

Bella Vista POA
Bella Vista Village POA Consolidated-All
For the Eleven Months Ending November 30, 2020

	MTD			Prior Year Actual	YTD			Prior Year Actual	Year to Year Actual Compared
	MTD November 2020 Actual	Budget	VAR		Actual	YTD November 2020 Budget	VAR		
Income									
Assessments	885,059	887,560	(2,501)	686,588	9,283,570	9,307,540	(23,970)	7,485,446	1,798,125
City of Bella Vista	0	0	0	0	9,093	8,709	384	9,275	(182)
Food and Beverage	147,949	168,358	(20,409)	156,932	1,618,699	1,970,433	(351,734)	1,934,247	(315,548)
Golf	196,624	97,196	99,428	117,950	3,665,765	3,380,452	285,313	3,715,715	(49,950)
Pro Shop	36,319	31,990	4,329	23,888	495,235	493,124	2,111	466,505	28,730
Other Recreation	1,666	1,056	610	1,277	51,903	60,214	(8,311)	54,709	(2,806)
RV	39,434	24,470	14,964	26,568	465,372	416,064	49,308	397,875	67,497
Facility Use Fees	20,979	26,654	(5,675)	37,534	542,432	617,164	(74,732)	861,539	(319,107)
Boat	365	102	263	187	485,114	361,593	123,521	507,833	(22,719)
Investment Income	1,339	5,000	(3,661)	0	27,809	5,000	22,809	9,320	18,489
Water	652,116	629,099	23,017	605,700	8,110,553	7,211,924	898,629	6,873,789	1,236,765
Restricted Revenue	54	1,080	(1,026)	1,155	3,092	11,880	(8,788)	12,076	(8,984)
Lot Sales	83,858	25,000	58,858	13,342	384,070	191,000	193,070	249,929	134,141
Transfer Fees	54,575	43,276	11,299	32,130	643,687	616,923	26,764	528,665	115,022
Past Due Collections	44,467	22,350	22,117	42,320	241,886	242,700	(814)	223,327	18,559
Advertising Income	17,968	19,000	(1,032)	18,775	144,708	159,750	(15,042)	149,361	(4,653)
Rebates	844	0	844	34	82,838	250	82,588	55,759	27,078
POA Lot Inventory Valuation	2,807	12,000	(9,193)	73	18,275	70,000	(51,725)	(93,808)	112,083
Water Capital Buy In Fees	82,500	45,835	36,665	(30,000)	912,500	504,185	408,315	478,260	434,240
Water Late Fees	12,183	13,500	(1,317)	14,252	113,242	148,500	(35,258)	151,469	(38,227)
AR MO Land Income	0	0	0	0	0	0	0	6,131	(6,131)
Gain / Loss Disposal Surplus Assets	0	0	0	0	40,543	0	40,543	366,190	(325,647)
Water Rent Income	5,806	5,806	0	5,637	63,866	63,866	0	62,007	1,859
Commissions	234	73	161	169	1,864	645	1,219	1,019	845
Cell Tower Rents	3,264	3,200	64	3,200	61,193	60,610	583	1,126,054	(1,064,860)
Legal Fees	20,204	750	19,454	901	35,722	8,250	27,472	12,827	22,895
Rents - Leases Facilities	1,000	1,000	0	500	11,000	11,000	0	5,500	5,500
Donations Received	0	0	0	0	21	60	(39)	50	(29)
NSF Fees	275	625	(350)	900	7,225	6,575	650	8,075	(850)
Inter Company Interest Income	2,961	4,836	(1,875)	15,634	43,237	50,479	(7,242)	66,399	(23,162)
Other	5,828	17,057	(11,229)	14,095	12,140	224,313	(212,173)	156,681	(144,541)
Total Income	2,320,679	2,086,873	233,806	1,789,741	27,576,655	26,203,203	1,373,453	25,882,222	1,694,433
Food and Beverage	51,681	61,065	9,384	58,252	585,771	724,104	138,333	705,986	120,215
Water	186,881	200,103	13,222	201,967	2,252,996	2,303,099	50,103	2,112,370	(140,626)

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	MTD			Prior Year	YTD			Prior Year	Year to Year
	MTD November 2020				YTD November 2020				
	Actual	Budget	VAR		Actual	Budget	VAR		
Pro Shop	28,034	24,492	(3,542)	16,740	373,772	365,247	(8,524)	341,044	(32,728)
Recreation	2,746	1,942	(804)	3,130	63,882	62,535	(1,347)	67,082	3,200
Total Cost of Goods	269,342	287,602	18,260	280,090	3,276,420	3,454,985	178,565	3,226,482	(49,939)
Gross Profit	2,051,337	1,799,271	252,066	1,509,651	24,300,235	22,748,217	1,552,018	22,655,741	1,644,494
Expenses									
Salary and Wages	718,990	739,457	20,468	694,433	8,784,610	9,312,824	528,215	8,812,579	27,970
Employee Benefits	171,629	193,928	22,299	185,756	1,966,214	2,256,249	290,034	2,133,177	166,963
Memberships, Training and Travel	7,991	10,504	2,513	15,903	115,819	173,364	57,545	161,444	45,625
Supplies	184,226	49,606	(134,620)	67,614	1,359,541	1,134,212	(225,328)	1,119,217	(240,323)
Fuel and Oil	16,657	16,257	(400)	16,648	170,067	241,577	71,510	230,169	60,103
Equipment and Tools	95,934	3,807	(92,127)	18,507	398,883	253,979	(144,904)	275,786	(123,098)
Lease, Rents and Licenses	84,086	81,554	(2,532)	80,275	866,134	901,338	35,204	879,221	13,088
Maintenance and Repairs	117,413	52,663	(64,750)	101,107	1,091,502	988,830	(102,672)	970,605	(120,897)
Maintenance and Service Agreements	64,824	34,157	(30,667)	41,658	479,286	494,900	15,614	480,762	1,476
Outside Contracts	82,361	37,661	(44,700)	53,868	616,242	565,318	(50,924)	557,818	(58,424)
Professional Services	117,215	48,800	(68,415)	54,847	794,889	561,749	(233,141)	2,881,298	2,086,408
Insurance	64,169	56,583	(7,586)	57,497	642,949	630,528	(12,421)	573,127	(69,823)
Utilities	77,406	87,943	10,537	84,201	982,656	1,081,485	98,829	985,426	2,770
Taxes and Permits	50,131	46,042	(4,089)	61,431	592,789	571,730	(21,059)	590,057	(2,732)
Postage	13,579	12,619	(960)	9,387	132,766	124,773	(7,993)	117,729	(15,038)
Credit Card Fees & Interest Expense	34,143	31,572	(2,570)	31,899	422,106	428,532	6,426	438,000	15,893
Membership Elections	0	0	0	12,345	40,869	70,700	29,831	88,860	47,991
Advertising Expense	5,143	9,575	4,432	10,812	113,084	151,864	38,780	208,332	95,248
Bad Debts	38,362	10,850	(27,512)	15,275	158,696	117,950	(40,746)	80,578	(78,117)
Uniforms	8,502	150	(8,352)	3,476	52,336	61,123	8,787	33,304	(19,032)
Investment Fund Fees	0	0	0	0	0	0	0	1,523	1,523
Donations	0	0	0	453	25,068	25,000	(68)	453	(24,615)
Discounts Earned	(7,612)	(7,280)	332	(6,958)	(68,753)	(100,080)	(31,328)	(83,696)	(14,944)
Inter Company Interest Exp	2,961	4,836	1,875	15,634	43,237	50,479	7,242	66,399	23,162
Other	5,190	3,586	(1,604)	3,958	69,623	59,694	(9,929)	55,115	(14,507)
Total Operating Expenses	1,953,299	1,524,871	(428,428)	1,630,024	19,850,613	20,158,119	307,506	21,657,283	1,806,671
EBITDA	98,039	274,400	(176,362)	(120,373)	4,449,623	2,590,099	1,859,524	998,458	3,451,165

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	MTD			Prior Year	YTD			Prior Year	Year to Year Actual Compared
	MTD November 2020 Actual	Budget	VAR		Actual	YTD November 2020 Budget	VAR		
Pre Depreciation Gross	98,039	274,400	(176,362)	(120,373)	4,449,623	2,590,099	1,859,524	998,458	3,451,165
Depreciation	260,779	264,749	3,970	270,585	2,948,842	2,982,123	33,281	2,990,860	42,017
Net Income / Cost of Operations	<u>(162,740)</u>	<u>9,651</u>	<u>(172,391)</u>	<u>(390,958)</u>	<u>1,500,780</u>	<u>(392,024)</u>	<u>1,892,804</u>	<u>(1,992,402)</u>	<u>3,493,182</u>

Bella Vista POA
Water Utility Consolidated-All
For the Eleven Months Ending November 30, 2020

	MTD			Prior Year	YTD			Prior Year	Year to Year
	MTD November 2020	MTD November 2020	VAR		Actual	YTD November 2020	YTD November 2020		
	Actual	Budget	VAR	Actual	Actual	Budget	VAR	Actual	Actual Compared
Income									
Assessments	100	100	0	100	1,100	1,100	0	1,100	0
Investment Income	1,309	5,000	(3,691)	0	27,226	5,000	22,226	4,311	22,915
Water	652,116	629,099	23,017	605,700	8,110,553	7,211,924	898,629	6,873,789	1,236,765
Restricted Revenue	54	1,080	(1,026)	1,155	3,092	11,880	(8,788)	12,076	(8,984)
Water Capital Buy In Fees	82,500	45,835	36,665	(30,000)	912,500	504,185	408,315	478,260	434,240
Water Late Fees	12,183	13,500	(1,317)	14,252	113,242	148,500	(35,258)	151,469	(38,227)
Gain / Loss Disposal Surplus Assets	0	0	0	0	40,543	0	40,543	8,000	32,543
NSF Fees	125	275	(150)	450	2,625	3,025	(400)	4,025	(1,400)
Inter Company Interest Income	2,961	4,836	(1,875)	15,634	43,237	50,479	(7,242)	66,399	(23,162)
Other	7,752	15,295	(7,543)	11,647	77,077	185,045	(107,968)	113,521	(36,444)
Total Income	759,101	715,020	44,081	618,937	9,331,196	8,121,138	1,210,058	7,712,950	1,618,247
Water	186,881	200,103	13,222	201,967	2,252,996	2,303,099	50,103	2,112,370	(140,626)
Total Cost of Goods	186,881	200,103	13,222	201,967	2,252,996	2,303,099	50,103	2,112,370	(140,626)
Gross Profit	572,220	514,917	57,303	416,970	7,078,201	5,818,039	1,260,162	5,600,580	1,477,621
Expenses									
Salary and Wages	82,172	79,958	(2,214)	77,168	939,087	953,836	14,749	888,869	(50,218)
Employee Benefits	21,128	25,444	4,315	24,888	243,600	289,549	45,949	257,645	14,045
Memberships, Training and Travel	0	438	438	266	7,011	15,038	8,027	16,579	9,568
Supplies	116,597	14,445	(102,152)	21,420	466,232	234,625	(231,607)	238,680	(227,552)
Fuel and Oil	3,400	4,700	1,300	3,399	37,944	53,100	15,156	47,934	9,991
Equipment and Tools	8,334	250	(8,084)	0	62,152	27,065	(35,087)	23,089	(39,063)
Lease, Rents and Licenses	6,073	6,096	23	6,001	66,871	67,056	185	65,307	(1,564)
Maintenance and Repairs	23,567	17,200	(6,367)	18,966	253,385	197,700	(55,685)	177,285	(76,100)
Maintenance and Service Agreements	6,865	1,760	(5,105)	3,478	63,214	58,686	(4,528)	54,864	(8,349)
Outside Contracts	21,750	20,324	(1,426)	33,491	258,463	233,770	(24,693)	252,375	(6,088)
Professional Services	1,080	0	(1,080)	0	6,648	7,080	432	7,308	660
Insurance	15,530	13,782	(1,748)	13,625	153,996	152,483	(1,513)	119,613	(34,384)
Utilities	7,822	8,400	578	8,186	98,522	90,090	(8,432)	93,374	(5,148)
Taxes and Permits	18,520	18,164	(356)	25,437	210,309	202,249	(8,060)	202,353	(7,956)
Postage	4,544	4,200	(344)	4,539	43,058	46,200	3,142	45,720	2,662
Credit Card Fees & Interest Expense	20,124	19,084	(1,040)	21,542	204,038	209,924	5,886	232,028	27,989

Bella Vista POA
Water Utility Consolidated-All
For the Eleven Months Ending November 30, 2020

	MTD			Prior Year	YTD			Prior Year	Year to Year Actual Compared
	Actual	Budget	VAR		Actual	Budget	VAR		
Bad Debts	460	200	(260)	66	2,492	2,200	(292)	2,985	493
Uniforms	4,024	0	(4,024)	0	8,625	7,200	(1,425)	3,802	(4,823)
Investment Fund Fees	0	0	0	0	0	0	0	1,311	1,311
Donations	0	0	0	0	25,000	25,000	0	0	(25,000)
Discounts Earned	0	0	0	(6)	0	0	0	(129)	(129)
Other	80	0	(80)	(2)	729	0	(729)	1,378	649
Total Operating Expenses	362,071	234,444	(127,626)	262,466	3,151,376	2,872,851	(278,525)	2,732,371	(419,005)
EBITDA	210,149	280,473	(70,323)	154,504	3,926,825	2,945,188	981,637	2,868,209	1,058,616
Allocations - MAC	37,885	37,885	0	37,639	410,639	410,639	0	414,032	3,393
Allocations - F & A	70,678	70,678	0	70,618	770,338	770,338	0	776,794	6,456
Total Allocations	108,563	108,563	0	108,257	1,180,977	1,180,977	0	1,190,826	9,849
Pre Depreciation Gross	101,586	171,910	(70,323)	46,247	2,745,848	1,764,211	981,637	1,677,382	1,068,465
Depreciation	110,124	110,357	233	109,462	1,203,516	1,217,172	13,656	1,143,746	(59,770)
Net Income / Cost of Operations	(8,538)	61,553	(70,091)	(63,215)	1,542,332	547,039	995,293	533,636	1,008,696

Bella Vista POA
POA w/o Water-All
For the Eleven Months Ending November 30, 2020

	MTD			Prior Year	YTD			Prior Year	Year to Year
	Actual	Budget	VAR		Actual	Budget	VAR		
Income									
Assessments	884,959	887,460	(2,501)	686,488	9,282,470	9,306,440	(23,970)	7,484,346	1,798,125
City of Bella Vista	0	0	0	0	9,093	8,709	384	9,275	(182)
Food and Beverage	147,949	168,358	(20,409)	156,932	1,618,699	1,970,433	(351,734)	1,934,247	(315,548)
Golf	196,624	97,196	99,428	117,950	3,665,765	3,380,452	285,313	3,715,715	(49,950)
Pro Shop	36,319	31,990	4,329	23,888	495,235	493,124	2,111	466,505	28,730
Other Recreation	1,666	1,056	610	1,277	51,903	60,214	(8,311)	54,709	(2,806)
RV	39,434	24,470	14,964	26,568	465,372	416,064	49,308	397,875	67,497
Facility Use Fees	20,979	26,654	(5,675)	37,534	542,432	617,164	(74,732)	861,539	(319,107)
Boat	365	102	263	187	485,114	361,593	123,521	507,833	(22,719)
Investment Income	30	0	30	0	583	0	583	5,008	(4,425)
Lot Sales	83,858	25,000	58,858	13,342	384,070	191,000	193,070	249,929	134,141
Transfer Fees	54,575	43,276	11,299	32,130	643,687	616,923	26,764	528,665	115,022
Past Due Collections	44,467	22,350	22,117	42,320	241,886	242,700	(814)	223,327	18,559
Advertising Income	17,968	19,000	(1,032)	18,775	144,708	159,750	(15,042)	149,361	(4,653)
Rebates	844	0	844	34	82,838	250	82,588	55,759	27,078
POA Lot Inventory Valuation	2,807	12,000	(9,193)	73	18,275	70,000	(51,725)	(93,808)	112,083
AR MO Land Income	0	0	0	0	0	0	0	6,131	(6,131)
Gain / Loss Disposal Surplus Assets	0	0	0	0	0	0	0	358,190	(358,190)
Water Rent Income	5,806	5,806	0	5,637	63,866	63,866	0	62,007	1,859
Commissions	234	73	161	169	1,864	645	1,219	1,019	845
Cell Tower Rents	3,264	3,200	64	3,200	61,193	60,610	583	1,126,054	(1,064,860)
Legal Fees	20,204	750	19,454	901	35,722	8,250	27,472	12,827	22,895
Rents - Leases Facilities	1,000	1,000	0	500	11,000	11,000	0	5,500	5,500
Donations Received	0	0	0	0	21	60	(39)	50	(29)
NSF Fees	150	350	(200)	450	4,600	3,550	1,050	4,050	550
Other	(1,925)	1,762	(3,687)	2,448	(64,937)	39,268	(104,205)	43,161	(108,098)
Total Income	1,561,578	1,371,853	189,725	1,170,804	18,245,459	18,082,065	163,394	18,169,273	76,186
Food and Beverage	51,681	61,065	9,384	58,252	585,771	724,104	138,333	705,986	120,215
Pro Shop	28,034	24,492	(3,542)	16,740	373,772	365,247	(8,524)	341,044	(32,728)
Recreation	2,746	1,942	(804)	3,130	63,882	62,535	(1,347)	67,082	3,200
Total Cost of Goods	82,461	87,499	5,038	78,123	1,023,425	1,151,886	128,462	1,114,112	90,687
Gross Profit	1,479,117	1,284,354	194,763	1,092,681	17,222,035	16,930,178	291,856	17,055,161	166,873

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POA w/o Water-All
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	MTD			Prior Year	YTD			Prior Year	Year to Year
	Actual	Budget	VAR		Actual	Budget	VAR		
Expenses									
Salary and Wages	636,818	659,500	22,682	617,265	7,845,523	8,358,989	513,466	7,923,710	78,187
Employee Benefits	150,501	168,485	17,984	160,867	1,722,614	1,966,699	244,085	1,875,532	152,918
Memberships, Training and Travel	7,991	10,066	2,075	15,637	108,808	158,326	49,518	144,865	36,057
Supplies	67,629	35,161	(32,468)	46,193	893,308	899,587	6,279	880,537	(12,771)
Fuel and Oil	13,257	11,557	(1,700)	13,249	132,123	188,477	56,354	182,235	50,112
Equipment and Tools	87,600	3,557	(84,043)	18,507	336,731	226,914	(109,817)	252,696	(84,035)
Lease, Rents and Licenses	78,013	75,458	(2,555)	74,274	799,262	834,282	35,020	813,914	14,652
Maintenance and Repairs	93,846	35,463	(58,383)	82,141	838,117	791,130	(46,987)	793,319	(44,797)
Maintenance and Service Agreements	57,959	32,397	(25,562)	38,180	416,073	436,214	20,141	425,898	9,825
Outside Contracts	60,611	17,337	(43,274)	20,377	357,779	331,548	(26,231)	305,443	(52,336)
Professional Services	116,135	48,800	(67,335)	54,847	788,242	554,669	(233,573)	2,873,990	2,085,748
Insurance	48,639	42,801	(5,838)	43,871	488,953	478,045	(10,908)	453,514	(35,439)
Utilities	69,584	79,543	9,959	76,014	884,134	991,395	107,261	892,052	7,918
Taxes and Permits	31,611	27,878	(3,733)	35,994	382,480	369,481	(12,999)	387,704	5,224
Postage	9,035	8,419	(616)	4,848	89,708	78,573	(11,135)	72,009	(17,699)
Credit Card Fees & Interest Expense	14,019	12,488	(1,531)	10,356	218,068	218,608	541	205,972	(12,096)
Membership Elections	0	0	0	12,345	40,869	70,700	29,831	88,860	47,991
Advertising Expense	5,143	9,575	4,432	10,812	113,084	151,864	38,780	208,332	95,248
Bad Debts	37,902	10,650	(27,252)	15,209	156,204	115,750	(40,454)	77,593	(78,611)
Uniforms	4,477	150	(4,327)	3,476	43,711	53,923	10,212	29,503	(14,208)
Investment Fund Fees	0	0	0	0	0	0	0	212	212
Donations	0	0	0	453	68	0	(68)	453	385
Discounts Earned	(7,612)	(7,280)	332	(6,952)	(68,753)	(100,080)	(31,328)	(83,568)	(14,815)
Inter Company Interest Exp	2,961	4,836	1,875	15,634	43,237	50,479	7,242	66,399	23,162
Other	5,110	3,586	(1,524)	3,960	68,894	59,694	(9,200)	53,738	(15,156)
Total Operating Expenses	1,591,228	1,290,426	(300,802)	1,367,558	16,699,237	17,285,268	586,031	18,924,912	2,225,676
EBITDA	(112,111)	(6,072)	(106,038)	(274,877)	522,798	(355,089)	877,887	(1,869,751)	2,392,549
Allocations - MAC	(37,885)	(37,885)	0	(37,639)	(410,639)	(410,639)	0	(414,032)	(3,393)
Allocations - F & A	(70,678)	(70,678)	0	(70,618)	(770,338)	(770,338)	0	(776,794)	(6,456)
Total Allocations	(108,563)	(108,563)	0	(108,257)	(1,180,977)	(1,180,977)	0	(1,190,826)	(9,849)
Pre Depreciation Gross	(3,548)	102,491	(106,038)	(166,620)	1,703,775	825,888	877,887	(678,925)	2,382,700

**Bella Vista POA
POA w/o Water-All
For the Eleven Months Ending November 30, 2020**

	MTD			Prior Year Actual	YTD			Year to Year Actual Compared	
	MTD November 2020 Actual	Budget	VAR		YTD November 2020 Budget	VAR	Prior Year Actual		
Depreciation	150,655	154,392	3,737	161,123	1,745,326	1,764,951	19,625	1,847,114	101,787
Net Income / Cost of Operations	<u><u>(154,202)</u></u>	<u><u>(51,901)</u></u>	<u><u>(102,301)</u></u>	<u><u>(327,743)</u></u>	<u><u>(41,552)</u></u>	<u><u>(939,063)</u></u>	<u><u>897,512</u></u>	<u><u>(2,526,038)</u></u>	<u><u>2,484,487</u></u>

Bella Vista POA
Food and Beverage Division - Tommy Lee-All
For the Eleven Months Ending November 30, 2020

	MTD			Prior Year	YTD			Prior Year	Year to Year
	MTD November 2020	MTD November 2020	VAR		Actual	YTD November 2020	YTD November 2020		
	Actual	Budget	VAR	Actual	Actual	Budget	VAR	Actual	Actual Compared
Income									
Food and Beverage	147,428	167,095	(19,667)	156,222	1,588,498	1,935,870	(347,372)	1,900,023	(311,525)
Pro Shop	0	0	0	0	0	0	0	11	(11)
Facility Use Fees	(10,188)	(2,150)	(8,038)	(11,041)	(104,964)	(28,492)	(76,472)	(72,341)	(32,623)
Rebates	844	0	844	34	2,827	0	2,827	2,612	215
Other	253	0	253	0	7,811	2,500	5,311	2,594	5,216
Total Income	138,337	164,945	(26,608)	145,214	1,494,172	1,909,878	(415,706)	1,832,899	(338,728)
Food and Beverage	51,458	60,291	8,833	57,637	570,526	707,210	136,684	689,712	119,185
Total Cost of Goods	51,458	60,291	8,833	57,637	570,526	707,210	136,684	689,712	119,185
Gross Profit	86,878	104,654	(17,776)	87,578	923,645	1,202,668	(279,023)	1,143,188	(219,542)
Expenses									
Salary and Wages	88,753	84,952	(3,801)	81,763	889,702	990,578	100,876	999,670	109,968
Employee Benefits	13,310	9,540	(3,770)	11,045	133,506	111,383	(22,123)	139,012	5,506
Memberships, Training and Travel	428	445	17	755	11,089	13,345	2,256	17,536	6,447
Supplies	11,112	9,330	(1,782)	14,953	94,517	104,595	10,078	116,517	22,000
Fuel and Oil	0	0	0	64	469	0	(469)	943	474
Equipment and Tools	148	300	152	1,119	4,175	3,800	(375)	6,101	1,926
Lease, Rents and Licenses	903	140	(763)	293	4,659	1,540	(3,119)	3,302	(1,356)
Maintenance and Repairs	258	75	(183)	137	3,595	750	(2,845)	3,311	(284)
Maintenance and Service Agreements	806	695	(111)	792	6,760	7,045	285	10,823	4,063
Outside Contracts	231	360	129	341	3,339	4,503	1,164	3,527	188
Professional Services	0	0	0	188	0	0	0	188	188
Insurance	573	547	(26)	774	5,523	6,392	869	12,471	6,948
Utilities	5,471	5,248	(223)	4,962	47,088	57,838	10,750	57,658	10,570
Taxes and Permits	28	60	32	139	5,894	2,420	(3,474)	6,014	121
Postage	0	0	0	0	69	0	(69)	47	(22)
Credit Card Fees & Interest Expense	3,844	4,982	1,138	4,383	43,894	55,259	11,365	51,607	7,713
Advertising Expense	1,357	1,325	(32)	3,434	9,595	15,725	6,130	34,500	24,906
Uniforms	43	0	(43)	593	5,223	4,000	(1,223)	3,649	(1,573)
Discounts Earned	0	0	0	(37)	0	0	0	(231)	(231)
Other	(15)	0	15	29	2,047	0	(2,047)	3,028	982
Total Operating Expenses	127,250	117,999	(9,251)	125,726	1,271,144	1,379,173	108,030	1,469,676	198,532

Bella Vista POA
Food and Beverage Division - Tommy Lee-All
For the Eleven Months Ending November 30, 2020

	MTD			Prior Year Actual	YTD			Year to Year Actual Compared	
	MTD November 2020 Actual	Budget	VAR		YTD November 2020 Budget	VAR	Prior Year Actual		
EBITDA	(40,371)	(13,345)	(27,026)	(38,148)	(347,498)	(176,505)	(170,993)	(326,488)	(21,010)
Pre Depreciation Gross	(40,371)	(13,345)	(27,026)	(38,148)	(347,498)	(176,505)	(170,993)	(326,488)	(21,010)
Depreciation	403	404	1	402	4,436	4,444	8	4,424	(12)
Net Income / Cost of Operations	<u>(40,774)</u>	<u>(13,749)</u>	<u>(27,025)</u>	<u>(38,551)</u>	<u>(351,934)</u>	<u>(180,949)</u>	<u>(170,985)</u>	<u>(330,912)</u>	<u>(21,022)</u>

**Bella Vista POA
Clubhouses-All
For the Eleven Months Ending November 30, 2020**

	MTD			Prior Year	YTD			Year to Year Actual Compared	
	MTD November 2020 Actual	Budget	VAR		Actual	YTD November 2020 Budget	VAR		Prior Year Actual
Income									
Rents - Leases Facilities	1,000	1,000	0	500	11,000	11,000	0	5,500	5,500
Other	0	0	0	0	0	0	0	124	(124)
Total Income	1,000	1,000	0	500	11,000	11,000	0	5,624	5,376
Gross Profit	1,000	1,000	0	500	11,000	11,000	0	5,624	5,376
Expenses									
Salary and Wages	0	0	0	0	98	0	(98)	37	(61)
Employee Benefits	0	0	0	0	12	0	(12)	4	(9)
Memberships, Training and Travel	125	0	(125)	0	847	0	(847)	271	(576)
Supplies	3,715	450	(3,265)	985	38,024	4,750	(33,274)	6,442	(31,582)
Equipment and Tools	25,302	1,900	(23,402)	3,305	47,098	34,644	(12,454)	12,839	(34,259)
Lease, Rents and Licenses	0	0	0	0	2,499	0	(2,499)	0	(2,499)
Maintenance and Repairs	14,950	6,875	(8,075)	3,870	107,622	86,275	(21,347)	73,883	(33,739)
Maintenance and Service Agreements	11,431	7,352	(4,079)	5,199	64,031	78,493	14,462	60,137	(3,894)
Outside Contracts	226	0	(226)	0	6,353	3,463	(2,890)	7,592	1,239
Professional Services	750	0	(750)	0	750	0	(750)	0	(750)
Insurance	0	0	0	0	1	0	(1)	0	(0)
Utilities	8,363	11,955	3,592	11,290	103,527	138,880	35,353	103,326	(201)
Taxes and Permits	0	0	0	10	569	0	(569)	451	(118)
Discounts Earned	0	0	0	(37)	0	0	0	(133)	(133)
Total Operating Expenses	64,862	28,532	(36,330)	24,623	371,430	346,505	(24,925)	264,848	(106,582)
EBITDA	(63,862)	(27,532)	(36,330)	(24,123)	(360,430)	(335,505)	(24,925)	(259,224)	(101,206)
Allocations - F & A	(3,107)	(3,107)	0	(6,744)	(33,443)	(33,443)	0	(74,186)	(40,743)
Total Allocations	(3,107)	(3,107)	0	(6,744)	(33,443)	(33,443)	0	(74,186)	(40,743)
Pre Depreciation Gross	(60,755)	(24,425)	(36,330)	(17,379)	(326,987)	(302,062)	(24,925)	(185,039)	(141,949)
Depreciation	48,934	48,267	(667)	48,309	538,247	532,610	(5,637)	532,736	(5,510)
Net Income / Cost of Operations	<u>(109,689)</u>	<u>(72,692)</u>	<u>(36,997)</u>	<u>(65,687)</u>	<u>(865,234)</u>	<u>(834,672)</u>	<u>(30,562)</u>	<u>(717,775)</u>	<u>(147,459)</u>

Bella Vista POA
Golf Maintenance - Keith Ihms (15 - 23)-All
For the Eleven Months Ending November 30, 2020

	MTD			Prior Year	YTD			Prior Year	Year to Year
	MTD November 2020	MTD November 2020	VAR		Actual	YTD November 2020	YTD November 2020		
	Actual	Budget	VAR	Actual	Actual	Budget	VAR	Actual	Actual Compared
Income									
Other	0	0	0	76	79	0	79	1,636	(1,557)
Total Income	0	0	0	76	79	0	79	1,636	(1,557)
Gross Profit	0	0	0	76	79	0	79	1,636	(1,557)
Expenses									
Salary and Wages	126,280	129,974	3,694	120,961	1,617,378	1,756,403	139,025	1,649,326	31,949
Employee Benefits	14,462	16,338	1,876	13,384	184,607	209,301	24,694	198,813	14,205
Memberships, Training and Travel	768	1,385	617	1,092	7,370	10,905	3,535	13,611	6,241
Supplies	17,995	10,457	(7,538)	7,457	494,901	519,011	24,111	536,017	41,116
Fuel and Oil	8,012	4,300	(3,712)	6,976	66,717	96,676	29,959	92,481	25,764
Equipment and Tools	9,275	325	(8,950)	5,151	34,070	20,169	(13,901)	46,006	11,936
Lease, Rents and Licenses	49,896	46,425	(3,471)	46,263	505,129	510,675	5,546	492,467	(12,662)
Maintenance and Repairs	20,850	8,635	(12,215)	32,219	393,243	326,146	(67,097)	418,978	25,736
Maintenance and Service Agreements	728	733	5	678	9,885	10,450	565	9,824	(61)
Outside Contracts	12,460	102	(12,358)	0	23,839	10,822	(13,017)	8,362	(15,477)
Professional Services	400	0	(400)	0	400	4,325	3,925	9,140	8,740
Insurance	835	833	(2)	1,120	10,686	11,336	650	21,458	10,772
Utilities	14,093	16,600	2,507	14,318	219,552	255,066	35,514	205,334	(14,218)
Taxes and Permits	1,719	372	(1,347)	568	9,438	39,018	29,580	38,769	29,332
Postage	0	20	20	0	143	495	352	256	114
Credit Card Fees & Interest Expense	0	0	0	0	5	0	(5)	0	(5)
Uniforms	623	0	(623)	0	14,974	16,650	1,676	12,599	(2,375)
Discounts Earned	0	0	0	(14)	0	0	0	(132)	(132)
Other	0	0	0	0	41	0	(41)	0	(41)
Total Operating Expenses	278,395	236,498	(41,896)	250,173	3,592,378	3,797,448	205,070	3,753,307	160,930
EBITDA	(278,395)	(236,498)	(41,896)	(250,097)	(3,592,299)	(3,797,448)	205,149	(3,751,671)	159,372
Pre Depreciation Gross	(278,395)	(236,498)	(41,896)	(250,097)	(3,592,299)	(3,797,448)	205,149	(3,751,671)	159,372
Depreciation	48,112	47,949	(163)	50,917	536,975	539,637	2,662	603,131	66,155
Net Income / Cost of Operations	<u>(326,506)</u>	<u>(284,447)</u>	<u>(42,059)</u>	<u>(301,014)</u>	<u>(4,129,274)</u>	<u>(4,337,085)</u>	<u>207,811</u>	<u>(4,354,802)</u>	<u>225,528</u>

Bella Vista POA
Golf Operations (25 - 33) Darryl Muldoon-All
For the Eleven Months Ending November 30, 2020

	MTD			Prior Year	YTD			Year to Year	
	MTD November 2020				YTD November 2020				
	Actual	Budget	VAR		Actual	Budget	VAR		Actual
Income									
Golf	196,624	97,196	99,428	117,950	3,665,765	3,380,452	285,313	3,715,715	(49,950)
Pro Shop	36,319	31,990	4,329	23,888	495,235	493,124	2,111	466,494	28,741
Rebates	0	0	0	0	0	250	(250)	0	0
Commissions	234	73	161	169	1,864	645	1,219	1,019	845
Other	1,672	1,280	392	954	21,219	16,020	5,199	16,115	5,104
Total Income	234,848	130,539	104,309	142,961	4,184,083	3,890,491	293,592	4,199,343	(15,260)
Food and Beverage	0	0	0	0	(405)	0	405	0	405
Pro Shop	28,034	24,492	(3,542)	16,740	373,772	365,247	(8,524)	341,044	(32,728)
Total Cost of Goods	28,034	24,492	(3,542)	16,740	373,366	365,247	(8,119)	341,044	(32,322)
Gross Profit	206,814	106,047	100,767	126,221	3,810,716	3,525,243	285,473	3,858,299	(47,582)
Expenses									
Salary and Wages	78,896	78,772	(124)	67,678	1,014,828	1,081,499	66,671	936,228	(78,600)
Employee Benefits	9,893	9,032	(860)	7,977	122,137	120,788	(1,349)	109,215	(12,922)
Memberships, Training and Travel	0	290	290	2,579	9,542	17,331	7,789	16,084	6,542
Supplies	8,898	2,666	(6,232)	8,243	40,958	64,761	23,803	43,617	2,659
Fuel and Oil	80	313	233	96	1,116	2,424	1,308	2,323	1,207
Equipment and Tools	304	227	(77)	0	28,035	17,138	(10,897)	26,705	(1,330)
Lease, Rents and Licenses	20,057	22,517	2,460	22,458	227,275	253,751	26,476	253,576	26,302
Maintenance and Repairs	4,940	51	(4,889)	2,295	36,301	21,082	(15,219)	45,763	9,462
Maintenance and Service Agreements	13,209	7,303	(5,906)	7,271	87,757	84,560	(3,197)	82,943	(4,814)
Outside Contracts	3,680	2,609	(1,071)	2,444	44,788	38,034	(6,754)	32,855	(11,932)
Professional Services	0	0	0	0	0	1,300	1,300	0	0
Insurance	551	493	(58)	626	6,821	6,868	47	12,261	5,440
Utilities	9,588	9,113	(475)	8,184	119,639	121,038	1,399	118,622	(1,017)
Taxes and Permits	103	2	(101)	(267)	18,842	5,068	(13,774)	7,738	(11,104)
Postage	543	69	(474)	126	699	1,293	594	1,390	691
Credit Card Fees & Interest Expense	6,706	3,338	(3,368)	4,006	107,120	92,268	(14,852)	91,677	(15,444)
Advertising Expense	0	0	0	0	0	22,119	22,119	24,882	24,882
Uniforms	947	0	(947)	0	2,846	2,391	(455)	1,308	(1,538)
Discounts Earned	0	0	0	(19)	0	0	0	(192)	(192)
Other	2,780	71	(2,709)	57	4,543	5,153	610	(3,303)	(7,846)

Bella Vista POA
Golf Operations (25 - 33) Darryl Muldoon-All
For the Eleven Months Ending November 30, 2020

	MTD			Prior Year	YTD			Year to Year	
	November 2020				November 2020				
	Actual	Budget	VAR	Actual	Actual	Budget	VAR	Actual	Actual Compared
Total Operating Expenses	161,176	136,866	(24,310)	133,754	1,873,247	1,958,867	85,620	1,803,692	(69,554)
EBITDA	45,638	(30,819)	76,457	(7,533)	1,937,470	1,566,377	371,093	2,054,606	(117,137)
Pre Depreciation Gross	45,638	(30,819)	76,457	(7,533)	1,937,470	1,566,377	371,093	2,054,606	(117,137)
Depreciation	4,014	5,099	1,085	4,007	44,085	49,591	5,506	42,951	(1,133)
Net Income / Cost of Operations	<u>41,623</u>	<u>(35,918)</u>	<u>77,542</u>	<u>(11,540)</u>	<u>1,893,385</u>	<u>1,516,786</u>	<u>376,599</u>	<u>2,011,655</u>	<u>(118,270)</u>

Bella Vista POA
Rec Division - Joan G.(40,41,53,42,43,45,46,49,50,55,57,58,59)-All
For the Eleven Months Ending November 30, 2020

	MTD			Prior Year	YTD			Prior Year	Year to Year
	MTD November 2020	Budget	VAR		Actual	YTD November 2020	VAR		
	Actual	Budget	VAR	Actual	Actual	Budget	VAR	Actual	Actual Compared
Income									
Food and Beverage	356	1,203	(847)	623	29,148	33,593	(4,445)	33,418	(4,269)
Other Recreation	1,174	776	398	1,062	48,666	54,729	(6,063)	49,655	(989)
RV	39,370	24,470	14,900	26,401	338,176	318,064	20,112	313,902	24,274
Facility Use Fees	12,772	16,470	(3,698)	32,405	236,039	314,285	(78,246)	521,653	(285,614)
Boat	118	62	56	51	233,495	169,053	64,442	185,891	47,605
Other	476	472	4	942	8,784	20,638	(11,854)	16,819	(8,036)
Total Income	54,267	43,453	10,814	61,484	894,308	910,362	(16,054)	1,121,337	(227,029)
Food and Beverage	215	774	559	499	15,032	16,894	1,862	15,534	502
Recreation	1,258	347	(911)	840	41,249	40,430	(819)	41,023	(226)
Total Cost of Goods	1,473	1,121	(352)	1,339	56,281	57,324	1,043	56,557	276
Gross Profit	52,793	42,332	10,461	60,145	838,027	853,038	(15,011)	1,064,781	(226,753)
Expenses									
Salary and Wages	49,321	53,854	4,533	51,775	658,657	748,258	89,602	692,451	33,795
Employee Benefits	5,974	6,494	521	5,793	78,041	87,135	9,094	81,314	3,273
Memberships, Training and Travel	2,943	429	(2,514)	408	12,793	14,796	2,003	10,967	(1,827)
Supplies	2,691	2,538	(153)	3,725	53,964	72,434	18,470	65,099	11,135
Fuel and Oil	127	215	88	206	1,520	3,040	1,520	4,237	2,717
Equipment and Tools	1,867	0	(1,867)	6,855	64,431	86,958	22,527	106,897	42,466
Lease, Rents and Licenses	172	228	56	171	2,139	2,468	329	2,386	247
Maintenance and Repairs	21,091	6,415	(14,676)	25,856	122,028	181,765	59,737	178,560	56,532
Maintenance and Service Agreements	8,004	6,191	(1,813)	5,203	70,174	83,030	12,856	71,278	1,105
Outside Contracts	949	1,983	1,034	1,129	23,218	46,616	23,398	43,062	19,844
Professional Services	0	0	0	0	0	0	0	78	78
Insurance	334	318	(16)	437	4,527	4,359	(168)	9,084	4,557
Utilities	16,989	20,355	3,366	19,371	224,159	242,024	17,865	232,419	8,260
Taxes and Permits	817	0	(817)	183	4,745	5,234	489	7,117	2,371
Postage	0	0	0	23	46	0	(46)	101	55
Credit Card Fees & Interest Expense	1,376	1,043	(333)	1,198	22,786	22,386	(400)	22,733	(52)
Advertising Expense	0	0	0	0	0	0	0	8,500	8,500
Uniforms	63	150	87	0	1,109	2,600	1,491	981	(128)
Discounts Earned	0	0	0	(39)	0	0	0	(409)	(409)

Bella Vista POA
Rec Division - Joan G.(40,41,53,42,43,45,46,49,50,55,57,58,59)-All
For the Eleven Months Ending November 30, 2020

	MTD			Prior Year	YTD			Year to Year Actual Compared	
	MTD November 2020 Actual	Budget	VAR		YTD November 2020 Budget	VAR	Prior Year Actual		
Other	978	350	(628)	804	8,643	15,401	6,758	13,912	5,269
Total Operating Expenses	113,696	100,563	(13,132)	123,098	1,352,980	1,618,504	265,524	1,550,768	197,788
EBITDA	(60,902)	(58,231)	(2,671)	(62,954)	(514,953)	(765,466)	250,514	(485,987)	(28,965)
Pre Depreciation Gross	(60,902)	(58,231)	(2,671)	(62,954)	(514,953)	(765,466)	250,514	(485,987)	(28,965)
Depreciation	29,341	30,235	894	27,617	331,325	335,971	4,646	301,202	(30,124)
Net Income / Cost of Operations	<u>(90,243)</u>	<u>(88,466)</u>	<u>(1,777)</u>	<u>(90,571)</u>	<u>(846,278)</u>	<u>(1,101,437)</u>	<u>255,159</u>	<u>(787,189)</u>	<u>(59,089)</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, 2020

	MTD			Prior Year	YTD			Prior Year	Year to Year
	MTD November 2020	MTD November 2020	VAR		Actual	YTD November 2020	YTD November 2020		
	Actual	Budget	VAR	Actual	Actual	Budget	VAR	Actual	Actual Compared
Income									
City of Bella Vista	0	0	0	0	383	0	383	565	(182)
AR MO Land Income	0	0	0	0	0	0	0	6,131	(6,131)
Gain / Loss Disposal Surplus Assets	0	0	0	0	0	0	0	7,626	(7,626)
Cell Tower Rents	3,264	3,200	64	3,200	61,193	60,610	583	57,054	4,140
Other	0	0	0	0	56	0	56	2,998	(2,942)
Total Income	3,264	3,200	64	3,200	61,633	60,610	1,023	74,374	(12,741)
Gross Profit	3,264	3,200	64	3,200	61,633	60,610	1,023	74,374	(12,741)
Expenses									
Salary and Wages	96,354	104,069	7,715	98,869	1,149,795	1,260,288	110,493	1,202,176	52,382
Employee Benefits	12,145	13,675	1,530	11,555	140,746	162,199	21,454	150,875	10,129
Memberships, Training and Travel	0	0	0	0	188	2,535	2,347	1,127	939
Supplies	3,055	1,205	(1,850)	817	11,974	17,585	5,611	10,650	(1,324)
Fuel and Oil	3,857	4,922	1,065	4,269	45,047	62,773	17,726	58,146	13,099
Equipment and Tools	8,687	205	(8,482)	55	35,721	28,160	(7,561)	20,827	(14,893)
Lease, Rents and Licenses	18	194	176	29	208	2,134	1,926	238	30
Maintenance and Repairs	11,530	11,480	(50)	15,617	102,276	113,890	11,614	125,866	23,590
Maintenance and Service Agreements	798	617	(181)	460	6,397	6,457	60	7,122	725
Outside Contracts	6,463	975	(5,488)	499	11,532	16,100	4,568	5,003	(6,529)
Professional Services	125	0	(125)	0	125	0	(125)	4,786	4,661
Insurance	1,031	1,077	46	1,816	11,670	12,800	1,130	35,025	23,355
Utilities	3,047	3,469	422	3,925	34,645	36,683	2,038	34,555	(90)
Taxes and Permits	577	750	173	43	6,209	4,637	(1,572)	6,952	743
Advertising Expense	0	0	0	0	158	0	(158)	0	(158)
Uniforms	1,529	0	(1,529)	2,885	6,987	10,182	3,195	7,108	120
Discounts Earned	0	0	0	(5)	0	0	0	(22)	(22)
Other	0	0	0	0	792	700	(92)	1,853	1,062
Total Operating Expenses	149,217	142,638	(6,579)	140,834	1,564,470	1,737,123	172,653	1,672,287	107,817
EBITDA	(145,953)	(139,438)	(6,515)	(137,634)	(1,502,837)	(1,676,513)	173,676	(1,597,914)	95,077
Allocations - MAC	(37,885)	(37,885)	0	(37,639)	(410,639)	(410,639)	0	(414,032)	(3,393)
Total Allocations	(37,885)	(37,885)	0	(37,639)	(410,639)	(410,639)	0	(414,032)	(3,393)

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, 2020

	MTD			Prior Year Actual	YTD			Year to Year Actual Compared	
	MTD November 2020 Actual	Budget	VAR		YTD November 2020 Budget	VAR	Prior Year Actual		
Pre Depreciation Gross	(108,068)	(101,553)	(6,515)	(99,994)	(1,092,198)	(1,265,874)	173,676	(1,183,882)	91,683
Depreciation	8,121	9,416	1,295	10,595	106,838	113,633	6,795	131,619	24,781
Net Income / Cost of Operations	<u>(116,189)</u>	<u>(110,969)</u>	<u>(5,220)</u>	<u>(110,590)</u>	<u>(1,199,036)</u>	<u>(1,379,507)</u>	<u>180,471</u>	<u>(1,315,501)</u>	<u>116,465</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, 2020

	MTD			Prior Year	YTD			Year to Year	
	MTD November 2020				YTD November 2020				
	Actual	Budget	VAR	Actual	Actual	Budget	VAR	Actual	Actual Compared
Income									
City of Bella Vista	0	0	0	0	8,710	8,709	1	8,710	0
Food and Beverage	166	60	106	87	1,053	970	83	806	246
Other Recreation	492	280	212	215	3,237	5,485	(2,248)	5,054	(1,817)
RV	64	0	64	167	127,196	98,000	29,196	83,973	43,223
Facility Use Fees	9,915	5,243	4,672	8,491	76,156	73,612	2,544	90,457	(14,301)
Boat	247	40	207	136	251,619	192,540	59,079	321,943	(70,324)
Gain / Loss Disposal Surplus Assets	0	0	0	0	0	0	0	675	(675)
Donations Received	0	0	0	0	21	60	(39)	50	(29)
Other	(90)	0	(90)	475	(361)	0	(361)	2,722	(3,083)
Total Income	10,793	5,623	5,170	9,571	467,631	379,376	88,255	514,390	(46,759)
Food and Beverage	7	0	(7)	117	618	0	(618)	741	122
Recreation	1,488	1,595	107	2,291	22,633	22,105	(528)	26,059	3,426
Total Cost of Goods	1,495	1,595	100	2,407	23,251	22,105	(1,146)	26,799	3,548
Gross Profit	9,298	4,028	5,270	7,164	444,380	357,271	87,109	487,590	(43,210)
Expenses									
Salary and Wages	29,476	29,828	352	27,848	363,042	390,351	27,309	354,522	(8,520)
Employee Benefits	3,680	3,791	111	3,161	43,245	47,954	4,709	43,803	559
Memberships, Training and Travel	0	0	0	0	508	4,330	3,822	565	57
Supplies	17,765	4,130	(13,635)	3,405	94,969	64,565	(30,404)	55,586	(39,383)
Fuel and Oil	1,072	1,630	558	1,483	15,743	21,280	5,537	21,876	6,133
Equipment and Tools	1,528	300	(1,228)	735	21,907	18,100	(3,807)	16,234	(5,673)
Lease, Rents and Licenses	18	10	(8)	29	208	140	(68)	489	281
Maintenance and Repairs	18,539	1,550	(16,989)	1,824	58,122	57,130	(992)	41,407	(16,715)
Maintenance and Service Agreements	6,146	1,970	(4,176)	2,388	28,494	24,205	(4,289)	24,627	(3,868)
Outside Contracts	2,729	2,050	(679)	1,396	22,810	25,770	2,960	20,741	(2,070)
Professional Services	500	0	(500)	0	500	0	(500)	0	(500)
Insurance	206	188	(18)	541	2,679	2,555	(124)	9,663	6,983
Utilities	3,064	3,584	520	3,955	37,860	38,445	585	36,940	(920)
Taxes and Permits	2,026	0	(2,026)	232	6,674	3,700	(2,974)	4,860	(1,814)
Postage	0	20	20	0	0	220	220	91	91

Bella Vista POA
Lakes and Parks Div-Rick Echols(48,480,44,66,56,51,52)-All
For the Eleven Months Ending November 30, 2020

	MTD			Prior Year	YTD			Year to Year	
	MTD November 2020				YTD November 2020				
	Actual	Budget	VAR	Actual	Actual	Budget	VAR	Actual	Actual Compared
Credit Card Fees & Interest Expense	502	85	(417)	154	14,791	10,815	(3,976)	13,312	(1,479)
Advertising Expense	0	0	0	0	0	0	0	99	99
Uniforms	1,272	0	(1,272)	0	4,236	3,900	(336)	1,657	(2,579)
Discounts Earned	0	0	0	(19)	0	0	0	(103)	(103)
Other	(19)	0	19	24	28	0	(28)	111	83
Total Operating Expenses	88,505	49,135	(39,370)	47,155	715,816	713,460	(2,356)	646,479	(69,337)
EBITDA	(79,207)	(45,107)	(34,100)	(39,991)	(271,436)	(356,189)	84,753	(158,888)	(112,548)
Pre Depreciation Gross	(79,207)	(45,107)	(34,100)	(39,991)	(271,436)	(356,189)	84,753	(158,888)	(112,548)
Depreciation	8,387	9,129	742	8,741	92,031	94,914	2,883	102,474	10,443
Net Income / Cost of Operations	(87,594)	(54,236)	(33,358)	(48,731)	(363,467)	(451,103)	87,636	(261,362)	(102,105)

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, 2020

	MTD			Prior Year Actual	YTD			Prior Year Actual	Year to Year Actual Compared
	MTD November 2020 Actual	Budget	VAR		Actual	YTD November 2020 Budget	VAR		
Income									
Assessments	884,959	887,460	(2,501)	686,488	9,282,470	9,306,440	(23,970)	7,484,346	1,798,125
Facility Use Fees	8,481	7,091	1,390	7,680	335,201	257,759	77,442	321,770	13,431
Investment Income	30	0	30	0	583	0	583	5,008	(4,425)
Lot Sales	83,858	25,000	58,858	13,342	384,070	191,000	193,070	249,929	134,141
Transfer Fees	54,575	43,276	11,299	32,130	643,687	616,923	26,764	528,665	115,022
Past Due Collections	44,467	22,350	22,117	42,320	241,886	242,700	(814)	223,327	18,559
Advertising Income	17,968	19,000	(1,032)	18,775	144,708	159,750	(15,042)	149,361	(4,653)
Rebates	0	0	0	0	80,011	0	80,011	53,147	26,864
POA Lot Inventory Valuation	2,807	12,000	(9,193)	73	18,275	70,000	(51,725)	(93,808)	112,083
Gain / Loss Disposal Surplus Assets	0	0	0	0	0	0	0	349,890	(349,890)
Water Rent Income	5,806	5,806	0	5,637	63,866	63,866	0	62,007	1,859
Cell Tower Rents	0	0	0	0	0	0	0	1,069,000	(1,069,000)
Legal Fees	20,204	750	19,454	901	35,722	8,250	27,472	12,827	22,895
NSF Fees	150	350	(200)	450	4,600	3,550	1,050	4,050	550
Other	(4,237)	10	(4,247)	0	(102,525)	110	(102,635)	151	(102,676)
Total Income	1,119,070	1,023,093	95,977	807,797	11,132,554	10,920,348	212,206	10,419,671	712,884
Gross Profit	1,119,070	1,023,093	95,977	807,797	11,132,554	10,920,348	212,206	10,419,671	712,884
Expenses									
Salary and Wages	167,737	178,051	10,314	168,370	2,152,025	2,131,612	(20,412)	2,089,300	(62,725)
Employee Benefits	91,038	109,615	18,577	107,954	1,020,320	1,227,939	207,619	1,152,496	132,177
Memberships, Training and Travel	3,727	7,517	3,790	10,803	66,471	95,084	28,613	84,704	18,234
Supplies	2,398	4,385	1,987	6,607	64,002	51,886	(12,116)	46,609	(17,392)
Fuel and Oil	109	177	68	155	1,511	2,284	773	2,229	717
Equipment and Tools	40,490	300	(40,190)	1,287	101,294	17,945	(83,349)	17,086	(84,208)
Lease, Rents and Licenses	6,948	5,944	(1,004)	5,033	57,145	63,574	6,429	61,456	4,311
Maintenance and Repairs	1,687	382	(1,305)	323	14,930	4,092	(10,838)	(94,449)	(109,380)
Maintenance and Service Agreements	16,838	7,536	(9,302)	16,188	142,574	141,974	(600)	159,144	16,570
Outside Contracts	33,874	9,258	(24,616)	14,569	221,900	186,240	(35,660)	184,301	(37,599)
Professional Services	114,360	48,800	(65,560)	54,659	786,467	549,044	(237,423)	2,859,799	2,073,332
Insurance	45,109	39,345	(5,764)	38,558	447,046	433,735	(13,311)	353,552	(93,494)
Utilities	8,968	9,219	251	10,009	97,664	101,421	3,757	103,198	5,534
Taxes and Permits	26,340	26,694	354	35,087	330,110	309,404	(20,706)	315,804	(14,306)
Postage	8,492	8,310	(182)	4,699	88,751	76,565	(12,186)	70,123	(18,628)
Credit Card Fees & Interest Expense	1,590	3,040	1,450	615	29,471	37,880	8,409	26,643	(2,828)

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, 2020

	MTD			Prior Year	YTD			Prior Year	Year to Year
	MTD November 2020				YTD November 2020				
	Actual	Budget	VAR	Actual	Actual	Budget	VAR	Actual	Actual Compared
Membership Elections	0	0	0	12,345	40,869	70,700	29,831	88,860	47,991
Advertising Expense	3,786	8,250	4,464	7,378	103,331	114,020	10,689	140,352	37,021
Bad Debts	37,902	10,650	(27,252)	15,209	156,204	115,750	(40,454)	77,593	(78,611)
Uniforms	0	0	0	(2)	8,336	14,200	5,864	2,200	(6,136)
Investment Fund Fees	0	0	0	0	0	0	0	212	212
Donations	0	0	0	453	68	0	(68)	453	385
Discounts Earned	(7,612)	(7,280)	332	(6,783)	(68,753)	(100,080)	(31,328)	(82,345)	(13,593)
Inter Company Interest Exp	2,961	4,836	1,875	15,634	43,237	50,479	7,242	66,399	23,162
Other	1,386	3,165	1,779	3,045	52,800	38,440	(14,360)	38,136	(14,664)
Total Operating Expenses	608,128	478,194	(129,933)	522,194	5,957,772	5,734,187	(223,585)	7,763,854	1,806,082
EBITDA	510,942	544,899	(33,956)	285,603	5,174,782	5,186,161	(11,379)	2,655,816	2,518,966
Allocations - F & A	(67,571)	(67,571)	0	(63,873)	(736,895)	(736,895)	0	(702,608)	34,287
Total Allocations	(67,571)	(67,571)	0	(63,873)	(736,895)	(736,895)	0	(702,608)	34,287
Pre Depreciation Gross	578,513	612,470	(33,956)	349,476	5,911,677	5,923,056	(11,379)	3,358,425	2,553,252
Depreciation	3,342	3,893	551	10,535	91,391	94,151	2,760	128,578	37,187
Net Income / Cost of Operations	575,171	608,577	(33,406)	338,942	5,820,286	5,828,905	(8,618)	3,229,847	2,590,439