

**Big Canoe Property Owners Association  
Summary of Operations  
December 31, 2014**

**December Operations:** The POA's Income from Operations was \$61,928 for the month of December, compared to a budget of \$146,291. Revenues, cost of sales, payroll and operating expenses were all over budget for the month. This represents a negative variance to budget of \$84,363 or 57.7%. When Income from Operations is compared to December 2013, there is a negative variance of \$53,796 or 46.5%.

**Operating Department Results - December**

Operating Departments were over budget by \$33,266 or 7.3%. The major variances to budget were:

- A. Revenue was over budget by \$15,118 or 75.4%.
  - a. Roads & Trails was over budget by \$8,999. Road Impact Fees and Part Sales accounted for the majority of this positive variance.
  - b. Public Safety was over budget by \$6,661 relating to contributions for the month.
- B. Payroll expense was more than budget by \$11,647 or 4.0%.
  - a. Administration was over budget by \$4,150 or 5.4%. This overage relates to recording of vacation accrual at year-end into employee benefits.
  - b. Roads & Trails was under budget by \$3,395 or 8.6%.
  - c. Public Safety was over budget by \$10,782 or 11.9%. This overage relates to holiday bonus pay at year-end.
- C. Operating expenses were more than budget by \$33,762 or 23.0%.
  - a. Administration was over budget by \$28,749 or 34.3%. The majority of this negative variance is related to accounting and legal fees.
  - b. Environmental Protection was under budget by \$9,323 relating to pest control for feral hogs.
  - c. Roads & Trails was over budget by \$11,222 or 39.9%. The overage consists mostly of borrow pit expense and professional & consulting fees.

**Amenity Results - December**

The amenities were over budget by \$59,416. The major contributing factors to this were:

- A. Overall Revenue was over budget for the month by \$11,975 or 3.6%.
  - a. Clubhouse revenues were over projection by \$19,350 or 17.4%. Black Bear Pub and POA Events both exceeded budget for the month.
  - b. Golf Revenues were under budget by \$7,711 or 5.5%. Merchandise sales and annual fees were both under budget.
- B. Cost of Sales was over budget by \$7,531 or 11.6%. This variance relates to higher sales volume in Food & Beverage and cost of sales percentage exceeding budget (38.65% vs. 37.21%).
- C. Payroll was over projection by \$32,896 or 13.1%.
  - a. Clubhouse was over budget by \$28,606 or 28.8%. This negative variance is related to higher sales volume for the month and recording of vacation accrual at year-end into employee benefits.
  - b. Golf was under budget by \$4,247 or 12.1%.
  - c. Tennis was over budget by \$4,638 relating to the year-end vacation accrual entry.
- D. Operating costs were over budget by \$30,964 or 33.1%.
  - a. Food & Beverage was over budget by \$12,316 or 45.3%. Contract labor (temp servers for banquets), clubhouse entertainment, linen, uniforms, and utilities accounted for the majority of this variance.
  - b. Golf Maintenance was over budget by \$13,535 or 67.7% related to sand and contract labor for better billy bunker work.
  - c. Fitness was over budget by \$4,348 or 26.7%. Majority of this overage relates to propane and contractors.
  - d. Lakes & Marina was under budget by \$2,509 or 39.6% relating to outside services (stocking the Lake Petit and Blackwell creek).

**Year-to-Date Operations:** Income from Operations was \$2,779,199 for the year compared to a budget of \$2,709,510. This represents a positive variance to budget of \$69,689 or 2.6%. When Income from Operations is compared to 2013, there is a negative variance of \$271,089 or 8.9%.

### **Operating Department Results – Year-to-Date**

The Operating Departments were better than budget by \$170,044 or 3.3%. The major variances to budget were:

- A. Revenue was over budget by \$137,517 or 38.6%.
  - a. Facilities Maintenance was over budget by \$13,714 or 29.5%. This variance related to maintenance revenue for Property Owner home repairs.
  - b. AECD was over budget by \$33,531 or 55.9%. Plan submittal, vista pruning, fines and fees make up the majority of this variance.
  - c. Roads & Trails was over budget by \$63,759 or 47.8%. Maintenance revenue, part sales and road impact fees were all over budget and were partially offset by a negative variance in contractor transponder revenue as planned after the budget process. Road impact fees were increased to eliminate daily contractor passes.
  - d. Public Safety was over budget by \$26,261 which related to contribution revenue.
- B. Payroll expense was under budget by \$134,329 or 4.2%.
  - a. Administration was under budget by \$89,452 or 10.0%. The unfilled General Manager position and vacant Assistant General Manager position accounted for this variance.
  - b. Facilities Maintenance was under budget by \$16,629 or 5.5%. This positive variance was due to unfilled positions and wages being re-classed to capital projects.
  - c. Housekeeping was over budget by \$10,155 or 11.0%. This was related an employee on restricted duties which meant housekeeping needed additional help.
  - d. Grounds & Landscaping was under budget by \$18,166 or 5.9%. This positive variance was due to unfilled positions earlier in the year.
  - e. Roads & Trails was under budget by \$17,784 or 4.5%. This was related to the re-class of hourly wages for capital projects and a positive variance in Employee Benefits.
- C. Operating expense was over budget by \$80,684 or 4.4%.
  - a. Administration is over budget by \$57,614 or 6.4%. Searching and relocating a General Manager, legal fees and telephone expenses were offset by savings in public relations, printing, computer support, and professional and consulting fees.
  - b. Environmental Protection was under budget by \$28,749 or 44.5%. This was related to chemicals, grounds maintenance and pest control for feral hog removal.
  - c. Roads & Trails was over budget by \$36,839 or 10.1%. Garbage collections and road trimming were under budget offset by expense relating to a portion of the maintenance at the borrow pit and road maintenance.
  - d. Public Safety was over budget by \$11,844 or 5.2% which consists of multiple accounts within the department.

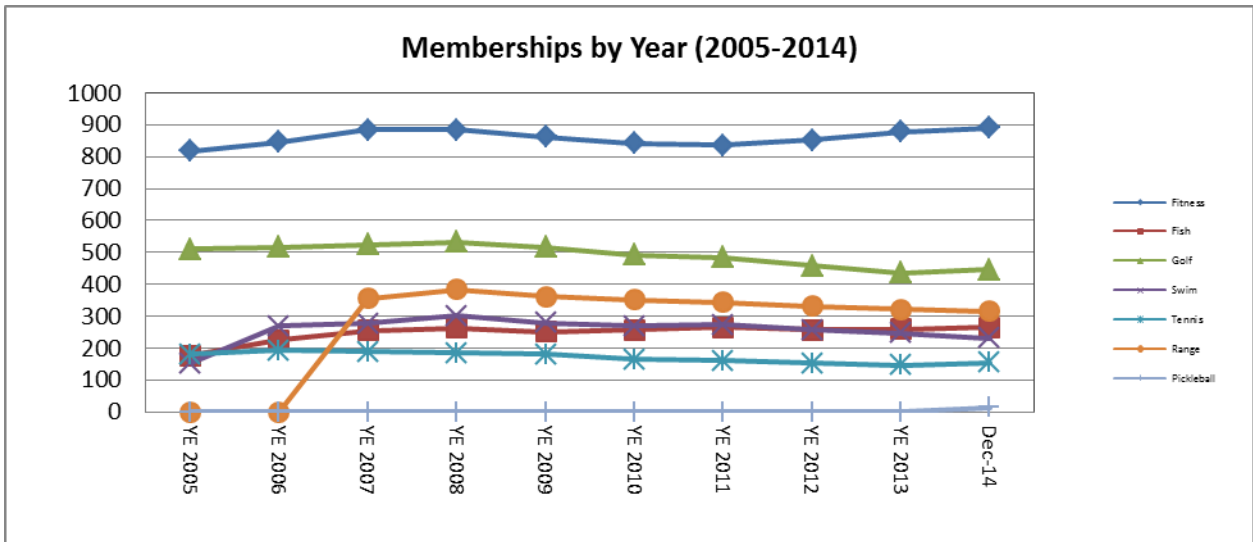
### **Amenity Results – Year-to-Date**

The amenities were over budget by \$116,510. The major contributing factors to this were:

- A. Revenues were over budget by \$101,190 or 1.8%.
  - a. Clubhouse Revenues were over budget year-to-date by \$277,759 or 15.1%. Banquets, Swim Club and Black Bear Pub accounted for the majority of the overage.
  - b. Total rounds of golf for the year were 31,655 compared to a budget of 35,069. This resulted in cart fees being \$81,896 or 13.4% under budget year-to-date and greens fees being \$47,109 or 12.8% under budget year-to-date.
  - c. Tennis was under budget by \$9,738 or 4.8%. The majority of this negative variance was in merchandise sales and junior camps.
  - d. Marina was over budget by \$34,215 or 12.1%. Pontoon boat rental income accounted for the majority of this variance.
  - e. Swim was under budget by \$21,857 or 8.6%. Daily fees were under budget by \$12,427 or 7.3%.
  - f. Annual Fees were under budget by \$38,741 or 2.23% for all amenities. See detail on the next page:

Membership Type	2014 Actual	2014 Budget	Variance to Budget	2013 Actual	Variance to 2013
Fitness	\$514,366	\$507,400	\$6,966	\$513,907	\$459
Fish	\$35,185	\$33,700	\$1,485	\$34,015	\$1,170
Golf	\$862,788	\$899,359	(\$36,571)	\$877,802	(\$15,014)
Range	\$83,788	\$88,800	(\$5,012)	\$87,535	(\$3,747)
Swim	\$72,870	\$83,600	(\$10,730)	\$67,056	\$5,814
Tennis	\$128,720	\$123,600	\$5,120	\$119,536	\$9,184

	Dec. 2014	Nov. 2014	Dec. 2013	Dec. 2012	Dec. 2011	Dec. 2010	Dec. 2009	Dec. 2008	Dec. 2007	Dec. 2006
Fitness	891	896	878	852	836	842	862	885	885	845
Fish	264	269	259	257	265	256	251	263	255	225
Golf	446	451	436	457	485	493	516	532	525	517
Pickle ball	13	13								
Range	316	323	322	332	343	351	361	383	355	N/A
Swim	231	234	247	257	274	270	279	301	278	269
Tennis	154	156	147	152	161	164	180	185	188	193
<b>Total</b>	<b>2,315</b>	<b>2,342</b>	<b>2,289</b>	<b>2,307</b>	<b>2,364</b>	<b>2,376</b>	<b>2,449</b>	<b>2,549</b>	<b>2,486</b>	<b>2,049</b>



- B. Cost of Sales was over budget by \$72,987 or 7.5% for the year. This variance was due to the higher sales volume in the Clubhouse. Cost of Sales percentages for the Amenity Departments are detailed in the table below:

Cost-of-Sales	2014 Actual	2014 Budget	2013 Actual
Golf	68.83%	70.00%	70.70%
Marina	62.55%	65.00%	72.44%
Fitness	66.63%	65.00%	63.95%
Tennis	62.39%	70.00%	65.63%
Clubhouse	34.99%	36.30%	35.98%

- C. Salary Expense was over budget by \$35,034 or 1.2%.
- Clubhouse payroll expense was over budget by \$110,527 or 9.2%. Year-to-date the payroll percentage to revenue was 61.81% compared to a budget of 65.23%.
  - Golf operations were under budget by \$36,079 or 8.8% relating to rounds being down.
  - Golf Course Maintenance was under budget by \$53,453 or 6.6% due to unfilled positions.
  - Lakes & Marina is over budget by \$9,366 or 14.1% relating to increased rental revenue.
- D. Operating Expense was over budget \$109,678 or 6.3%.
- Clubhouse was over budget by \$85,298 or 20.5%. The operating expense percentage to revenue was 23.57% compared to a budget of 22.54%. Contractors, bank fees, chemicals, paper supplies, repairs and maintenance, restaurant silver, china and glass and electricity were over budget.

- b. Marina was over budget by \$13,918 or 21.2%. Outside services (trout stocking for Lake Petit), landscape maintenance, repairs and maintenance and minor equipment account for the majority of this negative variance.
- c. Swim was over budget by \$11,093 or 5.9% relating to repair and maintenance, operating supplies, and contract labor.
- d. POA Activities was under budget by \$11,939 or 24.21%. Oktoberfest and no Hook a Kid on Fishing event accounted for this variance.

***Other Significant Information:***

**Cash Position:**

	12/31/2014	11/30/2014	12/31/2013
Operating Cash	\$4,072,984	\$4,230,874	\$4,952,737
Restricted Cash	\$3,734,202	\$3,664,630	\$2,805,364
Total Cash	\$7,807,186	\$7,895,504	\$7,758,101

**Long-Term Debt:** Long-Term Debt at the end of December was \$6,610,469. The principal payment for December was \$33,402; 2014 payments were \$347,078.

**Fixed Assets:** Total Fixed Assets after Depreciation for the year was \$28,376,094.

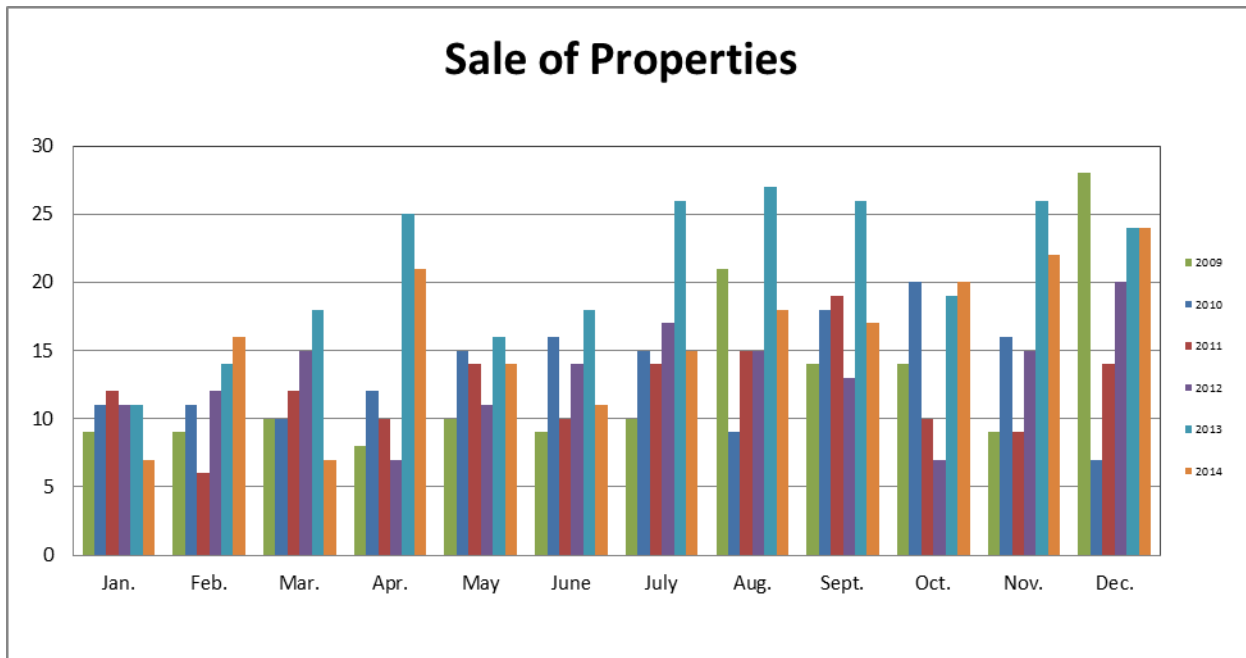
Year-to-Date Major Additions:

Pontoon Boats Refurbish	\$34,326
Veranda Cover	\$452,046
Greens Fan (6x)	\$36,379
Golf Maintenance Equipment	\$205,602
Public Safety Training Facility	\$10,620
Road Culverts	\$83,268
Road Paving	\$1,102,048
Road Shoulder	\$74,043
Truck Track System (2x)	\$21,300
Main Gate Landscaping	\$41,067
Guard Rails	\$16,920
Cart Path Paving	\$305,654
Driving Range Project	\$49,832
Lake Sconti Dredging	\$26,836
Fitness Equipment	\$23,807
Pool Re-Plastering including coping caulk	\$24,429
Water Park	\$13,104
Paddle Boats	\$12,559
Work Trucks (2x) - Department #3	\$65,542
Utility Vehicles (Departments #12 & #13)	\$29,586
Server & Computer Equipment	\$36,601
Golf Maintenance-Ice Machines	\$11,176
Tennis Utility Vehicle/Roller	\$16,250
Rock Slide Re-Surface	\$29,655
Fire Truck	\$84,000
Pickle Ball Courts	\$85,213
Public Safety-11 SCBA	\$35,349
Veranda Bar	\$40,116
Veranda Furniture	\$23,051

**Full-Time Equivalent Employees** totaled 152.48 compared to a budget of 151.52 for the year. The FTE calculation excluding Food & Beverage was 106.45 compared to the budget of 108.68.

**Property Sales:** Year-to-Date total property sales were 192. In comparison, property sales for 2013 and 2012 were 250 and 157 respectively. The graph below depicts sales by month/year.

Description	Actual	Budget	Annual Budget
New Lots	13	24	24
New Homes	24	34	34



**BIG CANOE POA, INC.**  
**COMPARATIVE BALANCE SHEET**  
as of December 31, 2014

<b>ASSETS</b>			
	<b>Current</b>	<b>Current</b>	<b>Prior Year</b>
	<b>December 31, 2014</b>	<b>November 30, 2014</b>	<b>December 31, 2013</b>
CASH	\$ 4,072,984	\$ 4,230,874	\$ 4,952,737
RESTRICTED CASH	3,734,202	3,664,630	2,805,364
ACCOUNTS RECEIVABLE - Net	255,673	220,651	272,152
INVENTORY	277,858	296,922	256,087
OTHER CURRENT ASSETS	240,487	94,904	80,006
FIXED ASSETS (Net of Accum. Depreciation)	28,376,094	28,544,322	27,600,298
<b>TOTAL ASSETS</b>	<b>\$ 36,957,298</b>	<b>\$ 37,052,302</b>	<b>\$ 35,966,645</b>
<b>LIABILITIES AND PROPERTY OWNERS' EQUITY</b>			
	<b>Current</b>	<b>Current</b>	<b>Prior Year</b>
	<b>December 31, 2014</b>	<b>November 30, 2014</b>	<b>December 31, 2013</b>
TRADE ACCOUNTS PAYABLE	\$ 295,412	\$ 304,749	\$ 247,285
SALARY & WAGES PAYABLE	230,517	238,010	233,465
TAXES PAYABLE	73,103	52,511	32,851
OTHER PAYABLES & ACCRUED LIABILITIES	414,544	475,236	360,085
NOTES PAYABLE -CURRENT PORTION	372,096	371,489	348,244
DEFERRED INCOME	134,358	9,967	133,822
TOTAL LIABILITIES	1,520,029	1,451,961	1,355,751
LONG TERM DEBT	6,238,373	6,272,382	6,609,306
DERIVATIVE FINANCIAL INSTRUMENTS	889,145	940,750	1,161,189
EQUITY AT END OF FISCAL YEAR	26,840,400	26,840,400	24,982,117
CURRENT YEAR PROFIT (LOSS)	1,469,350	1,546,809	1,858,282
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 36,957,298</b>	<b>\$ 37,052,302</b>	<b>\$ 35,966,645</b>

**BIG CANOE POA, INC.**  
**INCOME FROM OPERATIONS DECEMBER 31, 2014**  
**Less Depreciation**

Month				Month and Year-to-Date				
Actual December 2014	Budget December 2014	Variance to Budget	Prior Year December 2013	Actual December 2014	Budget December 2014	Variance to Budget	Prior Year December 2013	
				<b>General Operating Revenue</b>				
\$ 642,941	\$ 644,016	\$ (1,075)	\$ 639,418	Monthly POA Assessments	\$ 7,697,892	\$ 7,698,282	\$ (390)	\$ 7,646,587
43,688	34,295	9,393	32,836	Other General Revenue	219,186	202,640	16,546	241,736
<b>\$ 686,629</b>	<b>\$ 678,311</b>	<b>\$ 8,318</b>	<b>\$ 672,254</b>	<b>Total General Operating Revenue</b>	<b>\$ 7,917,078</b>	<b>\$ 7,900,922</b>	<b>\$ 16,156</b>	<b>\$ 7,888,322</b>
				<b>Utilization of General Operating Revenue</b>				
				<b>Operating Department Net Expense</b>				
(162,298)	(132,656)	(29,642)	(127,330)	Administration	(1,366,772)	(1,406,322)	39,550	(1,269,344)
(34,877)	(33,735)	(1,142)	(24,550)	Facilities Maintenance	(301,078)	(333,046)	31,968	(269,259)
(6,131)	(5,833)	(298)	(836)	Architectural Environmental Control	(17,288)	(44,018)	26,730	57,115
(13,012)	(12,102)	(910)	(10,892)	Housekeeping	(131,525)	(122,222)	(9,303)	(97,278)
5,874	(4,066)	9,940	(19,513)	Environmental Protection	(74,293)	(111,475)	37,182	(82,099)
(33,185)	(32,046)	(1,139)	(20,827)	Grounds and Landscaping	(375,909)	(394,496)	18,587	(277,683)
(58,119)	(56,689)	(1,430)	(36,480)	Roads and Trails	(602,942)	(632,440)	29,498	(631,584)
(111,585)	(107,391)	(4,194)	(117,074)	Public Safety	(1,269,765)	(1,279,221)	9,456	(1,258,345)
(76,474)	(72,023)	(4,451)	(84,153)	Property Tax, Insurance, Interest, Taxes	(887,586)	(873,961)	(13,625)	(890,345)
(489,807)	(456,541)	(33,266)	(441,654)	<b>Operating Department Expenditures</b>	<b>(5,027,157)</b>	<b>(5,197,201)</b>	<b>170,044</b>	<b>(4,718,822)</b>
				<b>Amenities Operations</b>				
(88,108)	(56,410)	(31,698)	(98,644)	Clubhouse	(438,034)	(445,933)	7,899	(445,797)
(40,244)	(21,664)	(18,580)	(16,607)	Golf Operations, incl. Maintenance	133,746	242,078	(108,332)	238,482
14,522	18,474	(3,952)	16,184	Fitness Center	215,661	212,664	2,997	203,462
(8,423)	(2,825)	(5,598)	(4,412)	Tennis	(14,279)	(9,143)	(5,136)	868
(3,429)	(1,836)	(1,593)	(539)	Swim	4,909	36,063	(31,154)	(8,972)
4,741	2,517	2,224	11,975	Lakes and Marina	145,550	130,545	15,005	131,138
(1,658)	(4,000)	2,342	(848)	Property Owners' Activities	(13,587)	(26,325)	12,738	(19,643)
(12,295)	(9,735)	(2,560)	(21,986)	Amenity Management	(144,687)	(134,160)	(10,527)	(218,750)
(134,895)	(75,479)	(59,416)	(114,876)	<b>Amenity Gain (Loss) Before Depreciation</b>	<b>(110,721)</b>	<b>5,789</b>	<b>(116,510)</b>	<b>(119,212)</b>
				<b>Net Income (Loss) Before Spec. Assess. &amp; Deprc.</b>	<b>2,779,199</b>	<b>2,709,510</b>	<b>69,689</b>	<b>3,050,288</b>
				<b>Special Assessment Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>
				<b>Net Income (Loss) Including Special Assessment</b>	<b>2,779,199</b>	<b>2,709,510</b>	<b>69,689</b>	<b>3,050,288</b>
				<b>Depreciation &amp; Asset Gain/Loss-Disposal</b>	<b>\$ 2,488,272</b>	<b>\$ 2,601,263</b>	<b>\$ (112,991)</b>	<b>\$ 2,617,842</b>
				<b>Net Income (Loss)</b>	<b>\$ 290,927</b>	<b>\$ 108,247</b>	<b>\$ 182,680</b>	<b>\$ 432,446</b>
				<b>Cash Summary</b>				
\$ (194,554)	\$ (85,330)	\$ (109,224)	\$ (179,960)	<b>Net Income/(Loss) from Operations</b>	<b>\$ 290,927</b>	<b>\$ 108,247</b>	<b>\$ 182,680</b>	<b>\$ 432,446</b>
\$ 256,482	\$ 231,621	\$ 24,861	\$ 295,684	<b>Add back Depreciation &amp; Asset Disposal</b>	<b>\$ 2,488,272</b>	<b>\$ 2,601,263</b>	<b>\$ (112,991)</b>	<b>\$ 2,617,842</b>
				<b>Amount Generated for Funding of Reserves, Debt Retirement, Capital Additions and Improvements before Extrordinary Items</b>	<b>\$ 2,779,199</b>	<b>\$ 2,709,510</b>	<b>\$ 69,689</b>	<b>\$ 3,050,288</b>

**BIG CANOE POA, INC.**  
**CONSOLIDATED STATEMENT OF OPERATIONS AND RESTRICTED FUNDS**  
**DECEMBER 31, 2014**

<u>Month</u>					<u>Month and Year-to-Date</u>			
<u>Actual</u> <u>December 2014</u>	<u>Budget</u> <u>December 2014</u>	<u>Variance</u> <u>to Budget</u>	<u>Prior Year</u> <u>December 2013</u>		<u>Actual</u> <u>December 2014</u>	<u>Budget</u> <u>December 2014</u>	<u>Variance</u> <u>to Budget</u>	<u>Prior Year</u> <u>December 2013</u>
(194,554)	(85,330)	(109,224)	(179,960)	Net Income (Loss) from Operations	290,927	108,247	182,680	432,446
77,617	78,473	(856)	77,175	Total Restricted Funds Income	929,359	931,770	(2,412)	922,881
<u>(116,937)</u>	<u>(6,857)</u>	<u>(110,080)</u>	<u>(102,785)</u>		<u>1,220,286</u>	<u>1,040,017</u>	<u>180,269</u>	<u>1,355,327</u>



**Big Canoe POA**  
**Financial Summary of Income from Operations**  
**For the Year Ended December 31, 2014**

2014	Budget	December Variance		2013	Variance % to Last Yr		Year-to-Date				
		% to Budget					2014	Budget	Variance % to Budget	2013	Variance % to Last Yr
						<b>General Operating Revenues:</b>					
642,941	644,016	-0.17%		639,418	0.55%	General Assessments	7,697,892	7,698,282	-0.01%	7,646,587	0.67%
43,688	34,295	27.39%		32,836	33.05%	Other Operating Revenue	219,186	202,640	8.17%	241,736	-9.33%
686,629	678,311	1.23%		672,254	2.14%	<b>Total General Operating Revenues</b>	<b>7,917,078</b>	<b>7,900,922</b>	<b>0.20%</b>	<b>7,888,322</b>	<b>0.36%</b>
(489,807)	(456,541)	-7.29%		(441,654)	-10.90%	<b>Operating Department Expenditures</b>	<b>(5,027,157)</b>	<b>(5,197,201)</b>	<b>3.27%</b>	<b>(4,718,822)</b>	<b>-6.53%</b>
(134,895)	(75,479)	78.72%		(114,876)	17.43%	<b>Amenity Net Income/(Loss)</b>	<b>(110,721)</b>	<b>5,789</b>	<b>2012.61%</b>	<b>(119,212)</b>	<b>7.12%</b>
61,928	146,291	-57.67%		115,724	-46.49%	<b>Net Income/(Loss) Before Depreciation</b>	<b>2,779,199</b>	<b>2,709,510</b>	<b>2.57%</b>	<b>3,050,288</b>	<b>-8.89%</b>
256,482	231,621	-10.73%		295,684	13.26%	<b>Depreciation &amp; Asset Gain/Loss-Disposal</b>	<b>2,488,272</b>	<b>2,601,263</b>	<b>4.34%</b>	<b>2,617,841</b>	<b>4.95%</b>
(194,554)	(85,330)	128.00%		(179,960)	8.11%	<b>Net Income/(Loss)</b>	<b>290,927</b>	<b>108,247</b>	<b>-168.76%</b>	<b>432,446</b>	<b>-32.73%</b>
						<b>Operating Departments Results</b>					
(162,298)	(132,656)	-22.34%		(127,330)	-27.46%	Administration	(1,366,772)	(1,406,322)	2.81%	(1,269,344)	-7.68%
(34,877)	(33,735)	-3.39%		(24,550)	-42.06%	Facilities Maintenance	(301,078)	(333,046)	9.60%	(269,259)	-11.82%
(6,131)	(5,833)	-5.10%		(836)	633.44%	Architectural Environmental Control	(17,288)	(44,018)	60.73%	57,115	-130.27%
(13,012)	(12,102)	-7.52%		(10,892)	-19.46%	Housekeeping	(131,525)	(122,222)	-7.61%	(97,278)	-35.21%
5,874	(4,066)	244.46%		(19,513)	0.00%	Environmental Protection	(74,293)	(111,475)	33.35%	(82,099)	9.51%
(33,185)	(32,046)	-3.55%		(20,827)	-59.34%	Grounds & Landscaping	(375,909)	(394,496)	4.71%	(277,683)	-35.37%
(58,119)	(56,689)	-2.52%		(36,480)	-59.32%	Roads & Trails	(602,942)	(632,440)	4.66%	(631,584)	4.54%
(111,585)	(107,391)	-3.91%		(117,074)	4.69%	Public Safety	(1,269,765)	(1,279,221)	0.74%	(1,258,345)	-0.91%
(76,474)	(72,023)	-6.18%		(84,153)	9.13%	Property Tax, Insurance, Interest	(887,586)	(873,961)	-1.56%	(890,345)	0.31%
(489,807)	(456,541)	-7.29%		(441,654)	-10.90%	<b>Operating Department Expenditures</b>	<b>(5,027,157)</b>	<b>(5,197,201)</b>	<b>3.27%</b>	<b>(4,718,822)</b>	<b>-6.53%</b>
						<b>Operating Departments P&amp;L</b>					
						<b>Revenues:</b>					
363	3,875	-90.62%		5,423	-93.30%	Facilities Maintenance	60,214	46,500	29.49%	56,576	6.43%
4,774	2,850	67.50%		7,820	-38.96%	Architectural Environmental Control	93,531	60,000	55.89%	158,520	-41.00%
-	-	0.00%		5	0.00%	Environmental Protection	788	-	0.00%	50	0.00%
1,046	-	0.00%		183	0.00%	Grounds & Landscaping	61,964	62,500	-0.86%	64,498	-3.93%
20,116	11,117	80.95%		3,849	422.60%	Roads & Trails	197,159	133,400	47.80%	87,519	125.28%
8,878	2,217	300.46%		3,071	189.13%	Public Safety	80,361	54,100	48.54%	67,359	19.30%
35,177	20,059	75.37%		20,352	72.85%	<b>Total Revenues</b>	<b>494,017</b>	<b>356,500</b>	<b>38.57%</b>	<b>434,522</b>	<b>13.69%</b>
						<b>Cost of Sales:</b>					
72	900	92.02%		1,303	94.48%	Facilities Maintenance	10,787	10,800	0.12%	15,423	30.06%
3,083	480	-542.20%		617	-399.64%	Roads & Trails	20,966	5,760	-263.99%	11,634	-80.21%
3,154	1,380	-128.58%		1,920	-128.58%	<b>Total Cost of Sales</b>	<b>31,752</b>	<b>16,560</b>	<b>-91.74%</b>	<b>27,057</b>	<b>-91.74%</b>
						<b>Payroll Expenses:</b>					
83,731	79,581	-5.21%		74,640	-12.18%	Administration	804,923	894,375	10.00%	781,311	-3.02%
29,384	30,893	4.88%		22,742	-29.21%	Facilities Maintenance	284,829	301,458	5.52%	251,411	-13.29%
6,803	6,744	-0.87%		5,487	-23.98%	Architectural Environmental Control	76,551	76,320	-0.30%	71,296	-7.37%
10,939	9,530	-14.78%		8,517	-28.44%	Housekeeping	102,417	92,262	-11.01%	68,135	-50.32%
3,328	3,944	15.62%		-	0.00%	Environmental Protection	39,285	46,930	16.29%	-	0.00%
29,139	28,370	-2.71%		15,593	-86.87%	Grounds & Landscaping	289,067	307,233	5.91%	211,308	-36.80%
35,846	39,241	8.65%		33,897	-5.75%	Roads & Trails	378,078	395,862	4.49%	343,549	-10.05%
101,072	90,290	-11.94%		98,292	-2.83%	Public Safety	1,111,269	1,106,308	-0.45%	1,092,293	-1.74%
300,240	288,593	-4.04%		259,168	-15.85%	<b>Total Payroll Expenses</b>	<b>3,086,419</b>	<b>3,220,748</b>	<b>4.17%</b>	<b>2,819,303</b>	<b>-9.47%</b>
						<b>Operating Expenses:</b>					
78,567	53,075	-48.03%		52,689	-49.11%	Administration	561,849	511,947	-9.75%	488,033	-15.13%
5,784	5,817	0.56%		5,929	2.44%	Facilities Maintenance	65,677	67,288	2.39%	59,001	-11.32%
4,102	1,939	-111.53%		3,169	-29.42%	Architectural Environmental Control	34,268	27,698	-23.72%	30,110	-13.81%
2,073	2,572	19.39%		2,375	12.72%	Housekeeping	29,108	29,960	2.84%	29,143	0.12%
(9,201)	122	7642.14%		19,518	147.14%	Environmental Protection	35,796	64,545	44.54%	82,149	56.43%
5,092	3,676	-38.51%		5,417	6.00%	Grounds & Landscaping	148,806	149,763	0.64%	130,873	-13.70%
39,307	28,085	-39.96%		5,815	-575.93%	Roads & Trails	401,057	364,218	-10.11%	363,920	-10.20%
19,392	19,318	-0.38%		21,852	11.26%	Public Safety	238,857	227,013	-5.22%	233,411	-2.33%
76,474	72,023	-6.18%		84,153	9.13%	Property Tax, Insurance, Interest	887,586	873,961	-1.56%	890,345	0.31%
221,589	186,627	-18.73%		200,918	-10.29%	<b>Total Operating Expenses</b>	<b>2,403,003</b>	<b>2,316,393</b>	<b>-3.74%</b>	<b>2,306,985</b>	<b>-4.16%</b>
(489,807)	(456,541)	-7.29%		(441,654)	-10.90%	<b>Operating Department Expenditures</b>	<b>(5,027,157)</b>	<b>(5,197,201)</b>	<b>3.27%</b>	<b>(4,718,822)</b>	<b>-6.53%</b>

**Big Canoe POA**  
**Financial Summary of Income from Operations**  
**For the Year Ended December 31, 2014**

					December Variance	Year-to-Date				
2014	Budget	% to Budget	2013	Variance % to Last Yr		2014	Budget	Variance % to Budget	2013	Variance % to Last Yr
<b>Amenity Operating Results</b>										
(88,108)	(56,410)	-56.19%	(98,644)	10.68%	Clubhouse	(438,034)	(445,933)	1.77%	(445,797)	1.74%
70,594	74,279	-4.96%	70,864	-0.38%	Golf Operations	1,416,638	1,569,862	-9.76%	1,480,530	-4.32%
(110,838)	(95,943)	-15.53%	(87,470)	-26.72%	Golf Maintenance	(1,282,892)	(1,327,784)	3.38%	(1,242,048)	-3.29%
14,522	18,474	-21.39%	16,184	-10.27%	Fitness Center	215,661	212,664	1.41%	203,462	6.00%
(8,423)	(2,825)	198.17%	(4,412)	90.91%	Tennis	(14,279)	(9,143)	-56.17%	868	-1744.84%
(3,429)	(1,836)	86.78%	(539)	536.79%	Swim	4,909	36,063	86.39%	(8,972)	154.71%
4,741	2,517	88.34%	11,975	-60.41%	Lakes & Marina	145,550	130,545	11.49%	131,138	10.99%
(1,658)	(4,000)	58.55%	(848)	-95.49%	POA Activities	(13,587)	(26,325)	48.39%	(19,643)	30.83%
(12,295)	(9,735)	-26.30%	(21,986)	44.08%	Amenity Management	(144,687)	(134,160)	-7.85%	(218,750)	33.86%
<b>(134,895)</b>	<b>(75,479)</b>	<b>78.72%</b>	<b>(114,876)</b>	<b>17.43%</b>	<b>Amenity Net Income/(Loss)</b>	<b>(110,721)</b>	<b>5,789</b>	<b>2012.61%</b>	<b>(119,212)</b>	<b>7.12%</b>
<b>Amenity P&amp;L</b>										
<b>Revenues:</b>										
130,573	111,223	17.40%	85,024	53.57%	Clubhouse	2,117,095	1,839,336	15.10%	1,778,713	19.02%
131,546	139,257	-5.54%	127,638	3.06%	Golf Operations	2,177,344	2,359,029	-7.70%	2,191,002	-0.62%
50	-	0.00%	-	0.00%	Golf Maintenance	379	-	0.00%	3	0.00%
54,571	55,490	-1.66%	56,797	-3.92%	Fitness Center	639,715	637,040	0.42%	637,139	0.40%
13,268	12,550	5.72%	13,032	1.81%	Tennis	191,462	201,200	-4.84%	189,798	0.88%
97	-	#DIV/0!	-	#DIV/0!	Swim	233,368	255,225	-8.56%	196,746	18.61%
16,050	15,550	3.21%	15,895	0.97%	Lakes & Marina	316,625	282,410	12.12%	264,981	19.49%
90	200	-55.00%	105	-14.29%	POA Activities	28,763	29,320	-1.90%	29,939	-3.93%
-	-	0.00%	-	0.00%	Amenity Management	-	-	0.00%	100	0.00%
<b>346,245</b>	<b>334,270</b>	<b>3.58%</b>	<b>298,491</b>	<b>16.00%</b>	<b>Total Revenues</b>	<b>5,704,750</b>	<b>5,603,560</b>	<b>1.81%</b>	<b>5,288,420</b>	<b>7.87%</b>
<b>Cost of Sales:</b>										
51,209	41,084	-24.64%	38,762	-32.11%	Clubhouse	742,673	668,638	-11.07%	645,193	-15.11%
38.65%	37.21%	-3.86%	39.82%	2.95%	Clubhouse % of Sales	34.99%	36.30%	3.62%	35.98%	2.76%
17,160	19,479	11.91%	19,525	12.12%	Golf Operations	234,914	229,673	-2.28%	233,620	-0.55%
70.44%	70.00%	-0.63%	73.40%	4.04%	Golf Operations % of Sales	68.83%	70.00%	1.67%	70.70%	2.65%
-	-	0.00%	-	0.00%	Swim Club	819	-	0.00%	-	0.00%
2,380	2,590	8.10%	2,206	-7.88%	Fitness Center	21,899	19,342	-13.22%	18,626	-17.57%
66.33%	64.99%	-2.06%	65.51%	-1.25%	Fitness Center % of Sales	66.63%	65.00%	-2.50%	63.95%	-4.19%
1,313	1,050	-25.03%	1,535	14.50%	Tennis	31,960	37,550	14.89%	33,567	4.79%
75.80%	70.00%	-8.28%	72.01%	-5.26%	Tennis % of Sales	62.39%	70.00%	10.88%	65.63%	4.94%
257	585	56.04%	2,724	90.56%	Lakes & Marina	15,615	19,689	20.69%	21,412	27.07%
58.71%	65.00%	9.68%	139.74%	57.99%	Lakes & Marina % of Sales	62.55%	65.01%	3.79%	72.44%	13.65%
<b>72,319</b>	<b>64,788</b>	<b>-11.62%</b>	<b>64,753</b>	<b>-11.68%</b>	<b>Total Cost of Sales</b>	<b>1,047,879</b>	<b>974,892</b>	<b>-7.49%</b>	<b>952,418</b>	<b>-10.02%</b>
<b>273,926</b>	<b>269,482</b>	<b>1.65%</b>	<b>233,738</b>	<b>17.19%</b>	<b>Gross Margin</b>	<b>4,656,870</b>	<b>4,628,668</b>	<b>0.61%</b>	<b>4,336,002</b>	<b>7.40%</b>
<b>Payroll Expenses:</b>										
127,963	99,357	-28.79%	103,916	-23.14%	Clubhouse	1,312,065	1,201,538	-9.20%	1,151,025	-13.99%
96.58%	90.00%	-7.32%	106.77%	9.54%	Clubhouse % of Sales	61.81%	65.23%	5.24%	64.19%	3.71%
30,975	35,222	12.06%	27,004	-14.70%	Golf Operations	372,026	408,105	8.84%	335,609	-10.85%
77,354	75,944	-1.86%	60,385	-28.10%	Golf Maintenance	750,695	804,148	6.65%	782,466	4.06%
17,007	18,112	6.10%	16,635	-2.24%	Fitness Center	176,035	181,631	3.08%	183,054	3.83%
14,782	10,154	-45.57%	8,991	-64.40%	Tennis	120,913	119,502	-1.18%	99,696	-21.28%
203	-	#DIV/0!	100	-102.62%	Swim	29,715	32,329	8.09%	19,269	-54.21%
7,221	6,108	-18.22%	3,779	-91.09%	Lakes & Marina	75,971	66,605	-14.06%	61,777	-22.98%
-	-	0.00%	-	0.00%	POA Activities	4,977	6,333	21.41%	7,521	33.83%
8,841	6,553	-34.92%	17,275	48.82%	Amenity Management	75,979	63,151	-20.31%	167,115	54.53%
<b>284,346</b>	<b>251,450</b>	<b>-13.08%</b>	<b>238,086</b>	<b>-19.43%</b>	<b>Total Payroll Expenses</b>	<b>2,918,376</b>	<b>2,883,342</b>	<b>-1.22%</b>	<b>2,807,531</b>	<b>-3.95%</b>
<b>Operating Expenses:</b>										
39,508	27,192	-45.29%	40,990	3.61%	Clubhouse	500,391	415,093	-20.55%	428,292	-16.83%
12,817	10,277	-24.72%	10,245	-25.11%	Golf Operations	153,766	151,389	-1.57%	141,243	-8.87%
33,534	19,999	-67.68%	27,085	-23.81%	Golf Maintenance	532,576	523,636	-1.71%	459,585	-15.88%
20,662	16,314	-26.65%	21,772	5.10%	Fitness Center	226,119	223,403	-1.22%	231,996	2.53%
5,597	4,171	-34.18%	6,918	19.10%	Tennis	52,868	53,291	0.79%	55,668	5.03%
3,324	1,836	-81.02%	438	-657.95%	Swim	197,926	186,833	-5.94%	186,449	-6.16%
3,831	6,340	39.57%	(2,583)	248.33%	Lakes & Marina	79,489	65,571	-21.23%	50,654	-56.92%
1,748	4,200	58.38%	953	-83.40%	POA Activities	37,373	49,312	24.21%	42,061	11.15%
3,454	3,182	-8.56%	4,711	26.67%	Amenity Management	68,708	71,009	3.24%	51,735	-32.81%
<b>124,475</b>	<b>93,511</b>	<b>-33.11%</b>	<b>110,528</b>	<b>-12.62%</b>	<b>Total Operating Expenses</b>	<b>1,849,215</b>	<b>1,739,537</b>	<b>-6.31%</b>	<b>1,647,684</b>	<b>-12.23%</b>
<b>(134,895)</b>	<b>(75,479)</b>	<b>-78.72%</b>	<b>(114,876)</b>	<b>-17.43%</b>	<b>Amenity Net Income/(Loss)</b>	<b>(110,721)</b>	<b>5,789</b>	<b>2012.61%</b>	<b>(119,212)</b>	<b>7.12%</b>