

**Bella Vista POA**  
**Bella Vista Village POA Consolidated-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year	YTD			Prior Year	Year to Year
	MTD December 2020				YTD December 2020				
	Actual	Budget	VAR		Actual	Budget	VAR		
<b>Income</b>									
Assessments	883,162	887,160	(3,998)	664,126	10,166,732	10,194,700	(27,968)	8,149,572	2,017,160
City of Bella Vista	0	2,903	(2,903)	2,903	9,093	11,612	(2,519)	12,178	(3,085)
Food and Beverage	113,468	168,020	(54,552)	157,420	1,732,167	2,138,453	(406,286)	2,091,667	(359,500)
Golf	95,518	63,028	32,490	86,044	3,761,283	3,443,480	317,803	3,801,759	(40,476)
Pro Shop	43,273	35,321	7,953	34,962	538,509	528,444	10,064	501,467	37,042
Other Recreation	2,874	1,252	1,622	1,489	54,777	61,466	(6,689)	56,198	(1,421)
RV	16,852	13,569	3,283	17,325	482,223	429,633	52,590	415,199	67,024
Facility Use Fees	694	14,747	(14,053)	15,334	543,127	631,911	(88,784)	876,873	(333,746)
Boat	128	20	108	22	485,242	361,613	123,629	507,855	(22,613)
Investment Income	1,213	0	1,213	(9,582)	29,022	5,000	24,022	(263)	29,285
Water	681,742	600,560	81,182	565,405	8,792,295	7,812,484	979,811	7,439,193	1,353,102
Restricted Revenue	107	1,080	(973)	1,144	3,199	12,960	(9,761)	13,220	(10,021)
Lot Sales	5,815	10,000	(4,185)	5,986	389,885	201,000	188,885	255,915	133,970
Transfer Fees	109,807	43,132	66,675	45,100	753,494	660,055	93,439	573,765	179,729
Past Due Collections	23,025	20,600	2,425	24,294	264,911	263,300	1,611	247,621	17,290
Advertising Income	7,139	6,750	389	9,672	151,847	166,500	(14,653)	159,033	(7,186)
Rebates	148	0	148	0	82,986	250	82,736	55,759	27,227
POA Lot Inventory Valuation	435	2,000	(1,565)	435	18,710	72,000	(53,290)	(93,373)	112,083
Water Capital Buy In Fees	97,500	45,835	51,665	116,740	1,010,000	550,020	459,980	595,000	415,000
Water Late Fees	13,554	13,500	54	13,562	126,796	162,000	(35,204)	165,031	(38,235)
AR MO Land Income	0	0	0	0	0	0	0	6,131	(6,131)
Gain / Loss Disposal Surplus Assets	64,212	0	64,212	30,184	104,756	0	104,756	396,374	(291,619)
Water Rent Income	5,806	5,806	0	5,637	69,672	69,672	0	67,644	2,028
Commissions	0	0	0	82	1,864	645	1,219	1,101	763
Cell Tower Rents	3,264	3,200	64	3,200	64,457	63,810	647	1,129,254	(1,064,796)
Legal Fees	3,415	750	2,665	75	39,137	9,000	30,137	12,902	26,235
Rents - Leases Facilities	1,000	1,000	0	1,000	12,000	12,000	0	6,500	5,500
Donations Received	0	0	0	0	21	60	(39)	50	(29)
NSF Fees	675	625	50	500	7,900	7,200	700	8,575	(675)
Inter Company Interest Income	3,815	4,782	(967)	6,059	47,052	55,261	(8,209)	72,459	(25,406)
Other	15,771	16,172	(401)	27,902	27,911	240,485	(212,574)	184,583	(156,672)
<b>Total Income</b>	<b>2,194,413</b>	<b>1,961,812</b>	<b>232,601</b>	<b>1,827,019</b>	<b>29,771,068</b>	<b>28,165,014</b>	<b>1,606,054</b>	<b>27,709,242</b>	<b>2,061,826</b>
Food and Beverage	41,415	59,965	18,550	56,380	627,186	784,069	156,883	762,367	135,181
Water	212,004	190,847	(21,157)	198,313	2,465,000	2,493,946	28,946	2,310,683	(154,316)
Pro Shop	30,838	28,336	(2,502)	30,013	404,609	393,583	(11,026)	371,057	(33,553)
Recreation	3,092	1,490	(1,602)	4,953	66,973	64,025	(2,948)	72,035	5,062
<b>Total Cost of Goods</b>	<b>287,348</b>	<b>280,638</b>	<b>(6,710)</b>	<b>289,660</b>	<b>3,563,768</b>	<b>3,735,623</b>	<b>171,855</b>	<b>3,516,141</b>	<b>(47,627)</b>
<b>Gross Profit</b>	<b>1,907,065</b>	<b>1,681,174</b>	<b>225,891</b>	<b>1,537,360</b>	<b>26,207,300</b>	<b>24,429,391</b>	<b>1,777,909</b>	<b>24,193,101</b>	<b>2,014,199</b>

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**For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year	YTD			Prior Year	Year to Year
	MTD December 2020				YTD December 2020				
	Actual	Budget	VAR	Actual	Actual	Budget	VAR	Actual	Actual Compared
<b>Expenses</b>									
Salary and Wages	880,636	737,309	(143,327)	797,990	9,665,245	10,050,133	384,888	9,610,569	(54,676)
Employee Benefits	191,700	194,087	2,387	286,534	2,157,914	2,450,336	292,422	2,419,710	261,796
Memberships, Training and Travel	12,497	13,043	546	11,210	128,316	186,407	58,091	172,654	44,338
Supplies	111,862	64,819	(47,043)	55,618	1,471,402	1,199,031	(272,371)	1,174,835	(296,567)
Fuel and Oil	11,678	13,074	1,396	9,558	181,745	254,651	72,906	239,728	57,983
Equipment and Tools	187,149	8,042	(179,107)	18,844	586,032	262,021	(324,011)	294,630	(291,403)
Lease, Rents and Licenses	63,047	82,009	18,962	53,367	929,181	983,347	54,166	932,588	3,407
Maintenance and Repairs	253,119	40,539	(212,580)	83,328	1,344,620	1,029,369	(315,251)	1,053,932	(290,688)
Maintenance and Service Agreements	62,465	35,113	(27,352)	28,362	541,751	530,013	(11,738)	509,124	(32,627)
Outside Contracts	66,620	58,344	(8,276)	56,316	682,862	623,662	(59,200)	614,134	(68,728)
Professional Services	142,641	47,700	(94,941)	238,722	937,530	609,449	(328,082)	3,120,019	2,182,489
Insurance	55,902	56,552	650	39,800	698,852	687,080	(11,772)	612,926	(85,926)
Utilities	87,079	92,161	5,082	82,723	1,069,735	1,173,646	103,911	1,068,149	(1,586)
Taxes and Permits	90,438	63,689	(26,749)	80,073	683,226	635,419	(47,807)	670,129	(13,097)
Postage	30,158	14,950	(15,208)	20,764	162,924	139,723	(23,201)	138,493	(24,431)
Credit Card Fees & Interest Expense	34,988	31,558	(3,430)	29,387	457,095	460,091	2,996	467,387	10,292
Membership Elections	0	0	0	36,503	40,869	70,700	29,831	125,363	84,494
Advertising Expense	13,005	11,156	(1,849)	13,251	126,089	163,020	36,931	221,583	95,494
Bad Debts	7,957	11,050	3,093	27,351	166,653	129,000	(37,653)	107,929	(58,724)
Uniforms	1,213	100	(1,113)	9,904	53,549	61,223	7,674	43,208	(10,341)
Investment Fund Fees	0	0	0	0	0	0	0	1,523	1,523
Donations	0	0	0	0	25,068	25,000	(68)	453	(24,615)
Discounts Earned	(6,382)	(7,030)	(648)	(2,722)	(75,134)	(107,110)	(31,976)	(86,418)	(11,284)
Inter Company Interest Exp	3,815	4,782	967	6,059	47,052	55,261	8,209	72,459	25,406
Other	14,298	9,651	(4,647)	21,436	83,921	69,345	(14,576)	76,551	(7,370)
<b>Total Operating Expenses</b>	<b>2,315,886</b>	<b>1,582,698</b>	<b>(733,187)</b>	<b>2,004,375</b>	<b>22,166,498</b>	<b>21,740,817</b>	<b>(425,681)</b>	<b>23,661,658</b>	<b>1,495,160</b>
<b>EBITDA</b>	<b>(408,821)</b>	<b>98,475</b>	<b>(507,296)</b>	<b>(467,015)</b>	<b>4,040,801</b>	<b>2,688,574</b>	<b>1,352,227</b>	<b>531,442</b>	<b>3,509,359</b>
<b>Pre Depreciation Gross</b>	<b>(408,821)</b>	<b>98,475</b>	<b>(507,296)</b>	<b>(467,015)</b>	<b>4,040,801</b>	<b>2,688,574</b>	<b>1,352,227</b>	<b>531,442</b>	<b>3,509,359</b>
Depreciation	260,908	263,490	2,582	313,910	3,209,750	3,245,613	35,863	3,304,770	95,020
<b>Net Income / Cost of Operations</b>	<b>(669,729)</b>	<b>(165,015)</b>	<b>(504,714)</b>	<b>(780,925)</b>	<b>831,051</b>	<b>(557,039)</b>	<b>1,388,090</b>	<b>(2,773,328)</b>	<b>3,604,379</b>

**Bella Vista POA**  
**Water Utility Consolidated-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year Actual	YTD			Prior Year Actual	Year to Year Actual Compared
	MTD December 2020 Actual	Budget	VAR		YTD December 2020 Budget	VAR	Actual		
<b>Income</b>									
Assessments	100	100	0	100	1,200	1,200	0	1,200	0
Investment Income	1,158	0	1,158	0	28,384	5,000	23,384	4,311	24,073
Water	681,742	600,560	81,182	565,405	8,792,295	7,812,484	979,811	7,439,193	1,353,102
Restricted Revenue	107	1,080	(973)	1,144	3,199	12,960	(9,761)	13,220	(10,021)
Water Capital Buy In Fees	97,500	45,835	51,665	116,740	1,010,000	550,020	459,980	595,000	415,000
Water Late Fees	13,554	13,500	54	13,562	126,796	162,000	(35,204)	165,031	(38,235)
Gain / Loss Disposal Surplus Assets	0	0	0	0	40,543	0	40,543	8,000	32,543
NSF Fees	300	275	25	300	2,925	3,300	(375)	4,325	(1,400)
Inter Company Interest Income	3,815	4,782	(967)	6,059	47,052	55,261	(8,209)	72,459	(25,406)
Other	6,877	15,295	(8,418)	6,999	83,954	200,340	(116,386)	120,520	(36,566)
<b>Total Income</b>	<b>805,153</b>	<b>681,427</b>	<b>123,726</b>	<b>710,309</b>	<b>10,136,350</b>	<b>8,802,565</b>	<b>1,333,785</b>	<b>8,423,259</b>	<b>1,713,091</b>
Water	212,004	190,847	(21,157)	198,313	2,465,000	2,493,946	28,946	2,310,683	(154,316)
<b>Total Cost of Goods</b>	<b>212,004</b>	<b>190,847</b>	<b>(21,157)</b>	<b>198,313</b>	<b>2,465,000</b>	<b>2,493,946</b>	<b>28,946</b>	<b>2,310,683</b>	<b>(154,316)</b>
<b>Gross Profit</b>	<b>593,150</b>	<b>490,580</b>	<b>102,570</b>	<b>511,996</b>	<b>7,671,350</b>	<b>6,308,619</b>	<b>1,362,731</b>	<b>6,112,575</b>	<b>1,558,775</b>
<b>Expenses</b>									
Salary and Wages	91,198	80,158	(11,040)	82,079	1,030,285	1,033,993	3,709	970,948	(59,337)
Employee Benefits	21,256	25,462	4,206	17,315	264,856	315,011	50,155	274,960	10,104
Memberships, Training and Travel	1,867	438	(1,429)	794	8,878	15,476	6,598	17,373	8,496
Supplies	23,590	15,485	(8,105)	14,923	489,822	250,110	(239,712)	253,603	(236,218)
Fuel and Oil	3,277	4,500	1,223	3,308	41,221	57,600	16,379	51,242	10,022
Equipment and Tools	38,821	250	(38,571)	891	100,973	27,315	(73,658)	23,980	(76,993)
Lease, Rents and Licenses	6,395	6,096	(299)	6,581	73,266	73,152	(114)	71,888	(1,378)
Maintenance and Repairs	40,712	17,200	(23,512)	9,988	294,097	214,900	(79,197)	187,273	(106,824)
Maintenance and Service Agreements	8,280	1,760	(6,520)	(433)	71,494	60,446	(11,048)	54,432	(17,062)
Outside Contracts	36,388	20,034	(16,354)	15,337	294,851	253,804	(41,047)	267,712	(27,139)
Professional Services	390	0	(390)	720	7,038	7,080	42	8,028	990
Insurance	14,197	13,784	(413)	12,130	168,193	166,267	(1,926)	131,743	(36,450)
Utilities	9,304	8,400	(904)	8,280	107,826	98,490	(9,336)	101,654	(6,172)
Taxes and Permits	19,793	18,464	(1,329)	19,446	230,102	220,713	(9,389)	221,799	(8,303)
Postage	6,958	4,200	(2,758)	4,470	50,016	50,400	384	50,190	174
Credit Card Fees & Interest Expense	15,432	19,084	3,652	14,080	219,470	229,008	9,538	246,108	26,637
Bad Debts	327	200	(127)	(18)	2,818	2,400	(418)	2,967	149
Uniforms	0	0	0	3,088	8,625	7,200	(1,425)	6,890	(1,735)
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	0	0	0	0	(129)	(129)
Other	1,277	0	(1,277)	299	2,006	0	(2,006)	1,677	(329)

**Bella Vista POA**  
**Water Utility Consolidated-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year	YTD			Prior Year	Year to Year Actual Compared
	MTD December 2020				YTD December 2020				
	Actual	Budget	VAR		Actual	Budget	VAR		
<b>Total Operating Expenses</b>	<b>339,459</b>	<b>235,514</b>	<b>(103,945)</b>	<b>213,277</b>	<b>3,490,835</b>	<b>3,108,366</b>	<b>(382,469)</b>	<b>2,945,648</b>	<b>(545,187)</b>
<b>EBITDA</b>	<b>253,690</b>	<b>255,066</b>	<b>(1,375)</b>	<b>298,718</b>	<b>4,180,515</b>	<b>3,200,253</b>	<b>980,262</b>	<b>3,166,927</b>	<b>1,013,588</b>
Allocations - MAC	37,885	37,885	0	37,639	448,524	448,524	0	451,672	3,148
Allocations - F & A	70,678	70,678	0	70,618	841,016	841,016	0	847,412	6,396
<b>Total Allocations</b>	<b>108,563</b>	<b>108,563</b>	<b>0</b>	<b>108,257</b>	<b>1,289,540</b>	<b>1,289,540</b>	<b>0</b>	<b>1,299,083</b>	<b>9,543</b>
<b>Pre Depreciation Gross</b>	<b>145,127</b>	<b>146,503</b>	<b>(1,375)</b>	<b>190,461</b>	<b>2,890,975</b>	<b>1,910,713</b>	<b>980,262</b>	<b>1,867,844</b>	<b>1,023,131</b>
Depreciation	109,370	109,407	37	110,290	1,312,886	1,326,579	13,693	1,254,036	(58,850)
<b>Net Income / Cost of Operations</b>	<b>35,758</b>	<b>37,096</b>	<b>(1,338)</b>	<b>80,172</b>	<b>1,578,089</b>	<b>584,134</b>	<b>993,955</b>	<b>613,808</b>	<b>964,281</b>

**Bella Vista POA**  
**POA w/o Water-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year	YTD			Prior Year	Year to Year		
	MTD December 2020				Actual	YTD December 2020				Actual	Actual Compared
	Actual	Budget	VAR			Budget	VAR				
<b>Income</b>											
Assessments	883,062	887,060	(3,998)	664,026	10,165,532	10,193,500	(27,968)	8,148,372	2,017,160		
City of Bella Vista	0	2,903	(2,903)	2,903	9,093	11,612	(2,519)	12,178	(3,085)		
Food and Beverage	113,468	168,020	(54,552)	157,420	1,732,167	2,138,453	(406,286)	2,091,667	(359,500)		
Golf	95,518	63,028	32,490	86,044	3,761,283	3,443,480	317,803	3,801,759	(40,476)		
Pro Shop	43,273	35,321	7,953	34,962	538,509	528,444	10,064	501,467	37,042		
Other Recreation	2,874	1,252	1,622	1,489	54,777	61,466	(6,689)	56,198	(1,421)		
RV	16,852	13,569	3,283	17,325	482,223	429,633	52,590	415,199	67,024		
Facility Use Fees	694	14,747	(14,053)	15,334	543,127	631,911	(88,784)	876,873	(333,746)		
Boat	128	20	108	22	485,242	361,613	123,629	507,855	(22,613)		
Investment Income	55	0	55	(9,582)	638	0	638	(4,574)	5,212		
Lot Sales	5,815	10,000	(4,185)	5,986	389,885	201,000	188,885	255,915	133,970		
Transfer Fees	109,807	43,132	66,675	45,100	753,494	660,055	93,439	573,765	179,729		
Past Due Collections	23,025	20,600	2,425	24,294	264,911	263,300	1,611	247,621	17,290		
Advertising Income	7,139	6,750	389	9,672	151,847	166,500	(14,653)	159,033	(7,186)		
Rebates	148	0	148	0	82,986	250	82,736	55,759	27,227		
POA Lot Inventory Valuation	435	2,000	(1,565)	435	18,710	72,000	(53,290)	(93,373)	112,083		
AR MO Land Income	0	0	0	0	0	0	0	6,131	(6,131)		
Gain / Loss Disposal Surplus Assets	64,212	0	64,212	30,184	64,212	0	64,212	388,374	(324,162)		
Water Rent Income	5,806	5,806	0	5,637	69,672	69,672	0	67,644	2,028		
Commissions	0	0	0	82	1,864	645	1,219	1,101	763		
Cell Tower Rents	3,264	3,200	64	3,200	64,457	63,810	647	1,129,254	(1,064,796)		
Legal Fees	3,415	750	2,665	75	39,137	9,000	30,137	12,902	26,235		
Rents - Leases Facilities	1,000	1,000	0	1,000	12,000	12,000	0	6,500	5,500		
Donations Received	0	0	0	0	21	60	(39)	50	(29)		
NSF Fees	375	350	25	200	4,975	3,900	1,075	4,250	725		
Other	8,894	877	8,017	20,903	(56,043)	40,145	(96,188)	64,063	(120,106)		
<b>Total Income</b>	<b>1,389,259</b>	<b>1,280,385</b>	<b>108,875</b>	<b>1,116,711</b>	<b>19,634,718</b>	<b>19,362,449</b>	<b>272,269</b>	<b>19,285,983</b>	<b>348,735</b>		
Food and Beverage	41,415	59,965	18,550	56,380	627,186	784,069	156,883	762,367	135,181		
Pro Shop	30,838	28,336	(2,502)	30,013	404,609	393,583	(11,026)	371,057	(33,553)		
Recreation	3,092	1,490	(1,602)	4,953	66,973	64,025	(2,948)	72,035	5,062		
<b>Total Cost of Goods</b>	<b>75,344</b>	<b>89,791</b>	<b>14,447</b>	<b>91,346</b>	<b>1,098,769</b>	<b>1,241,677</b>	<b>142,909</b>	<b>1,205,458</b>	<b>106,689</b>		
<b>Gross Profit</b>	<b>1,313,915</b>	<b>1,190,594</b>	<b>123,322</b>	<b>1,025,364</b>	<b>18,535,950</b>	<b>18,120,772</b>	<b>415,178</b>	<b>18,080,525</b>	<b>455,424</b>		
<b>Expenses</b>											
Salary and Wages	789,438	657,151	(132,287)	715,911	8,634,960	9,016,140	381,179	8,639,621	4,661		
Employee Benefits	170,444	168,626	(1,819)	269,219	1,893,059	2,135,325	242,266	2,144,751	251,692		
Memberships, Training and Travel	10,630	12,605	1,975	10,416	119,438	170,931	51,493	155,281	35,843		
Supplies	88,272	49,334	(38,938)	40,695	981,580	948,921	(32,659)	921,232	(60,349)		
Fuel and Oil	8,402	8,574	172	6,251	140,525	197,051	56,526	188,486	47,961		

**Bella Vista POA**  
**POA w/o Water-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year	YTD			Prior Year	Year to Year
	MTD December 2020				YTD December 2020				
	Actual	Budget	VAR		Actual	Budget	VAR		
Equipment and Tools	148,328	7,792	(140,536)	17,954	485,060	234,706	(250,354)	270,650	(214,410)
Lease, Rents and Licenses	56,653	75,913	19,260	46,786	855,915	910,195	54,280	860,700	4,785
Maintenance and Repairs	212,406	23,339	(189,067)	73,340	1,050,523	814,469	(236,054)	866,659	(183,863)
Maintenance and Service Agreements	54,185	33,353	(20,832)	28,794	470,257	469,567	(690)	454,693	(15,565)
Outside Contracts	30,232	38,310	8,078	40,980	388,011	369,858	(18,153)	346,422	(41,589)
Professional Services	142,251	47,700	(94,551)	238,002	930,493	602,369	(328,124)	3,111,992	2,181,499
Insurance	41,706	42,768	1,062	27,670	530,659	520,813	(9,846)	481,184	(49,475)
Utilities	77,775	83,761	5,986	74,443	961,909	1,075,156	113,247	966,495	4,586
Taxes and Permits	70,645	45,225	(25,420)	60,626	453,125	414,706	(38,419)	448,330	(4,794)
Postage	23,200	10,750	(12,450)	16,294	112,908	89,323	(23,585)	88,303	(24,605)
Credit Card Fees & Interest Expense	19,556	12,474	(7,082)	15,307	237,624	231,083	(6,542)	221,279	(16,345)
Membership Elections	0	0	0	36,503	40,869	70,700	29,831	125,363	84,494
Advertising Expense	13,005	11,156	(1,849)	13,251	126,089	163,020	36,931	221,583	95,494
Bad Debts	7,630	10,850	3,220	27,368	163,834	126,600	(37,234)	104,961	(58,873)
Uniforms	1,213	100	(1,113)	6,816	44,924	54,023	9,099	36,318	(8,606)
Investment Fund Fees	0	0	0	0	0	0	0	212	212
Donations	0	0	0	0	68	0	(68)	453	385
Discounts Earned	(6,382)	(7,030)	(648)	(2,722)	(75,134)	(107,110)	(31,976)	(86,289)	(11,155)
Inter Company Interest Exp	3,815	4,782	967	6,059	47,052	55,261	8,209	72,459	25,406
Other	13,021	9,651	(3,370)	21,137	81,915	69,345	(12,570)	74,874	(7,040)
<b>Total Operating Expenses</b>	<b>1,976,426</b>	<b>1,347,184</b>	<b>(629,243)</b>	<b>1,791,098</b>	<b>18,675,663</b>	<b>18,632,451</b>	<b>(43,212)</b>	<b>20,716,010</b>	<b>2,040,347</b>
<b>EBITDA</b>	<b>(662,511)</b>	<b>(156,590)</b>	<b>(505,921)</b>	<b>(765,734)</b>	<b>(139,714)</b>	<b>(511,679)</b>	<b>371,966</b>	<b>(2,635,485)</b>	<b>2,495,771</b>
Allocations - MAC	(37,885)	(37,885)	0	(37,639)	(448,524)	(448,524)	0	(451,672)	(3,148)
Allocations - F & A	(70,678)	(70,678)	0	(70,618)	(841,016)	(841,016)	0	(847,412)	(6,396)
<b>Total Allocations</b>	<b>(108,563)</b>	<b>(108,563)</b>	<b>0</b>	<b>(108,257)</b>	<b>(1,289,540)</b>	<b>(1,289,540)</b>	<b>0</b>	<b>(1,299,083)</b>	<b>(9,543)</b>
<b>Pre Depreciation Gross</b>	<b>(553,948)</b>	<b>(48,027)</b>	<b>(505,921)</b>	<b>(657,477)</b>	<b>1,149,826</b>	<b>777,861</b>	<b>371,966</b>	<b>(1,336,402)</b>	<b>2,486,228</b>
Depreciation	151,538	154,083	2,545	203,620	1,896,864	1,919,034	22,170	2,050,734	153,870
<b>Net Income / Cost of Operations</b>	<b>(705,486)</b>	<b>(202,110)</b>	<b>(503,376)</b>	<b>(861,097)</b>	<b>(747,038)</b>	<b>(1,141,173)</b>	<b>394,135</b>	<b>(3,387,136)</b>	<b>2,640,098</b>

**Bella Vista POA**  
**Food and Beverage Division - Tommy Lee-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year	YTD			Year to Year	
	MTD December 2020				YTD December 2020				
	Actual	Budget	VAR		Actual	Budget	VAR		Actual
<b>Income</b>									
Food and Beverage	113,286	167,660	(54,374)	156,457	1,701,784	2,103,530	(401,746)	2,056,480	(354,696)
Pro Shop	0	0	0	0	0	0	0	11	(11)
Facility Use Fees	(10,451)	(3,910)	(6,541)	(6,433)	(115,415)	(32,402)	(83,013)	(78,774)	(36,641)
Rebates	148	0	148	0	2,975	0	2,975	2,612	363
Other	123	0	123	878	7,934	2,500	5,434	3,473	4,461
<b>Total Income</b>	<b>103,107</b>	<b>163,750</b>	<b>(60,643)</b>	<b>150,903</b>	<b>1,597,279</b>	<b>2,073,628</b>	<b>(476,349)</b>	<b>1,983,802</b>	<b>(386,524)</b>
Food and Beverage	40,956	59,773	18,817	56,024	611,483	766,983	155,500	745,735	134,252
<b>Total Cost of Goods</b>	<b>40,956</b>	<b>59,773</b>	<b>18,817</b>	<b>56,024</b>	<b>611,483</b>	<b>766,983</b>	<b>155,500</b>	<b>745,735</b>	<b>134,252</b>
<b>Gross Profit</b>	<b>62,151</b>	<b>103,977</b>	<b>(41,826)</b>	<b>94,880</b>	<b>985,796</b>	<b>1,306,645</b>	<b>(320,849)</b>	<b>1,238,067</b>	<b>(252,271)</b>
<b>Expenses</b>									
Salary and Wages	88,679	85,142	(3,537)	90,532	978,381	1,075,720	97,339	1,090,202	111,821
Employee Benefits	12,322	9,472	(2,850)	12,953	145,828	120,855	(24,973)	151,965	6,137
Memberships, Training and Travel	825	445	(380)	293	11,914	13,790	1,876	17,830	5,916
Supplies	13,806	8,900	(4,906)	8,868	108,324	113,495	5,171	125,386	17,062
Fuel and Oil	36	0	(36)	97	505	0	(505)	1,040	535
Equipment and Tools	46	0	(46)	456	4,221	3,800	(421)	6,557	2,337
Lease, Rents and Licenses	77	140	63	199	4,735	1,680	(3,055)	3,501	(1,234)
Maintenance and Repairs	27	75	48	1,875	3,621	825	(2,796)	5,186	1,564
Maintenance and Service Agreements	615	695	80	1,196	7,375	7,740	365	12,019	4,644
Outside Contracts	336	653	317	423	3,675	5,156	1,482	3,950	275
Professional Services	0	0	0	275	0	0	0	463	463
Insurance	376	542	166	803	5,900	6,934	1,034	13,274	7,374
Utilities	4,127	4,848	721	4,644	51,216	62,686	11,470	62,302	11,086
Taxes and Permits	93	60	(33)	69	5,987	2,480	(3,507)	6,083	97
Postage	0	0	0	0	69	0	(69)	47	(22)
Credit Card Fees & Interest Expense	4,541	5,066	525	4,575	48,435	60,325	11,890	56,182	7,747
Advertising Expense	865	1,325	460	1,318	10,460	17,050	6,590	35,818	25,359
Uniforms	506	0	(506)	883	5,729	4,000	(1,729)	4,533	(1,196)
Discounts Earned	0	0	0	0	0	0	0	(231)	(231)
Other	76	0	(76)	3,379	2,123	0	(2,123)	6,407	4,284
<b>Total Operating Expenses</b>	<b>127,353</b>	<b>117,363</b>	<b>(9,990)</b>	<b>132,838</b>	<b>1,398,496</b>	<b>1,496,536</b>	<b>98,040</b>	<b>1,602,514</b>	<b>204,017</b>
<b>EBITDA</b>	<b>(65,202)</b>	<b>(13,386)</b>	<b>(51,816)</b>	<b>(37,958)</b>	<b>(412,701)</b>	<b>(189,891)</b>	<b>(222,809)</b>	<b>(364,446)</b>	<b>(48,254)</b>
<b>Pre Depreciation Gross</b>	<b>(65,202)</b>	<b>(13,386)</b>	<b>(51,816)</b>	<b>(37,958)</b>	<b>(412,701)</b>	<b>(189,891)</b>	<b>(222,809)</b>	<b>(364,446)</b>	<b>(48,254)</b>
Depreciation	403	404	1	402	4,839	4,848	9	4,826	(13)

**Bella Vista POA**  
**Food and Beverage Division - Tommy Lee-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year	Actual	YTD		Prior Year	Year to Year Actual Compared
	MTD December 2020					YTD December 2020			
	Actual	Budget	VAR			Budget	VAR		
Net Income / Cost of Operations	<u>(65,605)</u>	<u>(13,790)</u>	<u>(51,815)</u>	<u>(38,360)</u>	<u>(417,540)</u>	<u>(194,739)</u>	<u>(222,800)</u>	<u>(369,272)</u>	<u>(48,267)</u>



**Bella Vista POA  
Clubhouses-All  
For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year Actual	YTD			Year to Year Actual Compared	
	MTD December 2020				YTD December 2020				
	Actual	Budget	VAR	Actual	Actual	Budget	VAR	Actual	
<b>Income</b>									
Gain / Loss Disposal Surplus Assets	64,212	0	64,212	29,316	64,212	0	64,212	29,316	34,896
Rents - Leases Facilities	1,000	1,000	0	1,000	12,000	12,000	0	6,500	5,500
Other	0	0	0	0	0	0	0	124	(124)
<b>Total Income</b>	<b>65,212</b>	<b>1,000</b>	<b>64,212</b>	<b>30,316</b>	<b>76,212</b>	<b>12,000</b>	<b>64,212</b>	<b>35,940</b>	<b>40,272</b>
<b>Gross Profit</b>	<b>65,212</b>	<b>1,000</b>	<b>64,212</b>	<b>30,316</b>	<b>76,212</b>	<b>12,000</b>	<b>64,212</b>	<b>35,940</b>	<b>40,272</b>
<b>Expenses</b>									
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	259	0	(259)	217	1,106	0	(1,106)	487	(619)
Supplies	2,172	450	(1,722)	329	40,195	5,200	(34,995)	6,771	(33,425)
Equipment and Tools	34,299	2,000	(32,299)	0	81,398	36,644	(44,754)	12,839	(68,558)
Lease, Rents and Licenses	0	0	0	0	2,499	0	(2,499)	0	(2,499)
Maintenance and Repairs	29,246	7,225	(22,021)	8,738	136,868	93,500	(43,368)	82,622	(54,247)
Maintenance and Service Agreements	7,722	7,352	(370)	4,320	71,753	85,845	14,092	64,457	(7,296)
Outside Contracts	3,581	2,539	(1,042)	3,483	9,934	6,002	(3,932)	11,074	1,140
Professional Services	0	0	0	0	750	0	(750)	0	(750)
Insurance	0	0	0	0	1	0	(1)	0	(0)
Utilities	9,921	12,630	2,709	7,640	113,449	151,510	38,061	110,966	(2,482)
Taxes and Permits	192	0	(192)	0	761	0	(761)	451	(310)
Discounts Earned	0	0	0	0	0	0	0	(133)	(133)
<b>Total Operating Expenses</b>	<b>87,394</b>	<b>32,196</b>	<b>(55,198)</b>	<b>24,727</b>	<b>458,824</b>	<b>378,701</b>	<b>(80,123)</b>	<b>289,575</b>	<b>(169,249)</b>
<b>EBITDA</b>	<b>(22,182)</b>	<b>(31,196)</b>	<b>9,014</b>	<b>5,590</b>	<b>(382,612)</b>	<b>(366,701)</b>	<b>(15,911)</b>	<b>(253,635)</b>	<b>(128,977)</b>
Allocations - F & A	(3,107)	(3,107)	0	(6,744)	(36,550)	(36,550)	0	(80,930)	(44,380)
<b>Total Allocations</b>	<b>(3,107)</b>	<b>(3,107)</b>	<b>0</b>	<b>(6,744)</b>	<b>(36,550)</b>	<b>(36,550)</b>	<b>0</b>	<b>(80,930)</b>	<b>(44,380)</b>
<b>Pre Depreciation Gross</b>	<b>(19,075)</b>	<b>(28,089)</b>	<b>9,014</b>	<b>12,334</b>	<b>(346,062)</b>	<b>(330,151)</b>	<b>(15,911)</b>	<b>(172,705)</b>	<b>(173,357)</b>
Depreciation	49,496	48,206	(1,290)	48,245	587,742	580,816	(6,926)	580,981	(6,761)
<b>Net Income / Cost of Operations</b>	<b>(68,570)</b>	<b>(76,295)</b>	<b>7,725</b>	<b>(35,911)</b>	<b>(933,805)</b>	<b>(910,967)</b>	<b>(22,838)</b>	<b>(753,686)</b>	<b>(180,118)</b>

**Bella Vista POA**  
**Golf Maintenance - Keith Ihms (15 - 23)-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year Actual	YTD			Prior Year Actual	Year to Year Actual Compared
	MTD December 2020 Actual	MTD December 2020 Budget	MTD December 2020 VAR		YTD December 2020 Actual	YTD December 2020 Budget	YTD December 2020 VAR		
<b>Income</b>									
Other	0	0	0	0	79	0	79	1,636	(1,557)
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>79</b>	<b>0</b>	<b>79</b>	<b>1,636</b>	<b>(1,557)</b>
<b>Gross Profit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>79</b>	<b>0</b>	<b>79</b>	<b>1,636</b>	<b>(1,557)</b>
<b>Expenses</b>									
Salary and Wages	137,452	129,974	(7,478)	133,168	1,754,829	1,886,377	131,547	1,782,494	27,665
Employee Benefits	16,170	16,326	156	14,733	200,777	225,627	24,849	213,546	12,769
Memberships, Training and Travel	2,424	1,200	(1,224)	475	9,794	12,105	2,311	14,086	4,292
Supplies	9,587	3,879	(5,708)	(13,923)	504,487	522,890	18,403	522,094	17,607
Fuel and Oil	4,379	3,700	(679)	(2,031)	71,096	100,376	29,280	90,450	19,355
Equipment and Tools	11,939	520	(11,419)	331	46,009	20,689	(25,320)	46,336	327
Lease, Rents and Licenses	29,708	46,425	16,717	15,064	534,837	557,100	22,263	507,530	(27,306)
Maintenance and Repairs	115,617	6,365	(109,252)	24,349	508,860	332,511	(176,349)	443,327	(65,533)
Maintenance and Service Agreements	678	881	203	678	10,564	11,331	767	10,503	(61)
Outside Contracts	5,252	102	(5,150)	0	29,091	10,924	(18,167)	8,362	(20,729)
Professional Services	0	0	0	0	400	4,325	3,925	9,140	8,740
Insurance	536	827	291	1,035	11,222	12,163	941	22,492	11,270
Utilities	13,511	17,415	3,904	13,287	233,063	272,481	39,418	218,620	(14,443)
Taxes and Permits	2,474	372	(2,102)	32,223	11,912	39,390	27,478	70,993	59,081
Postage	0	20	20	0	143	515	372	256	114
Credit Card Fees & Interest Expense	0	0	0	0	5	0	(5)	0	(5)
Uniforms	232	0	(232)	1,456	15,205	16,650	1,445	14,055	(1,151)
Discounts Earned	0	0	0	0	0	0	0	(132)	(132)
Other	45	0	(45)	0	86	0	(86)	0	(86)
<b>Total Operating Expenses</b>	<b>350,004</b>	<b>228,005</b>	<b>(121,998)</b>	<b>220,846</b>	<b>3,942,381</b>	<b>4,025,454</b>	<b>83,072</b>	<b>3,974,153</b>	<b>31,772</b>
<b>EBITDA</b>	<b>(350,004)</b>	<b>(228,005)</b>	<b>(121,998)</b>	<b>(220,846)</b>	<b>(3,942,303)</b>	<b>(4,025,454)</b>	<b>83,151</b>	<b>(3,972,517)</b>	<b>30,214</b>
<b>Pre Depreciation Gross</b>	<b>(350,004)</b>	<b>(228,005)</b>	<b>(121,998)</b>	<b>(220,846)</b>	<b>(3,942,303)</b>	<b>(4,025,454)</b>	<b>83,151</b>	<b>(3,972,517)</b>	<b>30,214</b>
Depreciation	48,193	47,875	(318)	50,860	585,169	587,512	2,343	653,990	68,821
<b>Net Income / Cost of Operations</b>	<b>(398,197)</b>	<b>(275,880)</b>	<b>(122,316)</b>	<b>(271,705)</b>	<b>(4,527,471)</b>	<b>(4,612,966)</b>	<b>85,494</b>	<b>(4,626,507)</b>	<b>99,036</b>

**Bella Vista POA**  
**Golf Operations (25 - 33) Darryl Muldoon-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD				YTD					
	MTD December 2020			Prior Year	YTD December 2020			Prior Year	Year to Year	
	Actual	Budget	VAR	Actual	Actual	Budget	VAR	Actual	Actual Compared	
<b>Income</b>										
Golf	95,518	63,028	32,490	86,044	3,761,283	3,443,480	317,803	3,801,759	(40,476)	
Pro Shop	43,273	35,321	7,953	34,962	538,509	528,444	10,064	501,456	37,053	
Rebates	0	0	0	0	0	250	(250)	0	0	
Gain / Loss Disposal Surplus Assets	0	0	0	868	0	0	0	868	(868)	
Commissions	0	0	0	82	1,864	645	1,219	1,101	763	
Other	1,103	655	448	12,801	22,322	16,675	5,647	28,916	(6,594)	
<b>Total Income</b>	<b>139,895</b>	<b>99,004</b>	<b>40,891</b>	<b>134,756</b>	<b>4,323,977</b>	<b>3,989,494</b>	<b>334,483</b>	<b>4,334,099</b>	<b>(10,122)</b>	
Food and Beverage	0	0	0	0	(405)	0	405	0	405	
Pro Shop	30,838	28,336	(2,502)	30,013	404,609	393,583	(11,026)	371,057	(33,553)	
<b>Total Cost of Goods</b>	<b>30,838</b>	<b>28,336</b>	<b>(2,502)</b>	<b>30,013</b>	<b>404,204</b>	<b>393,583</b>	<b>(10,621)</b>	<b>371,057</b>	<b>(33,147)</b>	
<b>Gross Profit</b>	<b>109,057</b>	<b>70,668</b>	<b>38,389</b>	<b>104,744</b>	<b>3,919,773</b>	<b>3,595,911</b>	<b>323,862</b>	<b>3,963,042</b>	<b>(43,269)</b>	
<b>Expenses</b>										
Salary and Wages	79,146	76,854	(2,292)	72,814	1,093,974	1,158,353	64,379	1,009,041	(84,932)	
Employee Benefits	9,766	8,772	(994)	8,409	131,903	129,560	(2,344)	117,624	(14,279)	
Memberships, Training and Travel	1,903	3,065	1,163	569	11,444	20,396	8,952	16,653	5,208	
Supplies	19,361	2,708	(16,653)	2,336	60,319	67,469	7,150	45,954	(14,365)	
Fuel and Oil	34	140	106	9	1,150	2,564	1,414	2,332	1,182	
Equipment and Tools	27,870	1,302	(26,568)	0	55,905	18,440	(37,465)	26,705	(29,200)	
Lease, Rents and Licenses	20,237	22,517	2,280	22,037	247,512	276,268	28,756	275,614	28,102	
Maintenance and Repairs	9,359	1,234	(8,125)	1,357	45,660	22,316	(23,344)	47,120	1,460	
Maintenance and Service Agreements	7,595	7,272	(323)	6,824	95,352	91,832	(3,520)	89,767	(5,585)	
Outside Contracts	3,586	1,682	(1,904)	2,828	48,373	39,716	(8,657)	35,683	(12,690)	
Professional Services	0	0	0	0	0	1,300	1,300	0	0	
Insurance	305	476	171	642	7,127	7,344	217	12,903	5,777	
Utilities	9,358	9,891	533	12,163	128,997	130,929	1,932	130,785	1,789	
Taxes and Permits	17,976	16,302	(1,674)	4	36,818	21,370	(15,448)	7,742	(29,076)	
Postage	265	0	(265)	154	964	1,293	329	1,544	580	
Credit Card Fees & Interest Expense	12,475	2,522	(9,953)	9,042	119,596	94,791	(24,805)	100,719	(18,877)	
Advertising Expense	1,500	81	(1,419)	388	1,500	22,200	20,700	25,269	23,769	
Uniforms	199	100	(99)	76	3,045	2,491	(554)	1,384	(1,661)	
Discounts Earned	0	0	0	0	0	0	0	(192)	(192)	
Other	493	71	(422)	4,061	5,036	5,224	188	758	(4,278)	
<b>Total Operating Expenses</b>	<b>221,429</b>	<b>154,989</b>	<b>(66,440)</b>	<b>143,714</b>	<b>2,094,675</b>	<b>2,113,856</b>	<b>19,180</b>	<b>1,947,406</b>	<b>(147,269)</b>	
<b>EBITDA</b>	<b>(112,372)</b>	<b>(84,321)</b>	<b>(28,050)</b>	<b>(38,970)</b>	<b>1,825,098</b>	<b>1,482,055</b>	<b>343,043</b>	<b>2,015,636</b>	<b>(190,538)</b>	
<b>Pre Depreciation Gross</b>	<b>(112,372)</b>	<b>(84,321)</b>	<b>(28,050)</b>	<b>(38,970)</b>	<b>1,825,098</b>	<b>1,482,055</b>	<b>343,043</b>	<b>2,015,636</b>	<b>(190,538)</b>	

**Bella Vista POA**  
**Golf Operations (25 - 33) Darryl Muldoon-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD				YTD			Year to Year Actual Compared	
	MTD December 2020			Prior Year	YTD December 2020		Prior Year		
	Actual	Budget	VAR	Actual	Actual	Budget	VAR		Actual
Depreciation	4,014	5,099	1,085	3,981	48,099	54,690	6,591	46,932	(1,167)
<b>Net Income / Cost of Operations</b>	<b><u>(116,386)</u></b>	<b><u>(89,420)</u></b>	<b><u>(26,965)</u></b>	<b><u>(42,951)</u></b>	<b><u>1,776,999</u></b>	<b><u>1,427,365</u></b>	<b><u>349,634</u></b>	<b><u>1,968,704</u></b>	<b><u>(191,705)</u></b>

**Bella Vista POA**  
**Rec Division - Joan G.(40,41,53,42,43,45,46,49,50,55,57,58,59)-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year	YTD			Year to Year	
	MTD December 2020				Actual	YTD December 2020			Prior Year
	Actual	Budget	VAR			Budget	VAR		
<b>Income</b>									
Food and Beverage	162	320	(158)	904	29,310	33,913	(4,603)	34,322	(5,011)
Other Recreation	2,173	1,107	1,066	1,313	50,840	55,836	(4,996)	50,968	(129)
RV	16,852	13,569	3,283	17,282	355,027	331,633	23,394	331,183	23,844
Facility Use Fees	6,508	13,497	(6,989)	16,215	242,547	327,782	(85,235)	537,868	(295,321)
Boat	0	0	0	0	233,495	169,053	64,442	185,891	47,605
Other	296	212	84	262	9,080	20,850	(11,770)	17,081	(8,001)
<b>Total Income</b>	<b>25,991</b>	<b>28,705</b>	<b>(2,714)</b>	<b>35,975</b>	<b>920,299</b>	<b>939,067</b>	<b>(18,768)</b>	<b>1,157,312</b>	<b>(237,013)</b>
Food and Beverage	352	192	(160)	347	15,384	17,086	1,702	15,881	497
Recreation	1,069	265	(804)	3,221	42,318	40,695	(1,623)	44,244	1,927
<b>Total Cost of Goods</b>	<b>1,421</b>	<b>457</b>	<b>(964)</b>	<b>3,568</b>	<b>57,702</b>	<b>57,781</b>	<b>79</b>	<b>60,125</b>	<b>2,424</b>
<b>Gross Profit</b>	<b>24,570</b>	<b>28,248</b>	<b>(3,678)</b>	<b>32,406</b>	<b>862,598</b>	<b>881,286</b>	<b>(18,688)</b>	<b>1,097,187</b>	<b>(234,589)</b>
<b>Expenses</b>									
Salary and Wages	53,829	51,484	(2,345)	60,259	712,486	799,742	87,257	752,710	40,224
Employee Benefits	6,346	6,171	(176)	7,387	84,388	93,306	8,918	88,701	4,313
Memberships, Training and Travel	657	450	(207)	333	13,450	15,246	1,796	11,299	(2,150)
Supplies	1,948	1,657	(291)	2,357	55,912	74,091	18,179	67,456	11,544
Fuel and Oil	74	182	108	152	1,594	3,222	1,628	4,389	2,795
Equipment and Tools	27,501	0	(27,501)	445	91,932	86,958	(4,974)	107,342	15,410
Lease, Rents and Licenses	215	213	(2)	408	2,354	2,681	327	2,794	440
Maintenance and Repairs	17,625	1,095	(16,530)	11,155	139,653	182,860	43,207	189,715	50,062
Maintenance and Service Agreements	5,903	7,270	1,367	6,466	76,077	90,300	14,223	77,744	1,668
Outside Contracts	528	1,972	1,444	1,749	23,746	48,588	24,842	44,812	21,066
Professional Services	0	0	0	0	0	0	0	78	78
Insurance	221	303	82	569	4,748	4,662	(86)	9,653	4,905
Utilities	17,882	20,040	2,158	18,484	242,042	262,064	20,022	250,903	8,862
Taxes and Permits	460	79	(381)	134	5,206	5,313	108	7,250	2,045
Postage	0	0	0	0	46	0	(46)	101	55
Credit Card Fees & Interest Expense	824	676	(148)	882	23,609	23,062	(547)	23,615	5
Advertising Expense	0	0	0	0	0	0	0	8,500	8,500
Uniforms	46	0	(46)	135	1,155	2,600	1,445	1,116	(39)
Discounts Earned	0	0	0	0	0	0	0	(409)	(409)
Other	40	205	165	782	8,683	15,606	6,923	14,694	6,011
<b>Total Operating Expenses</b>	<b>134,100</b>	<b>91,797</b>	<b>(42,303)</b>	<b>111,696</b>	<b>1,487,079</b>	<b>1,710,301</b>	<b>223,222</b>	<b>1,662,464</b>	<b>175,384</b>
<b>EBITDA</b>	<b>(109,529)</b>	<b>(63,549)</b>	<b>(45,980)</b>	<b>(79,289)</b>	<b>(624,482)</b>	<b>(829,015)</b>	<b>204,533</b>	<b>(565,277)</b>	<b>(59,205)</b>
<b>Pre Depreciation Gross</b>	<b>(109,529)</b>	<b>(63,549)</b>	<b>(45,980)</b>	<b>(79,289)</b>	<b>(624,482)</b>	<b>(829,015)</b>	<b>204,533</b>	<b>(565,277)</b>	<b>(59,205)</b>

**Bella Vista POA**  
**Rec Division - Joan G.(40,41,53,42,43,45,46,49,50,55,57,58,59)-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year	YTD			Year to Year Actual Compared	
	MTD December 2020				YTD December 2020				
	Actual	Budget	VAR	Actual	Actual	Budget	VAR	Actual	
Depreciation	29,580	30,061	481	70,786	360,906	366,032	5,126	371,987	11,082
<b>Net Income / Cost of Operations</b>	<b><u>(139,110)</u></b>	<b><u>(93,610)</u></b>	<b><u>(45,500)</u></b>	<b><u>(150,075)</u></b>	<b><u>(985,387)</u></b>	<b><u>(1,195,047)</u></b>	<b><u>209,660</u></b>	<b><u>(937,264)</u></b>	<b><u>(48,123)</u></b>

**Bella Vista POA**  
**Maint and Const - Mike Taggart -(60,61,62,63,64,65,67,47,54)-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year	YTD			Prior Year	Year to Year
	MTD December 2020				December 2020				
	Actual	Budget	VAR	Actual	Actual	Budget	VAR	Actual	Actual Compared
<b>Income</b>									
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	64,457	63,810	647	60,254	4,204
Other	0	0	0	108	56	0	56	3,106	(3,050)
<b>Total Income</b>	<b>3,264</b>	<b>3,200</b>	<b>64</b>	<b>3,308</b>	<b>64,897</b>	<b>63,810</b>	<b>1,087</b>	<b>77,682</b>	<b>(12,785)</b>
<b>Gross Profit</b>	<b>3,264</b>	<b>3,200</b>	<b>64</b>	<b>3,308</b>	<b>64,897</b>	<b>63,810</b>	<b>1,087</b>	<b>77,682</b>	<b>(12,785)</b>
<b>Expenses</b>									
Salary and Wages	105,456	104,189	(1,267)	101,540	1,255,250	1,364,476	109,226	1,303,717	48,466
Employee Benefits	12,334	13,842	1,508	17,435	153,080	176,041	22,961	168,310	15,230
Memberships, Training and Travel	0	0	0	0	188	2,535	2,347	1,127	939
Supplies	576	930	354	1,789	12,550	18,515	5,965	12,439	(111)
Fuel and Oil	2,605	3,314	709	6,389	47,652	66,087	18,435	64,534	16,883
Equipment and Tools	10,171	100	(10,071)	1,034	45,891	28,260	(17,631)	21,862	(24,029)
Lease, Rents and Licenses	752	894	142	700	960	3,028	2,068	938	(23)
Maintenance and Repairs	16,953	5,470	(11,483)	14,334	119,229	119,360	131	140,200	20,971
Maintenance and Service Agreements	770	617	(153)	387	7,167	7,074	(93)	7,509	342
Outside Contracts	33	609	576	226	11,565	16,709	5,144	5,229	(6,336)
Professional Services	0	0	0	0	125	0	(125)	4,786	4,661
Insurance	505	1,077	572	1,608	12,175	13,877	1,702	36,632	24,457
Utilities	8,840	3,414	(5,426)	2,874	43,486	40,097	(3,389)	37,429	(6,057)
Taxes and Permits	1,979	40	(1,939)	748	8,188	4,677	(3,511)	7,700	(488)
Advertising Expense	2,304	0	(2,304)	0	2,462	0	(2,462)	0	(2,462)
Uniforms	341	0	(341)	1,964	7,328	10,182	2,854	9,072	1,744
Discounts Earned	0	0	0	0	0	0	0	(22)	(22)
Other	0	0	0	33	792	700	(92)	1,886	1,094
<b>Total Operating Expenses</b>	<b>163,619</b>	<b>134,495</b>	<b>(29,124)</b>	<b>151,061</b>	<b>1,728,089</b>	<b>1,871,618</b>	<b>143,529</b>	<b>1,823,349</b>	<b>95,259</b>
<b>EBITDA</b>	<b>(160,355)</b>	<b>(131,295)</b>	<b>(29,060)</b>	<b>(147,753)</b>	<b>(1,663,192)</b>	<b>(1,807,808)</b>	<b>144,616</b>	<b>(1,745,667)</b>	<b>82,475</b>
Allocations - MAC	(37,885)	(37,885)	0	(37,639)	(448,524)	(448,524)	0	(451,672)	(3,148)
<b>Total Allocations</b>	<b>(37,885)</b>	<b>(37,885)</b>	<b>0</b>	<b>(37,639)</b>	<b>(448,524)</b>	<b>(448,524)</b>	<b>0</b>	<b>(451,672)</b>	<b>(3,148)</b>
<b>Pre Depreciation Gross</b>	<b>(122,470)</b>	<b>(93,410)</b>	<b>(29,060)</b>	<b>(110,114)</b>	<b>(1,214,668)</b>	<b>(1,359,284)</b>	<b>144,616</b>	<b>(1,293,995)</b>	<b>79,327</b>
Depreciation	8,121	9,415	1,294	10,595	114,959	123,048	8,089	142,214	27,256
<b>Net Income / Cost of Operations</b>	<b>(130,591)</b>	<b>(102,825)</b>	<b>(27,766)</b>	<b>(120,709)</b>	<b>(1,329,627)</b>	<b>(1,482,332)</b>	<b>152,706</b>	<b>(1,436,210)</b>	<b>106,583</b>

**Bella Vista POA**  
**Lakes and Parks Div-Rick Echols(48,480,44,66,56,51,52)-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year	YTD			Year to Year	
	MTD December 2020				December 2020				Prior Year
	Actual	Budget	VAR	Actual	Actual	Budget	VAR	Actual	
<b>Income</b>									
City of Bella Vista	0	2,903	(2,903)	2,903	8,710	11,612	(2,902)	11,613	(2,903)
Food and Beverage	20	40	(20)	59	1,072	1,010	62	865	207
Other Recreation	700	145	555	176	3,937	5,630	(1,693)	5,230	(1,293)
RV	0	0	0	43	127,196	98,000	29,196	84,016	43,180
Facility Use Fees	4,638	4,880	(242)	5,552	80,794	78,492	2,302	96,009	(15,215)
Boat	128	20	108	22	251,747	192,560	59,187	321,965	(70,218)
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	(160)	(270)	0	(270)	2,563	(2,833)
<b>Total Income</b>	<b>5,576</b>	<b>7,988</b>	<b>(2,412)</b>	<b>8,596</b>	<b>473,207</b>	<b>387,364</b>	<b>85,843</b>	<b>522,985</b>	<b>(49,779)</b>
Food and Beverage	106	0	(106)	10	724	0	(724)	750	26
Recreation	2,023	1,225	(798)	1,732	24,656	23,330	(1,326)	27,791	3,135
<b>Total Cost of Goods</b>	<b>2,129</b>	<b>1,225</b>	<b>(904)</b>	<b>1,742</b>	<b>25,380</b>	<b>23,330</b>	<b>(2,050)</b>	<b>28,541</b>	<b>3,161</b>
<b>Gross Profit</b>	<b>3,447</b>	<b>6,763</b>	<b>(3,316)</b>	<b>6,854</b>	<b>447,826</b>	<b>364,034</b>	<b>83,792</b>	<b>494,444</b>	<b>(46,618)</b>
<b>Expenses</b>									
Salary and Wages	31,686	30,557	(1,129)	34,416	394,728	420,908	26,180	388,938	(5,790)
Employee Benefits	3,733	3,852	119	4,004	46,977	51,806	4,829	47,807	830
Memberships, Training and Travel	330	150	(180)	0	838	4,480	3,642	565	(273)
Supplies	9,252	3,450	(5,802)	6,318	104,220	68,015	(36,205)	61,904	(42,317)
Fuel and Oil	1,125	1,080	(45)	1,441	16,869	22,360	5,491	23,318	6,449
Equipment and Tools	12,058	0	(12,058)	8,978	33,965	18,100	(15,865)	25,211	(8,754)
Lease, Rents and Licenses	20	10	(10)	6	228	150	(78)	494	266
Maintenance and Repairs	14,821	1,675	(13,146)	11,530	72,943	58,805	(14,138)	52,937	(20,006)
Maintenance and Service Agreements	3,795	1,970	(1,825)	2,520	32,290	26,175	(6,115)	27,146	(5,143)
Outside Contracts	2,406	1,330	(1,076)	1,853	25,216	27,100	1,884	22,594	(2,622)
Professional Services	33,100	0	(33,100)	0	33,600	0	(33,600)	0	(33,600)
Insurance	(2)	193	195	553	2,677	2,748	71	10,215	7,538
Utilities	3,692	4,464	772	4,430	41,552	42,909	1,357	41,370	(181)
Taxes and Permits	688	0	(688)	1,193	7,362	3,700	(3,662)	6,053	(1,309)
Postage	0	20	20	1	0	240	240	93	93
Credit Card Fees & Interest Expense	423	270	(153)	416	15,214	11,085	(4,129)	13,728	(1,485)
Advertising Expense	0	0	0	0	0	0	0	99	99
Uniforms	558	0	(558)	2,301	4,795	3,900	(895)	3,959	(836)
Discounts Earned	0	0	0	0	0	0	0	(103)	(103)
Other	0	0	0	0	28	0	(28)	111	83
<b>Total Operating Expenses</b>	<b>117,685</b>	<b>49,021</b>	<b>(68,664)</b>	<b>79,961</b>	<b>833,501</b>	<b>762,481</b>	<b>(71,021)</b>	<b>726,440</b>	<b>(107,062)</b>



**Bella Vista POA**  
**Lakes and Parks Div-Rick Echols(48,480,44,66,56,51,52)-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year Actual	YTD			Year to Year Actual Compared	
	MTD December 2020		YTD December 2020		Prior Year	Year to Year			
	Actual	Budget					Budget		Actual
<b>EBITDA</b>	(114,239)	(42,258)	(71,981)	(73,107)	(385,675)	(398,447)	12,772	(231,996)	(153,679)
<b>Pre Depreciation Gross</b>	(114,239)	(42,258)	(71,981)	(73,107)	(385,675)	(398,447)	12,772	(231,996)	(153,679)
Depreciation	8,388	9,130	742	8,362	100,418	104,044	3,626	110,836	10,418
<b>Net Income / Cost of Operations</b>	<u>(122,626)</u>	<u>(51,388)</u>	<u>(71,239)</u>	<u>(81,470)</u>	<u>(486,093)</u>	<u>(502,491)</u>	<u>16,398</u>	<u>(342,832)</u>	<u>(143,261)</u>

**Bella Vista POA**  
**F & A Div (90,91,910,92,93,94,95,96,97,98,99,100,110)-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year	YTD			Year to Year	
	MTD December 2020				YTD December 2020				
	Actual	Budget	VAR		Actual	Budget	VAR		Actual
<b>Income</b>									
Assessments	883,062	887,060	(3,998)	664,026	10,165,532	10,193,500	(27,968)	8,148,372	2,017,160
Facility Use Fees	0	280	(280)	0	335,201	258,039	77,162	321,770	13,431
Investment Income	55	0	55	(9,582)	638	0	638	(4,574)	5,212
Lot Sales	5,815	10,000	(4,185)	5,986	389,885	201,000	188,885	255,915	133,970
Transfer Fees	109,807	43,132	66,675	45,100	753,494	660,055	93,439	573,765	179,729
Past Due Collections	23,025	20,600	2,425	24,294	264,911	263,300	1,611	247,621	17,290
Advertising Income	7,139	6,750	389	9,672	151,847	166,500	(14,653)	159,033	(7,186)
Rebates	0	0	0	0	80,011	0	80,011	53,147	26,864
POA Lot Inventory Valuation	435	2,000	(1,565)	435	18,710	72,000	(53,290)	(93,373)	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	69,672	69,672	0	67,644	2,028
Cell Tower Rents	0	0	0	0	0	0	0	1,069,000	(1,069,000)
Legal Fees	3,415	750	2,665	75	39,137	9,000	30,137	12,902	26,235
NSF Fees	375	350	25	200	4,975	3,900	1,075	4,250	725
Other	7,281	10	7,271	7,013	(95,244)	120	(95,364)	7,165	(102,408)
<b>Total Income</b>	<b>1,046,215</b>	<b>976,738</b>	<b>69,477</b>	<b>752,856</b>	<b>12,178,769</b>	<b>11,897,086</b>	<b>281,683</b>	<b>11,172,527</b>	<b>1,006,242</b>
<b>Gross Profit</b>	<b>1,046,215</b>	<b>976,738</b>	<b>69,477</b>	<b>752,856</b>	<b>12,178,769</b>	<b>11,897,086</b>	<b>281,683</b>	<b>11,172,527</b>	<b>1,006,242</b>
<b>Expenses</b>									
Salary and Wages	293,191	178,951	(114,239)	223,182	2,445,215	2,310,564	(134,652)	2,312,482	(132,733)
Employee Benefits	109,773	110,192	419	204,297	1,130,093	1,338,131	208,038	1,356,793	226,701
Memberships, Training and Travel	4,233	7,295	3,062	8,529	70,704	102,379	31,675	93,233	22,530
Supplies	31,570	27,360	(4,210)	32,620	95,572	79,246	(16,326)	79,229	(16,343)
Fuel and Oil	148	158	10	194	1,659	2,442	783	2,422	763
Equipment and Tools	24,444	3,870	(20,574)	6,709	125,738	21,815	(103,923)	23,795	(101,943)
Lease, Rents and Licenses	5,644	5,714	70	8,372	62,790	69,288	6,498	69,828	7,039
Maintenance and Repairs	8,757	200	(8,557)	3	23,688	4,292	(19,396)	(94,446)	(118,134)
Maintenance and Service Agreements	27,105	7,296	(19,809)	6,403	169,679	149,270	(20,409)	165,546	(4,133)
Outside Contracts	14,511	29,423	14,912	30,418	236,411	215,663	(20,748)	214,719	(21,692)
Professional Services	109,151	47,700	(61,451)	237,727	895,618	596,744	(298,874)	3,097,525	2,201,907
Insurance	39,763	39,350	(413)	22,461	486,810	473,085	(13,725)	376,013	(110,796)
Utilities	10,442	11,059	617	10,920	108,106	112,480	4,374	114,118	6,012
Taxes and Permits	46,782	28,372	(18,410)	26,255	376,892	337,776	(39,116)	342,059	(34,833)
Postage	22,935	10,710	(12,225)	16,138	111,686	87,275	(24,411)	86,262	(25,425)
Credit Card Fees & Interest Expense	1,293	3,940	2,647	392	30,765	41,820	11,055	27,035	(3,730)
Membership Elections	0	0	0	36,503	40,869	70,700	29,831	125,363	84,494
Advertising Expense	8,336	9,750	1,414	11,545	111,667	123,770	12,103	151,897	40,229
Bad Debts	7,630	10,850	3,220	27,368	163,834	126,600	(37,234)	104,961	(58,873)
Uniforms	(669)	0	669	0	7,667	14,200	6,533	2,200	(5,467)

**Bella Vista POA**  
**F & A Div (90,91,910,92,93,94,95,96,97,98,99,100,110)-All**  
**For the Twelve Months Ending December 31, 2020**

	MTD			Prior Year	YTD			Year to Year
	MTD December 2020				YTD December 2020			
	Actual	Budget	VAR		Actual	Budget	VAR	
Investment Fund Fees	0	0	0	0	0	0	212	212
Donations	0	0	0	0	68	(68)	453	385
Discounts Earned	(6,382)	(7,030)	(648)	(2,722)	(75,134)	(31,976)	(85,067)	(9,933)
Inter Company Interest Exp	3,815	4,782	967	6,059	47,052	8,209	72,459	25,406
Other	12,367	9,375	(2,992)	12,883	65,167	(17,352)	51,019	(14,148)
<b>Total Operating Expenses</b>	<b>774,844</b>	<b>539,317</b>	<b>(235,526)</b>	<b>926,256</b>	<b>6,732,616</b>	<b>(459,111)</b>	<b>8,690,111</b>	<b>1,957,494</b>
<b>EBITDA</b>	<b>271,371</b>	<b>437,421</b>	<b>(166,050)</b>	<b>(173,400)</b>	<b>5,446,153</b>	<b>(177,428)</b>	<b>2,482,416</b>	<b>2,963,737</b>
Allocations - F & A	(67,571)	(67,571)	0	(63,873)	(804,466)	0	(766,482)	37,984
<b>Total Allocations</b>	<b>(67,571)</b>	<b>(67,571)</b>	<b>0</b>	<b>(63,873)</b>	<b>(804,466)</b>	<b>0</b>	<b>(766,482)</b>	<b>37,984</b>
<b>Pre Depreciation Gross</b>	<b>338,942</b>	<b>504,992</b>	<b>(166,050)</b>	<b>(109,527)</b>	<b>6,250,619</b>	<b>(177,428)</b>	<b>3,248,898</b>	<b>3,001,721</b>
Depreciation	3,342	3,893	551	10,389	94,733	3,311	138,967	44,234
<b>Net Income / Cost of Operations</b>	<b>335,599</b>	<b>501,099</b>	<b>(165,499)</b>	<b>(119,916)</b>	<b>6,155,886</b>	<b>(174,117)</b>	<b>3,109,931</b>	<b>3,045,955</b>