



2021 OPERATING, CAPITAL, AND
SIMPLE CASHFLOW BUDGETS
PROPOSED

November 12, 2020

Bella Vista POA
POA w/o Water
Proposed 2021 Cashflow Budget

	Trailing 12 Months		Budget 2021	Delta
	2019 Actual	Actual		
Total Income	19,285,983	18,402,163	19,820,741	1,418,578
Cost of Sales	1,205,458	1,060,729	1,113,524	52,795
Total Operating Expenses	20,716,010	18,173,036	18,567,109	394,073
EBITDA	(2,635,485)	(831,602)	140,108	971,710
Add: Allocations	1,299,083		1,306,304	
Subtract: Capital Projects	475,856		897,582	
Net Water Loan (borrow)	(2,029,576)		280,000	
Subtract: Reserves- 2020 Plan	-		174,156	
SIMPLE CASHFLOW	<u>217,318</u>		<u>94,674</u>	

**Bella Vista POA
Golf Operations - Darryl Muldoon**

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	4,334,099	4,096,922	4,139,645	42,723
Cost of Sales	371,057	349,674	352,654	2,980
Labor	1,009,041	1,055,590	1,168,933	113,344
Expense	938,365	889,634	882,597	(7,037)
EBITDA	2,015,636	1,802,024	1,735,461	(66,563)

Bella Vista POA
Golf Pro Shops - Darryl Muldoon

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Income				
Food and Beverage		(134)		134
Golf	3,801,759	3,596,780	3,639,768	42,988
Pro Shop	501,456	466,715	467,139	424
Gain / Loss Disposal Surplus Assets	868	868		(868)
Commissions	1,101	1,769	1,769	
Other	28,916	30,924	30,969	45
Total Income	<u>4,334,099</u>	<u>4,096,922</u>	<u>4,139,645</u>	<u>42,723</u>
Total Cost of Goods				
Food and Beverage		(143)		143
Pro Shop	371,057	349,818	352,654	2,836
Total Cost of Goods	371,057	349,674	352,654	2,980
Gross Profit	3,963,042	3,747,247	3,786,991	39,744
Expenses				
Salary and Wages	1,009,041	1,055,590	1,168,933	113,344
Employee Benefits	117,624	125,649	136,622	10,973
Memberships, Training and Travel	16,653	12,990	18,091	5,101
Supplies	45,954	40,527	36,324	(4,203)
Fuel and Oil	2,332	1,330	1,440	110
Equipment and Tools	26,705	21,029	15,075	(5,954)
Lease, Rents and Licenses	275,614	256,406	241,528	(14,878)
Maintenance and Repairs	47,120	27,493	22,901	(4,592)
Maintenance and Service Agreements	89,767	86,357	86,332	(25)
Outside Contracts	35,683	41,479	37,768	(3,711)
Professional Services			1,300	1,300
Insurance	12,903	8,228	7,884	(344)
Utilities	130,785	131,157	120,184	(10,973)
Taxes and Permits	7,742	18,456	19,102	646
Postage	1,544	1,148	521	(627)
Credit Card Fees & Interest Expense	100,719	106,661	109,579	2,918
Advertising Expense	25,269	4,138	22,048	17,911
Uniforms	1,384	1,970	3,030	1,060
Discounts Earned	(192)	(44)	(17)	27
Other	758	4,660	2,885	(1,775)
Total Operating Expenses	<u>1,947,406</u>	<u>1,945,224</u>	<u>2,051,530</u>	<u>106,307</u>
EBITDA	2,015,636	1,802,024	1,735,461	(66,563)

**Bella Vista POA
Golf Maintenance - Keith Ihms**

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	1,636	1,189	-	(1,189)
Cost of Sales	-	-	-	-
Labor	1,782,494	1,755,537	1,961,893	206,356
Expense	2,191,659	2,168,326	1,973,662	(194,664)
EBITDA	(3,972,517)	(3,922,674)	(3,935,555)	(12,881)

Bella Vista POA
Golf Maintenance - Keith Ihms

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Income				
Other	1,636	1,189		(1,189)
Total Income	<u>1,636</u>	<u>1,189</u>		<u>(1,189)</u>
Gross Profit	1,636	1,189		(1,189)
Expenses				
Salary and Wages	1,782,494	1,755,537	1,961,893	206,356
Employee Benefits	213,546	199,881	237,157	37,276
Memberships, Training and Travel	14,086	7,123	8,775	1,652
Supplies	522,094	471,290	528,730	57,440
Fuel and Oil	90,450	73,210	85,650	12,440
Equipment and Tools	46,336	27,606	4,950	(22,656)
Lease, Rents and Licenses	507,530	530,552	561,600	31,048
Maintenance and Repairs	443,327	548,645	245,235	(303,410)
Maintenance and Service Agreements	10,503	10,084	8,669	(1,415)
Outside Contracts	8,362	7,105	6,504	(601)
Professional Services	9,140		4,855	4,855
Insurance	22,492	13,570	11,940	(1,630)
Utilities	218,620	222,653	243,655	21,002
Taxes and Permits	70,993	41,583	8,652	(32,931)
Postage	256	314	340	26
Uniforms	14,055	14,738	16,950	2,212
Discounts Earned	(132)	(27)		27
Total Operating Expenses	3,974,153	3,923,863	3,935,555	11,691
EBITDA	(3,972,517)	(3,922,674)	(3,935,555)	(12,881)

Bella Vista POA
Food and Beverage Division - Tommy Lee

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	1,983,802	1,642,367	1,859,481	217,114
Cost of Sales	745,735	629,218	677,582	48,364
Labor	1,090,202	987,954	1,043,092	55,138
Expense	512,311	439,192	403,372	(35,820)
EBITDA	(364,446)	(413,997)	(264,565)	149,432

Bella Vista POA
Food and Beverage Division - Tommy Lee

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Income				
Food and Beverage	2,056,480	1,737,715	1,943,771	206,056
Pro Shop	11	11		(11)
Facility Use Fees	(78,774)	(106,943)	(84,290)	22,653
Rebates	2,612	2,533		(2,533)
Other	3,473	9,051		(9,051)
Total Income	<u>1,983,802</u>	<u>1,642,367</u>	<u>1,859,481</u>	<u>217,114</u>
Food and Beverage	745,735	629,218	677,582	48,364
Total Cost of Goods	<u>745,735</u>	<u>629,218</u>	<u>677,582</u>	<u>48,364</u>
Gross Profit	<u>1,238,067</u>	<u>1,013,149</u>	<u>1,181,899</u>	<u>168,750</u>
Expenses				
Salary and Wages	1,090,202	987,954	1,043,092	55,138
Employee Benefits	151,965	143,467	128,436	(15,031)
Memberships, Training and Travel	17,830	12,143	6,235	(5,908)
Supplies	125,386	106,848	105,425	(1,423)
Fuel and Oil	1,040	802		(802)
Equipment and Tools	6,557	5,982	5,350	(632)
Lease, Rents and Licenses	3,501	4,865	1,620	(3,245)
Maintenance and Repairs	5,186	4,565	3,600	(965)
Maintenance and Service Agreements	12,019	8,983	8,340	(643)
Outside Contracts	3,950	4,883	2,250	(2,633)
Professional Services	463	463		(463)
Insurance	13,274	7,463	5,100	(2,363)
Utilities	62,302	54,781	43,690	(11,091)
Taxes and Permits	6,083	6,144	5,294	(850)
Postage	47	69		(69)
Credit Card Fees & Interest Expense	56,182	48,423	60,432	12,009
Advertising Expense	35,818	18,026	20,500	2,474
Bad Debts			1,000	1,000
Uniforms	4,533	5,932	6,100	168
Discounts Earned	(231)	(73)		73
Other	6,407	5,427		(5,427)
Total Operating Expenses	<u>1,602,514</u>	<u>1,427,146</u>	<u>1,446,464</u>	<u>19,318</u>
EBITDA	<u>(364,446)</u>	<u>(413,997)</u>	<u>(264,565)</u>	<u>149,432</u>

**Bella Vista POA
Clubhouses**

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	35,940	39,940	12,000	(27,940)
Cost of Sales	-	-	-	-
Labor	37	98	-	(98)
Expense	289,538	323,268	375,428	52,160
EBITDA	(253,635)	(283,425)	(363,428)	(80,003)

**Bella Vista POA
Clubhouses**

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Income				
Gain / Loss Disposal Surplus Assets	29,316	29,316		(29,316)
Rents - Leases Facilities	6,500	10,500	12,000	1,500
Other	124	124		(124)
Total Income	<u>35,940</u>	<u>39,940</u>	<u>12,000</u>	<u>(27,940)</u>
Gross Profit	35,940	39,940	12,000	(27,940)
Expenses				
Salary and Wages	37	98		(98)
Employee Benefits	4	12		(12)
Memberships, Training and Travel	487	780	660	(120)
Supplies	6,771	22,813	8,100	(14,713)
Equipment and Tools	12,839	26,337		(26,337)
Maintenance and Repairs	82,622	83,461	82,680	(781)
Maintenance and Service Agreements	64,457	61,984	67,680	5,696
Outside Contracts	11,074	11,508	30,152	18,644
Insurance		†		(1)
Utilities	110,966	115,931	185,808	69,877
Taxes and Permits	451	434	348	(86)
Advertising Expense		88		(88)
Discounts Earned	(133)	(81)		81
Total Operating Expenses	<u>289,575</u>	<u>323,366</u>	<u>375,428</u>	<u>52,062</u>
EBITDA	(253,635)	(283,425)	(363,428)	(80,003)

**Bella Vista POA
Maint and Const - Mike Taggart**

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	77,682	70,799	169,930	99,131
Cost of Sales	-	-	-	-
Labor	1,303,717	1,261,251	1,351,144	89,894
Expense	519,632	458,156	473,964	15,808
EBITDA	(1,745,667)	(1,648,608)	(1,655,178)	(6,570)

Bella Vista POA
Maint and Const - Mike Taggart

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Income				
City of Bella Vista	565	552		(552)
AR MO Land Income	6,131	(2,044)		2,044
Gain / Loss Disposal Surplus Assets	7,626	7,626		(7,626)
Cell Tower Rents	60,254	64,201	64,530	329
Other	3,106	463	105,400	104,937
Total Income	<u>77,682</u>	<u>70,799</u>	<u>169,930</u>	<u>99,131</u>
Gross Profit	77,682	70,799	169,930	99,131
Expenses				
Salary and Wages	1,303,717	1,261,251	1,351,144	89,894
Employee Benefits	168,310	158,327	172,791	14,463
Memberships, Training and Travel	1,127	1,194	1,475	281
Supplies	12,439	11,111	19,690	8,579
Fuel and Oil	64,534	53,719	59,580	5,861
Equipment and Tools	21,862	18,737	4,635	(14,102)
Lease, Rents and Licenses	938	939	990	52
Maintenance and Repairs	140,200	128,250	118,120	(10,130)
Maintenance and Service Agreements	7,509	7,768	8,978	1,210
Outside Contracts	5,229	5,863	17,525	11,662
Professional Services	4,786			
Insurance	36,632	17,267	10,128	(7,139)
Utilities	37,429	37,957	43,014	5,057
Taxes and Permits	7,700	7,398	6,138	(1,260)
Uniforms	9,072	8,362	10,200	1,838
Discounts Earned	(22)	(6)		6
Other	1,886	1,270	700	(570)
Total Operating Expenses	<u>1,823,349</u>	<u>1,719,406</u>	<u>1,825,108</u>	<u>105,702</u>
EBITDA	(1,745,667)	(1,648,608)	(1,655,178)	(6,570)

**Bella Vista POA
Lakes and Parks Div-Rick Echois**

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	522,985	469,945	486,618	16,673
Cost of Sales	28,541	23,617	23,835	218
Labor	388,938	391,127	443,027	51,899
Expense	337,502	325,531	336,476	10,945
EBITDA	(231,996)	(270,331)	(316,719)	(46,389)

Bella Vista POA
Lakes and Parks Div-Rick Echols

	2019	Trailing 12 Months	Budget	Delta
	Actuals	Actuals	2021	
Income				
City of Bella Vista	11,613	11,613	12,800	1,187
Food and Beverage	865	1,113	1,005	(108)
Other Recreation	5,230	2,995	4,435	1,440
RV	84,016	127,295	126,350	(945)
Facility Use Fees	96,009	75,398	73,143	(2,255)
Boat	321,965	249,885	265,325	15,440
Gain / Loss Disposal Surplus Assets	675	675		(675)
Donations Received	50	21	60	39
Other	2,563	950	3,500	2,550
Total Income	<u>522,985</u>	<u>469,945</u>	<u>486,618</u>	<u>16,673</u>
Food and Beverage	750	1,029	1,200	171
Recreation	27,791	22,588	22,635	47
Total Cost of Goods	<u>28,541</u>	<u>23,617</u>	<u>23,835</u>	<u>218</u>
Gross Profit	494,444	446,328	462,783	16,455
Expenses				
Salary and Wages	388,938	391,127	443,027	51,899
Employee Benefits	47,807	46,315	57,254	10,939
Memberships, Training and Travel	565	332	665	333
Supplies	61,904	57,387	64,970	7,583
Fuel and Oil	23,318	18,551	23,055	4,504
Equipment and Tools	25,211	31,516	3,250	(28,266)
Lease, Rents and Licenses	494	244	300	56
Maintenance and Repairs	52,937	52,213	59,175	6,962
Maintenance and Service Agreements	27,146	25,428	29,730	4,302
Outside Contracts	22,594	19,251	24,875	5,624
Insurance	10,215	4,646	2,040	(2,606)
Utilities	41,370	42,823	45,575	2,752
Taxes and Permits	6,053	7,395	5,912	(1,483)
Postage	93	1	240	239
Credit Card Fees & Interest Expense	13,728	14,023	14,135	112
Advertising Expense	99	99		(99)
Uniforms	3,959	5,266	5,300	34
Discounts Earned	(103)	(55)		55
Other	111	98		(98)
Total Operating Expenses	<u>726,440</u>	<u>716,658</u>	<u>779,502</u>	<u>62,844</u>
EBITDA	(231,996)	(270,331)	(316,719)	(46,389)

**Bella Vista POA
Central Administration**

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	349,890	-	-	-
Cost of Sales	-	-	-	-
Labor	419,850	392,566	436,469	43,903
Expense	375,755	409,855	288,952	(120,903)
EBITDA	(445,715)	(802,421)	(725,421)	77,000

**Bella Vista POA
Central Administration**

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Income				
Gain / Loss Disposal Surplus Assets	349,890			
Total Income	349,890			
Gross Profit	349,890			
Expenses				
Salary and Wages	419,850	392,566	436,469	43,903
Employee Benefits	70,741	66,591	57,371	(9,219)
Memberships, Training and Travel	27,081	30,133	16,250	(13,883)
Supplies	5,995	15,922	12,060	(3,862)
Fuel and Oil	466	295	480	185
Equipment and Tools	5,172	17,967	10,200	(7,767)
Lease, Rents and Licenses	16,253	13,624	9,600	(4,024)
Maintenance and Repairs	1,076	5,402	2,534	(2,868)
Maintenance and Service Agreemen	1,045	1,817	780	(1,037)
Outside Contracts	7,277	16,179	15,800	(379)
Professional Services	63,335	53,680	68,125	14,445
Insurance	1,791	2,138	5,016	2,878
Utilities	16,076	17,244	16,236	(1,008)
Taxes and Permits	2,081	2,627	3,970	1,343
Postage	4,774	8,119	5,040	(3,079)
Credit Card Fees & Interest Expense	50	50		(50)
Membership Elections	125,363	122,735	39,600	(83,135)
Advertising Expense	9,384	18,823	3,600	(15,223)
Uniforms	1,081	1,331	1,300	(31)
Donations	453	492	600	108
Discounts Earned	(266)	(150)		150
Other	16,529	14,837	20,390	5,553
Total Operating Expenses	<u>795,605</u>	<u>802,421</u>	<u>725,421</u>	<u>(77,000)</u>
EBITDA	(445,715)	(802,421)	(725,421)	77,000

**Bella Vista POA
General Income & Expense**

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	10,241,776	10,388,460	11,701,275	1,312,815
Cost of Sales	-	-	-	-
Labor	76,519	154,572	191,986	37,414
Expense	4,722,911	2,584,040	2,388,408	(195,631)
EBITDA	5,442,346	7,649,848	9,120,880	1,471,032

Bella Vista POA
General Income & Expense

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Income				
Assessments	8,148,372	9,374,139	10,583,004	1,208,865
Facility Use Fees	321,770	332,308	332,229	(79)
Investment Income	(4,574)	(9,200)		9,200
Transfer Fees	573,765	648,899	633,982	(14,917)
Past Due Collections	1,250	1,600	70,000	68,400
Rebates	53,147	80,011		(80,011)
Water Rent Income	67,644	68,996	71,760	2,764
Cell Tower Rents	1,069,000			
NSF Fees	4,250	5,400	5,300	(100)
Other	7,152	(113,693)	5,000	118,693
Total Income	<u>10,241,776</u>	<u>10,388,460</u>	<u>11,701,275</u>	<u>1,312,815</u>
Gross Profit	10,241,776	10,388,460	11,701,275	1,312,815
Expenses				
Salary and Wages	76,519	154,572	191,986	37,414
Employee Benefits	1,069,355	988,580	1,002,452	13,873
Lease, Rents and Licenses	1,535	4,200	4,308	108
Maintenance and Repairs	(97,104)	(97,104)		97,104
Outside Contracts			63,600	63,600
Professional Services	2,999,157	760,766	365,000	(395,766)
Insurance	364,904	429,576	522,888	93,312
Taxes and Permits	297,010	305,703	303,145	(2,558)
Postage	(6,451)			
Credit Card Fees & Interest Expense	1,825	70		(70)
Bad Debts	104,461	173,204	156,000	(17,204)
Investment Fund Fees	212			
Discounts Earned	(84,422)	(67,065)	(73,500)	(6,435)
Inter Company Interest Exp	72,459	79,648	44,515	(35,133)
Other	(33)	6,463		(6,463)
Total Operating Expenses	<u>4,799,430</u>	<u>2,738,612</u>	<u>2,580,395</u>	<u>(158,217)</u>
EBITDA	5,442,346	7,649,848	9,120,880	1,471,032

Bella Vista POA
Human Resources Departments - Doug McCash

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	33	2	-	(2)
Cost of Sales				
Labor	113,793	114,703	120,347	5,643
Expense	148,066	170,128	166,777	(3,351)
EBITDA	(261,826)	(284,829)	(287,124)	(2,295)

Bella Vista POA
Human Resources Departments - Doug McCash

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Income				
Other	33	2		(2)
Total Income	<u>33</u>	<u>2</u>		<u>(2)</u>
Gross Profit	33	2		(2)
Expenses				
Salary and Wages	113,793	114,703	120,347	5,643
Employee Benefits	14,062	13,942	15,903	1,960
Memberships, Training and Travel	20,710	18,225	21,850	3,625
Supplies	3,448	4,578	1,400	(3,178)
Equipment and Tools	1,003	2,106		(2,106)
Lease, Rents and Licenses	23,329	25,503	27,468	1,965
Maintenance and Repairs	294	99	200	101
Maintenance and Service Agreements	1,518	1,502	1,500	(2)
Outside Contracts	47,922	49,565	55,200	5,635
Professional Services	1,325	10,916	3,000	(7,916)
Insurance	1,237	819	936	117
Utilities	7,614	7,945	8,382	437
Taxes and Permits	25	74	48	(26)
Postage	89	209	240	31
Advertising Expense	380	4,877	6,950	2,073
Uniforms	712	720		(720)
Discounts Earned	(85)	(36)		36
Other	24,482	29,082	23,700	(5,382)
Total Operating Expenses	<u>261,859</u>	<u>284,831</u>	<u>287,124</u>	<u>2,293</u>
EBITDA	(261,826)	(284,829)	(287,124)	(2,295)

Bella Vista POA
Communications and Marketing - Kim Carlson

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	159,087	157,272	146,900	(10,372)
Cost of Sales	-	-	-	-
Labor	327,847	306,519	312,631	6,112
Expense	401,442	355,955	378,955	23,000
EBITDA	(570,202)	(505,201)	(544,686)	(39,484)

Bella Vista POA
Communications and Marketing - Kim Carlson

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Income				
Advertising Income	159,033	157,218	146,900	(10,318)
Other	54	54		(54)
Total Income	<u>159,087</u>	<u>157,272</u>	<u>146,900</u>	<u>(10,372)</u>
Gross Profit	159,087	157,272	146,900	(10,372)
Expenses				
Salary and Wages	327,847	306,519	312,631	6,112
Employee Benefits	39,983	37,034	41,933	4,898
Memberships, Training and Travel	12,319	7,802	10,622	2,820
Supplies	1,221	2,782	2,006	(776)
Fuel and Oil	1,956	1,503	1,620	117
Equipment and Tools	10,303	13,902	7,890	(6,012)
Lease, Rents and Licenses	10,675	5,863	5,562	(301)
Maintenance and Repairs	393	1,470	1,080	(390)
Maintenance and Service Agreements	3,978	2,299	2,724	425
Outside Contracts	138,871	140,673	148,420	7,747
Insurance	1,682	1,651	2,796	1,145
Utilities	14,873	11,285	11,271	(14)
Taxes and Permits	1,557	669	760	91
Postage	35,948	32,805	35,121	2,316
Advertising Expense	124,124	93,557	104,700	11,143
Bad Debts	500	500		(500)
Donations		16		(16)
Discounts Earned	(231)	(92)		92
Other	3,291	2,236	2,450	214
Total Operating Expenses	<u>729,289</u>	<u>662,474</u>	<u>691,586</u>	<u>29,112</u>
EBITDA	(570,202)	(505,201)	(544,686)	(39,484)

Bella Vista POA
Legal Departments - Doug McCash

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	337,450	479,450	394,500	(84,950)
Cost of Sales	-	-	-	-
Labor	262,393	267,448	253,567	(13,881)
Expense	149,117	173,530	179,185	5,655
EBITDA	(74,060)	38,472	(38,252)	(76,724)

Bella Vista POA
Legal Departments - Doug McCash

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Income				
Lot Sales	255,915	279,584	220,000	(59,584)
Past Due Collections	161,905	157,941	138,000	(19,941)
POA Lot Inventory Valuation	(93,373)	23,882	24,500	618
Legal Fees	12,902	18,044	12,000	(6,044)
Other	100			
Total Income	<u>337,450</u>	<u>479,450</u>	<u>394,500</u>	<u>(84,950)</u>
Gross Profit	337,450	479,450	394,500	(84,950)
Expenses				
Salary and Wages	262,393	267,448	253,567	(13,881)
Employee Benefits	30,376	30,453	34,875	4,422
Memberships, Training and Travel	6,107	6,928	7,880	952
Supplies	1,335	1,328	1,500	172
Equipment and Tools	1,859	304		(304)
Lease, Rents and Licenses	4,566	4,484	3,216	(1,268)
Maintenance and Repairs		334	500	166
Maintenance and Service Agreements	834	834	900	66
Outside Contracts	70	114	200	86
Professional Services	31,745	40,402	44,500	4,098
Insurance	1,006	1,213	2,124	911
Utilities	5,009	5,516	6,420	904
Taxes and Permits	39,443	42,068	39,750	(2,318)
Postage	4,197	6,082	6,000	(82)
Credit Card Fees & Interest Expense	4,466	3,307	3,840	533
Advertising Expense	18,008	29,756	27,000	(2,756)
Discounts Earned	(5)	(1)		1
Other	99	408	480	72
Total Operating Expenses	<u>411,509</u>	<u>440,978</u>	<u>432,752</u>	<u>(8,226)</u>
EBITDA	(74,060)	38,472	(38,252)	(76,724)

Bella Vista POA
Accounting - Stacie Higgins

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	84,637	110,641	33,340	(77,301)
Cost of Sales	-	-	-	-
Labor	519,398	528,241	572,455	44,214
Expense	148,410	154,927	164,955	10,028
EBITDA	(583,170)	(572,526)	(704,070)	(131,543)

Bella Vista POA
Accounting - Stacie Higgins

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Income				
Past Due Collections	84,465	110,641	33,340	(77,301)
Other	172			
Total Income	<u>84,637</u>	<u>110,641</u>	<u>33,340</u>	<u>(77,301)</u>
Gross Profit	84,637	110,641	33,340	(77,301)
Expenses				
Salary and Wages	519,398	528,241	572,455	44,214
Employee Benefits	62,894	62,262	74,943	12,681
Memberships, Training and Travel	17,763	14,514	17,175	2,661
Supplies	12,244	10,874	12,060	1,186
Equipment and Tools	1,378	883	1,000	117
Lease, Rents and Licenses	8,589	8,441	6,000	(2,441)
Maintenance and Repairs	11	107		(107)
Maintenance and Service Agreemen	9,365	11,002	6,780	(4,222)
Outside Contracts	2,684	1,955	3,020	1,065
Professional Services	1,963	8,999		(8,999)
Insurance	2,746	2,933	5,100	2,167
Utilities	16,920	16,862	15,672	(1,190)
Taxes and Permits	186	136	96	(40)
Postage	3,402	3,267	4,250	983
Credit Card Fees & Interest Expense	2,926	7,118	14,659	7,541
Other	5,339	5,575	4,200	(1,375)
Total Operating Expenses	<u>667,807</u>	<u>683,167</u>	<u>737,410</u>	<u>54,242</u>
EBITDA	(583,170)	(572,526)	(704,070)	(131,543)

**Bella Vista POA
Member Services - Carmen Dissing**

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	(346)	19	-	(19)
Cost of Sales	-	-	-	-
Labor	279,427	279,112	299,170	20,058
Expense	189,935	202,879	225,469	22,590
EBITDA	(469,709)	(481,972)	(524,639)	(42,667)

Bella Vista POA
Member Services - Carmen Dissing

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Income				
Other	(346)	19		(19)
Total Income	<u>(346)</u>	<u>19</u>		<u>(19)</u>
Gross Profit	(346)	19		(19)
Expenses				
Salary and Wages	279,427	279,112	299,170	20,058
Employee Benefits	29,832	29,823	33,823	4,001
Memberships, Training and Travel	6,350	5,779	6,000	221
Supplies	54,722	63,526	60,740	(2,786)
Equipment and Tools	496	311	600	289
Lease, Rents and Licenses	3,335	1,375	1,176	(199)
Maintenance and Repairs	856	210	450	240
Maintenance and Service Agreemen	8,170	9,762	10,360	598
Outside Contracts	569	1,470	2,040	570
Insurance	1,262	1,467	2,568	1,101
Utilities	20,230	18,391	20,436	2,045
Taxes and Permits	761	675	720	45
Postage	44,282	51,580	64,900	13,320
Credit Card Fees & Interest Expense	17,768	17,844	20,630	2,786
Discounts Earned	(9)	(5)		5
Other	1,311	671	1,026	355
Total Operating Expenses	<u>469,362</u>	<u>481,991</u>	<u>524,639</u>	<u>42,648</u>
EBITDA	(469,709)	(481,972)	(524,639)	(42,667)

Bella Vista POA
Information Technology - Jack Brooks

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	0	0	0	0
Cost of Sales	0	0	0	0
Labor	313,256	314,988	317,147	2,159
Expense	241,993	229,574	257,437	27,863
EBITDA	(555,249)	(544,563)	(574,585)	(30,022)

Bella Vista POA
Information Technology - Jack Brooks

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Expenses				
Salary and Wages	313,256	314,988	317,147	2,159
Employee Benefits	39,551	39,599	42,364	2,766
Memberships, Training and Travel	2,903	3,384	5,900	2,516
Supplies	265	457	300	(157)
Equipment and Tools	3,586	8,419		(8,419)
Lease, Rents and Licenses	1,545	1,614	1,010	(604)
Maintenance and Repairs	28	242	600	358
Maintenance and Service Agreemen	140,637	116,737	166,252	49,515
Outside Contracts	17,326	20,328	16,450	(3,878)
Professional Services		575		(575)
Insurance	1,386	1,722	3,024	1,302
Utilities	33,395	33,301	18,799	(14,502)
Taxes and Permits	996	3,235	2,738	(497)
Postage	20			
Uniforms	407			
Discounts Earned	(51)	(39)		39
Total Operating Expenses	555,249	544,563	574,585	30,022
EBITDA	(555,249)	(544,563)	(574,585)	(30,022)

Bella Vista POA
Rec Division - Joan Glubczynski

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	1,157,312	945,157	877,052	(68,105)
Cost of Sales	60,125	58,219	59,453	1,234
Labor	752,710	724,569	803,359	78,790
Expense	909,754	753,767	796,251	42,484
EBITDA	(565,277)	(591,398)	(782,011)	(190,614)

Bella Vista POA
Rec Division - Joan G.

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Income				
Food and Beverage	34,322	31,230	30,762	(468)
Other Recreation	50,968	45,900	50,622	4,722
RV	331,183	327,797	377,415	49,618
Facility Use Fees	537,868	310,232	186,901	(123,331)
Boat	185,891	215,739	222,202	6,463
Other	17,081	14,259	9,150	(5,109)
Total Income	<u>1,157,312</u>	<u>945,157</u>	<u>877,052</u>	<u>(68,105)</u>
Food and Beverage	15,881	15,259	16,639	1,380
Recreation	44,244	42,960	42,814	(146)
Total Cost of Goods	<u>60,125</u>	<u>58,219</u>	<u>59,453</u>	<u>1,234</u>
Gross Profit	1,097,187	886,938	817,599	(69,339)
Expenses				
Salary and Wages	752,710	724,569	803,359	78,790
Employee Benefits	88,701	85,694	89,544	3,850
Memberships, Training and Travel	11,299	11,877	16,056	4,179
Supplies	67,456	60,953	69,189	8,236
Fuel and Oil	4,389	1,983	2,265	282
Equipment and Tools	107,342	64,944	36,913	(28,031)
Lease, Rents and Licenses	2,794	2,641	1,328	(1,313)
Maintenance and Repairs	189,715	134,739	144,018	9,279
Maintenance and Service Agreements	77,744	70,897	78,187	7,290
Outside Contracts	44,812	25,801	33,734	7,933
Professional Services	78			
Insurance	9,653	5,780	5,136	(644)
Utilities	250,903	248,494	264,944	16,450
Taxes and Permits	7,250	4,532	5,268	736
Postage	101	113		(113)
Credit Card Fees & Interest Expense	23,615	24,172	24,662	490
Advertising Expense	8,500		10,000	10,000
Uniforms	1,116	1,185	2,125	940
Discounts Earned	(409)	(203)		203
Other	14,694	10,163	12,882	2,719
Total Operating Expenses	<u>1,662,464</u>	<u>1,478,336</u>	<u>1,599,610</u>	<u>121,274</u>
EBITDA	(565,277)	(591,398)	(782,011)	(190,614)

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

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	19,285,983	18,402,163	19,820,741	1,418,578
Cost of Sales	1,205,458	1,060,729	1,113,524	52,795
Labor	8,639,621	8,534,274	9,275,221	740,947
Expense	12,076,389	9,638,762	9,291,888	(346,874)
EBITDA	(2,635,485)	(831,602)	140,108	971,710

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

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Income				
Assessments	8,148,372	9,374,139	10,583,004	1,208,865
City of Bella Vista	12,178	12,165	12,800	635
Food and Beverage	2,091,667	1,769,924	1,975,538	205,614
Golf	3,801,759	3,596,780	3,639,768	42,988
Pro Shop	501,467	466,727	467,139	412
Other Recreation	56,198	48,895	55,057	6,162
RV	415,199	455,092	503,765	48,673
Facility Use Fees	876,873	610,994	507,983	(103,011)
Boat	507,855	465,624	487,527	21,903
Investment Income	(4,574)	(9,200)		9,200
Lot Sales	255,915	279,584	220,000	(59,584)
Transfer Fees	573,765	648,899	633,982	(14,917)
Past Due Collections	247,621	270,182	241,340	(28,842)
Advertising Income	159,033	157,218	146,900	(10,318)
Rebates	55,759	82,544		(82,544)
POA Lot Inventory Valuation	(93,373)	23,882	24,500	618
AR MO Land Income	6,131	(2,044)		2,044
Gain / Loss Disposal Surplus Assets	388,374	38,485		(38,485)
Water Rent Income	67,644	68,996	71,760	2,764
Commissions	1,101	1,769	1,769	
Cell Tower Rents	1,129,254	64,201	64,530	329
Legal Fees	12,902	18,044	12,000	(6,044)
Rents - Leases Facilities	6,500	10,500	12,000	1,500
Donations Received	50	21	60	39
NSF Fees	4,250	5,400	5,300	(100)
Other	64,063	(56,657)	154,019	210,676
Total Income	<u>19,285,983</u>	<u>18,402,163</u>	<u>19,820,741</u>	<u>1,418,578</u>
Food and Beverage	762,367	645,363	695,421	50,058
Pro Shop	371,057	349,818	352,654	2,836
Recreation	72,035	65,548	65,449	(99)
Total Cost of Goods	<u>1,205,458</u>	<u>1,060,729</u>	<u>1,113,524</u>	<u>52,795</u>
Gross Profit	18,080,525	17,341,434	18,707,217	1,365,783
Expenses				
Salary and Wages	8,639,621	8,534,274	9,275,221	740,947
Employee Benefits	2,144,751	2,027,628	2,125,468	97,840
Memberships, Training and Travel	155,281	133,204	137,634	4,430
Supplies	921,232	870,395	922,494	52,099
Fuel and Oil	188,486	151,393	174,090	22,697

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

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Equipment and Tools	270,650	240,042	89,863	(150,179)
Lease, Rents and Licenses	860,700	860,750	865,706	4,956
Maintenance and Repairs	866,659	890,125	681,093	(209,032)
Maintenance and Service Agreements	454,693	415,454	477,212	61,758
Outside Contracts	346,422	346,175	457,538	111,363
Professional Services	3,111,992	875,801	486,780	(389,021)
Insurance	481,184	498,473	586,680	88,207
Utilities	966,495	964,339	1,044,086	79,747
Taxes and Permits	448,330	441,129	401,941	(39,188)
Postage	88,303	103,709	116,652	12,943
Credit Card Fees & Interest Expense	221,279	221,668	247,937	26,269
Membership Elections	125,363	122,735	39,600	(83,135)
Advertising Expense	221,583	169,363	194,798	25,435
Bad Debts	104,961	173,704	157,000	(16,704)
Uniforms	36,318	39,504	45,005	5,501
Investment Fund Fees	212			
Donations	453	508	600	92
Discounts Earned	(86,289)	(67,876)	(73,517)	(5,641)
Inter Company Interest Expense	72,459	79,648	44,515	(35,133)
Other	74,874	80,890	68,713	(12,177)
Total Operating Expenses	<u>20,716,010</u>	<u>18,173,036</u>	<u>18,567,109</u>	<u>394,073</u>
EBITDA	(2,635,485)	(831,602)	140,108	971,710

Bella Vista POA
POA w/o Water
Proposed 2021 Capital Budget

Highlands Club Building	Replace 4 heat pumps	55,000
Country Club Building	Paint exterior of CC building	65,000
Central Golf Maint	Root Pruner	22,000
Metfield Maint	18 Pump House Rebuild	20,000
Country Club Maint	Sand Top Dresser	19,000
Country Club Maint	5 Creek bank and Bridge stabilization	110,000
Country Club Maint	Red Tee Boxes	25,000
Highlands Maint	Red Tee Boxes	30,000
Highlands Maint	Truck Replacement	35,000
Berksdale Maint	Park Mower	12,500
Metfield Golf	Resurface Parking Lots	22,000
Metfield Golf	18 Tee Stones (DW) x \$750 plus tax	14,715
Kingsdale Pool	Pool repairs and Improvements	132,077
General Grounds Maint	Out-Front Rotary Mower (replacement)	13,200
Lakes and Parks	Half-ton pick-up truck - Will purchase a used vehicle	20,000
Lakes and Parks	Pave Brittany Dam	48,500
Loch Lomond Marina	New Rental Boat - Fish and Ski type boat (Used)	12,000
Branchwood Park	Pickleball 2-year Project	20,000
Blowing Springs Cabins	Tiny Cabins x 3 plus utility	79,490
Streets	Mini-X Excavator (Replacement)	75,000
Facilities Maintenance	1/2 Ton 4 x 4 pickup truck (R) #2	35,000
Facilities Maintenance	Genie GS1930 electric 19' scissor lift (N) #1	12,100
Fisheries and Water Quality	1/2 Ton Pick-up R (used)	20,000
TOTAL		897,582

Bella Vista POA
POA w/o Water
Proposed 2021 Cashflow Budget

	2019 Actual	Trailing 12 Months Actual	Budget 2021	Delta
Total Income	19,285,983	18,402,163	19,820,741	1,418,578
Cost of Sales	1,205,458	1,060,729	1,113,524	52,795
Total Operating Expenses	20,716,010	18,173,036	18,567,109	394,073
EBITDA	(2,635,485)	(831,602)	140,108	971,710
Add: Allocations	1,299,083		1,306,304	
Subtract: Capital Projects	475,856		897,582	
Net Water Loan (borrow)	(2,029,576)		280,000	
Subtract: Reserves- 2020 Plan	-		174,156	
SIMPLE CASHFLOW	<u>217,318</u>		<u>94,674</u>	

**Bella Vista POA
Water Utility Consolidated**

	2019 Actuals	Trailing 12	2021 Budget	Delta Budget vs Trailing 12
Revenue	8,423,259	9,683,897	9,687,229	3,332
Cost of Sales	2,310,683	2,400,178	2,406,280	6,102
Labor	970,948	995,043	1,167,136	172,093
Expense	1,974,700	2,161,623	2,379,054	217,431
EBITDA	3,166,927	4,127,053	3,734,760	(392,293)

**Bella Vista POA
Water Utility Consolidated**

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
Income				
Assessments	1,200	1,200	1,200	
Investment Income	4,311	18,807		(18,807)
Water	7,439,193	8,409,874	8,441,491	31,618
Restricted Revenue	13,220	7,591	300	(7,291)
Water Capital Buy In Fees	595,000	872,500	900,000	27,500
Water Late Fees	165,031	145,689	159,600	13,911
Gain / Loss Disposal Surplus Assets	8,000	49,124		(49,124)
NSF Fees	4,325	3,525	4,320	795
Inter Company Interest Income	72,459	79,648	44,514	(35,134)
Other	120,520	95,939	135,804	39,865
Total Income	<u>8,423,259</u>	<u>9,683,897</u>	<u>9,687,229</u>	<u>3,332</u>
Cost of Goods				
Water	2,310,683	2,400,178	2,406,280	6,102
Total Cost of Goods	2,310,683	2,400,178	2,406,280	6,102
Gross Profit	6,112,575	7,283,719	7,280,949	(2,770)
Expenses				
Salary and Wages	970,948	995,043	1,167,136	172,093
Employee Benefits	274,960	267,808	463,590	195,782
Memberships, Training and Travel	17,373	8,973	18,766	9,793
Supplies	253,603	350,441	308,320	(42,121)
Fuel and Oil	51,242	43,809	48,100	4,291
Equipment and Tools	23,980	22,979	16,120	(6,859)
Lease, Rents and Licenses	71,888	73,235	71,604	(1,631)
Maintenance and Repairs	187,273	241,240	216,900	(24,340)
Maintenance and Service Agreements	54,432	59,702	65,577	5,875
Outside Contracts	267,712	289,507	275,043	(14,464)
Professional Services	8,028	6,750	85,075	78,325
Insurance	131,743	156,940	185,508	28,568
Utilities	101,654	106,761	105,942	(819)
Taxes and Permits	221,799	231,763	229,101	(2,662)
Postage	50,190	47,984	59,460	11,476
Credit Card Fees & Interest Expense	246,108	222,331	194,948	(27,383)
Bad Debts	2,967	4,440	2,400	(2,040)
Uniforms	6,890	7,605	7,600	(5)
Investment Fund Fees	1,311			
Donations		17,500	25,000	7,500
Discounts Earned	(129)	(25)		25
Other	1,677	1,879		(1,879)
Total Operating Expenses	<u>2,945,648</u>	<u>3,156,666</u>	<u>3,546,189</u>	<u>389,524</u>

**Bella Vista POA
Water Utility Consolidated**

	2019 Actuals	Trailing 12 Months Actuals	Budget 2021	Delta
EBITDA	3,166,927	4,127,053	3,734,760	(392,293)

Bella Vista POA

Water Department Proposed 2021 Capital Budget

Water Utility	Avondale Tower Exterior Rehabilitation	141,000
Water Utility	Backhoe	105,000
Water Utility	Service Truck	70,000
Water Utility	Single Axle Dump Truck	105,000
Water Utility	25.5K LB Deckover Trailer budget	20,000
Water Utility	Part 2 - Hwy 340 Water Line Relocation	125,000
Water Utility	5500 Series 4x4 Service Truck (Replacement)	70,000
Water Utility	(2) 2500 Series 4x4 Service Truck (Replacement)	92,000
Water Utility	Water Line Replacment	500,000
Water Utility	25.5K Deck Over Backhoe Trailer (Replacement)	20,000
Water Utility	Single Axle Dump Truck (Replacement)	105,000
Water Utility	PAX Power Vent for Bethnal Tank	35,000
Water Utility	Enigma Corelating Loggers (Replacement)	19,580
TOTAL		1,407,580

Bella Vista POA
WATER DEPARTMENT
Proposed 2021 Cashflow Budget

	Trailing 12 Months		Budget 2021	Delta
	2019 Actual	Actual		
Total Income	8,423,259	9,683,897	9,687,229	3,332
Cost of Sales	2,310,683	2,400,178	2,406,280	6,102
Total Operating Expenses	2,945,648	3,156,666	3,546,190	389,524
EBITDA	<u>3,166,928</u>	<u>4,127,053</u>	<u>3,734,759</u>	<u>(392,294)</u>
Subtract: Allocations	1,299,083		1,306,304	
Subtract: Capital Projects	189,020		1,407,580	
Subtract: Water Bond Debt Service	505,000		1,130,004	
Net Water Loan (loaned out)	(2,029,576)		280,000	
SIMPLE CASHFLOW	<u>(855,751)</u>		<u>170,871</u>	