

**HOT SPRINGS VILLAGE PROPERTY OWNERS ASSOCIATION**  
**FINANCIAL STATEMENTS**  
**FOR THE MONTH ENDING MAY 31, 2021**

**TABLE OF CONTENTS**

<b><u>PAGE</u></b>	<b><u>TITLE</u></b>
1-4	STATEMENT OF FINANCIAL POSITION
5	COMPARATIVE BALANCE SHEET
6	COMPARATIVE ANNUAL INCOME STATEMENT
7-17	STATEMENT OF REVENUE, EXPENSE, & CAPITAL
18	CAPITAL ADDITIONS
19	CASH FLOW STATEMENT

**HOT SPRINGS VILLAGE POA**  
**Financial Summary**  
**as of May 31, 2021**

<b>Statement of Financial Position</b>				
<b>2021 YTD</b>	<b>2020 YTD</b>	<b>CASH</b>	<b>Inc/(Decr)</b>	<b>% Change</b>
\$ 10,912,611	\$ 6,790,989	Cash Available for Operations	\$ 4,121,622	60.69%
\$ -	\$ 32,331	Remaining Sewer Bond Funds	\$ (32,331)	-100.00%
\$ 1,934,690	\$ 1,933,973	Non-Utility Capital Reserves	\$ 717	0.04%
\$ 1,288,824	\$ 1,288,346	Public Utility Reserves	\$ 478	0.04%
\$ 756,109	\$ 206,045	Golf Reserves Fund	\$ 550,064	100.00%
<b>\$ 14,892,234</b>	<b>\$ 10,839,693</b>	<b>Total Cash &amp; Cash Equivalents</b>	<b>\$ 4,052,541</b>	<b>37.39%</b>

Total Cash & Cash Eq's has increased \$4mil over the prior year to date. Without the PPP funds our cash balance would be up \$964k. Restricted cash is comprised of required reserves related to the bond, and self-insured insurance plans.

<b>2021 YTD</b>	<b>2020 YTD</b>	<b>ASSESSMENTS RECEIVABLE</b>	<b>Inc/(Decr)</b>	<b>% Change</b>
\$ 6,614,883	\$ 6,778,139	Assessments Received	\$ (163,256)	-2.41%
\$ 7,900,835	\$ 7,864,653	Assessments & Penalties Billed	\$ 36,182	0.46%

<b>DELINQUENT PROPERTIES YEAR OVER YEAR COMPARISON</b>						
	<b>2021</b>	<b>2020 YTD</b>	<b>2019 YTD</b>	<b>2018 YTD</b>	<b>2017 YTD</b>	<b>2016 YTD</b>
Improved	93	83	76	73	107	136
Unimproved	7889	7912	7653	7468	7725	7503
<b>Total Delinquent</b>	<b>7982</b>	<b>7995</b>	<b>7729</b>	<b>7541</b>	<b>7832</b>	<b>7639</b>

**Total Residential & Commercial Subject to Assessment**

34,492

	<b>Total</b>	<b>Percentage Productive</b>	<b>Good Standing</b>	<b>Delinquent/ Unproductive</b>
Unimproved Lots Not Owned by the POA	21,744	64%	13,855	7,889
Improved Lots	8,991	99%	8,898	93
Unimproved Lots Owned by the POA	3,457			3,457
Platted Lots	34,192	67%	22,620	11,553
Multi-unit facilities	300	0%	300	-
	<b>TOTAL</b>		<b>23,053</b>	<b>11,439</b>
	<b>Total % in Good Standing (paying Assessments)</b>		<b>Unproductive %</b>	
	67%		33%	

<b>2021 YTD</b>	<b>2020 YTD</b>	<b>LONG TERM DEBT</b>	<b>Inc/(Decr)</b>	<b>% Change</b>
\$ 2,851,404	\$ 3,418,775	Long Term Debt Outstanding	\$ (567,371)	-16.60%
3.21	2.28	Viability Ratio		
6.86	4.24	Debt Service Coverage Ratio*		

Long-term debt has decreased by 567k since this time last year. We have excluded the \$3.1 mil PPP loan in anticipation that it will be converted to grant income. The current debt ratios, cash balance and projected operating results demonstrate HSV's ability to meet the related debt service obligations for 2021. These ratios were calculated including the PPP funds as debt.

\* Chapter One, Article 8 - Debt Usage & Management Policy states that the Viability ratio should not fall below 1.1 and the DSCR should be 1.25 or higher but not fall below 1.1

<b>2021 YTD</b>	<b>2020 YTD</b>	<b>PROPERTY OWNER EQUITY</b>	<b>Inc/(Decr)</b>	<b>% Change</b>
\$ 76,785,325	\$ 72,859,069	Total Property Owner Equity	\$ 3,926,256	5.39%

As noted in the 2021 Enterprise Goals, in an effort to maintain current value, property owner equity should remain stable at a minimum.

**HOT SPRINGS VILLAGE POA  
Financial Summary  
as of May 31, 2021**

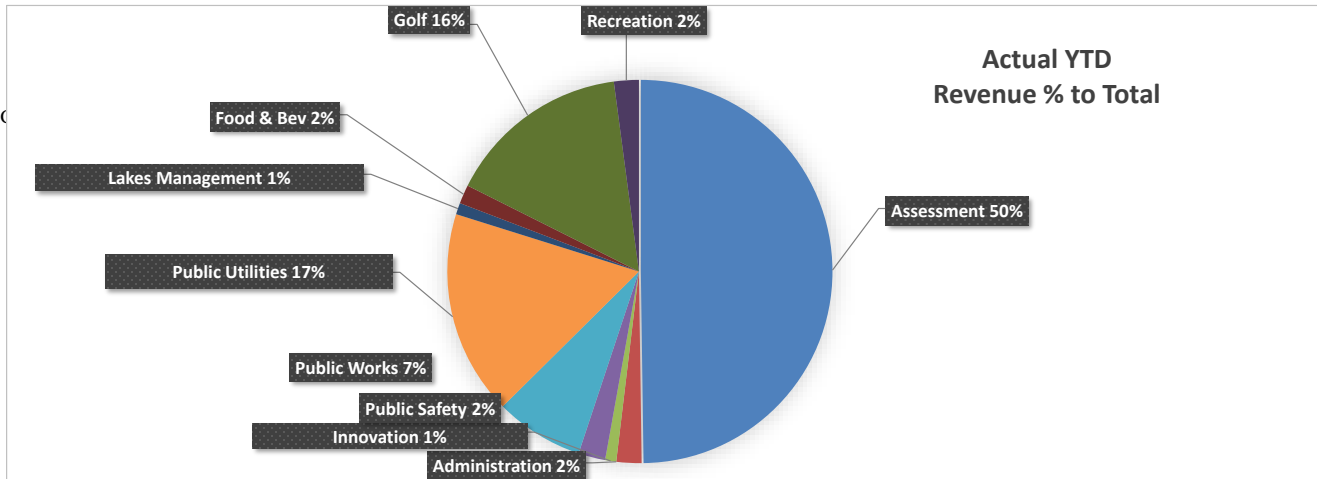
**Statement of Revenue and Expense**

2021 YTD	2020 YTD		Inc/(Decr)	% Change
\$ 7,972,313	\$ 5,710,960	Operational Revenue	\$ 2,261,353	39.60%
\$ (12,197,531)	\$ (11,651,107)	Operating Expenses	\$ 546,424	4.69%
\$ (4,225,218)	\$ (5,940,147)	Subsidy Before Capital	\$ (1,714,929)	-28.87%
\$ 5,991,829	\$ 6,241,574	Net Assessment Revenue	\$ (249,746)	-4.00%
<b>\$ 1,766,611</b>	<b>\$ 301,427</b>	<b>Total Excess (Deficit) Before Depreciation</b>	<b>\$ 1,465,184</b>	<b>486.08%</b>

**REVENUE**

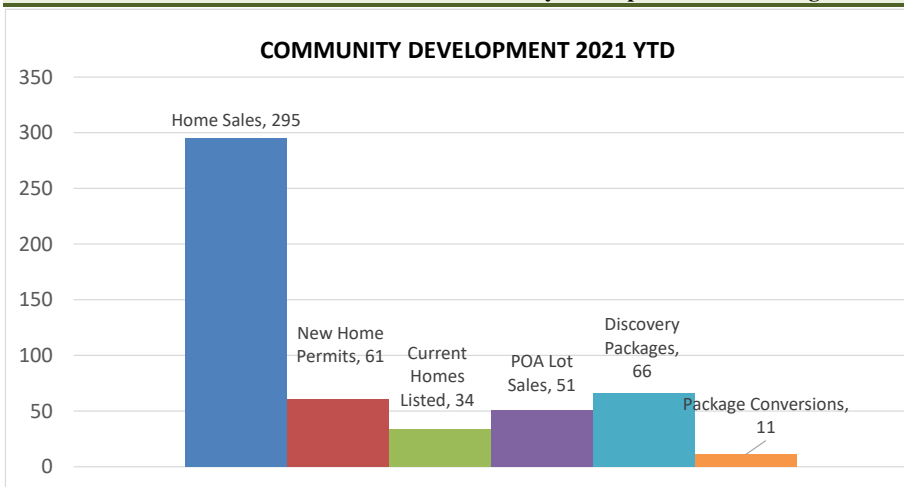
Administration, Public Safety, Public Works, Lakes, Food & Beverage, Development, & Golf are all showing an increase in revenue over the prior year. Recreation Revenue continues to be down compared to the prior year due to COVID, revenue is increasing however, we are still not behind.

**Total net revenue (1) is 103% of YTD budget and \$2M greater than 2020.**



Current Revenues reflect an adequate percentage of exempt revenue to maintain a tax-exempt status for 2021.

**Community Development & Marketing Revenue**



Properties	
Improved Properties	8,991
Unimproved Lots	25,201
Multi-unit Facilities	300
	<hr/>
	34,492
<b>Change in Improved Properties since Dec '20</b>	33
<b>Disc. Package Conversion Rate Since Inception</b>	14.8%
<b>Population Estimate:</b>	<b>14,422</b>

2021 YTD, there have been 61 New Home Permits. We have completed 66 Discovery Packages year to date with 11 conversion year-to-date. The overall conversion rate for discovery packages is 14.8%. 51 POA Lots have been sold year-to-date and 11 lots taken back for a net change in POA lots of 40.

**HOT SPRINGS VILLAGE POA  
Financial Summary  
as of May 31, 2021**

**Public Services Revenue**

Current Water Customers		Current Sanitation Customers	
Residential	9,014	Residential -At House Pickup	451
Commercial	191	Residential - Curbside Pickup	7,656
POA Commercial	120	Commercial	118
Sprinkler	82	No Sanitation	1,132
Construction	82	<b>Total</b>	<b>9,357</b>
<b>Total</b>	<b>9,489</b>		

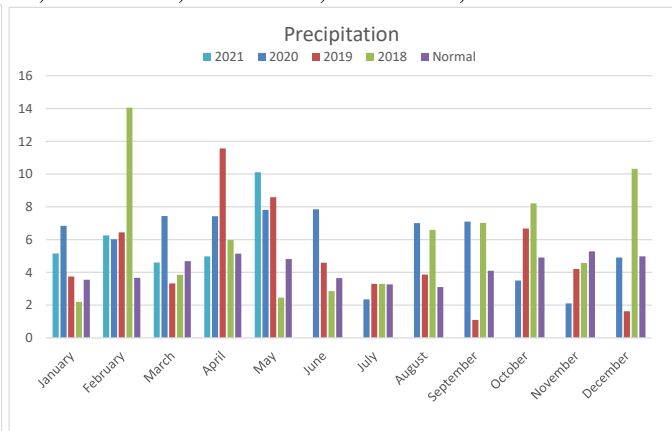
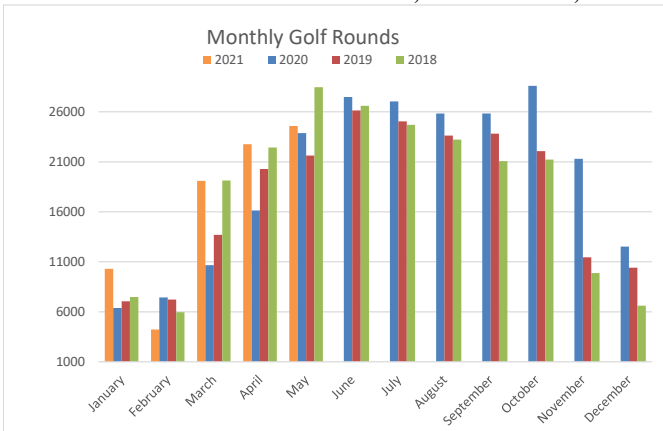
Utilities are billed bi-monthly and revenue is accrued monthly. 2 of 6 billing have occurred YTD. Public Utility revenue is up \$892k from the prior year. 2021 is the first year of monthly accruals therefore there is a large year over year variance. This cycle also affects the Public Safety Revenue, which is primarily the ambulance fees charged on utility bills.

**Golf Revenue**

	2021	2020	Variance
YTD Playable Days	890	759	131
Revenue/Day	\$2,437.18	\$2,305.79	\$131.39
Total Rounds	80,964	64,491	16,473
Revenue Per Round	\$30.40	\$29.66	\$0.74

Year to date rounds are 16,473 rounds more than the previous year. Year to date we have had 890 playable (open) days compared to 759 days in 2020. The Golf surcharge revenue to date is \$778k. This revenue along with other misc. revenues in golf have been removed from the revenue per day calculation. Revenue per day has increased \$131.39 from 2020. Below are some deeper dives into the golf revenue and round trends.

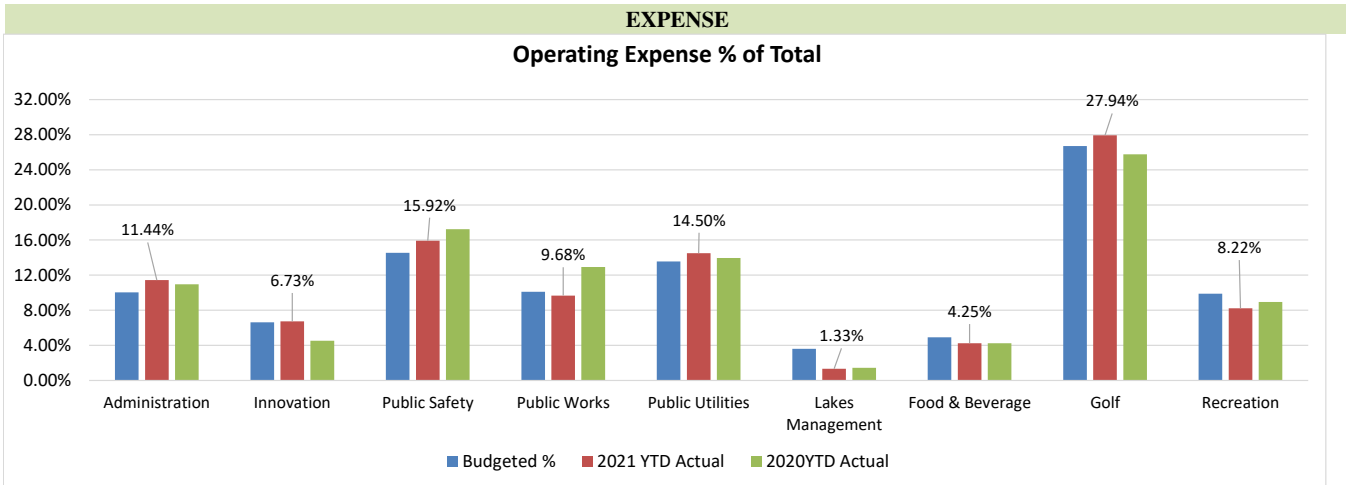
	Current Month	Last Month	Difference	2021YTD	2020 YTD	Difference
Resident Daily Rounds	13,026	12,128	898	42,698	38,282	4,416
Annual Play Rounds	6,735	7,002	-267	27,339	22,223	5,116
Public	2,984	2,188	796	7,333	3,834	3,499
Tournaments & Packages	1,844	1,444	400	3,594	152	3,442
	<b>24,589</b>	<b>22,762</b>	<b>1,827</b>	<b>80,964</b>	<b>64,491</b>	<b>16,473</b>



**Other Revenue**

- **Administration, Public Safety, Public Works, Public Utilities, Lakes, Food & Beverage, Development, and Golf** are all reflecting revenue above 2020 by \$2.3mil and \$743k above YTD budget.
- **Recreation** revenue reflects \$9k less than 2020 and \$130k less than budget.

**HOT SPRINGS VILLAGE POA  
Financial Summary  
as of May 31, 2021**



**Public Safety, Public Works, Lakes & Recreation** all show reduced operating expenses from the prior year.

**Assessment expenses** reflect a \$286k increase over 2020 and \$263k higher than budget.

**Admin expenses** reflect a \$117k increase over 2020 and \$25k less than budget.

**Development** reflects a \$293k increase over 2020 YTD and \$117k less than budget

**Public Utilities** reflects \$144k over 2020 expenses and \$151k less than budget.

**Food & Beverage** reflects \$24k over 2020 expenses and \$179k less than budget.

**Golf** reflects \$407k over 2020 expenses and \$368k less than budget.

**Total Operational Expense (2) is 86% of YTD budget and \$546k more than 2020 YTD and \$2M less than budget**

**NET OPERATING RESULTS**

Net excess (deficit) before depreciation and capital (3) is a net excess of \$1,766,611 in 2021 compared to \$301,427 in 2020 and overall increase of \$1,465,184.

The Service & Amenity usage of assessment dollars is as follows:

Administration	20.39%	Lakes	0.00%
Development	12.93%	Food & Beverage	5.11%
Public Safety	30.44%	Golf	18.22%
Public Works	0.00%	Recreation	12.91%
Public Utilities	0.00%		

**Statement of Capital Additions**

2021 YTD	2020 YTD		Inc/(Decr)	% Change
\$ 858,143	\$ 1,209,910	Capital Spending	\$ (351,767)	-29.07%
	19.38%	Capital Budget spent YTD		
\$ 1,417,106	\$ 1,360,917	Depreciation Expense YTD		

**HOT SPRINGS VILLAGE POA**  
**Comparative Balance Sheet**  
**as of May 31, 2021**

	<b>2021</b>	<b>2020</b>	<b>VARIANCE</b>
<b><u>ASSETS</u></b>			
OPERATING CASH	\$ 8,670,331	\$ 5,249,989	\$ 3,420,342
RESTRICTED CASH	701,280	620,340	80,940
INVESTMENTS - OPERATING RESERVES	1,541,000	1,541,000	-
PUBLIC UTILITY CAPITAL RESERVES	1,288,824	1,288,346	478
NON-UTILITY CAPITAL RESERVES	1,934,690	1,933,973	717
GOLF RESERVE FUND	756,109	206,045	550,064
TOTAL CASH AND CASH EQUIVALENTS	<u>14,892,234</u>	<u>10,839,693</u>	<u>4,052,541</u>
MEMBERSHIP ASSESSMENT RECEIVABLE			
GROSS ASSESSMENTS BILLED	20,819,924	20,676,575	143,349
LESS ALLOWANCE FOR DOUBTFUL ACCOUNTS	(17,411,780)	(16,952,297)	459,483
NET MEMBERSHIP ASSESSMENT RECEIVABLE	<u>3,408,144</u>	<u>3,724,278</u>	<u>(316,134)</u>
OTHER MEMBERSHIP RECEIVABLES	846,520	95,804	750,716
OTHER RECEIVABLES	35,993	184,284	(148,291)
INVENTORIES	55,795	75,835	(20,040)
PREPAID EXPENSES	530,600	407,828	122,772
REAL ESTATE HELD FOR SALE, NET REALIZABLE VALUE	2,592,750	2,628,750	(36,000)
RECOVERABLE ELECTRIC COSTS	3,497,260	3,609,400	(112,140)
PROPERTY AND EQUIPMENT, Net of Accumulated Depr.	64,044,623	64,532,190	(487,567)
<b>TOTAL ASSETS</b>	<u><u>89,903,919</u></u>	<u><u>86,098,062</u></u>	<u><u>3,805,857</u></u>

**LIABILITIES AND MEMBERSHIP EQUITY**

<b>LIABILITIES</b>	2,021	2,020	VARIANCE
ACCOUNTS PAYABLE	\$ 605,912	\$ 380,196	\$ 225,716
ACCRUED EXPENSES	2,658,277	2,775,590	(117,313)
PREPAID ASSESSMENTS AND FEES	2,927,182	2,675,137	252,045
SECURITY DEPOSITS & OTHER DEPOSITS	986,819	900,295	86,524
ARKANSAS PPE GRANT	-	-	-
ARVEST LOAN - DESOTO	-	215,378	(215,378)
REGIONS LOAN - BACKHOES	180,255	-	180,255
REGIONS LOAN - FIRE TRUCK	367,847	543,779	(175,932)
SBA - PAYCHECK PROTECTION PROGRAM LOAN	3,089,000	3,089,000	-
ARVEST LOAN - SANITATION TRUCKS	93,302	169,618	(76,316)
LINE OF CREDIT	-	-	-
BONDS PAYABLE	2,210,000	2,490,000	(280,000)
TOTAL LIABILITIES	<u>13,118,594</u>	<u>13,238,993</u>	<u>(120,399)</u>
<b>PROPERTY OWNER EQUITY</b>			
UNDESIGNATED	72,805,702	69,430,704	3,374,998
DESIGNATED FOR FUTURE REPAIRS & REPLACEMENT	3,979,623	3,428,365	551,258
TOTAL PROPERTY OWNER EQUITY	<u>76,785,325</u>	<u>72,859,069</u>	<u>3,926,256</u>
<b>TOTAL LIABILITIES AND MEMBERSHIP EQUITY</b>	<u><u>\$ 89,903,919</u></u>	<u><u>\$ 86,098,062</u></u>	<u><u>\$ 3,805,857</u></u>

**HOT SPRINGS VILLAGE POA**  
**Comparative Annual Income Statement**  
**Months ended May 31, 2021 and May 31, 2020**

	Actual YTD			2021 YTD Budget	Variance to Budget YTD	2021 Budget
	2021	2020	Variance to Prior Year			
<b>ASSESSMENTS</b>						
ASSESS & PENALTY REVENUE	7,900,835	7,864,653	36,182	7,896,583	4,251	18,955,000
PROVISION FOR FUTURE BAD DEBT	(1,909,006)	(1,623,079)	285,927	(1,646,000)	263,006	(3,950,400)
<b>Net Assessment Revenue</b>	5,991,829	6,241,574	(249,746)	6,250,583	(258,755)	15,004,600
<b>ADMINISTRATION</b>						
REVENUE	336,179	149,874	186,305	143,762	192,417	405,600
EXPENSE	(1,395,047)	(1,277,868)	117,179	(1,419,680)	(24,633)	(3,060,191)
<b>Net Administration</b>	(1,058,869)	(1,127,995)	69,126	(1,275,918)	(217,049)	(2,654,591)
<b>DEVELOPMENT</b>						
REVENUE	148,694	108,138	40,556	127,344	21,350	296,530
EXPENSE	(820,506)	(527,631)	292,874	(937,271)	(116,766)	(2,147,726)
<b>Net Innovation</b>	(671,811)	(419,493)	(252,318)	(809,927)	(138,116)	(1,851,196)
<b>PUBLIC SAFETY</b>						
REVENUE	360,271	280,282	79,989	300,318	59,953	860,228
EXPENSE	(1,941,323)	(2,008,880)	(67,556)	(2,057,271)	(115,948)	(4,924,511)
<b>Net Public Safety</b>	(1,581,052)	(1,728,598)	147,546	(1,756,953)	(175,900)	(4,064,283)
<b>PUBLIC SERVICES</b>						
<b>Public Works</b>						
REVENUE	1,186,750	711,174	475,576	896,254	290,496	2,453,043
EXPENSE	(1,180,275)	(1,505,860)	(325,585)	(1,428,603)	(248,328)	(3,387,921)
<b>Net Public Works</b>	6,475	(794,686)	801,161	(532,349)	(538,825)	(934,878)
<b>Public Utilities</b>						
REVENUE	2,740,093	1,847,838	892,255	2,582,338	157,755	7,872,098
EXPENSE	(1,768,551)	(1,624,795)	143,756	(1,919,420)	(150,868)	(4,391,498)
<b>Net Public Utilities</b>	971,541	223,043	748,499	662,918	308,623	3,480,600
<b>Lakes</b>						
REVENUE	153,653	144,853	8,800	136,300	17,353	167,800
EXPENSE	(162,687)	(168,849)	(6,162)	(508,894)	(346,208)	(791,444)
<b>Net Lakes Management</b>	(9,034)	(23,996)	14,962	(372,594)	(363,561)	(623,644)
<b>Food &amp; Beverage</b>						
REVENUE	252,621	214,470	38,150	519,729	(267,109)	1,278,160
EXPENSE	(518,068)	(494,094)	23,975	(697,459)	(179,391)	(1,654,995)
<b>Net Food &amp; Beverage</b>	(265,448)	(279,623)	14,175	(177,730)	87,718	(376,835)
<b>GOLF</b>						
REVENUE	2,461,420	1,912,585	548,835	2,194,887	266,533	6,717,664
EXPENSE	(3,407,987)	(3,000,810)	407,177	(3,776,497)	(368,510)	(8,529,065)
<b>Net Golf</b>	(946,567)	(1,088,225)	141,658	(1,581,610)	(635,042)	(1,811,401)
<b>RECREATION</b>						
REVENUE	332,633	341,746	(9,114)	462,604	(129,971)	1,166,510
EXPENSE	(1,003,086)	(1,042,321)	(39,235)	(1,399,737)	(396,651)	(3,154,172)
<b>Net Recreation</b>	(670,453)	(700,575)	30,121	(937,133)	(266,680)	(1,987,661)

	2021 Actual	2020 Actual	Over/(Under) Prior Year	2021 YTD Budget	Over/(Under) Budget YTD	
<b>Gross Revenue</b>	\$ 15,873,148	\$ 13,575,613	2,297,535	\$ 15,260,119	613,029	\$ 40,172,633
<b>Bad Debt Expense</b>	(1,909,006)	(1,623,079)	285,927	(1,646,000)	263,006	(3,950,400)
<b>Net Revenue (1)</b>	13,964,142	11,952,534	2,011,608	13,614,119	350,023	36,222,233
<b>Operational Expense (2)</b>	(12,197,531)	(11,651,107)	546,424	(14,144,832)	(1,947,301)	(32,041,522)
<b>Excess (Deficit) Before Depr.(3)</b>	\$ 1,766,611	\$ 301,427	\$ 1,465,184	\$ (530,713)	\$ 2,297,324	\$ 4,180,711
<b>Depreciation</b>	\$ (1,417,106)	\$ (1,360,917)	56,190			
<b>Net Excess (Deficit)</b>	\$ 349,504	\$ (1,059,490)	\$ 1,408,994			

**Statement of Revenue, Expense, and Capital**  
For Month Ending  
MAY 31, 2021

	CURRENT	CURRENT	\$	%	PRIOR	MONTHLY	YTD	YTD	YTD \$	YTD %
	ACTUAL	BUDGET	VARIANCE	VARIANCE	MONTH	VARIANCE	ACTUAL	BUDGET	VARIANCE	VARIANCE
<b>Assessments &amp; General Revenue</b>										
Assessment Revenue	1,509,237.01	1,512,916.67	(3,679.66)	(0.24%)	1,509,606.49	(369.48)	7,549,792.61	7,564,583.35	(14,790.74)	(0.20%)
Other General Revenue	65,716.00	64,000.00	1,716.00	2.68%	65,422.00	294.00	337,959.00	320,000.00	17,959.00	5.61%
<b>Total Assmts &amp; Gen Revenue</b>	<b>1,574,953.01</b>	<b>1,576,916.67</b>	<b>(1,963.66)</b>	<b>(0.12%)</b>	<b>1,575,028.49</b>	<b>(75.48)</b>	<b>7,887,751.61</b>	<b>7,884,583.35</b>	<b>3,168.26</b>	<b>0.04%</b>
<b>Delinquent and Foreclosed Lots</b>										
REVENUE	2,900.00	3,000.00	(100.00)	(3.33%)	2,000.00	900.00	13,083.03	12,000.00	1,083.03	9.03%
EXPENSE	(386,924.68)	(329,200.00)	(57,724.68)	17.53%	(388,446.14)	1,521.46	(1,909,006.00)	(1,646,000.00)	(263,006.00)	15.98%
CAPITAL										
<b>TOTAL DELQ&amp;FORECLOSED</b>	<b>(384,024.68)</b>	<b>(326,200.00)</b>	<b>(57,824.68)</b>	<b>17.73%</b>	<b>(386,446.14)</b>	<b>2,421.46</b>	<b>(1,895,922.97)</b>	<b>(1,634,000.00)</b>	<b>(261,922.97)</b>	<b>16.03%</b>
<b>Administration</b>										
REVENUE	124,549.90	26,262.00	98,287.90	374.26%	50,190.77	74,359.13	336,178.63	143,762.00	192,416.63	133.84%
EXPENSE	(196,290.10)	(199,665.80)	3,375.70	(1.69%)	(190,301.50)	(5,988.60)	(1,018,545.96)	(1,079,269.00)	60,723.04	(5.63%)
CAPITAL										
<b>TOTAL ADMINISTRATION</b>	<b>(71,740.20)</b>	<b>(173,403.80)</b>	<b>101,663.60</b>	<b>(58.63%)</b>	<b>(140,110.73)</b>	<b>68,370.53</b>	<b>(682,367.33)</b>	<b>(935,507.00)</b>	<b>253,139.67</b>	<b>(27.06%)</b>
<b>Information Technology</b>										
REVENUE										
EXPENSE	(46,806.56)	(35,220.52)	(11,586.04)	32.90%	(39,589.23)	(7,217.33)	(228,929.63)	(203,802.62)	(25,127.01)	12.33%
CAPITAL				0.00%						0.00%
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>(46,806.56)</b>	<b>(35,220.52)</b>	<b>(11,586.04)</b>	<b>32.90%</b>	<b>(39,589.23)</b>	<b>(7,217.33)</b>	<b>(228,929.63)</b>	<b>(203,802.62)</b>	<b>(25,127.01)</b>	<b>12.33%</b>
<b>Human Resources</b>										
REVENUE										
EXPENSE	(20,202.46)	(30,865.67)	10,663.21	(34.55%)	(31,212.81)	11,010.35	(147,571.78)	(136,608.35)	(10,963.43)	8.03%
CAPITAL										
<b>TOTAL HUMAN RESOURCES</b>	<b>(20,202.46)</b>	<b>(30,865.67)</b>	<b>10,663.21</b>	<b>(34.55%)</b>	<b>(31,212.81)</b>	<b>11,010.35</b>	<b>(147,571.78)</b>	<b>(136,608.35)</b>	<b>(10,963.43)</b>	<b>8.03%</b>
<b>ADMINISTRATION</b>										
REVENUE	124,549.90	26,262.00	98,287.90	374.26%	50,190.77	74,359.13	336,178.63	143,762.00	192,416.63	133.84%
EXPENSE	(263,299.12)	(265,751.99)	2,452.87	(0.92%)	(261,103.54)	(2,195.58)	(1,395,047.37)	(1,419,679.97)	24,632.60	(1.74%)
CAPITAL	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%
<b>TOTAL ADMINISTRATION</b>	<b>(138,749.22)</b>	<b>(239,489.99)</b>	<b>100,740.77</b>	<b>(42.06%)</b>	<b>(210,912.77)</b>	<b>72,163.55</b>	<b>(1,058,868.74)</b>	<b>(1,275,917.97)</b>	<b>217,049.23</b>	<b>(17.01%)</b>



**Statement of Revenue, Expense, and Capital**  
For Month Ending  
MAY 31, 2021

	CURRENT ACTUAL	CURRENT BUDGET	\$ VARIANCE	% VARIANCE	PRIOR MONTH	MONTHLY VARIANCE	YTD ACTUAL	YTD BUDGET	YTD \$ VARIANCE	YTD % VARIANCE
<b>Development</b>										
REVENUE										
EXPENSE	(16,745.26)	(14,238.24)	(2,507.02)	17.61%	(9,979.79)	(6,765.47)	(59,506.61)	(83,291.28)	23,784.67	(28.56%)
CAPITAL				0.00%						0.00%
<b>TOTAL DEVELOPMENT</b>	<b>(16,745.26)</b>	<b>(14,238.24)</b>	<b>(2,507.02)</b>	<b>17.61%</b>	<b>(9,979.79)</b>	<b>(6,765.47)</b>	<b>(59,506.61)</b>	<b>(83,291.28)</b>	<b>23,784.67</b>	<b>(28.56%)</b>
<b>Permitting and Inspections</b>										
REVENUE	25,922.80	20,224.00	5,698.80	28.18%	27,945.50	(2,022.70)	119,298.90	100,723.00	18,575.90	18.44%
EXPENSE	(76,565.08)	(92,811.84)	16,246.76	(17.51%)	(75,366.18)	(1,198.90)	(382,911.13)	(499,403.20)	116,492.07	(23.33%)
CAPITAL										
<b>TOTAL PERMITTING AND INSPECTION</b>	<b>(50,642.28)</b>	<b>(72,587.84)</b>	<b>21,945.56</b>	<b>(30.23%)</b>	<b>(47,420.68)</b>	<b>(3,221.60)</b>	<b>(263,612.23)</b>	<b>(398,680.20)</b>	<b>135,067.97</b>	<b>(33.88%)</b>
<b>Tourism &amp; Discovery</b>										
REVENUE	9,290.18	6,837.00	2,453.18	35.88%	6,133.24	3,156.94	29,395.28	26,621.00	2,774.28	10.42%
EXPENSE	(84,677.97)	(70,971.33)	(13,706.64)	19.31%	(93,772.96)	9,094.99	(378,087.89)	(354,576.65)	(23,511.24)	6.63%
CAPITAL										
<b>TOTAL TOURISM &amp; DISCOVERY</b>	<b>(75,387.79)</b>	<b>(64,134.33)</b>	<b>(11,253.46)</b>	<b>17.55%</b>	<b>(87,639.72)</b>	<b>12,251.93</b>	<b>(348,692.61)</b>	<b>(327,955.65)</b>	<b>(20,736.96)</b>	<b>6.32%</b>
<b>Community Marketing &amp; Development</b>										
REVENUE	35,212.98	27,061.00	8,151.98	30.12%	34,078.74	1,134.24	148,694.18	127,344.00	21,350.18	16.77%
EXPENSE	(177,988.31)	(178,021.41)	33.10	(0.02%)	(179,118.93)	1,130.62	(820,505.63)	(937,271.13)	116,765.50	(12.46%)
CAPITAL	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%
<b>TOTAL DEVELOPMENT</b>	<b>(142,775.33)</b>	<b>(150,960.41)</b>	<b>8,185.08</b>	<b>(5.42%)</b>	<b>(145,040.19)</b>	<b>2,264.86</b>	<b>(671,811.45)</b>	<b>(809,927.13)</b>	<b>138,115.68</b>	<b>(17.05%)</b>
<b>Police Department</b>										
REVENUE	381.50		381.50	0.00%	1,466.00	(1,084.50)	4,795.98		4,795.98	0.00%
EXPENSE	(158,734.12)	(173,499.33)	14,765.21	(8.51%)	(141,615.03)	(17,119.09)	(740,679.79)	(879,736.65)	139,056.86	(15.81%)
CAPITAL		(7,000.00)	7,000.00	(100.00%)				(7,000.00)	7,000.00	(100.00%)
<b>TOTAL POLICE DEPT</b>	<b>(158,352.62)</b>	<b>(180,499.33)</b>	<b>22,146.71</b>	<b>(12.27%)</b>	<b>(140,149.03)</b>	<b>(18,203.59)</b>	<b>(735,883.81)</b>	<b>(886,736.65)</b>	<b>150,852.84</b>	<b>(17.01%)</b>
<b>Animal Control</b>										
REVENUE	715.00		715.00	0.00%	836.00	(121.00)	31,427.00		31,427.00	0.00%
EXPENSE	(8,166.57)	(12,578.83)	4,412.26	(35.08%)	(9,380.85)	1,214.28	(50,287.92)	(66,444.15)	16,156.23	(24.32%)
CAPITAL										
<b>TOTAL ANIMAL CONTROL</b>	<b>(7,451.57)</b>	<b>(12,578.83)</b>	<b>5,127.26</b>	<b>(40.76%)</b>	<b>(8,544.85)</b>	<b>1,093.28</b>	<b>(18,860.92)</b>	<b>(66,444.15)</b>	<b>47,583.23</b>	<b>(71.61%)</b>
<b>Police Training Center</b>										
REVENUE				0.00%						0.00%
EXPENSE	(430.26)	(414.59)	(15.67)	3.78%	(461.03)	30.77	(2,965.87)	(3,272.95)	307.08	(9.38%)
CAPITAL										
<b>TOTAL POLICE TRAINING CENTER</b>	<b>(430.26)</b>	<b>(414.59)</b>	<b>(15.67)</b>	<b>3.78%</b>	<b>(461.03)</b>	<b>30.77</b>	<b>(2,965.87)</b>	<b>(3,272.95)</b>	<b>307.08</b>	<b>(9.38%)</b>

**Statement of Revenue, Expense, and Capital**  
For Month Ending  
MAY 31, 2021

	CURRENT ACTUAL	CURRENT BUDGET	\$ VARIANCE	% VARIANCE	PRIOR MONTH	MONTHLY VARIANCE	YTD ACTUAL	YTD BUDGET	YTD \$ VARIANCE	YTD % VARIANCE
<b>Fire Dept</b>										
REVENUE	1,100.00	1,100.00		0.00%	1,100.00		5,500.00	5,500.00		0.00%
EXPENSE	(147,815.18)	(155,743.48)	7,928.30	(5.09%)	(148,733.13)	917.95	(825,204.56)	(792,952.11)	(32,252.45)	4.07%
CAPITAL										
<b>TOTAL FIRE DEPT</b>	<b>(146,715.18)</b>	<b>(154,643.48)</b>	<b>7,928.30</b>	<b>(5.13%)</b>	<b>(147,633.13)</b>	<b>917.95</b>	<b>(819,704.56)</b>	<b>(787,452.11)</b>	<b>(32,252.45)</b>	<b>4.10%</b>
<b>Act 833</b>										
REVENUE	17,514.39		17,514.39	0.00%		17,514.39	28,120.54		28,120.54	0.00%
EXPENSE	(7,898.14)		(7,898.14)	0.00%		(7,898.14)	(8,156.79)		(8,156.79)	0.00%
CAPITAL										
<b>TOTAL ACT 833</b>	<b>9,616.25</b>	<b>0.00</b>	<b>9,616.25</b>	<b>0.00%</b>	<b>0.00</b>	<b>9,616.25</b>	<b>19,963.75</b>	<b>0.00</b>	<b>19,963.75</b>	<b>0.00%</b>
<b>Ambulance Service</b>										
REVENUE	20,294.31	20,975.70	(681.39)	(3.25%)	115,170.78	(94,876.47)	290,427.66	294,818.32	(4,390.66)	(1.49%)
EXPENSE	(62,493.48)	(62,973.02)	479.54	(0.76%)	(62,799.84)	306.36	(314,028.47)	(314,865.10)	836.63	(0.27%)
CAPITAL										
<b>TOTAL AMBULANCE SERVICE</b>	<b>(42,199.17)</b>	<b>(41,997.32)</b>	<b>(201.85)</b>	<b>0.48%</b>	<b>52,370.94</b>	<b>(94,570.11)</b>	<b>(23,600.81)</b>	<b>(20,046.78)</b>	<b>(3,554.03)</b>	<b>17.73%</b>
<b>PUBLIC SAFETY</b>										
REVENUE	40,005.20	22,075.70	17,929.50	81.22%	118,572.78	(78,567.58)	360,271.18	300,318.32	59,952.86	19.96%
EXPENSE	(385,537.75)	(405,209.25)	19,671.50	(4.85%)	(362,989.88)	(22,547.87)	(1,941,323.40)	(2,057,270.96)	115,947.56	(5.64%)
CAPITAL	0.00	(7,000.00)	7,000.00	(100.00%)	0.00	0.00	0.00	(7,000.00)	7,000.00	(100.00%)
<b>TOTAL PUBLIC SAFETY</b>	<b>(345,532.55)</b>	<b>(390,133.55)</b>	<b>44,601.00</b>	<b>(11.43%)</b>	<b>(244,417.10)</b>	<b>(101,115.45)</b>	<b>(1,581,052.22)</b>	<b>(1,763,952.64)</b>	<b>182,900.42</b>	<b>(10.37%)</b>
<b>F&amp;B Administration</b>										
REVENUE				0.00%			1,247.74		1,247.74	0.00%
EXPENSE	(5,747.78)	(6,972.66)	1,224.88	(17.57%)	(5,527.52)	(220.26)	(46,092.79)	(36,450.30)	(9,642.49)	26.45%
CAPITAL										
<b>TOTAL F&amp;B ADMINISTRATION</b>	<b>(5,747.78)</b>	<b>(6,972.66)</b>	<b>1,224.88</b>	<b>(17.57%)</b>	<b>(5,527.52)</b>	<b>(220.26)</b>	<b>(44,845.05)</b>	<b>(36,450.30)</b>	<b>(8,394.75)</b>	<b>23.03%</b>
<b>Magellan Sandwich Shoppe</b>										
REVENUE	5,171.21	6,025.00	(853.79)	(14.17%)	5,400.31	(229.10)	16,018.69	29,925.00	(13,906.31)	(46.47%)
EXPENSE	(5,317.46)	(5,629.67)	312.21	(5.55%)	(7,943.87)	2,626.41	(24,363.86)	(31,413.35)	7,049.49	(22.44%)
CAPITAL				0.00%						0.00%
<b>TOTAL MAGELLAN SANDWICH SHOPPE</b>	<b>(146.25)</b>	<b>395.33</b>	<b>(541.58)</b>	<b>(136.99%)</b>	<b>(2,543.56)</b>	<b>2,397.31</b>	<b>(8,345.17)</b>	<b>(1,488.35)</b>	<b>(6,856.82)</b>	<b>460.70%</b>
<b>Balboa Club</b>										
REVENUE	19,329.83	16,341.67	2,988.16	18.29%	21,570.77	(2,240.94)	74,355.97	72,658.35	1,697.62	2.34%
EXPENSE	(19,354.04)	(17,495.83)	(1,858.21)	10.62%	(19,045.07)	(308.97)	(79,340.47)	(80,184.15)	843.68	(1.05%)
CAPITAL		(8,716.00)	8,716.00	(100.00%)				(8,716.00)	8,716.00	(100.00%)
<b>TOTAL BALBOA CLUB</b>	<b>(24.21)</b>	<b>(9,870.16)</b>	<b>9,845.95</b>	<b>(99.75%)</b>	<b>2,525.70</b>	<b>(2,549.91)</b>	<b>(4,984.50)</b>	<b>(16,241.80)</b>	<b>11,257.30</b>	<b>(69.31%)</b>
<b>Desoto Club</b>										
REVENUE	1,726.38	47,700.00	(45,973.62)	(96.38%)	639.68	1,086.70	66,640.62	206,700.00	(140,059.38)	(67.76%)
EXPENSE	(11,068.32)	(57,395.91)	46,327.59	(80.72%)	(29,115.16)	18,046.84	(189,503.96)	(272,738.55)	83,234.59	(30.52%)
CAPITAL				0.00%						0.00%
<b>TOTAL DESOTO CLUB</b>	<b>(9,341.94)</b>	<b>(9,695.91)</b>	<b>353.97</b>	<b>(3.65%)</b>	<b>(28,475.48)</b>	<b>19,133.54</b>	<b>(122,863.34)</b>	<b>(66,038.55)</b>	<b>(56,824.79)</b>	<b>86.05%</b>

**Statement of Revenue, Expense, and Capital**  
For Month Ending  
MAY 31, 2021

	CURRENT ACTUAL	CURRENT BUDGET	\$ VARIANCE	% VARIANCE	PRIOR MONTH	MONTHLY VARIANCE	YTD ACTUAL	YTD BUDGET	YTD \$ VARIANCE	YTD % VARIANCE
<b>19th Hole</b>										
REVENUE										
EXPENSE	(46.98)	(82.42)	35.44	(43.00%)	(126.26)	79.28	(512.33)	(412.10)	(100.23)	24.32%
CAPITAL										
<b>TOTAL 19TH HOLE</b>	<b>(46.98)</b>	<b>(82.42)</b>	<b>35.44</b>	<b>(43.00%)</b>	<b>(126.26)</b>	<b>79.28</b>	<b>(512.33)</b>	<b>(412.10)</b>	<b>(100.23)</b>	<b>24.32%</b>
<b>Cortez Restaurant</b>										
REVENUE	1,060.90	1,225.90	(165.00)	(13.46%)	1,320.90	(260.00)	5,868.60	5,438.60	430.00	7.91%
EXPENSE	(1,859.93)	(1,816.91)	(43.02)	2.37%	(1,110.70)	(749.23)	(6,865.88)	(14,084.55)	7,218.67	(51.25%)
CAPITAL				0.00%						0.00%
<b>TOTAL CORTEZ RESTAURANT</b>	<b>(799.03)</b>	<b>(591.01)</b>	<b>(208.02)</b>	<b>35.20%</b>	<b>210.20</b>	<b>(1,009.23)</b>	<b>(997.28)</b>	<b>(8,645.95)</b>	<b>7,648.67</b>	<b>(88.47%)</b>
<b>Casa Coronado</b>										
REVENUE	5,184.37	929.10	4,255.27	458.00%	4,120.75	1,063.62	11,855.15	2,682.20	9,172.95	341.99%
EXPENSE	(7,945.96)	(1,205.23)	(6,740.73)	559.29%	(3,527.23)	(4,418.73)	(19,223.89)	(5,111.15)	(14,112.74)	276.12%
CAPITAL				0.00%						0.00%
<b>TOTAL CASA CORONADO</b>	<b>(2,761.59)</b>	<b>(276.13)</b>	<b>(2,485.46)</b>	<b>900.11%</b>	<b>593.52</b>	<b>(3,355.11)</b>	<b>(7,368.74)</b>	<b>(2,428.95)</b>	<b>(4,939.79)</b>	<b>203.37%</b>
<b>Isabella Club Service</b>										
REVENUE		11,050.00	(11,050.00)	(100.00%)	450.68	(450.68)	23,053.37	39,500.00	(16,446.63)	(41.64%)
EXPENSE	(1,781.44)	(11,825.51)	10,044.07	(84.94%)	(6,248.46)	4,467.02	(41,725.58)	(50,610.05)	8,884.47	(17.55%)
CAPITAL				0.00%						0.00%
<b>TOTAL ISABELLA CLUB SERVICE</b>	<b>(1,781.44)</b>	<b>(775.51)</b>	<b>(1,005.93)</b>	<b>129.71%</b>	<b>(5,797.78)</b>	<b>4,016.34</b>	<b>(18,672.21)</b>	<b>(11,110.05)</b>	<b>(7,562.16)</b>	<b>68.07%</b>
<b>Granada Grill</b>										
REVENUE	664.00	40,100.00	(39,436.00)	(98.34%)	375.45	288.55	46,279.64	155,100.00	(108,820.36)	(70.16%)
EXPENSE	(1,118.34)	(44,745.25)	43,626.91	(97.50%)	(8,051.70)	6,933.36	(101,768.24)	(199,266.25)	97,498.01	(48.93%)
CAPITAL				0.00%						0.00%
<b>TOTAL GRANADA GRILL</b>	<b>(454.34)</b>	<b>(4,645.25)</b>	<b>4,190.91</b>	<b>(90.22%)</b>	<b>(7,676.25)</b>	<b>7,221.91</b>	<b>(55,488.60)</b>	<b>(44,166.25)</b>	<b>(11,322.35)</b>	<b>25.64%</b>
<b>Ponce Fairway Tavern</b>										
REVENUE	1,529.82	1,529.81	0.01	0.00%	1,694.82	(165.00)	7,300.72	7,724.95	(424.23)	(5.49%)
EXPENSE	(2,797.51)	(1,697.68)	(1,099.83)	64.78%	(1,064.64)	(1,732.87)	(8,671.38)	(7,189.02)	(1,482.36)	20.62%
CAPITAL				0.00%						0.00%
<b>TOTAL PONCE FAIRWAY TAVERN</b>	<b>(1,267.69)</b>	<b>(167.87)</b>	<b>(1,099.82)</b>	<b>655.16%</b>	<b>630.18</b>	<b>(1,897.87)</b>	<b>(1,370.66)</b>	<b>535.93</b>	<b>(1,906.59)</b>	<b>(355.75%)</b>
<b>FOOD &amp; BEVERAGE SERVICES</b>										
REVENUE	34,666.51	124,901.48	(90,234.97)	(72.24%)	35,573.36	(906.85)	252,620.50	519,729.10	(267,108.60)	(51.39%)
EXPENSE	(57,037.76)	(148,867.07)	91,829.31	(61.69%)	(81,760.61)	24,722.85	(518,068.38)	(697,459.47)	179,391.09	(25.72%)
CAPITAL	0.00	(8,716.00)	8,716.00	(100.00%)	0.00	0.00	0.00	(8,716.00)	8,716.00	(100.00%)
<b>TOTAL FOOD &amp; BEVERAGE</b>	<b>(22,371.25)</b>	<b>(32,681.59)</b>	<b>10,310.34</b>	<b>(31.55%)</b>	<b>(46,187.25)</b>	<b>23,816.00</b>	<b>(265,447.88)</b>	<b>(186,446.37)</b>	<b>(79,001.51)</b>	<b>42.37%</b>
<b>Recreation Administration</b>										
REVENUE	(197.66)	287.50	(485.16)	(168.75%)	197.66	(395.32)	11,127.80	11,500.00	(372.20)	(3.24%)
EXPENSE	(1,720.55)	(10,316.57)	8,596.02	(83.32%)	(5,294.69)	3,574.14	(22,755.59)	(52,207.25)	29,451.66	(56.41%)
CAPITAL										
<b>TOTAL RECREATION ADMINISTRATION</b>	<b>(1,918.21)</b>	<b>(10,029.07)</b>	<b>8,110.86</b>	<b>(80.87%)</b>	<b>(5,097.03)</b>	<b>3,178.82</b>	<b>(11,627.79)</b>	<b>(40,707.25)</b>	<b>29,079.46</b>	<b>(71.44%)</b>

**Statement of Revenue, Expense, and Capital**  
For Month Ending  
MAY 31, 2021

	CURRENT ACTUAL	CURRENT BUDGET	\$ VARIANCE	% VARIANCE	PRIOR MONTH	MONTHLY VARIANCE	YTD ACTUAL	YTD BUDGET	YTD \$ VARIANCE	YTD % VARIANCE
<b>Grounds Maintenance</b>										
REVENUE										
EXPENSE	(41,136.99)	(48,095.85)	6,958.86	(14.47%)	(46,245.41)	5,108.42	(211,868.66)	(240,879.25)	29,010.59	(12.04%)
CAPITAL				0.00%				(10,000.00)	10,000.00	(100.00%)
<b>TOTAL GROUNDS MAINTENANCE</b>	<b>(41,136.99)</b>	<b>(48,095.85)</b>	<b>6,958.86</b>	<b>(14.47%)</b>	<b>(46,245.41)</b>	<b>5,108.42</b>	<b>(211,868.66)</b>	<b>(250,879.25)</b>	<b>39,010.59</b>	<b>(15.55%)</b>
<b>Outdoor Recreation</b>										
REVENUE	(11,377.83)	5,056.04	(16,433.87)	(325.03%)	6,577.73	(17,955.56)	12,633.97	18,652.70	(6,018.73)	(32.27%)
EXPENSE	(22,860.65)	(20,331.04)	(2,529.61)	12.44%	(23,876.03)	1,015.38	(103,747.08)	(102,858.69)	(888.39)	0.86%
CAPITAL	(5,566.26)		(5,566.26)	0.00%	(874.80)	(4,691.46)	(11,415.33)	(20,000.00)	8,584.67	(42.92%)
<b>TOTAL OUTDOOR RECREATION</b>	<b>(39,804.74)</b>	<b>(15,275.00)</b>	<b>(24,529.74)</b>	<b>160.59%</b>	<b>(18,173.10)</b>	<b>(21,631.64)</b>	<b>(102,528.44)</b>	<b>(104,205.99)</b>	<b>1,677.55</b>	<b>(1.61%)</b>
<b>Dog Park</b>										
REVENUE	(327.84)	13.89	(341.73)	(2460.26%)	695.06	(1,022.90)	9,276.25	11,607.53	(2,331.28)	(20.08%)
EXPENSE	(430.51)	(574.93)	144.42	(25.12%)	(180.78)	(249.73)	(1,018.72)	(2,375.53)	1,356.81	(57.12%)
CAPITAL										
<b>TOTAL DOG PARK</b>	<b>(758.35)</b>	<b>(561.04)</b>	<b>(197.31)</b>	<b>35.17%</b>	<b>514.28</b>	<b>(1,272.63)</b>	<b>8,257.53</b>	<b>9,232.00</b>	<b>(974.47)</b>	<b>(10.56%)</b>
<b>RV Park</b>										
REVENUE	9,268.75	3,383.44	5,885.31	173.94%	9,787.50	(518.75)	38,305.00	17,368.32	20,936.68	120.55%
EXPENSE	(1,143.47)	(1,181.31)	37.84	(3.20%)	(765.65)	(377.82)	(4,689.57)	(6,346.33)	1,656.76	(26.11%)
CAPITAL										
<b>TOTAL RV PARK</b>	<b>8,125.28</b>	<b>2,202.13</b>	<b>5,923.15</b>	<b>268.97%</b>	<b>9,021.85</b>	<b>(896.57)</b>	<b>33,615.43</b>	<b>11,021.99</b>	<b>22,593.44</b>	<b>204.99%</b>
<b>Pickleball</b>										
REVENUE	8,585.71	5,099.42	3,486.29	68.37%	6,259.16	2,326.55	27,720.59	23,605.01	4,115.58	17.44%
EXPENSE	(3,267.96)	(3,466.43)	198.47	(5.73%)	(2,250.84)	(1,017.12)	(12,300.77)	(17,605.36)	5,304.59	(30.13%)
CAPITAL		(10,000.00)	10,000.00	(100.00%)	(5,478.75)	5,478.75	(5,478.75)	(50,000.00)	44,521.25	(89.04%)
<b>TOTAL PICKLEBALL</b>	<b>5,317.75</b>	<b>(8,367.01)</b>	<b>13,684.76</b>	<b>(163.56%)</b>	<b>(1,470.43)</b>	<b>6,788.18</b>	<b>9,941.07</b>	<b>(44,000.35)</b>	<b>53,941.42</b>	<b>(122.59%)</b>
<b>Coronado Tennis</b>										
REVENUE	6,320.30	7,284.95	(964.65)	(13.24%)	7,672.18	(1,351.88)	34,392.25	34,930.04	(537.79)	(1.54%)
EXPENSE	(11,826.81)	(13,503.53)	1,676.72	(12.42%)	(15,474.13)	3,647.32	(60,564.68)	(70,573.39)	10,008.71	(14.18%)
CAPITAL										
<b>TOTAL CORONADO TENNIS</b>	<b>(5,506.51)</b>	<b>(6,218.58)</b>	<b>712.07</b>	<b>(11.45%)</b>	<b>(7,801.95)</b>	<b>2,295.44</b>	<b>(26,172.43)</b>	<b>(35,643.35)</b>	<b>9,470.92</b>	<b>(26.57%)</b>
<b>Desoto Marina</b>										
REVENUE	10,763.22	24,056.31	(13,293.09)	(55.26%)	1,880.00	8,883.22	14,093.22	75,820.20	(61,726.98)	(81.41%)
EXPENSE	(8,608.00)	(20,304.78)	11,696.78	(57.61%)	(6,800.86)	(1,807.14)	(26,346.51)	(112,578.20)	86,231.69	(76.60%)
CAPITAL	(3,248.42)		(3,248.42)	0.00%	(8,458.73)	5,210.31	(51,687.52)	(63,300.00)	11,612.48	(18.35%)
<b>TOTAL DESOTO MARINA</b>	<b>(1,093.20)</b>	<b>3,751.53</b>	<b>(4,844.73)</b>	<b>(129.14%)</b>	<b>(13,379.59)</b>	<b>12,286.39</b>	<b>(63,940.81)</b>	<b>(100,058.00)</b>	<b>36,117.19</b>	<b>(36.10%)</b>
<b>Coronado Center</b>										
REVENUE	7,097.55	10,064.17	(2,966.62)	(29.48%)	3,508.16	3,589.39	11,624.09	51,502.73	(39,878.64)	(77.43%)
EXPENSE	(25,881.66)	(22,344.05)	(3,537.61)	15.83%	(20,035.39)	(5,846.27)	(95,600.17)	(116,270.06)	20,669.89	(17.78%)
CAPITAL										
<b>TOTAL CORONADO CENTER</b>	<b>(18,784.11)</b>	<b>(12,279.88)</b>	<b>(6,504.23)</b>	<b>52.97%</b>	<b>(16,527.23)</b>	<b>(2,256.88)</b>	<b>(83,976.08)</b>	<b>(64,767.33)</b>	<b>(19,208.75)</b>	<b>29.66%</b>

**Statement of Revenue, Expense, and Capital**  
For Month Ending  
MAY 31, 2021

	CURRENT ACTUAL	CURRENT BUDGET	\$ VARIANCE	% VARIANCE	PRIOR MONTH	MONTHLY VARIANCE	YTD ACTUAL	YTD BUDGET	YTD \$ VARIANCE	YTD % VARIANCE
<b>Library</b>										
REVENUE	404.69	2,793.38	(2,388.69)	(85.51%)	604.17	(199.48)	23,271.26	13,980.34	9,290.92	66.46%
EXPENSE	(5,252.55)	(5,691.48)	438.93	(7.71%)	(2,948.52)	(2,304.03)	(14,871.57)	(36,882.64)	22,011.07	(59.68%)
CAPITAL										
<b>TOTAL LIBRARY</b>	<b>(4,847.86)</b>	<b>(2,898.10)</b>	<b>(1,949.76)</b>	<b>67.28%</b>	<b>(2,344.35)</b>	<b>(2,503.51)</b>	<b>8,399.69</b>	<b>(22,902.30)</b>	<b>31,301.99</b>	<b>(136.68%)</b>
<b>Coronado Fitness Center</b>										
REVENUE	30,635.67	34,287.25	(3,651.58)	(10.65%)	19,870.76	10,764.91	101,507.94	169,940.61	(68,432.67)	(40.27%)
EXPENSE	(68,178.22)	(69,406.60)	1,228.38	(1.77%)	(65,180.28)	(2,997.94)	(318,246.24)	(347,082.42)	28,836.18	(8.31%)
CAPITAL				0.00%	(995.00)	995.00	(28,841.00)		(28,841.00)	0.00%
<b>TOTAL CORONADO FITNESS CENTER</b>	<b>(37,542.55)</b>	<b>(35,119.35)</b>	<b>(2,423.20)</b>	<b>6.90%</b>	<b>(46,304.52)</b>	<b>8,761.97</b>	<b>(245,579.30)</b>	<b>(177,141.81)</b>	<b>(68,437.49)</b>	<b>38.63%</b>
<b>Ponce de Leon Center</b>										
REVENUE	14,121.76	4,144.79	9,976.97	240.71%	6,222.57	7,899.19	44,189.92	24,347.27	19,842.65	81.50%
EXPENSE	(29,933.87)	(35,596.64)	5,662.77	(15.91%)	(25,820.01)	(4,113.86)	(122,682.99)	(271,603.58)	148,920.59	(54.83%)
CAPITAL	(83,152.89)		(83,152.89)	0.00%		(83,152.89)	(83,152.89)	(185,000.00)	101,847.11	(55.05%)
<b>TOTAL PONCE DE LEON CENTER</b>	<b>(98,965.00)</b>	<b>(31,451.85)</b>	<b>(67,513.15)</b>	<b>214.66%</b>	<b>(19,597.44)</b>	<b>(79,367.56)</b>	<b>(161,645.96)</b>	<b>(432,256.31)</b>	<b>270,610.35</b>	<b>(62.60%)</b>
<b>Outdoor Pool</b>										
REVENUE	625.62	5,545.87	(4,920.25)	(88.72%)	1,297.75	(672.13)	4,490.59	9,348.91	(4,858.32)	(51.97%)
EXPENSE	(4,874.37)	(9,288.02)	4,413.65	(47.52%)	(1,696.53)	(3,177.84)	(8,393.67)	(22,474.34)	14,080.67	(62.65%)
CAPITAL				0.00%						0.00%
<b>TOTAL OUTDOOR POOL</b>	<b>(4,248.75)</b>	<b>(3,742.15)</b>	<b>(506.60)</b>	<b>13.54%</b>	<b>(398.78)</b>	<b>(3,849.97)</b>	<b>(3,903.08)</b>	<b>(13,125.43)</b>	<b>9,222.35</b>	<b>(70.26%)</b>
<b>RECREATIONAL FACILITIES</b>										
REVENUE	75,919.94	102,017.01	(26,097.07)	(25.58%)	64,572.70	11,347.24	332,632.88	462,603.66	(129,970.78)	(28.10%)
EXPENSE	(225,115.61)	(260,101.23)	34,985.62	(13.45%)	(216,569.12)	(8,546.49)	(1,003,086.22)	(1,399,737.04)	396,650.82	(28.34%)
CAPITAL	(91,967.57)	(10,000.00)	(81,967.57)	819.68%	(15,807.28)	(76,160.29)	(180,575.49)	(328,300.00)	147,724.51	(45.00%)
<b>TOTAL RECREATIONAL FACILITIES</b>	<b>(241,163.24)</b>	<b>(168,084.22)</b>	<b>(73,079.02)</b>	<b>43.48%</b>	<b>(167,803.70)</b>	<b>(73,359.54)</b>	<b>(851,028.83)</b>	<b>(1,265,433.38)</b>	<b>414,404.55</b>	<b>(32.75%)</b>
<b>Golf Course Administration</b>										
REVENUE	38,536.22	50,700.00	(12,163.78)	(23.99%)	35,979.43	2,556.79	290,007.88	267,800.00	22,207.88	8.29%
EXPENSE	(31,413.49)	(29,957.67)	(1,455.82)	4.86%	(63,961.09)	32,547.60	(175,100.92)	(171,883.35)	(3,217.57)	1.87%
CAPITAL										
<b>TOTAL GOLF COURSE ADMINISTRATION</b>	<b>7,122.73</b>	<b>20,742.33</b>	<b>(13,619.60)</b>	<b>(65.66%)</b>	<b>(27,981.66)</b>	<b>35,104.39</b>	<b>114,906.96</b>	<b>95,916.65</b>	<b>18,990.31</b>	<b>19.80%</b>
<b>Desoto Golf Shop and Carts</b>										
REVENUE	78,662.61	80,096.00	(1,433.39)	(1.79%)	76,101.03	2,561.58	267,622.99	269,743.00	(2,120.01)	(0.79%)
EXPENSE	(19,274.93)	(21,486.84)	2,211.91	(10.29%)	(16,550.56)	(2,724.37)	(77,949.95)	(91,704.20)	13,754.25	(15.00%)
CAPITAL										
<b>TOTAL DESOTO GOLF SHOP &amp; CARTS</b>	<b>59,387.68</b>	<b>58,609.16</b>	<b>778.52</b>	<b>1.33%</b>	<b>59,550.47</b>	<b>(162.79)</b>	<b>189,673.04</b>	<b>178,038.80</b>	<b>11,634.24</b>	<b>6.53%</b>
<b>Granada Golf Shop &amp; Carts</b>										
REVENUE	127,229.62	108,256.00	18,973.62	17.53%	89,162.62	38,067.00	347,355.14	279,653.00	67,702.14	24.21%
EXPENSE	(26,602.44)	(25,904.33)	(698.11)	2.69%	(21,078.59)	(5,523.85)	(108,479.26)	(117,026.65)	8,547.39	(7.30%)
CAPITAL										
<b>TOTAL GRANADA GOLF SHOP</b>	<b>100,627.18</b>	<b>82,351.67</b>	<b>18,275.51</b>	<b>22.19%</b>	<b>68,084.03</b>	<b>32,543.15</b>	<b>238,875.88</b>	<b>162,626.35</b>	<b>76,249.53</b>	<b>46.89%</b>

**Statement of Revenue, Expense, and Capital**  
For Month Ending  
MAY 31, 2021

	CURRENT ACTUAL	CURRENT BUDGET	\$ VARIANCE	% VARIANCE	PRIOR MONTH	MONTHLY VARIANCE	YTD ACTUAL	YTD BUDGET	YTD \$ VARIANCE	YTD % VARIANCE
<b>Cortez Golf Shop and Carts</b>										
REVENUE	103,104.06	88,539.00	14,565.06	16.45%	83,260.60	19,843.46	300,433.69	273,494.00	26,939.69	9.85%
EXPENSE	(22,167.75)	(22,546.12)	378.37	(1.68%)	(17,834.82)	(4,332.93)	(92,720.15)	(108,400.60)	15,680.45	(14.47%)
CAPITAL										
<b>TOTAL CORTEZ GOLF SHOP AND CARTS</b>	<b>80,936.31</b>	<b>65,992.88</b>	<b>14,943.43</b>	<b>22.64%</b>	<b>65,425.78</b>	<b>15,510.53</b>	<b>207,713.54</b>	<b>165,093.40</b>	<b>42,620.14</b>	<b>25.82%</b>
<b>Magellan Golf Shop and Carts</b>										
REVENUE	84,382.01	78,339.00	6,043.01	7.71%	80,773.43	3,608.58	272,796.17	246,121.00	26,675.17	10.84%
EXPENSE	(21,861.01)	(18,458.33)	(3,402.68)	18.43%	(17,497.42)	(4,363.59)	(84,179.26)	(97,732.65)	13,553.39	(13.87%)
CAPITAL										
<b>TOTAL MAGELLAN GOLF SHOP AND CARTS</b>	<b>62,521.00</b>	<b>59,880.67</b>	<b>2,640.33</b>	<b>4.41%</b>	<b>63,276.01</b>	<b>(755.01)</b>	<b>188,616.91</b>	<b>148,388.35</b>	<b>40,228.56</b>	<b>27.11%</b>
<b>Coronado Golf Shop and Carts</b>										
REVENUE	36,335.50	26,753.00	9,582.50	35.82%	35,463.83	871.67	124,600.63	84,510.00	40,090.63	47.44%
EXPENSE	(13,411.48)	(12,546.95)	(864.53)	6.89%	(12,466.53)	(944.95)	(53,826.43)	(63,094.75)	9,268.32	(14.69%)
CAPITAL										
<b>TOTAL CORONADO GOLF SHOP AND CARTS</b>	<b>22,924.02</b>	<b>14,206.05</b>	<b>8,717.97</b>	<b>61.37%</b>	<b>22,997.30</b>	<b>(73.28)</b>	<b>70,774.20</b>	<b>21,415.25</b>	<b>49,358.95</b>	<b>230.49%</b>
<b>Isabella Golf Shop and Carts</b>										
REVENUE	137,791.72	125,272.00	12,519.72	9.99%	100,149.56	37,642.16	399,617.59	372,188.00	27,429.59	7.37%
EXPENSE	(30,214.02)	(30,617.54)	403.52	(1.32%)	(30,220.22)	6.20	(149,465.34)	(153,087.70)	3,622.36	(2.37%)
CAPITAL										
<b>TOTAL ISABELLA GOLF SHOP AND CARTS</b>	<b>107,577.70</b>	<b>94,654.46</b>	<b>12,923.24</b>	<b>13.65%</b>	<b>69,929.34</b>	<b>37,648.36</b>	<b>250,152.25</b>	<b>219,100.30</b>	<b>31,051.95</b>	<b>14.17%</b>
<b>Balboa Golf Shop and Carts</b>										
REVENUE	65,970.00	60,681.00	5,289.00	8.72%	68,750.06	(2,780.06)	218,383.64	193,947.00	24,436.64	12.60%
EXPENSE	(19,800.22)	(20,838.83)	1,038.61	(4.98%)	(16,419.73)	(3,380.49)	(75,587.52)	(88,904.15)	13,316.63	(14.98%)
CAPITAL		(8,716.00)	8,716.00	(100.00%)				(8,716.00)	8,716.00	(100.00%)
<b>TOTAL BALBOA GOLF SHOP AND CARTS</b>	<b>46,169.78</b>	<b>31,126.17</b>	<b>15,043.61</b>	<b>48.33%</b>	<b>52,330.33</b>	<b>(6,160.55)</b>	<b>142,796.12</b>	<b>96,326.85</b>	<b>46,469.27</b>	<b>48.24%</b>
<b>Ponce de Leon Golf Shop and Carts</b>										
REVENUE	82,055.62	73,010.00	9,045.62	12.39%	61,366.26	20,689.36	238,279.43	207,431.00	30,848.43	14.87%
EXPENSE	(24,200.42)	(23,654.16)	(546.26)	2.31%	(20,184.85)	(4,015.57)	(105,804.18)	(116,725.80)	10,921.62	(9.36%)
CAPITAL										
<b>TOTAL PONCE DE LEON GOLF SHOP AND CARTS</b>	<b>57,855.20</b>	<b>49,355.84</b>	<b>8,499.36</b>	<b>17.22%</b>	<b>41,181.41</b>	<b>16,673.79</b>	<b>132,475.25</b>	<b>90,705.20</b>	<b>41,770.05</b>	<b>46.05%</b>
<b>Golf Cart Maintenance</b>										
REVENUE										
EXPENSE	(1,593.95)	(2,480.49)	886.54	(35.74%)	(1,340.93)	(253.02)	(9,229.57)	(11,852.45)	2,622.88	(22.13%)
CAPITAL										
<b>TOTAL GOLF CART MAINTENANCE</b>	<b>(1,593.95)</b>	<b>(2,480.49)</b>	<b>886.54</b>	<b>(35.74%)</b>	<b>(1,340.93)</b>	<b>(253.02)</b>	<b>(9,229.57)</b>	<b>(11,852.45)</b>	<b>2,622.88</b>	<b>(22.13%)</b>
<b>GOLF PRO SHOPS/CART MAINT</b>										
REVENUE	754,067.36	691,646.00	62,421.36	9.03%	631,006.82	123,060.54	2,459,097.16	2,194,887.00	264,210.16	12.04%
EXPENSE	(210,539.71)	(208,491.26)	(2,048.45)	0.98%	(217,554.74)	7,015.03	(932,342.58)	(1,020,412.30)	88,069.72	(8.63%)
CAPITAL	0.00	(8,716.00)	8,716.00	(100.00%)	0.00	0.00	0.00	(8,716.00)	8,716.00	(100.00%)
<b>TOTAL GOLF PRO SHOPS/CART MAINT</b>	<b>543,527.65</b>	<b>474,438.74</b>	<b>69,088.91</b>	<b>14.56%</b>	<b>413,452.08</b>	<b>130,075.57</b>	<b>1,526,754.58</b>	<b>1,165,758.70</b>	<b>360,995.88</b>	<b>30.97%</b>

**Statement of Revenue, Expense, and Capital**

For Month Ending  
MAY 31, 2021

	CURRENT ACTUAL	CURRENT BUDGET	\$ VARIANCE	% VARIANCE	PRIOR MONTH	MONTHLY VARIANCE	YTD ACTUAL	YTD BUDGET	YTD \$ VARIANCE	YTD % VARIANCE
<b>Golf Maintenance- DeSoto</b>										
REVENUE										
EXPENSE	(69,035.27)	(67,601.41)	(1,433.86)	2.12%	(76,092.90)	7,057.63	(319,808.08)	(317,913.05)	(1,895.03)	0.60%
CAPITAL				0.00%			(42,114.61)	(39,000.00)	(3,114.61)	7.99%
<b>TOTAL GOLF MAINTENANCE - DESOTO</b>	<b>(69,035.27)</b>	<b>(67,601.41)</b>	<b>(1,433.86)</b>	<b>2.12%</b>	<b>(76,092.90)</b>	<b>7,057.63</b>	<b>(361,922.69)</b>	<b>(356,913.05)</b>	<b>(5,009.64)</b>	<b>1.40%</b>
<b>Golf Maintenance - Granada</b>										
REVENUE										
EXPENSE	(74,016.23)	(98,467.49)	24,451.26	(24.83%)	(97,600.63)	23,584.40	(358,218.12)	(392,720.45)	34,502.33	(8.79%)
CAPITAL				0.00%			(8,880.25)	(20,000.00)	11,119.75	(55.60%)
<b>TOTAL GOLF MAINTENANCE - GRANADA</b>	<b>(74,016.23)</b>	<b>(98,467.49)</b>	<b>24,451.26</b>	<b>(24.83%)</b>	<b>(97,600.63)</b>	<b>23,584.40</b>	<b>(367,098.37)</b>	<b>(412,720.45)</b>	<b>45,622.08</b>	<b>(11.05%)</b>
<b>Golf Maintenance - Cortez</b>										
REVENUE				0.00%			223.13		223.13	0.00%
EXPENSES	(61,367.44)	(74,076.69)	12,709.25	(17.16%)	(69,338.93)	7,971.49	(273,172.93)	(357,032.45)	83,859.52	(23.49%)
CAPITAL		(20,000.00)	20,000.00	(100.00%)				(20,000.00)	20,000.00	(100.00%)
<b>TOTAL GOLF MAINTENANCE - CORTEZ</b>	<b>(61,367.44)</b>	<b>(94,076.69)</b>	<b>32,709.25</b>	<b>(34.77%)</b>	<b>(69,338.93)</b>	<b>7,971.49</b>	<b>(272,949.80)</b>	<b>(377,032.45)</b>	<b>104,082.65</b>	<b>(27.61%)</b>
<b>Golf Maintenance - Magellan</b>										
REVENUE	561.33		561.33	0.00%		561.33	1,510.87		1,510.87	0.00%
EXPENSE	(82,078.38)	(72,678.54)	(9,399.84)	12.93%	(84,072.79)	1,994.41	(312,892.71)	(332,265.35)	19,372.64	(5.83%)
CAPITAL				0.00%						0.00%
<b>TOTAL GOLF MAINTENANCE - MAGELLAN</b>	<b>(81,517.05)</b>	<b>(72,678.54)</b>	<b>(8,838.51)</b>	<b>12.16%</b>	<b>(84,072.79)</b>	<b>2,555.74</b>	<b>(311,381.84)</b>	<b>(332,265.35)</b>	<b>20,883.51</b>	<b>(6.29%)</b>
<b>Golf Maintenance - Coronado</b>										
REVENUE										
EXPENSE	(43,983.71)	(54,866.32)	10,882.61	(19.83%)	(51,037.24)	7,053.53	(199,157.99)	(210,130.60)	10,972.61	(5.22%)
CAPITAL		(39,000.00)	39,000.00	(100.00%)				(39,000.00)	39,000.00	(100.00%)
<b>TOTAL GOLF MAINTENANCE - CORONADO</b>	<b>(43,983.71)</b>	<b>(93,866.32)</b>	<b>49,882.61</b>	<b>(53.14%)</b>	<b>(51,037.24)</b>	<b>7,053.53</b>	<b>(199,157.99)</b>	<b>(249,130.60)</b>	<b>49,972.61</b>	<b>(20.06%)</b>
<b>Golf Maintenance - Isabella</b>										
REVENUE										
EXPENSE	(83,296.08)	(114,215.83)	30,919.75	(27.07%)	(112,759.88)	29,463.80	(399,499.76)	(454,794.15)	55,294.39	(12.16%)
CAPITAL				0.00%				(15,000.00)	15,000.00	(100.00%)
<b>TOTAL GOLF MAINTENANCE - ISABELLA</b>	<b>(83,296.08)</b>	<b>(114,215.83)</b>	<b>30,919.75</b>	<b>(27.07%)</b>	<b>(112,759.88)</b>	<b>29,463.80</b>	<b>(399,499.76)</b>	<b>(469,794.15)</b>	<b>70,294.39</b>	<b>(14.96%)</b>
<b>Golf Maintenance - Balboa</b>										
REVENUE										
EXPENSE	(52,687.09)	(71,176.34)	18,489.25	(25.98%)	(64,869.31)	12,182.22	(275,480.12)	(310,723.70)	35,243.58	(11.34%)
CAPITAL		(39,000.00)	39,000.00	(100.00%)				(39,000.00)	39,000.00	(100.00%)
<b>TOTAL GOLF MAINTENANCE - BALBOA</b>	<b>(52,687.09)</b>	<b>(110,176.34)</b>	<b>57,489.25</b>	<b>(52.18%)</b>	<b>(64,869.31)</b>	<b>12,182.22</b>	<b>(275,480.12)</b>	<b>(349,723.70)</b>	<b>74,243.58</b>	<b>(21.23%)</b>

**Statement of Revenue, Expense, and Capital**  
For Month Ending  
MAY 31, 2021

	CURRENT ACTUAL	CURRENT BUDGET	\$ VARIANCE	% VARIANCE	PRIOR MONTH	MONTHLY VARIANCE	YTD ACTUAL	YTD BUDGET	YTD \$ VARIANCE	YTD % VARIANCE
<b>Golf Maintenance - Ponce de Leon</b>										
REVENUE	288.66		288.66	0.00%		288.66	588.66		588.66	0.00%
EXPENSE	(64,588.62)	(81,437.91)	16,849.29	(20.69%)	(90,003.59)	25,414.97	(337,283.13)	(380,504.55)	43,221.42	(11.36%)
CAPITAL				0.00%						0.00%
<b>TOTAL GOLF MAINTENANCE - PONCE DE LEON</b>	<b>(64,299.96)</b>	<b>(81,437.91)</b>	<b>17,137.95</b>	<b>(21.04%)</b>	<b>(90,003.59)</b>	<b>25,703.63</b>	<b>(336,694.47)</b>	<b>(380,504.55)</b>	<b>43,810.08</b>	<b>(11.51%)</b>
<b>Golf Maintenance Administration</b>										
REVENUE										
EXPENSE	(65.77)		(65.77)	0.00%	278.86	(344.63)	(131.54)		(131.54)	0.00%
CAPITAL										
<b>TOTAL GOLF MAINT ADMINISTRATION</b>	<b>(65.77)</b>	<b>0.00</b>	<b>(65.77)</b>	<b>0.00%</b>	<b>278.86</b>	<b>(344.63)</b>	<b>(131.54)</b>	<b>0.00</b>	<b>(131.54)</b>	<b>0.00%</b>
<b>GOLF COURSE MAINTENANCE</b>										
REVENUE	849.99	0.00	849.99	0.00%	0.00	849.99	2,322.66	0.00	2,322.66	0.00%
EXPENSE	(531,118.59)	(634,520.53)	103,401.94	(16.30%)	(645,496.41)	114,377.82	(2,475,644.38)	(2,756,084.30)	280,439.92	(10.18%)
CAPITAL	0.00	(98,000.00)	98,000.00	(100.00%)	0.00	0.00	(50,994.86)	(172,000.00)	121,005.14	(70.35%)
<b>TOTAL GOLF COURSE MAINTENANCE</b>	<b>(530,268.60)</b>	<b>(732,520.53)</b>	<b>202,251.93</b>	<b>(27.61%)</b>	<b>(645,496.41)</b>	<b>115,227.81</b>	<b>(2,524,316.58)</b>	<b>(2,928,084.30)</b>	<b>403,767.72</b>	<b>(13.79%)</b>
<b>GOLF COURSES</b>										
REVENUE	754,917.35	691,646.00	63,271.35	9.15%	631,006.82	123,910.53	2,461,419.82	2,194,887.00	266,532.82	12.14%
EXPENSE	(741,658.30)	(843,011.79)	101,353.49	(12.02%)	(863,051.15)	121,392.85	(3,407,986.96)	(3,776,496.60)	368,509.64	(9.76%)
CAPITAL	0.00	(106,716.00)	106,716.00	(100.00%)	0.00	0.00	(50,994.86)	(180,716.00)	129,721.14	(71.78%)
<b>TOTAL GOLF COURSES</b>	<b>13,259.05</b>	<b>(258,081.79)</b>	<b>271,340.84</b>	<b>(105.14%)</b>	<b>(232,044.33)</b>	<b>245,303.38</b>	<b>(997,562.00)</b>	<b>(1,762,325.60)</b>	<b>764,763.60</b>	<b>(43.40%)</b>
<b>Lakes Management</b>										
REVENUE	6,511.67	9,275.00	(2,763.33)	(29.79%)	8,633.53	(2,121.86)	153,653.09	136,300.00	17,353.09	12.73%
EXPENSE	(22,585.52)	(131,614.89)	109,029.37	(82.84%)	(37,600.14)	15,014.62	(162,686.99)	(508,894.49)	346,207.50	(68.03%)
CAPITAL				0.00%						0.00%
<b>TOTAL LAKES MANAGEMENT</b>	<b>(16,073.85)</b>	<b>(122,339.89)</b>	<b>106,266.04</b>	<b>(86.86%)</b>	<b>(28,966.61)</b>	<b>12,892.76</b>	<b>(9,033.90)</b>	<b>(372,594.49)</b>	<b>363,560.59</b>	<b>(97.58%)</b>
<b>Public Works Administration</b>										
REVENUE		8,125.00	(8,125.00)	(100.00%)			34,525.51	40,625.00	(6,099.49)	(15.01%)
EXPENSE	(57.09)	(4,878.75)	4,821.66	(98.83%)	(4,907.35)	4,850.26	(20,977.80)	(30,443.75)	9,465.95	(31.09%)
CAPITAL										
<b>TOTAL PUBLIC WORKS ADMINISTRATION</b>	<b>(57.09)</b>	<b>3,246.25</b>	<b>(3,303.34)</b>	<b>(101.76%)</b>	<b>(4,907.35)</b>	<b>4,850.26</b>	<b>13,547.71</b>	<b>10,181.25</b>	<b>3,366.46</b>	<b>33.07%</b>



**Statement of Revenue, Expense, and Capital**  
For Month Ending  
MAY 31, 2021

	CURRENT ACTUAL	CURRENT BUDGET	\$ VARIANCE	% VARIANCE	PRIOR MONTH	MONTHLY VARIANCE	YTD ACTUAL	YTD BUDGET	YTD \$ VARIANCE	YTD % VARIANCE
<b>Sanitation</b>										
REVENUE	44,808.37	45,084.84	(276.47)	(0.61%)	262,030.32	(217,221.95)	657,171.62	657,864.84	(693.22)	(0.11%)
EXPENSE	(70,029.53)	(79,791.82)	9,762.29	(12.23%)	(69,161.12)	(868.41)	(317,794.70)	(400,262.44)	82,467.74	(20.60%)
CAPITAL				0.00%				(52,861.73)	52,861.73	(100.00%)
<b>TOTAL SANITATION</b>	<b>(25,221.16)</b>	<b>(34,706.98)</b>	<b>9,485.82</b>	<b>(27.33%)</b>	<b>192,869.20</b>	<b>(218,090.36)</b>	<b>339,376.92</b>	<b>204,740.67</b>	<b>134,636.25</b>	<b>65.76%</b>
<b>General Maintenance Streets</b>										
REVENUE	48,460.26	24,797.33	23,662.93	95.43%	99,183.73	(50,723.47)	491,812.38	197,763.99	294,048.39	148.69%
EXPENSE	(120,242.13)	(122,148.31)	1,906.18	(1.56%)	(96,030.08)	(24,212.05)	(565,088.31)	(623,641.55)	58,553.24	(9.39%)
CAPITAL	(203,005.52)	(212,500.00)	9,494.48	(4.47%)	(23,883.08)	(179,122.44)	(244,947.58)	(752,500.00)	507,552.42	(67.45%)
<b>TOTAL GEN MAINT STREETS</b>	<b>(274,787.39)</b>	<b>(309,850.98)</b>	<b>35,063.59</b>	<b>(11.32%)</b>	<b>(20,729.43)</b>	<b>(254,057.96)</b>	<b>(318,223.51)</b>	<b>(1,178,377.56)</b>	<b>860,154.05</b>	<b>(72.99%)</b>
<b>Building Maintenance</b>										
REVENUE				0.00%			308.75		308.75	0.00%
EXPENSE	(38,628.88)	(47,342.49)	8,713.61	(18.41%)	(39,217.29)	588.41	(202,093.61)	(254,847.45)	52,753.84	(20.70%)
CAPITAL	(2,308.43)		(2,308.43)	0.00%	(34,727.16)	32,418.73	(37,148.27)		(37,148.27)	0.00%
<b>TOTAL BUILDING MAINTENANCE</b>	<b>(40,937.31)</b>	<b>(47,342.49)</b>	<b>6,405.18</b>	<b>(13.53%)</b>	<b>(73,944.45)</b>	<b>33,007.14</b>	<b>(238,933.13)</b>	<b>(254,847.45)</b>	<b>15,914.32</b>	<b>(6.24%)</b>
<b>Fleet &amp; Vehicle Maintenance</b>										
REVENUE				0.00%			2,931.67		2,931.67	0.00%
EXPENSE	(19,011.24)	(21,638.59)	2,627.35	(12.14%)	(15,822.69)	(3,188.55)	(74,320.23)	(119,407.95)	45,087.72	(37.76%)
CAPITAL				0.00%			(27,362.62)	(6,000.00)	(21,362.62)	356.04%
<b>TOTAL VEHICLE MAINTENANCE</b>	<b>(19,011.24)</b>	<b>(21,638.59)</b>	<b>2,627.35</b>	<b>(12.14%)</b>	<b>(15,822.69)</b>	<b>(3,188.55)</b>	<b>(98,751.18)</b>	<b>(125,407.95)</b>	<b>26,656.77</b>	<b>(21.26%)</b>
<b>Common Property Maintenance</b>										
REVENUE										
EXPENSE										
CAPITAL										
<b>TOTAL COMMON PROPERTY MAINTENANCE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>PUBLIC WORKS</b>										
REVENUE	93,268.63	78,007.17	15,261.46	19.56%	361,214.05	(267,945.42)	1,186,749.93	896,253.83	290,496.10	32.41%
EXPENSE	(247,968.87)	(275,799.96)	27,831.09	(10.09%)	(225,138.53)	(22,830.34)	(1,180,274.65)	(1,428,603.14)	248,328.49	(17.38%)
CAPITAL	(205,313.95)	(212,500.00)	7,186.05	(3.38%)	(58,610.24)	(146,703.71)	(309,458.47)	(811,361.73)	501,903.26	(61.86%)
<b>TOTAL PUBLIC WORKS</b>	<b>(360,014.19)</b>	<b>(410,292.79)</b>	<b>50,278.60</b>	<b>(12.25%)</b>	<b>77,465.28</b>	<b>(437,479.47)</b>	<b>(302,983.19)</b>	<b>(1,343,711.04)</b>	<b>1,040,727.85</b>	<b>(77.45%)</b>
<b>Public Utilities Admin</b>										
REVENUE										
EXPENSE	(19,193.26)	(15,466.36)	(3,726.90)	24.10%	(14,566.54)	(4,626.72)	(91,097.38)	(88,201.80)	(2,895.58)	3.28%
CAPITAL										
<b>TOTAL PUBLIC UTIL ADMIN</b>	<b>(19,193.26)</b>	<b>(15,466.36)</b>	<b>(3,726.90)</b>	<b>24.10%</b>	<b>(14,566.54)</b>	<b>(4,626.72)</b>	<b>(91,097.38)</b>	<b>(88,201.80)</b>	<b>(2,895.58)</b>	<b>3.28%</b>
<b>Water Department</b>										
REVENUE	52,314.83	93,789.14	(41,474.31)	(44.22%)	374,439.13	(322,124.30)	879,865.96	758,673.18	121,192.78	15.97%
EXPENSE	(113,042.60)	(85,278.22)	(27,764.38)	32.56%	(72,931.75)	(40,110.85)	(486,206.37)	(523,106.14)	36,899.77	(7.05%)
CAPITAL	(10,253.01)	(10,000.00)	(253.01)	2.53%		(10,253.01)	(18,832.94)	(45,000.00)	26,167.06	(58.15%)
<b>TOTAL WATER DEPARTMENT</b>	<b>(70,980.78)</b>	<b>(1,489.08)</b>	<b>(69,491.70)</b>	<b>4666.75%</b>	<b>301,507.38</b>	<b>(372,488.16)</b>	<b>374,826.65</b>	<b>190,567.04</b>	<b>184,259.61</b>	<b>96.69%</b>

**Statement of Revenue, Expense, and Capital**  
For Month Ending  
MAY 31, 2021

	CURRENT ACTUAL	CURRENT BUDGET	\$ VARIANCE	% VARIANCE	PRIOR MONTH	MONTHLY VARIANCE	YTD ACTUAL	YTD BUDGET	YTD \$ VARIANCE	YTD % VARIANCE
<b>Water Line Maintenance</b>										
REVENUE	12,000.00	11,542.00	458.00	3.97%	12,000.00		31,200.00	57,710.00	(26,510.00)	(45.94%)
EXPENSE	(23,879.48)	(28,202.20)	4,322.72	(15.33%)	(52,152.51)	28,273.03	(153,147.71)	(145,429.00)	(7,718.71)	5.31%
CAPITAL	(4,737.59)	(25,780.00)	21,042.41	(81.62%)	(3,000.00)	(1,737.59)	(30,328.45)	(108,899.00)	78,570.55	(72.15%)
<b>TOTAL WATER LINE MAINTENANCE</b>	<b>(16,617.07)</b>	<b>(42,440.20)</b>	<b>25,823.13</b>	<b>(60.85%)</b>	<b>(43,152.51)</b>	<b>26,535.44</b>	<b>(152,276.16)</b>	<b>(196,618.00)</b>	<b>44,341.84</b>	<b>(22.55%)</b>
<b>Wastewater Department</b>										
REVENUE	97,751.63	84,963.12	12,788.51	15.05%	597,208.86	(499,457.23)	1,470,158.05	1,480,122.49	(9,964.44)	(0.67%)
EXPENSE	(134,296.17)	(136,656.99)	2,360.82	(1.73%)	(92,238.26)	(42,057.91)	(507,224.17)	(620,833.29)	113,609.12	(18.30%)
CAPITAL		(5,000.00)	5,000.00	(100.00%)				(20,000.00)	20,000.00	(100.00%)
<b>TOTAL WASTEWATER DEPARTMENT</b>	<b>(36,544.54)</b>	<b>(56,693.87)</b>	<b>20,149.33</b>	<b>(35.54%)</b>	<b>504,970.60</b>	<b>(541,515.14)</b>	<b>962,933.88</b>	<b>839,289.20</b>	<b>123,644.68</b>	<b>14.73%</b>
<b>Wastewater Line Maint</b>										
REVENUE	17,283.76	11,333.00	5,950.76	52.51%	19,200.00	(1,916.24)	36,483.76	56,666.00	(20,182.24)	(35.62%)
EXPENSE	(19,891.57)	(23,904.99)	4,013.42	(16.79%)	(20,898.06)	1,006.49	(109,462.88)	(125,174.95)	15,712.07	(12.55%)
CAPITAL		(15,240.00)	15,240.00	(100.00%)		(4,500.00)		(76,199.00)	28,087.59	(36.86%)
<b>TOTAL WASTEWATER DEPARTMENT</b>	<b>(2,607.81)</b>	<b>(27,811.99)</b>	<b>25,204.18</b>	<b>(90.62%)</b>	<b>(6,198.06)</b>	<b>3,590.25</b>	<b>(121,090.53)</b>	<b>(144,707.95)</b>	<b>23,617.42</b>	<b>(16.32%)</b>
<b>Construction</b>										
REVENUE	60,500.00	45,833.00	14,667.00	32.00%	66,000.00	(5,500.00)	322,384.90	229,166.00	93,218.90	40.68%
EXPENSE	(99,287.43)	(78,931.10)	(20,356.33)	25.79%	(72,023.69)	(27,263.74)	(388,336.78)	(384,546.50)	(3,790.28)	0.99%
CAPITAL	(95,066.31)	(129,800.66)	34,734.35	(26.76%)	(72,178.91)	(22,887.40)	(219,841.43)	(599,969.30)	380,127.87	(63.36%)
ALLOCATIONS										
<b>TOTAL CONSTRUCTION</b>	<b>(133,853.74)</b>	<b>(162,898.76)</b>	<b>29,045.02</b>	<b>(17.83%)</b>	<b>(78,202.60)</b>	<b>(55,651.14)</b>	<b>(285,793.31)</b>	<b>(755,349.80)</b>	<b>469,556.49</b>	<b>(62.16%)</b>
<b>Bond Expense</b>										
INTEREST EXPENSE	(5,525.00)	(5,525.00)		0.00%	(5,525.00)		(27,625.00)	(27,625.00)		0.00%
OTHER EXPENSES	(900.58)	(900.58)		0.00%	(1,848.76)	948.18	(5,451.08)	(4,502.90)	(948.18)	21.06%
<b>TOTAL BOND EXPENSE</b>	<b>(6,425.58)</b>	<b>(6,425.58)</b>	<b>0.00</b>	<b>0.00%</b>	<b>(7,373.76)</b>	<b>948.18</b>	<b>(33,076.08)</b>	<b>(32,127.90)</b>	<b>(948.18)</b>	<b>2.95%</b>
<b>PUBLIC UTILITIES</b>										
REVENUE	239,850.22	247,460.26	(7,610.04)	(3.08%)	1,068,847.99	(828,997.77)	2,740,092.67	2,582,337.67	157,755.00	6.11%
EXPENSE	(416,016.09)	(374,865.44)	(41,150.65)	10.98%	(332,184.57)	(83,831.52)	(1,768,551.37)	(1,919,419.58)	150,868.21	(7.86%)
CAPITAL	(110,056.91)	(185,820.66)	75,763.75	(40.77%)	(79,678.91)	(30,378.00)	(317,114.23)	(850,067.30)	532,953.07	(62.70%)
ALLOCATIONS	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%
<b>TOTAL PUBLIC UTILITIES</b>	<b>(286,222.78)</b>	<b>(313,225.84)</b>	<b>27,003.06</b>	<b>(8.62%)</b>	<b>656,984.51</b>	<b>(943,207.29)</b>	<b>654,427.07</b>	<b>(187,149.21)</b>	<b>841,576.28</b>	<b>(449.68%)</b>
<b>TOTAL</b>										
REVENUE	2,982,755.41	2,908,622.29	74,133.12	2.55%	3,949,719.23	(966,963.82)	15,873,147.52	15,260,118.93	613,028.59	4.02%
EXPENSE	(2,924,132.01)	(3,212,443.03)	288,311.02	(8.97%)	(2,947,962.61)	23,830.60	(14,106,536.97)	(15,790,832.38)	1,684,295.41	(10.67%)
<b>NET OPERATING GAIN/LOSS</b>	<b>58,623.40</b>	<b>(303,820.74)</b>	<b>362,444.14</b>	<b>(119.30%)</b>	<b>1,001,756.62</b>	<b>(943,133.22)</b>	<b>1,766,610.55</b>	<b>(530,713.45)</b>	<b>2,297,324.00</b>	<b>(432.87%)</b>
DEPRECIATION	(278,425.38)		(278,425.38)	0.00%	(281,999.69)	3,574.31	(1,417,106.13)		(1,417,106.13)	0.00%
CAPITAL	(407,338.43)	(530,752.66)	123,414.23	(23.25%)	(154,096.43)	(253,242.00)	(858,143.05)	(2,186,161.03)	1,328,017.98	(60.75%)

**HOT SPRINGS VILLAGE POA**  
**Statement of Capital Additions**  
**as of May 31, 2021**

	2021 Spending	2021 Budget	Prior Year Rollover*	Budget Remaining
Administration	\$ -	\$ 200,000	\$ -	\$ 200,000
Community Development & Marketing	-	-	-	-
Public Safety	-	123,000	-	123,000
Public Works	309,458	1,223,862	-	914,403
Public Utilities	317,114	2,021,004	-	1,703,890
Lakes Management	-	50,000	-	50,000
Food & Beverage	-	53,716	-	53,716
Golf	50,995	300,716	-	249,721
Parks and Recreation	180,575	456,800	-	276,225
<b>Total Year to Date Capital Additions</b>	<b>\$ 858,143</b>	<b>\$ 4,429,098</b>	<b>\$ -</b>	<b>\$ 3,570,955</b>

**CAPITAL PROJECTS IN PROGRESS**

DESCRIPTION	ACTUAL YTD	BUDGET YTD	ANNUAL BUDGET	
TRI PLEX GREENS MOWER	\$ 42,115	\$ 39,000	\$ 39,000	
PUMPHOUSE/INTAKE/WATER PLANT	\$ 12,454	\$ 20,000	\$ 40,000	
WATER METER CHANGE OUT #3	\$ 6,379	\$ 25,000	\$ 60,000	
REPLACE WATER LINES #1	\$ 7,092	\$ 30,000	\$ 60,000	
WATER EXTENSION	\$ 10,506	\$ 20,831	\$ 50,000	
WATER SERVICES	\$ 12,731	\$ 58,068	\$ 139,360	
I&I WORK #1	\$ 78	\$ -	\$ 50,000	
SEWER EXTENSIONS	\$ 10,344	\$ 20,831	\$ 50,000	
SEWER SERVICES	\$ 10,008	\$ 55,368	\$ 132,880	
1 TN TRUCK CREW CABW/UTILITY BED AND CRANE	\$ 49,582	\$ 65,000	\$ 65,000	
ODOR CONTROL SYSTEM	\$ 12,028	\$ 69,000	\$ 103,500	
NEW HOME SIMPLEX PUMP UNITS (CIP)	\$ 93,852	\$ 219,167	\$ 550,000	
SIMPLEX GRINDER 2 HP PUMPS	\$ 46,192	\$ 41,667	\$ 100,000	
SIMPLEX GRINDER PUMP 1 HP PUMP	\$ 4,361	\$ 10,000	\$ 24,000	
SIMPLEX EFFLUENT 2 HP PUMP	\$ 5,343	\$ 8,800	\$ 22,000	
LIFT STATION PANELS	\$ 2,368	\$ -	\$ 44,000	
LIFT STATION PUMPS 7.5 HP	\$ 6,116	\$ -	\$ 45,600	
CULVERT REHAB/REPLACEMENT (GC) NEXT 10 YEARS	\$ 183,600	\$ 287,500	\$ 400,000	
STREET PRESERVATION PROGRAM	\$ 17,800	\$ 90,000	\$ 150,000	
CULVERT REHAB / REPLACEMENT (STAFF)	\$ 3,018	\$ 25,000	\$ 60,000	
SIGNS - STREET & TRAFFIC CONTROL	\$ 20,034	\$ 25,000	\$ 60,000	
PVMNT STRIPING AND MARKINGS (GC)	\$ 1,012	\$ -	\$ 20,000	
CRACKSEALING (GC)	\$ 13,235	\$ 30,000	\$ 50,000	
CRACKSEALING (STAFF)	\$ 2,119	\$ -	\$ 10,000	
AUTOMATED GATE FOR ENTRANCE TO MINORCA	\$ 1,456	\$ 10,000	\$ 10,000	
AUTOMATED GATE FOR ENTRANCE TO GRAVEL PIT	\$ 2,675	\$ 10,000	\$ 10,000	
PIPE YARD INSTALL ELECTRONIC GATE OFF FRESNO	\$ 56	\$ -	\$ 10,000	
2021 HVAC CARGO VAN	\$ 37,092	\$ -	\$ -	2020 WIP CARRYOVER
DESOTO BEACH EXPANSION & IMPROVEMENTS	\$ 11,415	\$ 20,000	\$ 20,000	
PICKLEBALL COURT RESURFACING	\$ 5,479	\$ 50,000	\$ 120,000	
CORONADO&DESOTO SLIP REPAIRS, DESOTO LAUNCH	\$ 18,111	\$ 33,000	\$ 33,000	
PONTOON BOAT WITH TOW PACKAGE	\$ 33,576	\$ 30,300	\$ 30,300	
EFIT REPAIRS	\$ 83,153	\$ 185,000	\$ 185,000	
2021 RAM QUAD CAB 1500 4X4	\$ 27,363	\$ -	\$ -	BOARD APPROVED - WRECKED VEHICLES
2021 RAM QUAD CAB 1500 4X4	\$ 27,682	\$ -	\$ -	BOARD APPROVED - WRECKED VEHICLES
WATER HEATERS AT CORONADO	\$ 28,841	\$ -	\$ -	EMERGENCY REPLACEMENT
JOHN DEERE 520M FRONTIER	\$ 8,880	\$ -	\$ -	BOARD APPROVED - OCT 2020
<b>TOTAL</b>	<b>\$ 858,143</b>	<b>\$ 1,478,531</b>	<b>\$ 2,743,640</b>	

**Hot Springs Village Property Owners Association**  
**Cash Flow Statement**  
**For Month Ending May 31, 2021**

**CASH FLOWS FROM OPERATING ACTIVITIES**

NET INCOME	(219,802)
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH	
Depreciation on Fixed Assets	278,425
Amortization of bond issuance cost	0
Bad Debt adjustment	
(Gain) / loss on sale of assets	
(INCREASE) DECREASE IN CURRENT ASSETS:	
Accounts Receivable	1,302,895
Inventory	(1,732)
Prepaid Expenses	16,745
Other Assets	4,500
Recoverable electric distribution system costs	6,300
INCREASE (DECREASE) IN CURRENT LIABILITIES:	
Accounts Payable	(82,361)
Accrued Expenses	106,091
Other Unearned Revenues and deposits	(397,461)
NET CASH PROVIDED BY OPERATING ACTIVITIES	1,013,600

**CASH FLOWS FROM INVESTING ACTIVITIES**

Capital Purchases	(407,338)
Proceeds from sale of equipment	
Cost of real estate held for sale	
NET CASH USED IN INVESTING ACTIVITIES	(407,338)

**CASH FLOWS FROM FINANCING ACTIVITIES**

PROCEEDS FROM LONG-TERM DEBT	
PAYMENTS ON LONG-TERM DEBT	(27,018)
NET CASH PROVIDED (USED) IN FINANCING ACTIVITIES	(27,018)

**INCREASE (DECREASE) IN CASH AD CASH EQUIVALENTS** 579,244

CASH AND CASH EQUIVALENTS - BEGINNING OF MONTH 14,312,989  
**CASH AND CASH EQUIVALENTS - END OF MONTH** **14,892,234**

**CASH AND CASH EQUIVALENTS**

Unrestricted cash and cash equivalents	8,670,331
Designated cash and cash equivalents	5,520,623
Restricted cash and cash equivalents	701,280
<b>TOTAL CASH AND CASH EQUIVALENTS</b>	<b>14,892,234</b>