12,261	11,748	(513)	32,604	20,343
Utilities	8,184	9,828	1,644	9,087	118,622	122,118	3,495	122,476	3,854
Taxes and Permits	(267)	131	398	816	7,738	20,089	12,351	21,969	14,232
Postage	126	0	(126)	174	1,390	70	(1,320)	1,057	(332)
Credit Card Fees & Interest Expense	4,006	4,446	440	3,581	91,677	94,370	2,693	80,244	(11,433)
Advertising Expense	0	200	200	0	24,882	25,950	1,068	25,317	435
Uniforms	0	150	150	0	1,308	5,032	3,724	(37)	(1,345)
Discounts Earned	(19)	0	19	0	(192)	0	192	0	192
Other	57	1,145	1,088	44	(3,303)	6,263	9,566	17,040	20,343
Total Operating Expenses	133,754	141,264	7,509	155,962	1,803,692	1,968,343	164,651	1,963,894	160,202

Bella Vista POA
Golf Pro Shops (25 - 33) Darryl Muldoon-All
For the Eleven Months Ending November 30, 2019

	MTD			Prior Year	YTD			Prior Year	Year to Year Actual Compared
	MTD November 2019				YTD November 2019				
	Actual	Budget	VAR		Actual	Budget	VAR		
EBITDA	(7,533)	25,872	(33,405)	(35,039)	2,054,606	2,305,550	(250,944)	2,067,738	(13,132)
Pre Depreciation Gross	(7,533)	25,872	(33,405)	(35,039)	2,054,606	2,305,550	(250,944)	2,067,738	(13,132)
Depreciation	4,007	3,852	(155)	3,506	42,951	41,352	(1,599)	44,341	1,390
Net Income / Cost of Operations	<u>(11,540)</u>	<u>22,020</u>	<u>(33,560)</u>	<u>(38,545)</u>	<u>2,011,655</u>	<u>2,264,198</u>	<u>(252,543)</u>	<u>2,023,397</u>	<u>(11,742)</u>

Bella Vista POA
 Division - Joan G. (40,41,53,42,43,45,46,49,50,55,57,58,59)-/
 For the Eleven Months Ending November 30, 2019

	MTD			Prior Year	YTD			Prior Year	Year to Year
	MTD November 2019				YTD November 2019				
	Actual	Budget	VAR		Actual	Budget	VAR		
Income									
Food and Beverage	623	1,044	(421)	1,241	33,418	40,623	(7,205)	28,521	4,897
Pro Shop	0	245	(245)	0	0	7,452	(7,452)	0	0
Other Recreation	1,062	369	693	931	49,655	48,658	997	38,106	11,549
RV	26,401	21,732	4,669	23,218	313,902	262,301	51,601	248,077	65,825
Facility Use Fees	32,405	20,159	12,246	24,533	521,653	440,986	80,667	444,207	77,446
Boat	51	0	51	72	185,891	200,610	(14,719)	60,334	125,556
Other	942	3,959	(3,017)	746	16,819	42,072	(25,253)	12,099	4,720
Total Income	61,484	47,508	13,976	50,742	1,121,337	1,042,702	78,635	831,344	289,993
Food and Beverage	499	534	35	849	15,534	21,004	5,470	13,597	(1,937)
Pro Shop	0	0	0	0	0	6,960	6,960	0	0
Recreation	840	97	(743)	553	41,023	36,302	(4,721)	11,109	(29,914)
Total Cost of Goods	1,339	631	(708)	1,401	56,557	64,266	7,709	24,706	(31,851)
Gross Profit	60,145	46,877	13,268	49,340	1,064,781	978,436	86,345	806,638	258,142
Expenses									
Salary and Wages	51,775	50,500	(1,275)	47,891	692,451	721,249	28,798	618,035	(74,416)
Employee Benefits	5,793	4,660	(1,133)	6,065	81,314	65,542	(15,772)	73,518	(7,796)
Memberships, Training and Travel	408	539	131	532	10,967	12,748	1,781	8,307	(2,660)
Supplies	3,725	2,780	(945)	3,325	65,099	68,279	3,180	58,304	(6,795)
Fuel and Oil	206	185	(21)	107	4,237	2,900	(1,337)	2,531	(1,706)
Equipment and Tools	6,855	0	(6,855)	3,739	106,897	103,529	(3,368)	185,382	78,485
Lease, Rents and Licenses	171	240	69	238	2,386	2,640	254	2,328	(58)
Maintenance and Repairs	25,856	5,458	(20,398)	8,717	178,560	202,090	23,530	161,892	(16,668)
Maintenance and Service Agreements	5,203	5,179	(24)	5,724	71,278	69,633	(1,645)	66,612	(4,667)
Outside Contracts	1,129	1,194	65	909	43,062	47,950	4,888	55,883	12,821
Professional Services	0	0	0	0	78	0	(78)	260	182
Insurance	437	562	125	4,228	9,084	6,182	(2,902)	43,978	34,894
Utilities	19,371	19,984	613	20,523	232,419	245,791	13,372	221,426	(10,993)
Taxes and Permits	183	66	(117)	2,650	7,117	8,065	948	37,682	30,566
Postage	23	0	(23)	0	101	32	(69)	10	(91)
Credit Card Fees & Interest Expense	1,198	1,212	14	1,015	22,733	18,212	(4,521)	14,012	(8,721)
Advertising Expense	0	0	0	0	8,500	9,500	1,000	8,401	(100)
Uniforms	0	0	0	0	981	3,325	2,344	1,223	242
Discounts Earned	(39)	0	39	0	(409)	0	409	(336)	73

Bella Vista POA

Division - Joan G. (40,41,53,42,43,45,46,49,50,55,57,58,59)-/

For the Eleven Months Ending November 30, 2019

	MTD			Prior Year	YTD			Prior Year	Year to Year
	MTD November 2019				YTD November 2019				
	Actual	Budget	VAR		Actual	Budget	VAR		
Other	804	125	(679)	916	13,912	14,935	1,023	13,759	(153)
Total Operating Expenses	123,098	92,684	(30,414)	106,581	1,550,768	1,602,602	51,834	1,573,207	22,439
EBITDA	(62,954)	(45,807)	(17,146)	(57,240)	(485,987)	(624,166)	138,179	(766,568)	280,581
Pre Depreciation Gross	(62,954)	(45,807)	(17,146)	(57,240)	(485,987)	(624,166)	138,179	(766,568)	280,581
Depreciation	27,617	32,686	5,069	28,207	301,202	363,654	62,452	234,527	(66,675)
Net Income / Cost of Operations	<u>(90,571)</u>	<u>(78,493)</u>	<u>(12,078)</u>	<u>(85,447)</u>	<u>(787,189)</u>	<u>(987,820)</u>	<u>200,631</u>	<u>(1,001,095)</u>	<u>213,906</u>

Bella Vista POA
Maint and Const - Mike Taggart -(60,61,62,63,64,65,67,47,54)-All
For the Eleven Months Ending November 30, 2019

	MTD			Prior Year	YTD			Prior Year	Year to Year Actual Compared
	MTD November 2019		VAR		YTD November 2019				
	Actual	Budget			Actual	Budget	VAR		
Income									
City of Bella Vista	0	0	0	0	565	0	565	290	275
Stump Dump	0	0	0	0	0	0	0	107,294	(107,294)
AR MO Land Income	0	0	0	0	6,131	5,500	631	5,752	379
Gain / Loss Disposal Surplus Assets	0	0	0	0	7,626	0	7,626	19,075	(11,450)
Cell Tower Rents	3,200	2,400	800	0	57,054	48,400	8,654	51,520	5,533
Other	0	0	0	0	2,998	30,000	(27,002)	5,709	(2,711)
Total Income	3,200	2,400	800	0	74,374	83,900	(9,526)	189,641	(115,267)
Gross Profit	3,200	2,400	800	0	74,374	83,900	(9,526)	189,641	(115,267)
Expenses									
Salary and Wages	98,869	107,448	8,578	102,641	1,202,176	1,270,438	68,262	1,258,791	56,614
Employee Benefits	11,555	14,408	2,853	11,418	150,875	169,835	18,960	151,560	686
Memberships, Training and Travel	0	0	0	0	1,127	1,065	(62)	581	(546)
Supplies	817	1,460	643	1,304	10,650	18,155	7,505	12,202	1,552
Fuel and Oil	4,269	4,335	66	4,999	58,146	62,920	4,774	68,915	10,769
Equipment and Tools	55	240	185	105	20,827	29,220	8,393	36,823	15,996
Lease, Rents and Licenses	29	76	47	28	238	836	598	707	469
Maintenance and Repairs	15,617	10,090	(5,527)	7,981	125,866	115,890	(9,976)	132,276	6,410
Maintenance and Service Agreements	460	466	6	458	7,122	7,476	354	7,655	533
Outside Contracts	499	815	316	138	5,003	34,615	29,612	30,507	25,504
Professional Services	0	0	0	0	4,786	0	(4,786)	0	(4,786)
Insurance	1,816	3,533	1,717	8,407	35,025	38,863	3,838	91,988	56,964
Utilities	3,925	3,204	(721)	3,547	34,555	36,864	2,309	36,971	2,416
Taxes and Permits	43	750	708	1,511	6,952	4,374	(2,578)	22,774	15,822
Postage	0	0	0	0	0	0	0	12	12
Uniforms	2,885	1,000	(1,885)	314	7,108	10,182	3,074	9,471	2,363
Discounts Earned	(5)	0	5	0	(22)	0	22	0	22
Other	0	0	0	0	1,853	700	(1,153)	666	(1,187)
Total Operating Expenses	140,834	147,825	6,991	142,851	1,672,287	1,801,433	129,146	1,861,899	189,612
EBITDA	(137,634)	(145,425)	7,791	(142,851)	(1,597,914)	(1,717,533)	119,619	(1,672,259)	74,345
Allocations - MAC	(37,639)	(37,639)	0	(32,847)	(414,032)	(414,032)	0	(436,378)	(22,346)
Total Allocations	(37,639)	(37,639)	0	(32,847)	(414,032)	(414,032)	0	(436,378)	(22,346)
Pre Depreciation Gross	(99,994)	(107,785)	7,791	(110,005)	(1,183,882)	(1,303,501)	119,619	(1,235,880)	51,999

Bella Vista POA
Maint and Const - Mike Taggart -(60,61,62,63,64,65,67,47,54)-All
For the Eleven Months Ending November 30, 2019

	MTD			Prior Year Actual	YTD			Prior Year Actual	Year to Year Actual Compared
	MTD November 2019		VAR		YTD November 2019		VAR		
	Actual	Budget			Actual	Budget			
Depreciation	10,595	11,010	415	12,983	131,619	134,107	2,488	140,708	9,089
Net Income / Cost of Operations	<u><u>(110,590)</u></u>	<u><u>(118,795)</u></u>	<u><u>8,206</u></u>	<u><u>(122,988)</u></u>	<u><u>(1,315,501)</u></u>	<u><u>(1,437,608)</u></u>	<u><u>122,107</u></u>	<u><u>(1,376,588)</u></u>	<u><u>61,087</u></u>

Bella Vista POA
Lakes and Parks Div-Rick Echols(48,480,44,66,56,51,52)-All
For the Eleven Months Ending November 30, 2019

	MTD			Prior Year	YTD			Prior Year	Year to Year Actual Compared
	MTD November 2019				YTD November 2019				
	Actual	Budget	VAR		Actual	Budget	VAR		
Income									
City of Bella Vista	0	0	0	0	8,710	9,375	(665)	8,710	0
Food and Beverage	87	0	87	0	806	0	806	0	806
Other Recreation	215	285	(70)	350	5,054	8,354	(3,300)	6,289	(1,235)
RV	167	0	167	0	83,973	98,100	(14,127)	94,361	(10,388)
Facility Use Fees	8,491	6,408	2,083	6,492	90,457	88,017	2,440	92,995	(2,538)
Boat	136	250	(114)	189	321,943	329,500	(7,557)	322,979	(1,036)
Gain / Loss Disposal Surplus Assets	0	0	0	0	675	0	675	3,600	(2,925)
Donations Received	0	5	(5)	0	50	100	(50)	14	36
Other	475	0	475	9	2,722	0	2,722	2,924	(201)
Total Income	9,571	6,948	2,623	7,040	514,390	533,446	(19,056)	531,871	(17,482)
Food and Beverage	117	0	(117)	0	741	0	(741)	0	(741)
Recreation	2,291	1,001	(1,290)	16,769	26,059	24,864	(1,195)	25,365	(693)
Total Cost of Goods	2,407	1,001	(1,406)	16,769	26,799	24,864	(1,935)	25,365	(1,434)
Gross Profit	7,164	5,947	1,217	(9,729)	487,590	508,582	(20,992)	506,506	(18,915)
Expenses									
Salary and Wages	27,848	29,422	1,574	27,577	354,522	378,817	24,295	343,018	(11,504)
Employee Benefits	3,161	3,703	543	3,564	43,803	46,289	2,486	42,871	(932)
Memberships, Training and Travel	0	0	0	0	565	2,653	2,088	2,086	1,521
Supplies	3,405	4,135	730	4,443	55,586	71,290	15,704	64,015	8,429
Fuel and Oil	1,483	1,400	(83)	1,589	21,876	23,485	1,609	23,225	1,349
Equipment and Tools	735	25	(710)	576	16,234	16,080	(154)	33,263	17,030
Lease, Rents and Licenses	29	32	3	28	489	352	(137)	168	(321)
Maintenance and Repairs	1,824	1,265	(559)	62,473	41,407	85,725	44,318	109,678	68,271
Maintenance and Service Agreements	2,388	2,140	(248)	1,851	24,627	28,560	3,933	24,525	(101)
Outside Contracts	1,396	1,690	294	1,896	20,741	19,310	(1,431)	22,411	1,670
Professional Services	0	0	0	0	0	0	0	200	200
Insurance	541	823	282	4,083	9,663	9,053	(610)	43,776	34,114
Utilities	3,955	2,872	(1,083)	3,251	36,940	35,108	(1,832)	33,440	(3,500)
Taxes and Permits	232	110	(122)	4,913	4,860	1,210	(3,650)	57,783	52,923
Postage	0	10	10	0	91	370	279	222	130
Credit Card Fees & Interest Expense	154	140	(14)	80	13,312	14,015	703	13,122	(189)
Advertising Expense	0	0	0	0	99	950	851	193	94
Uniforms	0	0	0	0	1,657	3,600	1,943	2,630	973

Bella Vista POA
Lakes and Parks Div-Rick Echols(48,480,44,66,56,51,52)-All
For the Eleven Months Ending November 30, 2019

	MTD			Prior Year	YTD			Prior Year	Year to Year
	MTD November 2019				YTD November 2019				
	Actual	Budget	VAR		Actual	Budget	VAR		
Discounts Earned	(19)	0	19	0	(103)	0	103	0	103
Other	24	0	(24)	0	111	0	(111)	(85)	(196)
Total Operating Expenses	47,155	47,767	613	116,323	646,479	736,867	90,388	816,542	170,063
EBITDA	(39,991)	(41,820)	1,830	(126,052)	(158,888)	(228,285)	69,397	(310,036)	151,148
Pre Depreciation Gross	(39,991)	(41,820)	1,830	(126,052)	(158,888)	(228,285)	69,397	(310,036)	151,148
Depreciation	8,741	9,077	336	9,897	102,474	106,755	4,281	103,451	978
Net Income / Cost of Operations	<u>(48,731)</u>	<u>(50,897)</u>	<u>2,166</u>	<u>(135,949)</u>	<u>(261,362)</u>	<u>(335,040)</u>	<u>73,678</u>	<u>(413,488)</u>	<u>152,125</u>

Bella Vista POA
F & A Div (90,91,910,92,93,94,95,96,97,98,99,100,110)-All
For the Eleven Months Ending November 30, 2019

	MTD			Prior Year	YTD			Prior Year	Year to Year Actual Compared	
	MTD November 2019				Actual	YTD November 2019				
	Actual	Budget	VAR			Actual	Budget			VAR
Income										
Assessments	686,488	671,800	14,688	670,636	7,484,346	7,376,000	108,346	7,323,852	160,493	
Facility Use Fees	7,680	8,500	(820)	9,579	321,770	314,500	7,270	318,950	2,821	
Investment Income	0	0	0	8,314	5,008	0	5,008	27,156	(22,147)	
Lot Sales	13,342	25,000	(11,658)	15,136	249,929	176,000	73,929	204,076	45,854	
Transfer Fees	32,130	32,000	130	24,304	528,665	418,000	110,665	397,124	131,541	
Past Due Collections	42,320	23,930	18,390	20,135	223,327	287,070	(63,743)	319,609	(96,282)	
Advertising Income	18,775	10,100	8,675	21,974	149,361	132,500	16,861	148,484	877	
Rebates	0	0	0	0	53,147	95,000	(41,853)	0	53,147	
POA Lot Inventory Valuation	73	14,500	(14,428)	73	(93,808)	68,500	(162,308)	45,099	(138,907)	
Gain / Loss Disposal Surplus Assets	0	0	0	0	349,890	0	349,890	0	349,890	
Water Rent Income	5,637	5,637	0	5,473	62,007	62,007	0	60,201	1,806	
Cell Tower Rents	0	0	0	0	1,069,000	1,028,377	40,623	0	1,069,000	
Legal Fees	901	750	151	(25)	12,827	8,250	4,577	10,556	2,272	
NSF Fees	450	340	110	525	4,050	3,740	310	3,925	125	
Other	0	0	0	(121)	151	0	151	865	(714)	
Total Income	807,797	792,557	15,240	776,002	10,419,671	9,969,944	449,727	8,859,897	1,559,774	
Gross Profit	807,797	792,557	15,240	776,002	10,419,671	9,969,944	449,727	8,859,897	1,559,774	
Expenses										
Salary and Wages	168,370	175,203	6,833	152,114	2,089,300	2,104,971	15,672	2,116,593	27,293	
Employee Benefits	107,954	112,665	4,710	115,695	1,152,496	1,260,971	108,475	1,323,510	171,013	
Memberships, Training and Travel	10,803	13,054	2,251	4,028	84,704	88,236	3,532	80,834	(3,871)	
Supplies	6,607	19,610	13,003	3,006	46,609	77,435	30,826	51,789	5,179	
Fuel and Oil	155	262	107	204	2,229	3,299	1,070	2,548	319	
Equipment and Tools	1,287	200	(1,087)	2,106	17,086	12,254	(4,832)	53,805	36,718	
Lease, Rents and Licenses	5,033	5,598	565	8,330	61,456	67,094	5,638	65,776	4,320	
Maintenance and Repairs	323	429	106	416	(94,449)	2,989	97,438	5,642	100,091	
Maintenance and Service Agreements	16,188	15,737	(451)	(18,419)	159,144	175,585	16,441	134,663	(24,480)	
Outside Contracts	14,569	9,856	(4,713)	25,886	184,301	188,121	3,820	192,610	8,309	
Professional Services	54,659	6,300	(48,359)	5,388	2,859,799	103,900	(2,755,899)	118,574	(2,741,225)	
Insurance	38,558	31,816	(6,742)	4,023	353,552	349,976	(3,576)	34,013	(319,539)	
Utilities	10,009	9,695	(314)	8,851	103,198	106,222	3,024	106,225	3,027	
Taxes and Permits	35,087	24,092	(10,995)	2,661	315,804	292,455	(23,349)	53,150	(262,654)	
Postage	4,699	10,758	6,059	7,043	70,123	92,861	22,738	91,229	21,106	
Credit Card Fees & Interest Expense	615	3,380	2,765	2,851	26,643	40,580	13,937	34,635	7,991	
Membership Elections	12,345	0	(12,345)	0	88,860	76,000	(12,860)	43,612	(45,248)	

Bella Vista POA
F & A Div (90,91,910,92,93,94,95,96,97,98,99,100,110)-All
For the Eleven Months Ending November 30, 2019

	MTD			Prior Year	YTD			Prior Year	Year to Year Actual Compared
	MTD November 2019				YTD November 2019				
	Actual	Budget	VAR		Actual	Budget	VAR		
Advertising Expense	7,378	13,878	6,500	5,630	140,352	157,304	16,952	118,119	(22,233)
Bad Debts	15,209	6,500	(8,709)	37,393	77,593	71,500	(6,093)	112,410	34,817
Uniforms	(2)	0	2	726	2,200	14,600	12,400	19,843	17,643
Investment Fund Fees	0	0	0	174	212	0	(212)	3,934	3,722
Donations	453	250	(203)	0	453	2,750	2,297	7,027	6,574
Discounts Earned	(6,783)	(7,500)	(717)	(15,918)	(82,345)	(81,000)	1,345	(129,843)	(47,497)
Inter Company Interest Exp	15,634	0	(15,634)	0	66,399	0	(66,399)	0	(66,399)
Other	3,045	4,550	1,505	(14,356)	38,136	160,680	122,544	47,883	9,747
Total Operating Expenses	522,194	456,332	(65,862)	337,831	7,763,854	5,368,784	(2,395,070)	4,688,579	(3,075,275)
EBITDA	285,603	336,225	(50,622)	438,172	2,655,816	4,601,160	(1,945,344)	4,171,317	(1,515,501)
Allocations - F & A	(63,873)	(63,873)	0	(61,243)	(702,608)	(702,608)	0	(725,480)	(22,872)
Total Allocations	(63,873)	(63,873)	0	(61,243)	(702,608)	(702,608)	0	(725,480)	(22,872)
Pre Depreciation Gross	349,476	400,098	(50,622)	499,415	3,358,425	5,303,768	(1,945,344)	4,896,797	(1,538,373)
Depreciation	10,535	10,702	167	10,595	128,578	123,108	(5,470)	120,481	(8,096)
Net Income / Cost of Operations	338,942	389,396	(50,454)	488,820	3,229,847	5,180,660	(1,950,813)	4,776,316	(1,546,469)