

Treasurer's Report
January 31, 2021

Operating Report

Line Item	Current Month				Year-to-Date			
	Actual	Budgeted	Better/(Worse) than Budget in \$	Better/(Worse) than Budget in %	Actual	Budgeted	Better/(Worse) than Budget in \$	Better/(Worse) than Budget in %
Operating Revenue	\$ 139,673	\$ 192,505	\$ (52,832)	(27.44%)	\$1,547,660	\$1,680,588	(\$132,928)	(7.91%)
Less: Cost of Sales	\$ 38,241	\$ 57,575	\$ 19,334	33.58%	\$386,756	\$468,661	\$81,906	17.48%
Payroll & Benefits	\$ 328,923	\$ 397,463	\$ 68,540	17.24%	\$2,540,666	\$2,666,548	\$125,882	4.72%
Expenses	\$ 191,876.66	\$ 168,044.93	\$ (23,832)	(14.18%)	\$1,601,468	\$1,638,061	\$36,593	2.23%
Net Surplus/(Deficit)	\$ (419,367)	\$ (430,577)	\$ 11,210	2.60%	\$ (2,981,229)	\$ (3,092,682)	\$111,453	3.60%

CDARS Operating Account Investments	\$0
Cash in Operating Accounts:	\$2,708,156
Operating/BOD Contingency Account	\$45,000
Total Operating/BOD Contingency Used YTD	\$8,539
Operating/Board Contingency Remaining	\$35,461

Detail of Board Contingency Usage:

Solitude Lake Management- PJ-A004659	\$	1,500.00
Recardo Hernandez- reupholster work truck seat	\$	200.00
Home Depot- 7524295	\$	211.52
Home Depot-5313573	\$	929.55
The Tire Store-114408	\$	780.00
all american automotive	\$	1,812.76
discount auto parts	\$	444.55
Home Depot- 4614005	\$	884.21
Home Depot		265.98
Home Depot		642.43
Home Depot		288.89
TOTAL	\$	8,539.19

Recreational Expenditures

Reserves Report:

Reserve Fund Balance	\$ 4,020,239
CDARS Reserve Investments	\$ -
Transfers	\$ -
Ending balance Reserves funds + CD Investments	\$ 4,020,239

Detail of Monthly Capital Expenditures

	R&R
2974004 2019-057 restrooms-main barn	\$ (1,414.91)
Invoices 3024517, 1624496, 1520559,	\$ (741.29)
2012-084566 (2019-057 Restrooms Main Barn	\$ (72.31)
K5R3 (2019-057)	\$ (377.08)
Invoice 8012421 2021-009 Equestrian center shed	\$ (167.19)
104	\$ (688.69)
1307 (2020-013 Generator OTCC)	\$ (9,350.00)
2021-009 (INV#2101-088404) Equest. Shed	\$ (790.28)
2021-009 (CRINV#2101-088511) Equest. Shed	\$ 150.00
2021-012 (INN#6024991) Tankless Water Heater	\$ (209.26)
1/12/21 Amazon (2019-057 Restrooms- Main Barn)	\$ (698.72)
1/12/21 Home Depot (2019-057 Restrooms- Main Barn)	\$ (260.58)
1/12/21 Home Depot (2019-057 Restrooms- Main Barn)	\$ (335.38)
1/13/21 Home Depot (2019-057 Restrooms- Main Barn)	\$ (620.96)
1/16/21 Home Depot (2021-009 Shed- Equestrain Center)	\$ (757.07)
YTD	\$ (275,338.28)

Collections Report:

	Current year	Prior year
Number of properties assessed July 1	3,583	3,582
Additions (unmergers/ CSD lots sold/Split lots)	1	1
Deletions (mergers)	0	0
TOTAL LOTS	3,584	3,583
Current year assessments billed	\$5,804,460	\$5,731,200
Current year assessments collected YTD	5,424,162	5,416,964
Prior year assessments collected YTD	57,403	35,023
Total assessment collections YTD	\$5,481,565	\$5,451,987
Uncollected	\$380,298	\$314,236

ASSETS

Current Assets

Checking/Savings

10000 · Operating Cash

10001 · Petty Cash

7,000.00

10004 · Cash Bank

6,120.00

10007 · CAB Deferred Operating Account

192,407.17

10009 · Bank of the Sierra

52,886.09

10021 · CAB - Operating

2,655,269.73

Total 10000 · Operating Cash

2,913,682.99

10100 · Reserve Cash

10104 · Edward Jones Investments

1,533,289.18

10105 · CAB - Reserves Acct

2,786,011.96

Total 10100 · Reserve Cash

4,319,301.14

Total Checking/Savings

7,232,984.13

Accounts Receivable

11000 · Accounts Receivable

11600 · Assessments Receivable

2,902,304.91

11609 · Penalty, Fees, interest - Assmt

198,365.74

11610 · ECC Fines Receivable

27,037.50

11710 · Other Receivables

25,355.31

11900 · NSF Receivable

1,020.46

12200 · Equestrian Boarding Receivable

7,608.16

12250 · Rules Violation Receivable

145.00

12400 · Outside Accounts Receivable

10,466.33

11000 · Accounts Receivable - Other

(921.02)

Total 11000 · Accounts Receivable

3,171,382.39

12000 · House Charges Receivable

(51.58)

Total Accounts Receivable

3,171,330.81

Other Current Assets

11605 · Allowance for Doubtful Accounts

(1,313,351.56)

11700 · Accounts Receivable Clearing

1,880.88

11755 · BVSACRFF RECV clearing

3,888.53

12401 · IBS- House Charges Receivable

(3,866.21)

12402 · IBS - House Charge Interest Rec

0.78

13000 · Inventory

13100 · Bar

13102 · Bar Liquor

5,677.45

13103 · Bar Beer

1,026.56

13104 · Bar Wine

2,727.94

13108 · Bar - Non-Alcoholic

1,433.87

Total 13100 · Bar	10,865.82
13200 · Mulligan Room	
13201 · MR Food	8,639.11
13202 · MR Liquor	475.97
13203 · MR Beer	1,103.55
13204 · MR Wine	97.80
13205 · MR Snacks Non-Taxable	77.91
13208 · Mulligan Rm - Non-Alcoholic bev	2,500.10
Total 13200 · Mulligan Room	12,894.44
13300 · Pool	
13309 · Pool - Merchandise Taxable	(156.34)
Total 13300 · Pool	(156.34)
13400 · Golf Shop	26,445.43
13600 · Whiting Center	
13605 · Whiting Center Snacks Non-Taxab	417.99
13608 · Whiting Center Non-Alcoholic	5.22
Total 13600 · Whiting Center	423.21
13800 · Restaurant	
13801 · Restaurant Food	12,512.56
Total 13800 · Restaurant	12,512.56
13900 · Equesterian	
13901 · Equesterian - Feed	(10.00)
Total 13900 · Equesterian	(10.00)
Total 13000 · Inventory	62,975.12
14000 · Prepaid Insurance	187,231.50
14002 · Prepaid Property Taxes	15,368.25
Total Other Current Assets	(1,045,872.71)
Total Current Assets	9,358,442.23
Fixed Assets	
15000 · Furniture Fixtures and Equip	
15001 · Furn Fixtures & Equip Assets	2,104,390.12
15002 · Accu Depreciation	(1,986,977.78)
15000 · Furniture Fixtures and Equip - Other	59.66
Total 15000 · Furniture Fixtures and Equip	117,472.00
15100 · Automotive Assets	
15101 · Auto & Trucks	435,696.40
15103 · Accu Depreciation	(425,435.99)
Total 15100 · Automotive Assets	10,260.41
15300 · Golf Carts Assets	
15301 · Golf Carts	178,710.75
15302 · Accu Depreciation	(76,570.48)

Jan 31, 21

Total 15300 · Golf Carts Assets	102,140.27
Total Fixed Assets	229,872.68
TOTAL ASSETS	9,588,314.91
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 · Accounts Payable	
20100 · Accounts Payable - Vendors	86,240.32
20000 · Accounts Payable - Other	47,087.00
Total 20000 · Accounts Payable	133,327.32
21501 · ECC Refundable Deposits	92,125.00
21502 · Amenity Cards Payable	5,200.00
21600 · Renters Card Deposits	14,950.00
Total Accounts Payable	245,602.32
Other Current Liabilities	
20102 · Accts Pay Clearing - Cashback	(37.00)
20105 · Gift Certificates Payable	20,955.93
20115 · Tips Payable	37.29
20117 · Banquet Service Charge	(1,297.95)
20118 · Instructional/Lesson Fees	(396.70)
20120 · Deposit - Future Events	(4,825.65)
20200 · Payroll Payable	137,344.76
20203 · 401K Plan - Employee	5,510.56
20204 · 401 K Employee Loan Payable	683.35
20205 · Garnishments	18.72
20207 · 401K Plan - Employer	2,568.48
20401 · Payroll Taxes Payable	55,714.55
20501 · Accrued Vacation Earned Payable	66,943.01
20600 · Accrued Sales Tax Payable	19,799.70
20900 · Deferred Revenue Assets	1,967,506.29
21601 · Unclaimed Renters Card Deposits	975.00
21651 · Unclaimed Vendor Payment	20.00
Total Other Current Liabilities	2,271,520.34
Total Current Liabilities	2,517,122.66
Total Liabilities	2,517,122.66
Equity	
29050 · Designated Reserves	
29051 · Designated Reserves-Beg of Year	3,227,477.47
29054 · Reserve Transfers	2,571,954.00
29059 · Interest and Dividends EJ	25,731.01

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Bear Valley Springs Association

02/12/21

Balance Sheet

Accrual Basis

As of January 31, 2021

Jan 31, 21

29065 · Interest and Dividends CAB	11,693.30
29067 · Income-Sale of Reserve Item	85,119.37
29070 · Reserve Expense-Bank Charges	(825.00)
29080 · Reserve Expenditures	(2,552,046.75)
29050 · Designated Reserves - Other	15,055.12
Total 29050 · Designated Reserves	3,384,158.52
29990 · Prior Retained Earnings	288,933.05
29997 · PROPERTY Fund Balance	449,918.00
Net Income	2,948,182.68
Total Equity	7,071,192.25
TOTAL LIABILITIES & EQUITY	9,588,314.91

Bear Valley Springs Association
 COMBINED ALL DEPT - Income Statement
 January 2021

02/12/21

	Jan 21	Budget	\$ Over Budget	% of Budget	Jul - Dec 19	YTD Budget	\$ Over Budget	% of Budget	Annual Budget
30800 - Sport League Fees	592.37	6,990.00	-6,397.63	8.48%	9,998.47	17,496.50	-7,498.03	57.15%	32,177.00
38000 - Other Revenue Clearing	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.0%	1,000.00
Total Income	139,672.95	192,505.06	-52,832.11	72.56%	1,547,660.15	1,680,587.82	-132,927.67	92.09%	2,790,088.76
Cost of Goods Sold									
40100 - Purchases - Food & Other	27,913.91	47,323.25	-19,409.34	58.99%	329,202.97	380,131.01	-50,928.04	86.6%	642,153.02
40101 - Purchases - Liquor	611.60	2,200.68	-1,589.08	27.79%	5,753.69	18,414.14	-12,660.45	31.25%	30,907.34
40105 - Purchases - Snacks Non-Taxable	11.20	150.00	-138.80	7.47%	198.78	640.00	-441.22	31.06%	900.00
40106 - Purchases - Beer	723.58	2,734.27	-2,010.69	26.46%	10,513.48	24,508.84	-13,995.36	42.9%	39,688.35
40107 - Purchases - Wine	-109.07	3,165.57	-3,274.64	3.45%	4,738.08	21,958.39	-17,220.31	21.58%	36,713.25
40108 - Purchases - Non-Alcoholic Bev	1,107.73	2,000.87	-893.14	55.36%	15,414.69	23,008.93	-7,594.24	66.99%	38,526.78
40200 - Inventory Adjustments - Food	8,692.10	0.00	8,692.10	100.0%	19,242.25	0.00	19,242.25	100.0%	0.00
40201 - Inventory Adjustments - Liquor	41.42	0.00	41.42	100.0%	-467.93	0.00	-467.93	100.0%	0.00
40203 - Inventory Adjustments - Beer	46.78	0.00	46.78	100.0%	1,393.13	0.00	1,393.13	100.0%	0.00
40204 - Inventory Adjustments - Wine	64.78	0.00	64.78	100.0%	-134.16	0.00	-134.16	100.0%	0.00
40205 - Inventory Adjustments - Snacks	-2.34	0.00	-2.34	100.0%	-47.86	0.00	-47.86	100.0%	0.00
40208 - Inventory Adjustment - Non-Alc	-860.65	0.00	-860.65	100.0%	948.60	0.00	948.60	100.0%	0.00
Total COGS	38,241.04	57,574.64	-19,333.60	66.42%	386,755.72	468,661.31	-81,905.59	82.52%	788,888.74
Gross Profit	101,431.91	134,930.42	-33,498.51	75.17%	1,160,904.43	1,211,926.51	-51,022.08	95.79%	2,001,200.02
Expense									
50100 - Payroll Expenses									
50101 - Payroll Expense - Hourly	159,617.84	200,579.37	-40,961.53	79.58%	1,422,161.18	1,471,641.42	-49,480.24	96.64%	2,454,599.26
50102 - Payroll Expense - Salaried	80,145.15	81,959.24	-1,814.09	97.79%	538,714.10	554,887.89	-16,173.79	97.09%	954,396.45
50103 - Payroll Expense - OVERTIME	1,727.49	0.00	1,727.49	100.0%	16,776.17	0.00	16,776.17	100.0%	0.00
50200 - Payroll Taxes									
50201 - Social Security	16,221.63	18,522.27	-2,300.64	87.58%	125,437.64	137,113.41	-11,675.77	91.49%	228,600.85
50202 - Medicare	3,830.63	4,331.83	-501.20	88.43%	30,100.61	32,066.86	-1,966.25	93.87%	53,463.10
50203 - FUI	1,302.82	25,157.19	-23,854.37	5.18%	3,667.88	27,302.02	-23,634.14	13.43%	30,028.01
50204 - CA SUI	6,984.97	9,704.13	-2,719.16	71.98%	21,430.17	22,279.98	-849.81	96.19%	39,135.12
50200 - Payroll Taxes - Other	1,731.82	0.00	1,731.82	100.0%	8,657.30	0.00	8,657.30	100.0%	0.00
Total 50200 - Payroll Taxes - Other	30,071.87	57,715.42	-27,643.55	52.1%	189,293.60	218,762.27	-29,468.67	86.53%	351,227.08
50300 - Workers Compensation	19,079.44	15,419.00	3,660.44	123.74%	102,609.11	119,187.45	-16,578.34	86.09%	196,596.40
50350 - Group Health Insurance	20,467.36	25,086.01	-4,618.65	81.58%	142,119.31	175,616.18	-33,496.87	80.93%	301,056.33
50400 - Retirement Contributions	5,100.20	3,111.00	1,989.20	163.94%	38,159.95	24,277.00	13,882.95	157.19%	40,930.00
50410 - Vacations Benefits	11,189.10	10,879.77	309.33	102.84%	74,602.59	85,747.41	-11,144.82	87.0%	141,437.02
50420 - Employee Meals	1,524.00	2,710.75	-1,186.75	56.22%	16,230.00	16,428.04	-198.04	98.8%	26,047.43
Total 50100 - Payroll Expenses	328,922.65	397,462.56	-68,539.91	82.76%	2,540,666.01	2,666,547.66	-125,881.65	95.28%	4,466,289.97
50110 - Employee Incentive Programs	0.00	0.00	0.00	0.0%	9,323.09	52,500.00	-43,176.91	17.76%	55,500.00
50510 - First Aid	0.00	167.00	-167.00	0.0%	687.57	1,607.00	-919.43	42.79%	2,392.00
50512 - Drug Testing	82.50	483.00	-400.50	17.08%	1,550.00	3,216.00	-1,666.00	48.2%	7,546.00
50900 - Elections	0.00	0.00	0.00	0.0%	19,653.50	5,200.00	14,453.50	377.95%	16,700.00
51100 - Mileage & Vehicle Expense	3,942.98	3,771.33	171.65	104.55%	21,256.35	26,894.31	-5,637.96	79.04%	46,320.96
51400 - Vehicle Allowances	1,004.83	1,175.00	-170.17	85.52%	13,566.15	8,225.00	5,341.15	164.94%	14,100.00
51800 - Electricity	9,675.95	9,019.00	656.95	107.28%	95,238.96	87,052.00	8,186.96	109.41%	138,845.00
51900 - Natural Propane & Gas	10,513.10	13,013.00	-2,499.90	80.79%	43,733.48	46,834.00	-3,100.52	93.38%	93,690.00
52000 - Water - Potable	2,126.62	2,234.50	-107.88	95.17%	73,538.20	42,433.00	31,105.20	173.3%	65,351.50
52001 - Sewer Fees	238.54	2,835.75	-2,697.21	8.13%	30,613.66	34,619.63	-4,005.97	88.43%	48,405.88
52002 - Water - Effluent	0.00	0.00	0.00	0.0%	39,569.92	25,000.00	14,569.92	158.28%	30,000.00
52003 - Water - Non-Potable	1,309.24	-37,000.00	38,309.24	-3.54%	109,418.65	54,550.00	54,868.65	200.58%	166,050.00
52100 - Trash	5,915.64	3,721.90	2,193.74	158.94%	26,157.46	26,651.96	-494.50	98.15%	45,051.46
52200 - Telephone	3,092.11	3,627.35	-535.24	85.24%	22,588.55	26,031.45	-3,442.90	86.77%	44,168.20
52300 - Office Supplies	1,010.73	1,804.00	-793.27	56.03%	9,957.82	10,030.00	-72.18	99.28%	17,941.00
52301 - Banking and Billing Supplies	0.00	0.00	0.00	0.0%	-85.00	0.00	85.00	100.0%	0.00
52400 - Minor Equipment & Tools	2,850.33	2,308.23	542.10	123.46%	21,175.76	24,157.61	-2,981.85	87.66%	37,510.30
52500 - Licenses, Fees & Subs	2,862.58	4,152.97	-1,290.39	68.93%	27,441.19	35,856.79	-8,415.60	76.53%	55,001.64
52501 - Conference, Seminars & Training	40.00	1,465.00	-1,425.00	2.73%	895.00	10,144.00	-9,249.00	8.82%	19,498.00
52600 - Postage & Shipping	669.16	709.50	-40.34	94.31%	3,169.28	5,706.50	-2,537.22	55.54%	9,934.00
52801 - Committee Fees	300.00	300.00	0.00	100.0%	1,500.00	1,500.00	0.00	100.0%	2,650.00
52900 - Community Relations	164.79	1,925.00	-1,760.21	8.56%	10,711.49	20,770.00	-10,058.51	51.57%	31,280.00
52901 - Disaster Planning	0.00	550.00	-550.00	0.0%	0.00	850.00	-850.00	0.0%	850.00

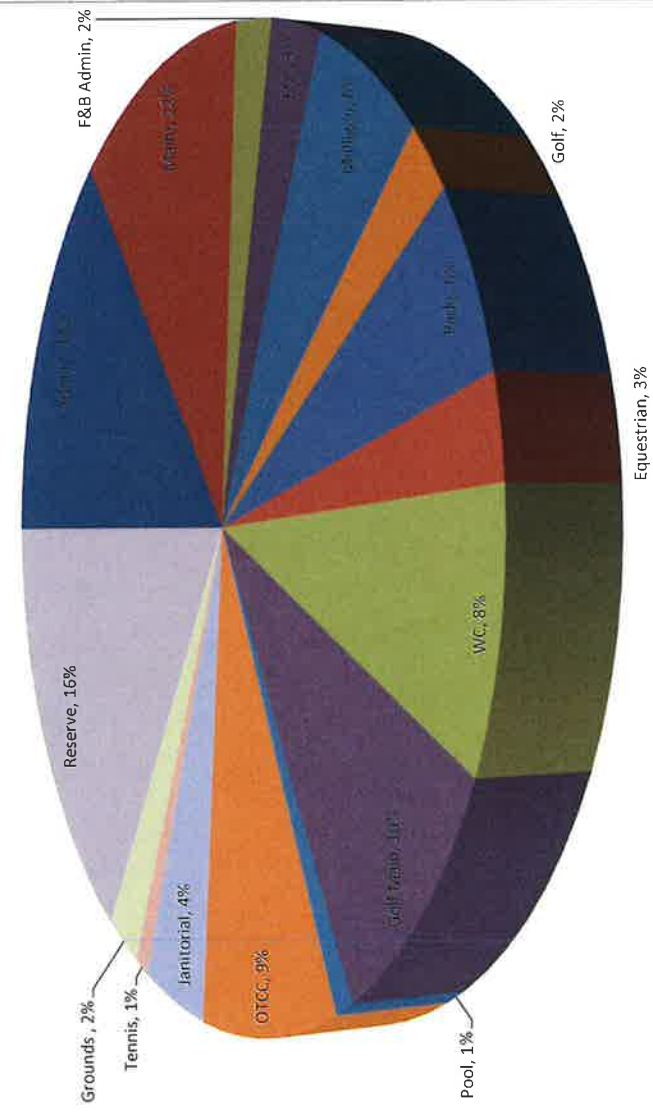
Bear Valley Springs Association
 COMBINED ALL DEPT - Income Statement
 January 2021

	Jan 21	Budget	\$ Over Budget	% of Budget	Jul - Dec 19	YTD Budget	\$ Over Budget	% of Budget	Annual Budget
52905 - Contingency Fund Expense	1,176.50	3,750.00	-2,573.50	31.37%	5,492.87	26,250.00	-20,757.13	20.93%	45,000.00
52910 - Employee Relations	727.87	1,883.26	-1,155.39	38.65%	20,359.95	30,053.57	-9,693.62	67.75%	39,920.30
53000 - Legal Fees	400.00	1,000.00	-600.00	40.0%	32,951.40	11,500.00	21,451.40	286.53%	18,000.00
53001 - Golf Course Management Fees	49,506.50	47,281.00	2,225.50	104.71%	346,745.50	335,035.00	11,710.50	103.5%	571,440.00
53010 - Legal Settlements	0.00	0.00	0.00	0.0%	0.00	10,000.00	-10,000.00	0.0%	10,000.00
53100 - Audit Services	0.00	0.00	0.00	0.0%	16,250.00	16,000.00	250.00	101.56%	16,000.00
53300 - Insurance - Liability/Umbrella	14,015.66	19,337.98	-5,322.32	72.48%	98,109.62	135,365.86	-37,256.24	72.48%	232,055.76
53301 - Travel	30.72	600.00	-569.28	5.12%	30.72	2,700.00	-2,669.28	1.14%	7,510.00
53302 - Spoilage	935.02	966.00	-30.98	96.79%	5,022.21	5,027.00	-4.79	99.91%	7,657.00
53303 - Entertainment	0.00	4,775.00	-4,775.00	0.0%	0.00	31,350.00	-31,350.00	0.0%	51,400.00
53400 - Property Taxes - Possessory	1,024.55	1,700.00	-675.45	60.27%	7,924.27	11,900.00	-3,975.73	66.59%	20,400.00
53410 - Property Taxes - Unsecured	2,049.10	3,400.00	-1,350.90	60.27%	16,092.84	23,800.00	-7,707.16	67.62%	40,800.00
53420 - Property Taxes - Lease Equip	0.00	12.00	-12.00	0.0%	0.00	84.00	-84.00	0.0%	144.00
53421 - Fed & CA Filing Fees	0.00	0.00	0.00	0.0%	0.00	100.00	-100.00	0.0%	1,100.00
53600 - Advertising & Promotion	0.00	100.00	-100.00	0.0%	138.68	700.00	-561.32	19.81%	1,450.00
53700 - Collection Expense	0.00	115.00	-115.00	0.0%	0.00	805.00	-805.00	0.0%	1,380.00
53800 - Newsletter	0.00	0.00	0.00	0.0%	4,250.00	8,300.00	-4,050.00	51.21%	19,300.00
54000 - Equipment Rental	1,496.66	2,985.00	-1,488.34	50.14%	15,092.68	19,115.00	-4,022.32	78.96%	31,360.00
54600 - Outside Services	18,791.63	9,414.30	9,377.33	199.61%	91,530.65	59,625.10	31,905.55	153.51%	109,525.60
54610 - 401K Plan Administration Fees	0.00	0.00	0.00	0.0%	562.50	1,125.00	-562.50	50.0%	2,250.00
54710 - Payroll Services	4,424.12	1,500.00	2,924.12	294.94%	12,553.54	11,900.00	653.54	105.49%	21,400.00
54800 - Equipment Repair & Maintenance	1,501.86	2,829.00	-1,327.14	53.09%	10,423.89	13,308.00	-2,884.11	78.33%	19,348.00
54900 - Bad Debt	6,500.00	6,500.00	0.00	100.0%	45,500.00	45,500.00	0.00	100.0%	78,000.00
55001 - Chemicals	3,841.17	2,845.00	996.17	135.02%	41,386.81	41,150.00	236.81	100.58%	56,455.00
55003 - Sand & Gravel	0.00	200.00	-200.00	0.0%	7,038.63	2,000.00	5,038.63	351.93%	6,200.00
55200 - Maint Materials & Supplies	4,820.88	3,485.00	1,335.88	138.33%	26,981.74	27,182.00	-200.26	99.26%	45,632.00
55201 - Horse Trail Maintenance	55.70	200.00	-144.30	27.85%	437.32	1,400.00	-962.68	31.24%	2,400.00
55300 - Janitorial Supplies	1,618.34	2,300.00	-681.66	70.36%	14,183.32	16,410.00	-2,226.68	86.43%	27,925.00
55600 - Uniform Allowance	273.00	415.00	-142.00	65.78%	2,509.50	2,972.00	-462.50	84.44%	5,056.00
55700 - Pool Supplies	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.0%	100.00
55900 - Non-Consumable Supplies	9,618.23	4,535.00	5,083.23	212.09%	74,171.64	39,960.00	34,211.64	185.62%	66,166.00
56000 - Cleaning Supplies	48.18	170.00	-121.82	28.34%	445.40	1,190.00	-744.60	37.43%	2,040.00
56100 - Construction Materials	271.86	700.00	-428.14	38.84%	5,005.12	4,900.00	105.12	102.15%	8,400.00
56200 - Decorations	0.00	0.00	0.00	0.0%	383.36	1,925.00	-1,541.64	19.92%	3,075.00
56300 - Glass/China/Silver Replacement	0.00	550.00	-550.00	0.0%	2,293.03	9,300.00	-7,006.97	24.66%	12,050.00
56400 - Linens, Uniforms & Mats	2,011.21	8,024.00	-6,012.79	25.07%	16,314.80	34,854.00	-18,539.20	46.81%	56,470.00
56600 - Bank Fees & Credit Card Charges	205.11	300.00	-94.89	68.37%	2,018.24	2,375.00	-356.76	84.98%	3,975.00
57001 - Feed & Supplements	162.60	9,200.00	-9,037.40	1.77%	18,928.35	27,600.00	-8,671.65	68.58%	46,000.00
57200 - Equipment Maintenance Agreement	974.16	1,384.00	-409.84	70.39%	4,877.35	8,538.00	-3,660.65	57.13%	13,058.00
57300 - Software & Upgrades	3,917.00	4,350.00	-433.00	90.05%	10,919.59	5,150.00	5,769.59	212.03%	15,575.00
57400 - Stable Bedding	600.60	584.00	16.60	102.84%	2,551.28	4,088.00	-1,536.72	62.41%	7,008.00
57600 - Shows & Events	0.00	0.00	0.00	0.0%	0.00	6,300.00	-6,300.00	0.0%	9,750.00
57701 - Background Investigations	0.00	102.00	-102.00	0.0%	0.00	454.00	-454.00	0.0%	776.00
58300 - Recreational Supplies	522.59	100.00	422.59	522.59%	1,431.44	1,550.00	-118.56	92.35%	3,250.00
58301 - Sports League Supplies	35.37	965.00	-929.63	3.67%	8,890.40	17,335.00	-8,444.60	51.29%	29,565.00
58302 - Event Expenses	0.00	45.00	-45.00	0.0%	749.46	2,709.00	-1,959.54	27.67%	3,659.00
58306 - Tournament Expense	0.00	0.00	0.00	0.0%	0.00	270.00	-270.00	0.0%	340.00
58400 - Restock Lake	11,298.00	0.00	11,298.00	100.0%	11,408.00	1,500.00	9,908.00	760.53%	10,950.00
58800 - Cash Over/Short	382.98	0.00	382.98	100.0%	1,938.34	0.00	1,938.34	100.0%	0.00
59500 - Credit Card Commission	2,840.39	3,129.86	-289.47	90.75%	35,912.17	27,576.26	8,335.91	130.23%	45,058.61
Total Expense	520,799.31	565,507.49	-44,708.18	92.09%	4,142,133.70	4,304,608.70	-162,475.00	96.23%	7,241,450.18
Net Ordinary Income	-419,367.40	-430,577.07	11,209.67	97.4%	-2,981,229.27	-3,092,682.19	111,452.92	96.4%	-5,240,250.16
Net Income	-419,367.40	-430,577.07	11,209.67	97.4%	-2,981,229.27	-3,092,682.19	111,452.92	96.4%	-5,240,250.16

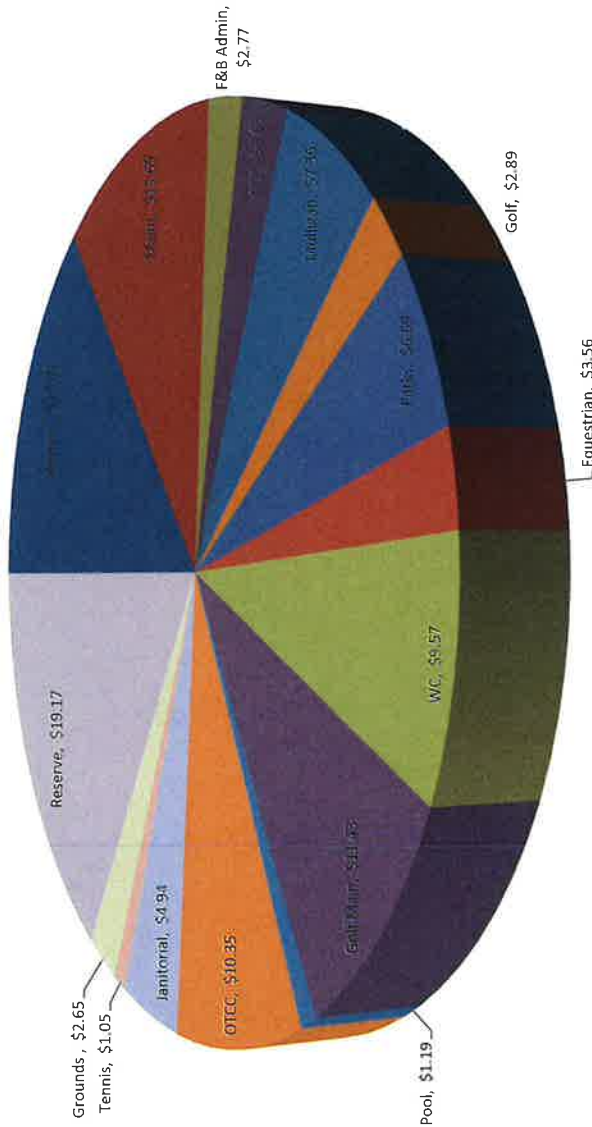
Departmental Subsidy

	Dept	Amount	Percentage	
\$	Dept10	(72,425.57)	Admin	14%
\$	Dept11	(57,920.42)	Maint	12%
\$	Dept12	(11,739.01)	F&B Admin	2%
\$	Dept13	(15,525.17)	ECC	3%
\$	Dept15	(31,225.04)	Mulligan	6%
\$	Dept16	(12,253.71)	Golf	2%
\$	Dept17	(28,405.03)	Parks	6%
\$	Dept18	(15,095.00)	Equestrian	3%
\$	Dept19	(40,597.03)	WC	8%
\$	Dept20	(48,516.13)	Golf Main	10%
\$	Dept21	(5,058.39)	Pool	1%
\$	Dept24	(43,909.02)	OTCC	9%
\$	Dept26	(20,975.99)	Janitorial	4%
\$	Dept28	(4,472.73)	Tennis	1%
\$	Dept30	(11,249.16)	Grounds	2%
\$	RESERVE	(81,352.00)	Reserve	16%
\$				\$ (419,367.40)
\$				\$ (500,719.40)

Departmental Subsidy

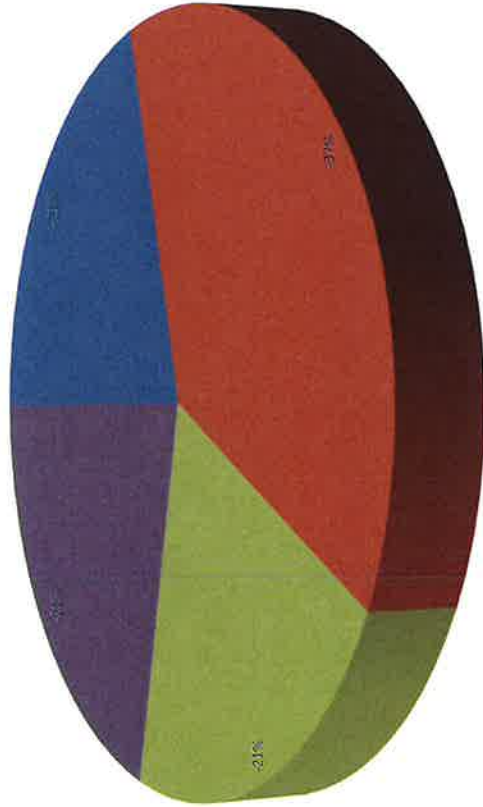


Departmental Dollar Subsidy



Departmental Subsidy	Dept10	Admin
\$	(72,425.57)	
\$	(57,920.42)	Dept11
\$	(11,739.01)	Dept12
\$	(15,525.17)	Dept13
\$	(31,225.04)	Dept15
\$	(12,253.71)	Dept16
\$	(28,405.03)	Dept17
\$	(15,095.00)	Dept18
\$	(40,597.03)	Dept19
\$	(48,516.13)	Dept20
\$	(5,058.39)	Dept21
\$	(43,909.02)	Dept24
\$	(20,975.99)	Dept26
\$	(4,472.73)	Dept28
\$	(11,249.16)	Dept30
\$	(81,352.00)	RESERVE
\$	118	\$ (419,367.40)
\$	118.00	\$ (500,719.40)

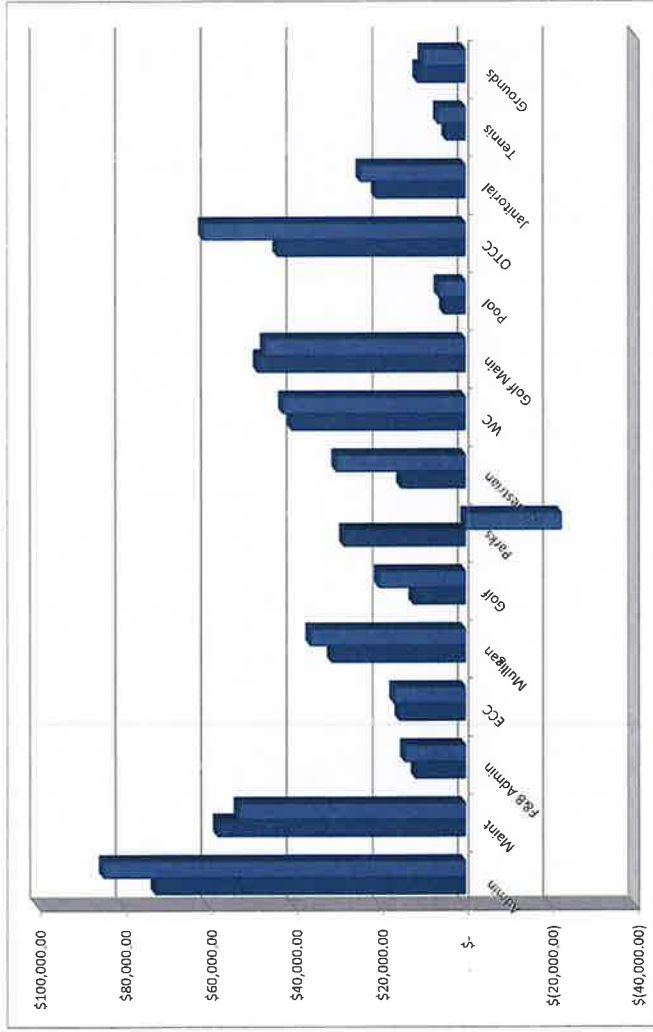
Group Subsidy



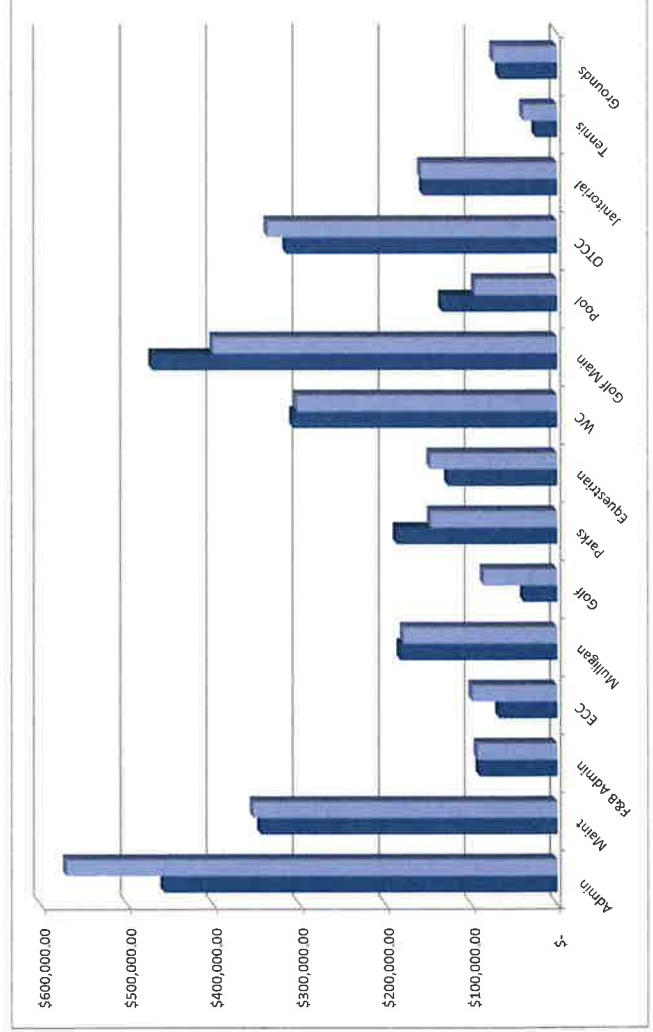
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 -\$154,398.02
 -\$86,873.07
 -\$90,145.57



\$ (15,525.17)	Dept13	ECC	
\$ (72,425.57)	Dept10	Admin	
\$ (11,739.01)	Dept12	F&B Admin	
\$ (31,225.04)	Dept15	Mulligan	
\$ (43,909.02)	Dept24	OTCC	
\$ (15,095.00)	Dept18	Equestrian	
\$ (40,597.03)	Dept19	WC	
\$ (48,516.13)	Dept20	Golf Main	
\$ (5,058.39)	Dept21	Pool	
\$ (28,405.03)	Dept17	Parks	
\$ (12,253.71)	Dept16	Golf	
\$ (4,472.73)	Dept28	Tennis	
\$ (11,249.16)	Dept30	Grounds	
\$ (57,920.42)	Dept11	Maint	
\$ (20,975.99)	Dept26	Janitorial	



Department	Budget	Actual
Admin	\$ 84,472.62	\$ 72,875.57
Maint	\$ 53,021.13	\$ 57,420.47
F&B Admin	\$ 14,248.33	\$ 11,739.01
ECC	\$ 16,683.41	\$ 15,835.47
Mulligan	\$ 36,258.66	\$ 31,285.04
Golf	\$ 20,274.63	\$ 13,353.71
Parks	\$ (22,552.53)	\$ 27,465.04
Equestrian	\$ 30,117.07	\$ 1,016.41
WC	\$ 42,621.91	\$ 40,537.44
Golf Main	\$ 46,826.11	\$ 43,511.13
Pool	\$ 6,273.29	\$ 4,958.34
OTCC	\$ 61,253.30	\$ 41,850.02
Janitorial	\$ 24,568.51	\$ 20,970.59
Tennis	\$ 6,448.37	\$ 4,472.73
Grounds	\$ 10,062.26	\$ 11,209.16



Department	Budget	Actual
Admin	\$ 570,742.77	\$ 497,584.83
Maint	\$ 553,608.29	\$ 565,033.10
F&B Admin	\$ 93,657.06	\$ 91,186.57
ECC	\$ 99,481.57	\$ 108,455.09
Mulligan	\$ 179,618.09	\$ 183,113.22
Golf	\$ 86,586.15	\$ 99,046.31
Parks	\$ 147,787.51	\$ 163,792.49
Equestrian	\$ 148,327.26	\$ 337,709.90
WC	\$ 303,261.98	\$ 107,372.75
Golf Main	\$ 400,568.83	\$ 471,156.10
Pool	\$ 96,700.59	\$ 181,453.59
OTCC	\$ 337,205.69	\$ 115,643.28
Janitorial	\$ 159,233.60	\$ 156,467.94
Tennis	\$ 40,568.98	\$ 27,702.09
Grounds	\$ 75,333.82	\$ 68,320.12

Year to Date