

Treasurer's Report
November 30, 2018

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 | \$ 192,138 | \$ 199,328 | \$ (7,190) | (3.61%) | \$1,193,201 | \$1,244,408 | (\$51,207) | (4.11%) |
| Less: Cost of Sales | \$ 60,579 | \$ 59,085 | \$ (1,494) | (2.53%) | \$338,097 | \$335,015 | (\$3,081) | (0.92%) |
| Payroll & Benefits | \$ 332,284 | \$ 323,194 | \$ (9,090) | (2.81%) | \$1,736,246 | \$1,711,403 | (\$24,843) | (1.45%) |
| Expenses | \$ 224,248 | \$ 237,039 | \$ 12,792 | 5.40% | \$1,066,192 | \$1,213,221 | \$147,030 | 12.12% |
| Net Surplus/(Deficit) | \$ (424,972) | \$ (419,990) | \$ (4,982) | (1.19%) | \$ (1,947,333) | \$ (2,015,231) | \$67,899 | 3.37% |

| | |
|--|-------------|
| CDARS Operating Account Investments | \$0 |
| Cash in Operating Accounts: | \$2,658,918 |
| Operating/BOD Contingency Account | \$45,000 |
| Total Operating/BOD Contingency Used YTD | \$3,052 |
| Operating/Board Contingency Remaining | \$41,948 |

Detail of Board Contingency Usage:

| | |
|------------------|-------------|
| Dog park Shed | \$ 2,773.10 |
| Banquet Lighting | \$ 279.10 |
| TOTAL | \$ 3,052.20 |

Recreational Expenditures

Reserves Report:

| | |
|--|--------------|
| Reserve Fund Balance | \$ 3,528,808 |
| CDARS Reserve Investments | \$ - |
| Transfers | \$ - |
| Ending balance Reserves funds + CD Investments | \$ 3,528,808 |

Detail of Monthly Capital Expenditures

| | R&R |
|--------------------------------------|---------------|
| 2019-020 11/1/18 Church Trail Survey | \$ 1,800.00 |
| 2019-014 Honda Rotary Mower | \$ 2,610.44 |
| YTD | \$ 335,078.00 |

Collections Report:

| | Current year | Prior year |
|---|-------------------|-------------------|
| Number of properties assessed July 1 | 3,582 | 3,582 |
| Additions (unmergers/ CSD lots sold/Split lots) | 0 | 0 |
| Deletions (mergers) | 0 | 0 |
| TOTAL LOTS | 3,582 | 3,582 |
| Current year assessments billed | \$5,301,360 | \$5,143,752 |
| Current year assessments collected YTD | 4,969,634 (93.7%) | 4,831,404 (93.9%) |
| Prior year assessments collected YTD | 30,975 | 52,654 |
| Total assessment collections YTD | \$5,000,609 | \$4,884,058 |
| Uncollected | \$331,726 | \$312,348 |

Respectfully submitted,
Rebecca Hewett

Bear Valley Springs Association
Balance Sheet
As of November 30, 2018

3:56 PM
12/17/2018
Accrual Basis
Nov 30, 18

ASSETS

Current Assets

Checking/Savings

| | |
|--|---------------------|
| 10000 · Operating Cash | |
| 10001 · Petty Cash | 1,950.00 |
| 10004 · Cash Bank | 7,920.00 |
| 10007 · CAB Deferred Operating Account | 11,866.68 |
| 10009 · Bank of the Sierra | 143,772.45 |
| 10021 · CAB - Operating | <u>2,515,265.42</u> |
| Total 10000 · Operating Cash | <u>2,680,774.55</u> |
| 10100 · Reserve Cash | |
| 10104 · Edward Jones Investments | 1,533,289.18 |
| 10105 · CAB - Reserves Acct | <u>1,995,518.75</u> |
| Total 10100 · Reserve Cash | <u>3,528,807.93</u> |
| Total Checking/Savings | <u>6,209,582.48</u> |

Accounts Receivable

| | |
|---|---------------------|
| 11000 · Accounts Receivable | |
| 11600 · Assessments Receivable | 3,277,273.82 |
| 11609 · Penalty, Fees, interest - Assmt | 176,817.32 |
| 11610 · ECC Fines Receivable | 23,624.00 |
| 11710 · Other Receivables | 3,313.92 |
| 11900 · NSF Receivable | 1,140.46 |
| 12200 · Equestrian Boarding Receivable | 8,168.32 |
| 12400 · Outside Accounts Receivable | <u>16,685.81</u> |
| Total 11000 · Accounts Receivable | <u>3,507,023.65</u> |
| 12000 · House Charges Receivable | <u>(51.58)</u> |
| Total Accounts Receivable | <u>3,506,972.07</u> |

Other Current Assets

| | |
|---|----------------|
| 11605 · Allowance for Doubtful Accounts | (1,144,351.56) |
| 11700 · Accounts Receivable Clearing | 5,476.61 |
| 11755 · BVSACRFF RECV clearing | 699.09 |
| 12401 · IBS- House Charges Receivable | (1,279.65) |
| 12402 · IBS - House Charge Interest Rec | 0.78 |
| 13000 · Inventory | |
| 13100 · Bar | |
| 13102 · Bar Liquor | 3,677.94 |
| 13103 · Bar Beer | 2,565.71 |
| 13104 · Bar Wine | 2,560.66 |

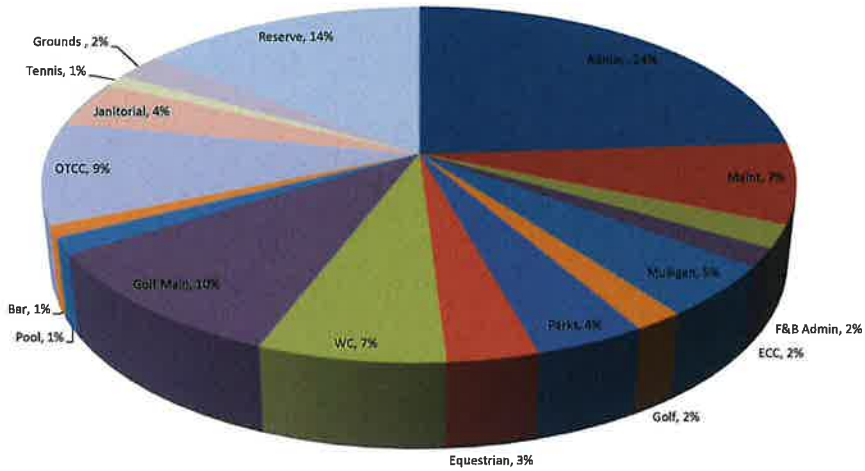
| | Nov 30, 18 |
|--|----------------|
| 13108 · Bar - Non-Alcoholic | 2,443.38 |
| Total 13100 · Bar | 11,247.69 |
| 13200 · Mulligan Room | |
| 13201 · MR Food | 8,559.50 |
| 13202 · MR Liquor | 565.41 |
| 13203 · MR Beer | 852.79 |
| 13204 · MR Wine | 212.86 |
| 13208 · Mulligan Rm - Non-Alcoholic bev | 2,254.16 |
| Total 13200 · Mulligan Room | 12,444.72 |
| 13300 · Pool | |
| 13309 · Pool - Merchandise Taxable | (39.14) |
| Total 13300 · Pool | (39.14) |
| 13400 · Golf Shop | 24,833.51 |
| 13600 · Whiting Center | |
| 13605 · Whiting Center Snacks Non-Taxab | 26.26 |
| 13608 · Whiting Center Non-Alcoholic | 432.54 |
| Total 13600 · Whiting Center | 458.80 |
| 13800 · Restaurant | |
| 13801 · Restaurant Food | 21,541.69 |
| 13808 · Restaurant - Non-alcoholic bev | (1,579.53) |
| Total 13800 · Restaurant | 19,962.16 |
| Total 13000 · Inventory | 68,907.74 |
| 14000 · Prepaid Insurance | 73,226.79 |
| 14002 · Prepaid Property Taxes | 25,055.20 |
| 14990 · Undeposited Funds | 7,106.90 |
| Total Other Current Assets | (965,158.10) |
| Total Current Assets | 8,751,396.45 |
| Fixed Assets | |
| 15000 · Furniture Fixtures and Equip | |
| 15001 · Furn Fixtures & Equip Assets | 2,104,390.12 |
| 15002 · Accu Depreciation | (1,986,977.78) |
| Total 15000 · Furniture Fixtures and Equip | 117,412.34 |
| 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) |
| Total 15300 · Golf Carts Assets | 102,140.27 |
| Total Fixed Assets | 229,813.02 |

| | Nov 30, 18 |
|---|-----------------------|
| TOTAL ASSETS | <u>8,981,209.47</u> |
| LIABILITIES & EQUITY | |
| Liabilities | |
| Current Liabilities | |
| Accounts Payable | |
| 20000 · Accounts Payable | |
| 20100 · Accounts Payable - Vendors | 234,468.99 |
| 20000 · Accounts Payable - Other | 47,087.00 |
| Total 20000 · Accounts Payable | <u>281,555.99</u> |
| 21501 · ECC Refundable Deposits | 51,950.00 |
| 21502 · Amenity Cards Payable | 44,031.00 |
| 21600 · Renters Card Deposits | 21,850.00 |
| Total Accounts Payable | <u>399,386.99</u> |
| Other Current Liabilities | |
| 20102 · Accts Pay Clearing - Cashback | 3.00 |
| 20105 · Gift Certificates Payable | 21,607.52 |
| 20115 · Tips Payable | 26.18 |
| 20117 · Banquet Service Charge | 1,134.70 |
| 20118 · Instructional/Lesson Fees | 327.40 |
| 20120 · Deposit - Future Events | 1,695.51 |
| 20125 · Event Deposits -Whiting Center | 213.69 |
| 20200 · Payroll Payable | 24,499.36 |
| 20201 · Accrued Payable | 11,105.00 |
| 20203 · 401K Plan - Employee | (87,531.37) |
| 20204 · 401 K Employee Loan Payable | 1,713.36 |
| 20205 · Garnishments | (3,562.11) |
| 20207 · 401K Plan - Employer | 17,211.59 |
| 20400 · Accrued Payroll Taxes | 355,312.12 |
| 20401 · Payroll Taxes Payable | (372,607.60) |
| 20501 · Accrued Vacation Earned Payable | 45,803.44 |
| 20600 · Accrued Sales Tax Payable | 16,753.83 |
| 20900 · Deferred Revenue Assets | 1,773,422.00 |
| 21601 · Unclaimed Renters Card Deposits | 975.00 |
| 21651 · Unclaimed Vendor Payment | 20.00 |
| Total Other Current Liabilities | <u>1,808,122.62</u> |
| Total Current Liabilities | <u>2,207,509.61</u> |
| Long Term Liabilities | |
| 66600 · Operational Investment Clear | (1,000,000.00) |
| Total Long Term Liabilities | <u>(1,000,000.00)</u> |
| Total Liabilities | 1,207,509.61 |
| Equity | |

| | <u>Nov 30, 18</u> |
|---|----------------------------|
| 29050 · Designated Reserves | |
| 29051 · Designated Reserves-Beg of Year | 3,227,477.47 |
| 29054 · Reserve Transfers | 828,000.00 |
| 29059 · Interest and Dividends EJ | 25,731.01 |
| 29065 · Interest and Dividends CAB | 9,215.72 |
| 29067 · Income-Sale of Reserve Item | 30,698.49 |
| 29070 · Reserve Expense-Bank Charges | (435.00) |
| 29080 · Reserve Expenditures | (1,519,434.73) |
| 29050 · Designated Reserves - Other | 17,798.03 |
| Total 29050 · Designated Reserves | <u>2,619,050.99</u> |
| 29990 · Prior Retained Earnings | 1,192,931.82 |
| 29997 · PROPERTY Fund Balance | 449,918.00 |
| Net Income | <u>3,511,799.05</u> |
| Total Equity | <u>7,773,699.86</u> |
| TOTAL LIABILITIES & EQUITY | <u><u>8,981,209.47</u></u> |

| | Nov 18 | Budget | \$ Over Budget | % of Budget | Jul - Nov 18 | YTD Budget | \$ Over Budget | % of Budget | Annual Budget |
|---|-------------|-------------|----------------|-------------|---------------|---------------|----------------|-------------|---------------|
| 52003 - Water - Non-Potable | 12,444.00 | 20,000.00 | -7,556.00 | 62.22% | -3,581.92 | 118,000.00 | -121,581.92 | -3.04% | 238,000.00 |
| 52100 - Trash | 3,859.23 | 3,569.34 | 289.89 | 108.12% | 22,120.27 | 17,846.70 | 4,273.57 | 123.95% | 42,832.08 |
| 52200 - Telephone | 2,182.14 | 2,308.00 | -125.86 | 94.55% | 19,625.70 | 14,211.00 | 5,414.70 | 138.1% | 30,402.00 |
| 52300 - Office Supplies | 1,066.27 | 1,405.00 | -338.73 | 75.89% | 6,332.74 | 7,525.00 | -1,192.26 | 84.16% | 17,035.00 |
| 52301 - Banking and Billing Supplies | -30.00 | 0.00 | -30.00 | 100.0% | -164.10 | 0.00 | -164.10 | 100.0% | 0.00 |
| 52400 - Minor Equipment & Tools | 2,995.64 | 1,950.00 | 1,045.64 | 153.62% | 16,177.81 | 16,520.00 | -342.19 | 97.93% | 31,975.00 |
| 52500 - Licenses, Fees & Subs | 4,318.72 | 2,523.77 | 1,794.95 | 171.12% | 23,371.77 | 17,330.85 | 6,040.92 | 134.86% | 32,322.24 |
| 52501 - Conference, Seminars & Training | 625.00 | 250.00 | 375.00 | 250.0% | 1,892.75 | 4,219.00 | -2,326.25 | 44.86% | 15,323.00 |
| 52600 - Postage & Shipping | 300.00 | 603.50 | -303.50 | 49.71% | 3,854.72 | 3,207.50 | 647.22 | 120.18% | 9,282.00 |
| 52801 - Committee Fees | 150.00 | 150.00 | 0.00 | 100.0% | 825.00 | 1,050.00 | -225.00 | 78.57% | 2,450.00 |
| 52900 - Community Relations | 2,173.41 | 3,177.00 | -1,003.59 | 68.41% | 13,364.03 | 20,577.00 | -7,212.97 | 64.95% | 41,775.00 |
| 52901 - Disaster Planning | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 850.00 | -850.00 | 0.0% | 1,400.00 |
| 52905 - Contingency Fund Expense | 0.00 | 3,750.00 | -3,750.00 | 0.0% | 3,039.13 | 18,750.00 | -15,710.87 | 16.21% | 45,000.00 |
| 52910 - Employee Relations | 8,272.71 | 1,617.00 | 6,655.71 | 511.61% | 19,132.98 | 13,860.00 | 5,272.98 | 138.05% | 30,759.00 |
| 53000 - Legal Fees | 4,459.50 | 3,500.00 | 959.50 | 127.41% | 30,220.72 | 13,500.00 | 16,720.72 | 223.86% | 26,000.00 |
| 53001 - Golf Course Management Fees | 46,603.84 | 47,519.93 | -916.09 | 98.07% | 233,019.20 | 227,599.65 | 5,419.55 | 102.38% | 539,239.16 |
| 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% | 15,750.00 | 15,000.00 | 750.00 | 105.0% | 15,000.00 |
| 53300 - Insurance-Liability/Umbrella | 14,015.66 | 13,997.49 | 18.17 | 100.13% | 70,078.30 | 69,987.45 | 90.85 | 100.13% | 167,969.88 |
| 53301 - Travel | 66.16 | 400.00 | -333.84 | 16.54% | 1,060.28 | 1,700.00 | -639.72 | 62.37% | 7,510.00 |
| 53302 - Spillage | 828.54 | 315.43 | 513.11 | 262.67% | 3,511.81 | 1,709.14 | 1,802.67 | 205.47% | 3,942.76 |
| 53303 - Entertainment | 3,150.00 | 3,250.00 | -100.00 | 96.92% | 17,000.00 | 16,250.00 | 750.00 | 104.62% | 39,400.00 |
| 53400 - Property Taxes - Possessory | 1,400.76 | 1,700.00 | -299.24 | 82.4% | 7,003.80 | 8,500.00 | -1,496.20 | 82.4% | 20,400.00 |
| 53410 - Property Taxes - Unsecured | 2,923.67 | 3,400.00 | -476.33 | 85.99% | 14,618.35 | 17,000.00 | -2,381.65 | 85.99% | 40,800.00 |
| 53420 - Property Taxes - Lease Equip | 0.00 | 12.00 | -12.00 | 0.0% | 0.00 | 60.00 | -60.00 | 0.0% | 144.00 |
| 53421 - Fed & CA Filing Fees | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% | 1,100.00 |
| 53500 - Advertising & Promotion | 0.00 | 100.00 | -100.00 | 0.0% | 44.85 | 750.00 | -705.15 | 5.98% | 1,700.00 |
| 53700 - Collection Expense | 0.00 | 115.00 | -115.00 | 0.0% | 0.00 | 575.00 | -575.00 | 0.0% | 1,380.00 |
| 53800 - Newsletter | 0.00 | 0.00 | 0.00 | 0.0% | 2,500.00 | 0.00 | 2,500.00 | 100.0% | 15,500.00 |
| 54000 - Equipment Rental | 1,450.49 | 3,235.00 | -1,784.51 | 44.84% | 10,929.03 | 16,175.00 | -5,245.97 | 67.57% | 38,820.00 |
| 54600 - Outside Services | 5,857.73 | 6,452.24 | -594.51 | 90.79% | 43,934.27 | 41,599.20 | 2,335.07 | 105.61% | 92,270.88 |
| 54610 - 401K Plan Administration Fees | 0.00 | 350.00 | -350.00 | 0.0% | 923.91 | 1,750.00 | -826.09 | 52.8% | 4,200.00 |
| 54710 - Payroll Services | 1,584.62 | 1,500.00 | 84.62 | 105.64% | 9,911.11 | 8,200.00 | 1,711.11 | 120.87% | 21,400.00 |
| 54800 - Equipment Repair & Maintenance | 851.10 | 1,098.00 | -246.90 | 77.51% | 6,067.00 | 8,320.00 | -2,253.00 | 72.92% | 15,666.00 |
| 54900 - Bad Debt | 6,500.00 | 6,500.00 | 0.00 | 100.0% | 32,500.00 | 32,500.00 | 0.00 | 100.0% | 78,000.00 |
| 55001 - Chemicals | 5,173.52 | 2,930.00 | 2,243.52 | 176.57% | 28,623.85 | 29,140.00 | -516.15 | 98.23% | 44,330.00 |
| 55003 - Sand & Gravel | 0.00 | 760.00 | -760.00 | 0.0% | 1,210.00 | 3,748.00 | -2,538.00 | 32.28% | 10,424.00 |
| 55200 - Maint Materials & Supplies | 2,219.54 | 3,695.00 | -1,475.46 | 60.07% | 19,376.79 | 24,637.00 | -5,260.21 | 78.65% | 49,312.00 |
| 55201 - Horse Trail Maintenance | 0.00 | 200.00 | -200.00 | 0.0% | 400.63 | 1,000.00 | -599.37 | 40.06% | 2,400.00 |
| 55300 - Janitorial Supplies | 2,344.02 | 2,250.00 | 94.02 | 104.18% | 11,349.07 | 11,694.72 | -345.65 | 97.04% | 27,325.00 |
| 55600 - Uniform Allowance | 359.00 | 413.00 | -54.00 | 86.93% | 2,038.01 | 3,140.96 | -1,102.95 | 64.89% | 5,825.50 |
| 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 | 5,174.39 | 3,541.50 | 1,632.89 | 146.11% | 28,458.87 | 18,340.90 | 10,117.97 | 155.17% | 37,505.77 |
| 56000 - Cleaning Supplies | 0.00 | 70.00 | -70.00 | 0.0% | 428.38 | 350.00 | 78.38 | 122.39% | 840.00 |
| 56100 - Construction Materials | 1,172.09 | 660.00 | 512.09 | 177.59% | 3,647.51 | 3,300.00 | 347.51 | 110.53% | 7,920.00 |
| 56200 - Decorations | 376.60 | 400.00 | -23.40 | 94.15% | 457.18 | 700.00 | -242.82 | 65.31% | 2,875.00 |
| 56300 - Glass/China/Silver Replacement | 256.58 | 750.00 | -493.42 | 34.21% | 655.65 | 8,350.00 | -7,694.35 | 7.85% | 12,950.00 |
| 56400 - Linens, Uniforms & Mats | 3,109.91 | 3,188.50 | -78.59 | 97.54% | 16,017.56 | 15,818.00 | 199.56 | 101.26% | 35,120.00 |
| 56800 - Bank Fees & Credit Card Charges | 239.82 | 490.00 | -250.18 | 48.94% | 1,777.30 | 2,845.00 | -1,067.70 | 62.47% | 6,475.00 |
| 56900 - Recruiting & Relocation | 0.00 | 0.00 | 0.00 | 0.0% | 20.00 | 0.00 | 20.00 | 100.0% | 0.00 |
| 57001 - Feed & Supplements | 1,130.22 | 0.00 | 1,130.22 | 100.0% | 15,973.18 | 17,000.00 | -1,026.82 | 93.96% | 42,500.00 |
| 57200 - Equipment Maintenance Agreement | 362.63 | 812.00 | -449.37 | 44.66% | 2,533.34 | 5,260.00 | -2,726.66 | 48.16% | 22,110.51 |
| 57250 - Software Supplies & Services | 0.00 | 50.00 | -50.00 | 0.0% | 0.00 | 100.00 | -100.00 | 0.0% | 150.00 |
| 57300 - Software & Upgrades | 0.00 | 0.00 | 0.00 | 0.0% | 541.33 | 4,050.00 | -3,508.67 | 13.37% | 11,325.00 |
| 57400 - Stable Bedding | 337.84 | 584.00 | -246.16 | 57.85% | 3,566.57 | 2,920.00 | 646.57 | 122.14% | 7,008.00 |
| 57600 - Shows & Events | 0.00 | 0.00 | 0.00 | 0.0% | 2,285.93 | 4,000.00 | -1,714.07 | 57.15% | 7,650.00 |
| 57701 - Background Investigations | 90.90 | 0.00 | 90.90 | 100.0% | 142.90 | 207.00 | -64.10 | 69.03% | 466.00 |
| 58300 - Recreational Supplies | 69.78 | 100.00 | -30.22 | 69.78% | 940.03 | 1,450.00 | -509.97 | 64.83% | 3,290.00 |
| 58301 - Sports League Supplies | 1,556.29 | 1,490.00 | 66.29 | 104.45% | 8,484.00 | 6,440.00 | 2,044.00 | 131.74% | 20,890.00 |
| 58302 - Event Expenses | 0.00 | 0.00 | 0.00 | 0.0% | 1,089.74 | 1,720.00 | -630.26 | 63.36% | 3,515.00 |
| 58304 - 4th of July Event Expenses | 0.00 | 0.00 | 0.00 | 0.0% | 72.00 | 0.00 | 72.00 | 100.0% | 0.00 |
| 58306 - Tournament Expense | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 270.00 | -270.00 | 0.0% | 340.00 |
| 58400 - Restock Lake | 0.00 | 3,500.00 | -3,500.00 | 0.0% | 3,500.00 | 3,500.00 | 0.00 | 100.0% | 9,000.00 |
| 58800 - Cash Over/Short | -5.26 | 0.00 | -5.26 | 100.0% | 2,293.66 | 0.00 | 2,293.66 | 100.0% | 0.00 |
| 59500 - Credit Card Commission | 4,076.04 | 3,431.94 | 644.10 | 118.77% | 23,140.59 | 20,182.32 | 2,958.27 | 114.66% | 45,634.69 |
| Total Expense | 556,531.65 | 560,233.05 | -3,701.40 | 99.34% | 2,802,437.32 | 2,924,624.08 | -122,186.76 | 95.82% | 6,639,982.04 |
| Net Ordinary Income | -424,972.34 | -419,990.18 | -4,982.16 | 101.19% | -1,947,332.57 | -2,015,231.40 | 67,898.83 | 96.63% | -4,698,602.46 |
| Net Income | -424,972.34 | -419,990.18 | -4,982.16 | 101.19% | -1,947,332.57 | -2,015,231.40 | 67,898.83 | 96.63% | -4,698,602.46 |

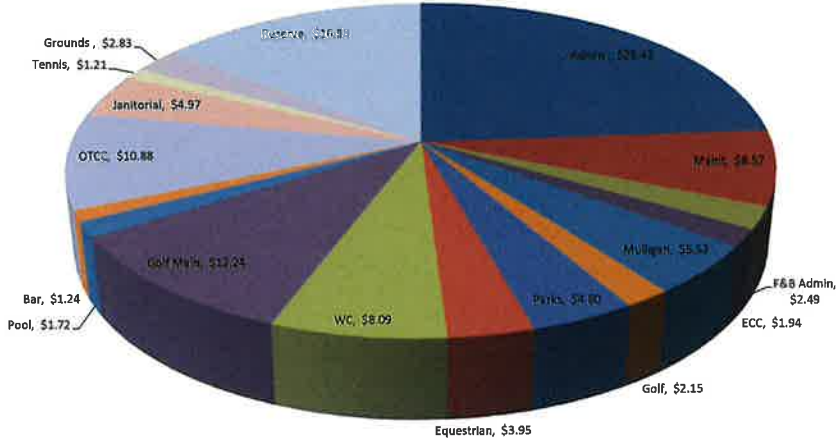
Departmental Subsidy



Departmental Subsidy

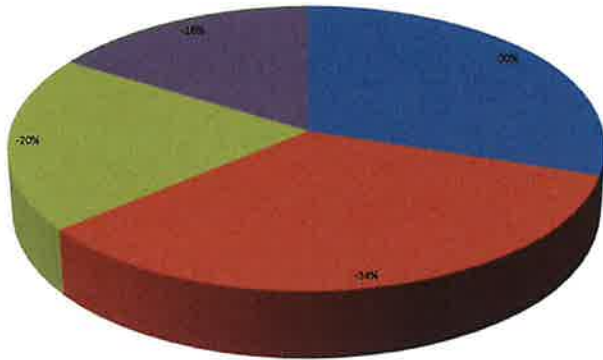
| | | | |
|-----------------|---------|------------|-----------------|
| \$ (119,590.82) | Dept10 | Admin | 24% |
| \$ (36,052.86) | Dept11 | Maint | 7% |
| \$ (10,463.20) | Dept12 | F&B Adm | 2% |
| \$ (8,171.03) | Dept13 | ECC | 2% |
| \$ (23,278.69) | Dept15 | Mulligan | 5% |
| \$ (9,033.93) | Dept16 | Golf | 2% |
| \$ (20,198.37) | Dept17 | Parks | 4% |
| \$ (16,611.43) | Dept18 | Equestrian | 3% |
| \$ (34,020.16) | Dept19 | WC | 7% |
| \$ (51,476.04) | Dept20 | Golf Main | 10% |
| \$ (7,239.86) | Dept21 | Pool | 1% |
| \$ (5,202.81) | Dept23 | Bar | 1% |
| \$ (45,769.35) | Dept24 | OTCC | 9% |
| \$ (20,901.03) | Dept26 | Janitorial | 4% |
| \$ (5,074.51) | Dept28 | Tennis | 1% |
| \$ (11,886.39) | Dept30 | Grounds | 2% |
| \$ (71,415.00) | RESERVE | Reserve | 14% |
| | | | \$ (424,970.48) |
| | | | \$ (496,385.48) |

Departmental Dollar Subsidy



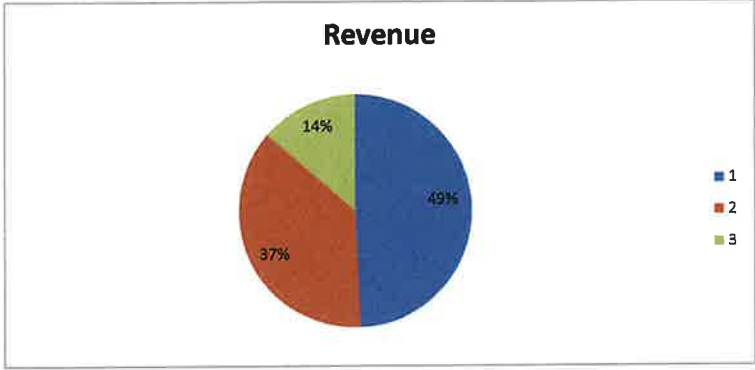
| Departmental Subsidy | | | | | |
|----------------------|--------------|---------|------------|-----------|-----------------|
| \$ | (119,590.82) | Dept10 | Admin | \$ 28.43 | 24% |
| \$ | (36,052.86) | Dept11 | Maint | \$ 8.57 | 7% |
| \$ | (10,463.20) | Dept12 | F&B Admin | \$ 2.49 | 2% |
| \$ | (8,171.03) | Dept13 | ECC | \$ 1.94 | 2% |
| \$ | (23,278.69) | Dept15 | Mulligan | \$ 5.53 | 5% |
| \$ | (9,033.93) | Dept16 | Golf | \$ 2.15 | 2% |
| \$ | (20,198.37) | Dept17 | Parks | \$ 4.80 | 4% |
| \$ | (16,611.43) | Dept18 | Equestrian | \$ 3.95 | 3% |
| \$ | (34,020.16) | Dept19 | WC | \$ 8.09 | 7% |
| \$ | (51,476.04) | Dept20 | Golf Main | \$ 12.24 | 10% |
| \$ | (7,239.86) | Dept21 | Pool | \$ 1.72 | 1% |
| \$ | (5,202.81) | Dept23 | Bar | \$ 1.24 | 1% |
| \$ | (45,769.35) | Dept24 | OTCC | \$ 10.88 | 9% |
| \$ | (20,901.03) | Dept26 | Janitorial | \$ 4.97 | 4% |
| \$ | (5,074.51) | Dept28 | Tennis | \$ 1.21 | 1% |
| \$ | (11,886.39) | Dept30 | Grounds | \$ 2.83 | 2% |
| \$ | (71,415.00) | RESERVE | Reserve | \$ 16.98 | 14% |
| | | | | 118 | \$ (424,970.48) |
| | | | | \$ 118.00 | \$ (496,385.48) |

Group Subsidy



■ Admin
 ■ Recreation
 ■ Food & Beverage
 ■ Main

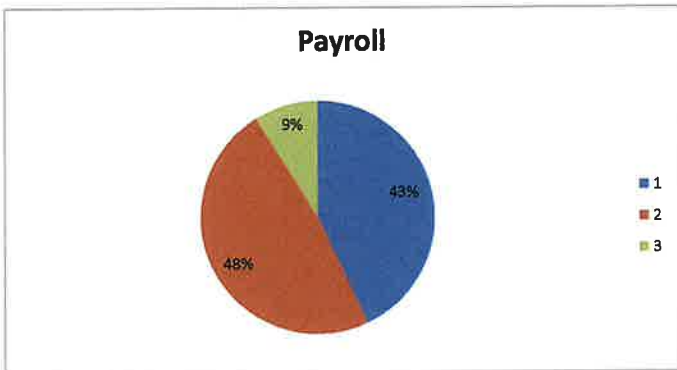
| | | | | |
|-----------------|--------|------------|-----------------|---------------|
| \$ (8,171.03) | Dept13 | ECC | Admin | -\$127,761.85 |
| \$ (119,590.82) | Dept10 | Admin | Recreation | -\$143,654.30 |
| \$ (10,463.20) | Dept12 | F&B Admin | Food & Beverage | -\$84,714.05 |
| \$ (23,278.69) | Dept15 | Mulligan | Main | -\$68,840.28 |
| \$ (45,769.35) | Dept24 | OTCC | | |
| \$ (5,202.81) | Dept23 | Bar | | |
| \$ (16,611.43) | Dept18 | Equestrian | | |
| \$ (34,020.16) | Dept19 | WC | | |
| \$ (51,476.04) | Dept20 | Golf Maln | | |
| \$ (7,239.86) | Dept21 | Pool | | |
| \$ (20,198.37) | Dept17 | Parks | | |
| \$ (9,033.93) | Dept16 | Golf | | |
| \$ (5,074.51) | Dept28 | Tennis | | |
| \$ (11,886.39) | Dept30 | Grounds | | |
| \$ (36,052.86) | Dept11 | Maint | | |
| \$ (20,901.03) | Dept26 | Janitorial | | |



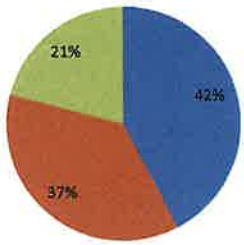
| | |
|---------------|--------------|
| Mulligan Room | \$ 72,568.62 |
| Oaks | \$ 54,620.29 |
| Saloon | \$ 19,965.58 |

| | |
|---------------|--------------|
| Mulligan Room | \$ 30,310.89 |
| Oaks | \$ 26,183.99 |
| Saloon | \$ 14,949.23 |

| | |
|---------------|--------------|
| Mulligan Room | \$ 53,437.72 |
| Oaks | \$ 59,780.16 |
| Saloon | \$ 11,023.09 |

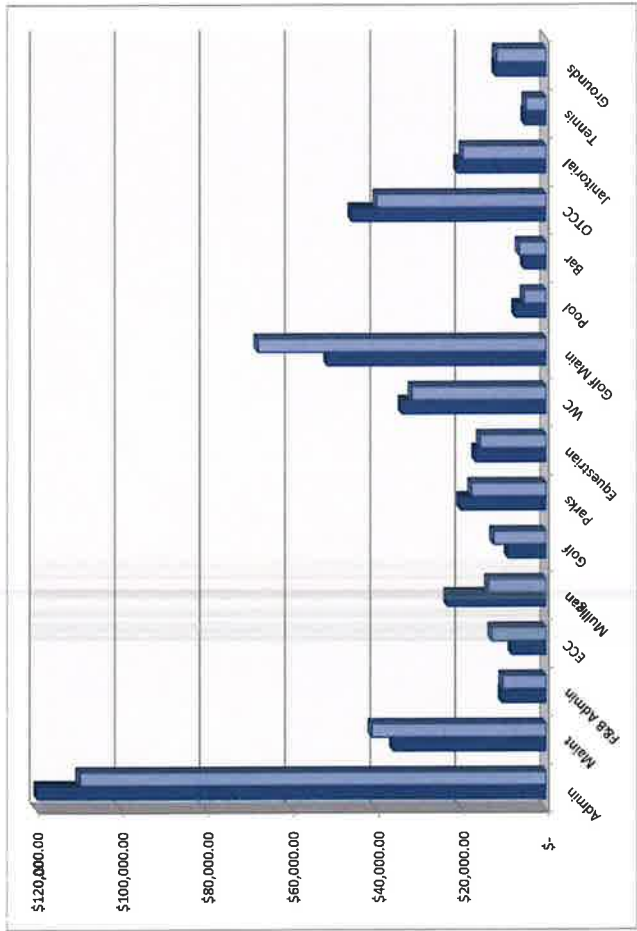


COGS



- 1
- 2
- 3

| | Actual | Budget |
|-------------------|---------------|---------------|
| Dept10 Admin | \$ 119,590.82 | \$ 109,701.55 |
| Dept11 Maint | \$ 36,052.86 | \$ 41,039.76 |
| Dept12 F&B Admin | \$ 10,463.20 | \$ 10,340.31 |
| Dept13 ECC | \$ 8,171.03 | \$ 12,799.25 |
| Dept15 Mulligan | \$ 23,278.69 | \$ 13,589.58 |
| Dept16 Golf | \$ 9,033.93 | \$ 12,377.24 |
| Dept17 Parks | \$ 20,198.37 | \$ 17,561.34 |
| Dept18 Equestrian | \$ 16,611.43 | \$ 15,514.85 |
| Dept19 WC | \$ 34,020.15 | \$ 31,640.09 |
| Dept20 Golf Main | \$ 51,476.04 | \$ 67,768.17 |
| Dept21 Pool | \$ 7,239.86 | \$ 5,215.07 |
| Dept23 Bar | \$ 5,202.81 | \$ 6,357.15 |
| Dept24 OTCC | \$ 45,769.35 | \$ 39,939.82 |
| Dept26 Janitorial | \$ 20,901.03 | \$ 19,648.82 |
| Dept28 Tennis | \$ 5,074.51 | \$ 4,774.45 |
| Dept30 Grounds | \$ 11,886.39 | \$ 11,722.73 |



| | Actual | Budget |
|-------------------|---------------|---------------|
| Dept10 Admin | \$ 383,029.57 | \$ 401,450.82 |
| Dept11 Maint | \$ 194,369.87 | \$ 208,458.40 |
| Dept12 F&B Admin | \$ 45,195.69 | \$ 52,242.13 |
| Dept13 ECC | \$ 62,740.30 | \$ 54,047.04 |
| Dept15 Mulligan | \$ 74,166.33 | \$ 61,936.96 |
| Dept16 Golf | \$ 24,501.66 | \$ 37,140.68 |
| Dept17 Parks | \$ 40,074.96 | \$ 118,432.02 |
| Dept18 Equestrian | \$ 104,823.27 | \$ 98,826.83 |
| Dept19 WC | \$ 196,805.10 | \$ 183,834.51 |
| Dept20 Golf Main | \$ 305,938.36 | \$ 349,332.85 |
| Dept21 Pool | \$ 66,863.54 | \$ 83,607.18 |
| Dept23 Bar | \$ 17,481.62 | \$ 18,075.08 |
| Dept24 OTCC | \$ 220,668.07 | \$ 173,699.32 |
| Dept26 Janitorial | \$ 99,227.82 | \$ 101,154.69 |
| Dept28 Tennis | \$ 25,774.21 | \$ 25,039.24 |
| Dept30 Grounds | \$ 46,340.78 | \$ 47,973.65 |

