

## Comments on the MVF 2008 Budget

**Income** The assessments approved at the October 25, 2007 board meeting will only provide revenue to pay for 55% of its \$8,500,000 operating cost and capital reserve funding requirements. Consequently, it is critical that projections for the \$3,762,000 non-assessment categories be carefully, realistically and accurately calculated.

However, a historical comparison of budgeted income to audited revenue reveals a recurring pattern of revenue shortfalls. An examination of the approved 2008 fiscal year budget contains the same miscalculation as prior budgets which will result in an estimated income shortfall in excess of \$1,000,000.

**Recurring non-assessment income** for the 2008 budget was based on unrealistic plans and expectations. Current and historical trends were obviously ignored and in all probability, income projections were imposed on staff departments without discussion, challenge or a factual base.

This is particularly evident in line item income categories such as advertising income for the *Village News*, classes and recreation programs, non-fixed contract charges for administrative and management and miscellaneous maintenance and landscaping income categories.

**Homes Corporation Fixed Price Contract Income** for both management and maintenance with the Homes Corporations has been in decline for the last decade. The Foundation has not been able to compete on price and service while slowly responding with inadequate remedies which has created accumulated deficits in the Community Management and Maintenance Activity Funds.

Currently the Foundation has management agreements with 8 Homes Corporations, 1 Condominium and Poplar Spring while 6 Condominiums and 3 Homes Corporations are managed by outside management companies.

According to the recently published 2007 – 2008 MVF Residents Guide, 7 of the 11 Homes employ landscaping and snow removal contractors other than the Foundation. In other words, only 4 homes corporations have maintenance contracts with the MVF.

**MVF Fixed Maintenance Contract Income** for services on the Foundation's Village-wide and common property and facilities by the Landscaping and Public Works Department is included as a component of the Montgomery Village Foundation Fund and the Designated User Facilities Fund assessment income. However, "MVF Fixed Maintenance Contract" income is duplicated as a fixed priced maintenance contract income to the Maintenance Activity Fund in the budget presentation and in the monthly financial reports.

On page 11 "Notes to Financial Statements" note 7- "Maintenance fee income" of the 2006 audit identifies this duplicity. The audited income for the Maintenance

Activity Fund includes only contract revenue from Homes Corporations, Condominium Associations and other legal entities other than the Foundation.

This practice of duplicate booking income and showing inter-fund offsetting income and expenses overstates income as well as confuses and misrepresents total income when included in budgets and financial reports.

**Additional Revenue Initiatives** The Foundation has unbundled its full management service programs and offered a variety of fixed price management packages, limited service options and customized property inspection and maintenance programs. However, unrealistic revenue projection continues to be budgeted for these service packages long after these programs have faltered. This included Tot lot Inspections, ball field use fees, and inspection enforcement services.

Despite the embarrassment and failure of the Zakian-inspired matching state grant program, the MVF 2008 includes of \$82,000 income that went unnoticed and unquestioned during the budget process.

**Expenses** The Board of Directors of the Foundation has a history of approving annual budgets that substantially underestimate expenses and fails to take expense history and trends into consideration when considering line item budget drafts for subsequent years.

The last year the Foundation had favorable budget to actual expenses variance was 1997. The 2008 expenses budget is \$1,600,000 (23.2%) higher than the 2006 audited expenses. The Foundation's expense budget has risen by \$2,810,000 (49%) in the last decade (1999-2008).

**Personnel** The MVF service delivery is labor-intensive and very much dependent on a professional, well-trained and directed work force. Personnel costs will make up 67.1 % of the 2008 operating expense budget. The Personnel and Benefit budget for 2008 is \$1,849,000 (55.2%) higher than the 2006 audited payroll cost.

The budget presentation lacks evidence of a personnel budget schedule detailing budgeted time and wage rates that were used to calculate the salary-wage, payroll tax and benefits costs. Unless this kind of a schedule is used, it is not possible to determine payroll budget costs and any subsequent reporting, comparison and/or analysis by activity, function, cost category, employee, job classification and department.

The absence of such detailed budgeting prevents during the budget year any meaningful internal cost and personnel control system. Consequently, there will be little or no control over personnel cost, no effective way of measuring personnel performance, and no mechanism to hold the staff organization accountable.

**Supplies** Organizations that perform maintenance and repair services for site and building facilities that require recurring use of parts and supplies, normally have in place a control, custody and accounting inventory and use system that

guards against waste, abuse and use by unauthorized persons. The same is true for office, program and youth activity supplies. The sum total of all maintenance and office supply categories in the 2008 budget is \$352,600.

Maintenance supply costs averaged \$140,000 to \$150,000 from 1994 to 2003. Despite reduced landscaping contract revenue from the Homes Corporations, annual maintenance supply costs averaged \$175,000 from 2004 to 2006. Maintenance supply costs are projected to be \$209,894 in 2007 and the 2008 budget is \$40,000. This makes no logical sense.

What is the state of any Village control, custody, issue, purchase and use system for its maintenance, landscaping, snow removal, office, program and youth supplies that protects the Foundation against waste, abuse and use by unauthorized persons?

**Service Contracts** The MVF budget includes \$800,000 of vendor contract services. To understand and make informed budget decisions and judgments on contract expenditures, the budget presentation should include a statement of the Foundation's policy on contracting and purchasing as well as a back up schedule of all budgeted operating contracts during the fiscal year.

The policy statement would normally mandate a contract bidding process, standards for bid specification, contract form requirements, term limits and dollar approval levels for all vendor, professional and service contracts.

Unless there are enforced mandated policies and procedures for contracting, there will be erosion of arms-length relationships with vendors that fosters standard professional contracting procedures and best practices. The ability to correctly evaluate contract performance and judge effectively whether the association is receiving cost effective service is lost.

At a minimum there should be in place:

- A board approved policy statement on vendor contractor approval and selection;
- A well established effective set of practices, procedures and staff routines that implements contracting policies;
- A continuing system of control, supervision and oversight of contract performance and compliance.

The budget contract schedule should identify in columnar format the general ledger account number, contract name, current vendor, beginning date, ending date, current fiscal year's charge, and the contract or estimated charge for the budget year. With such a schedule the Foundation's decisions and policy makers will have the tools necessary to exercise their control and oversight responsibilities.

### 06 to 08 Budget-Actual Summary

Description	2006 Audit	2007 Budget	2007 Projected Actual	2008 Budget	07 Bud to Projected \$	07 Bud to Projected %	07 Bud to 08 Bud \$	07 Bud to 08 Bud %	06 Audit to 08 Budget \$	06 A to 08 PB %
<b>Income</b>										
Assessment income	\$3,684,426	\$4,075,755	\$4,087,632	\$4,825,785	\$11,877	0.3%	\$750,030	18.4%	\$1,141,359	31.0%
Advertising income	\$187,603	\$210,000	\$191,363	\$210,000	-\$18,637	-8.9%	\$0	0.0%	\$22,397	11.9%
Administrative Charges	\$273,748	\$313,945	\$225,976	\$274,420	-\$87,969	-28.0%	-\$39,525	-12.6%	\$672	0.2%
Class and recreation program income	\$543,868	\$620,320	\$485,955	\$532,050	-\$134,365	-21.7%	-\$88,270	-14.2%	-\$11,818	-2.2%
Management and administrative service in	\$740,898	\$945,341	\$116,453	\$1,014,528	-\$828,888	-87.7%	\$69,187	7.3%	\$273,630	36.9%
Maintenance and landscaping service incc	\$1,297,832	\$1,386,648	\$978,626	\$1,716,195	-\$408,022	-29.4%	\$329,547	23.8%	\$418,363	32.2%
Interest income	\$203,887	\$12,628	\$42,895	\$14,900	\$30,267	239.7%	\$2,272	18.0%	-\$188,987	-92.7%
<b>Total revenue</b>	<b>\$6,932,262</b>	<b>\$7,564,637</b>	<b>\$6,128,900</b>	<b>\$8,587,878</b>	<b>-\$1,435,737</b>	<b>-19.0%</b>	<b>\$1,023,241</b>	<b>13.5%</b>	<b>\$1,655,616</b>	<b>23.9%</b>
<b>Expenses</b>										
Personnel and benefits	\$5,020,502	\$4,738,604	\$5,139,558	\$5,201,585	-\$400,954	-8.5%	\$462,981	9.8%	\$181,083	3.6%
Repair and Maintenance	\$606,442	\$789,227	\$481,924	\$1,035,752	\$307,303	38.9%	\$246,525	31.2%	\$429,310	70.8%
Utility and Telephone	\$183,089	\$282,404	\$308,923	\$288,729	-\$26,519	-9.4%	\$6,325	2.2%	\$105,640	57.7%
Field supplies	\$153,826	\$147,938	\$221,705	\$50,400	-\$73,767	-49.9%	-\$97,538	-65.9%	-\$103,426	-67.2%
Insurance and licenses	\$140,238	\$186,496	\$170,884	\$173,117	\$15,612	8.4%	-\$13,379	-7.2%	\$32,879	23.4%
Printing	\$76,602	\$82,475	\$91,030	\$98,900	-\$8,555	-10.4%	\$16,425	19.9%	\$22,298	29.1%
Performances and admissions	\$128,932	\$88,690	\$95,094	\$99,000	-\$6,404	-7.2%	\$10,310	11.6%	-\$29,932	-23.2%
Other expenses	\$658,228	\$955,754	\$857,098	\$923,544	\$98,656	10.3%	-\$32,210	-3.4%	\$265,316	40.3%
Contr to Capital from Depreciation	\$0	\$289,000	\$120,791	\$714,500	\$168,209	58.2%	\$425,500	147.2%	\$714,500	
<b>Total Expenses</b>	<b>\$6,967,859</b>	<b>\$7,560,588</b>	<b>\$7,487,007</b>	<b>\$8,585,527</b>	<b>\$73,581</b>	<b>1.0%</b>	<b>\$1,024,939</b>	<b>13.6%</b>	<b>\$1,617,668</b>	<b>23.2%</b>

### 06 to 08 Budget-Actual Summary

Description	2006 Audit	2007 Budget	2007 Projected Actual	2008 Budget	07 Bud to Projected \$	07 Bud to Projected %	07 Bud to 08 Bud \$	07 Bud to 08 Bud %	06 Audit to 08 Budget \$	06 A to 08 PB %
<b>Summary by Fund Type</b>										
<b>Income</b>										
MVF Fund	\$2,455,860	\$2,747,989	\$2,651,400	\$3,024,671	-\$96,589	-3.5%	\$276,682	10.1%	\$568,811	23.2%
Designated Users Facilities Fund	\$1,865,990	\$2,046,578	\$1,997,801	\$2,400,702	-\$48,777	-2.4%	\$354,124	17.3%	\$534,712	28.7%
Poplar Spring Fund	\$1,830	\$1,881	\$1,881	\$2,082	\$0	0.0%	\$201	10.7%	\$252	13.8%
User Fee Programs Fund	\$381,360	\$432,200	\$421,372	\$432,200	-\$10,828	-2.5%	\$0	0.0%	\$50,840	13.3%
Community Management Fund	\$747,814	\$949,341	\$746,323	\$1,019,028	-\$203,018	-21.4%	\$69,687	7.3%	\$271,214	36.3%
Maintenance Activity Fund	\$1,297,832	\$1,386,648	\$978,626	\$1,716,195	-\$408,022	-29.4%	\$329,547	23.8%	\$418,363	32.2%
Reserve Fund	\$181,576									
<b>Total Income</b>	<b>\$6,932,262</b>	<b>\$7,564,637</b>	<b>\$6,797,403</b>	<b>\$8,594,878</b>	<b>-\$767,234</b>	<b>-10.1%</b>	<b>\$1,030,241</b>	<b>13.6%</b>	<b>\$1,662,616</b>	<b>24.0%</b>
<b>Expenses</b>										
MVF Fund	\$2,601,170	\$2,694,949	\$2,316,501	\$3,128,882	-\$378,448	-14.0%	\$433,933	16.1%	\$527,712	20.3%
Designated Users Facilities Fund	\$1,714,215	\$1,931,121	\$1,926,307	\$1,892,503	-\$4,814	-0.2%	-\$38,618	-2.0%	\$178,288	10.4%
Poplar Spring Fund	\$1,642	\$1,862	\$777	\$2,084	-\$1,085	-58.3%	\$222	11.9%	\$442	26.9%
User Fee Programs Fund	\$385,417	\$496,485	\$496,653	\$380,879	\$168	0.0%	-\$115,606	-23.3%	-\$4,538	-1.2%
Community Management Fund	\$888,779	\$1,006,918	\$1,035,686	\$1,189,751	\$28,768	2.9%	\$182,833	18.2%	\$300,972	33.9%
Maintenance Activity Fund	\$1,376,636	\$1,433,302	\$1,548,994	\$1,991,429	\$115,692	8.1%	\$558,127	38.9%	\$614,793	44.7%
Reserve Fund	\$0	\$289,000	\$117,632	\$714,500	-\$171,368	-59.3%	\$425,500	147.2%	\$714,500	
<b>Total Expenses</b>	<b>\$6,967,859</b>	<b>\$7,564,637</b>	<b>\$7,324,918</b>	<b>\$8,585,527</b>	<b>-\$239,719</b>	<b>-3.2%</b>	<b>\$1,020,890</b>	<b>13.5%</b>	<b>\$1,617,668</b>	<b>23.2%</b>
MVF S/(D)	-\$145,310	\$53,040	\$334,899	-\$104,211	\$281,859		-\$157,251	-296.5%	\$41,099	
DUF S/(D)	\$151,775	\$115,457	\$71,493	\$508,199	-\$43,964		\$392,742	340.2%	\$356,424	
PS S/(D)	\$188	\$19	\$1,104	-\$2	\$1,085		-\$21	-110.5%	-\$190	
UFP S/(D)	-\$4,057	-\$64,285	-\$75,281	\$51,321	-\$10,996		\$115,606	-179.8%	\$55,378	
CM S/(D)	-\$140,965	-\$57,577	-\$289,363	-\$170,723	-\$231,786		-\$113,146	196.5%	-\$29,758	
MA S/(D)	-\$78,804	-\$46,654	-\$570,367	-\$275,234	-\$523,713		-\$228,580	489.9%	-\$196,430	
<b>Summary (Deficit) / Surplus</b>	<b>-\$217,173</b>	<b>\$0</b>	<b>-\$527,514</b>	<b>\$9,351</b>	<b>-\$527,514</b>		<b>\$9,351</b>		<b>\$226,524</b>	

## MVF 2008 Budget Analysis

G/L Acct #	Description	2007 Budget Published 9-15-2006	2007 Projected Actual	Budget to Projected Variance (+) Favorable (-) Unfavorable	2008 Budget	Observer 2008 Budget Estimate
	<b>Income</b>					
4100	Assessment Homeowners	\$3,561,099	\$3,561,587	\$488	\$4,287,513	\$4,287,513
4101	Assessment Condominiums	\$377,856	\$380,636	\$2,780	\$382,272	\$382,272
4102	Assessments-Apartments	\$136,800	\$145,409	\$8,609	\$156,000	\$156,000
4103	Allowance for Bad Debts	-\$6,000	\$0	\$6,000	-\$50,000	\$0
4109	Transfer Fee	\$59,950	\$34,467	-\$25,483	\$32,500	\$20,000
4110	Assessment Collection Fee	\$132,000	\$0	-\$132,000	\$160,000	\$0
4111	Return Check Charge	\$770	\$1,222	\$452	\$1,000	\$1,500
4112	Interest Income - Assessment	\$12,628	\$9,931	-\$2,697	\$11,500	\$7,700
4113	Interest Income - Bank	\$0	\$32,964	\$32,964	\$3,400	\$29,700
	Reserve Interest	\$0	\$0	\$0	\$0	\$153,000
4120	Advertising Village News & Web	\$210,000	\$191,363	-\$18,637	\$210,000	\$195,000
4130	Village Wide Recreation/Special Events	\$77,000	\$13,200	-\$63,800	\$13,850	\$14,000
4140	Disclosure Income	\$157,500	\$91,048	-\$66,452	\$99,000	\$50,000
4151	Tot Lot Inspections	\$3,700	\$751	-\$2,949	\$720	\$500
4153	Lake Whetstone Income	\$6,500	\$6,439	-\$61	\$6,500	\$6,000
4154	Ballfield Use Fees	\$14,000	\$3,746	-\$10,254	\$12,000	\$4,600
4163	ARB Violations	\$7,600	\$9,901	\$2,301	\$10,000	\$10,000
4165	Major Property Improvement Request	\$1,500	\$19,009	\$17,509	\$17,000	\$17,000
4166	Minor (Basic) PIR	\$22,500	\$0	-\$22,500	\$0	\$0
4171	Sponsorship	\$8,500	\$8,900	\$400	\$9,000	\$9,000
4180	Grants	\$0	\$47,463	\$47,463	\$82,000	\$0
4199	Miscellaneous Income	\$10,625	\$10,500	-\$125	\$0	\$0
4330	Teen Funding & Grants	\$14,000	\$1,390	-\$12,610	\$0	\$2,000
4324	Pool Membership	\$11,120	\$9,960	-\$1,160	\$15,000	\$10,000
4420	Concessions	\$10,000	\$1,117	-\$8,883	\$10,000	\$1,000
	Pool Management	\$107,000	\$118,374	\$11,374	\$107,000	\$118,000
4550	MC Fixed Maintenance & Grounds Fees	\$648,926	\$617,029	-\$31,897	\$770,088	\$750,000
4580	HC Additional Services	\$206,715	\$100,000	-\$106,715	\$300,000	\$100,000
4581	Inspection Enforcement Service	\$21,000	\$3,293	-\$17,707	\$22,250	\$3,300
	Fixed Price HC Management Fees	\$601,074	\$799,503	\$198,429	\$625,778	\$600,000
	Fixed MVF- Maintenance Contract Income	\$724,500	\$606,863	-\$117,637	\$900,000	\$0
4969	Maint - Competitive Bids & Others	\$60,000	\$0	-\$60,000	\$0	\$0
4990	Poplar Spring	\$0	\$0	\$0	\$1,107	\$0
	<b>Total Income</b>	<b>\$7,564,637</b>	<b>\$6,797,403</b>	<b>-\$767,234</b>	<b>\$8,594,878</b>	<b>\$7,208,085</b>
	<b>Expenses</b>					
	<b>Payroll Costs</b>					
5110	Wages & Salaries	\$3,011,631	\$3,261,056	-\$249,425	\$3,267,547	\$3,230,300
5111	Temporary Employees	\$747,627	\$837,013	-\$89,386	\$780,060	\$890,000
5113	Teen Club Wages	\$4,000	\$1,807	\$2,193	\$6,000	\$2,500
5114	Regular Part Time	\$90,706	\$76,419	\$14,287	\$137,663	\$75,000
5115	Recording Secretaries	\$18,500	\$18,396	\$104	\$16,700	\$18,000
5116	Village News Delivery Wages	\$24,871	\$22,463	\$2,408	\$26,502	\$22,300
5117	Payroll Taxes TCGC	\$7,285	\$0	\$7,285	\$17,583	\$0
5118	Taxes Payroll	\$335,926	\$363,617	-\$27,691	\$359,090	\$368,800
5119	Employee Benefits	\$425,276	\$482,237	-\$56,961	\$506,857	\$480,800
5120	Workers Compensation	\$72,782	\$76,548	-\$3,766	\$83,583	\$79,000
5121	Payroll Processing Costs	\$29,500	\$27,073	\$2,427	\$28,600	\$29,600
5150	Training	\$34,540	\$12,017	\$22,523	\$23,700	\$13,000
5490	Uniforms	\$9,060	\$10,517	-\$1,457	\$10,474	\$10,400
	<b>Total Payroll Expenditures</b>	<b>\$4,811,704</b>	<b>\$5,189,166</b>	<b>-\$377,462</b>	<b>\$5,264,359</b>	<b>\$5,219,700</b>

## MVF 2008 Budget Analysis

G/L Acct #	Description	2007 Budget Published 9-15-2006	2007 Projected Actual	Budget to Projected Variance (+) Favorable (-) Unfavorable	2008 Budget	Observer 2008 Budget Estimate
	<b>Utility</b>					
5320	Water & Sewer	\$41,300	\$52,142	-\$10,842	\$42,300	\$59,400
5530	Electricity	\$160,050	\$184,259	-\$24,209	\$163,850	\$196,300
5350	Gas for Heating	\$16,254	\$14,761	\$1,493	\$18,554	\$16,000
5350	Heating Oil	\$9,800	\$9,091	\$709	\$9,800	\$7,700
5360	Telephone	\$55,000	\$48,670	\$6,330	\$54,225	\$50,000
	<b>Total Utility Expenditures</b>	<b>\$282,404</b>	<b>\$308,923</b>	<b>-\$26,519</b>	<b>\$288,729</b>	<b>\$329,400</b>
	<b>Business Expenses</b>					
5140	Business Expenses	\$26,140	\$27,652	-\$1,512	\$32,025	\$30,000
5141	Meeting & Event Supplies	\$7,290	\$4,875	\$2,415	\$13,615	\$5,000
5142	Board Expenses	\$11,470	\$4,370	\$7,100	\$0	\$4,000
5143	Recognitions & Awards	\$2,300	\$2,409	-\$109	\$2,000	\$2,800
5151	Milage	\$14,354	\$10,624	\$3,730	\$14,734	\$11,000
	<b>Total Business Expenses</b>	<b>\$61,554</b>	<b>\$49,931</b>	<b>\$11,623</b>	<b>\$62,374</b>	<b>\$52,800</b>
	<b>Office Supplies</b>					
5409	Disclosure Package Supplies	\$0	\$2,713	-\$2,713	\$0	\$0
5410	Office Supplies	\$27,138	\$22,408	\$4,730	\$26,225	\$23,200
5411	Marketing Promotion Materials	\$13,065	\$0	\$13,065	\$12,500	\$4,200
5412	Copy Paper	\$2,920	\$5,283	-\$2,363	\$10,995	\$5,400
5413	Envelopes	\$3,815	\$115	\$3,700	\$1,850	\$200
5414	Toner Cartridges	\$11,789	\$5,587	\$6,202	\$13,347	\$4,300
5415	Duplicating Applied	\$23,489	\$0	\$23,489	\$100	\$0
5416	Disclosure Duplicating	\$5,000	\$673	\$4,327	\$0	\$770
	<b>Total Office Supplies</b>	<b>\$87,216</b>	<b>\$36,779</b>	<b>\$50,437</b>	<b>\$65,017</b>	<b>\$38,070</b>
<b>5418</b>	<b>Postage</b>	<b>\$45,900</b>	<b>\$40,942</b>	<b>\$4,958</b>	<b>\$39,388</b>	<b>\$39,600</b>
	<b>Printing</b>					
5555	Printing Village News	\$74,200	\$81,600	-\$7,400	\$90,000	\$76,500
5557	Miscellaneous Printing	\$8,275	\$9,768	-\$1,493	\$8,900	\$9,200
	<b>Total Printing Expenditures</b>	<b>\$82,475</b>	<b>\$91,368</b>	<b>-\$8,893</b>	<b>\$98,900</b>	<b>\$85,700</b>
	<b>Other Administrative Expenses</b>					
5417	Service Contracts	\$27,450	\$23,203	\$4,247	\$105,000	\$25,400
5522	Lockbox & Credit Card Fees	\$13,445	\$0	\$13,445	\$0	\$0
5523	Bank Service Charges	\$10,275	\$30,178	-\$19,903	\$32,000	\$32,700
5510	Data Processing	\$12,500	\$12,050	\$450	\$10,500	\$12,900
5611	Software Maintenance	\$23,190	\$19,130	\$4,060	\$24,255	\$21,500
5515	Membership Dues	\$4,442	\$1,468	\$2,974	\$5,382	\$1,500
5516	Management Fees	\$713	\$727	-\$14	\$748	\$750
5528	Professional Services	\$23,000	\$22,871	\$129	\$11,000	\$26,000
5138	Subcontractors	\$41,257	\$25,987	\$15,270	\$27,017	\$28,000
5419	Assessment Collections	\$1,500	\$24	\$1,476	\$0	\$0
5554	Subscription	\$2,200	\$2,160	\$40	\$1,900	\$2,000
	<b>Total Other Administrative</b>	<b>\$117,215</b>	<b>\$111,787</b>	<b>\$5,428</b>	<b>\$190,785</b>	<b>\$122,750</b>
<b>5525</b>	<b>Audit</b>	<b>\$32,232</b>	<b>\$65,306</b>	<b>-\$33,074</b>	<b>\$50,000</b>	<b>\$50,000</b>

## MVF 2008 Budget Analysis

G/L Acct #	Description	2007 Budget Published 9-15-2006	2007 Projected Actual	Budget to Projected Variance (+) Favorable (-) Unfavorable	2008 Budget	Observer 2008 Budget Estimate
	<b>Legal</b>					
5519	Legal Process Server Fees	\$12,000	\$16,298	-\$4,298	\$12,000	\$15,000
5520	Legal Attorney Services	\$50,000	\$47,007	\$2,993	\$49,000	\$49,000
5521	Legal Court Filing Fees	\$6,000	\$7,778	-\$1,778	\$8,000	\$8,800
	<b>Total Legal Costs</b>	<b>\$68,000</b>	<b>\$71,084</b>	<b>-\$3,084</b>	<b>\$69,000</b>	<b>\$72,800</b>
	<b>Performance and Admissions</b>					
5139	Performance & Admissions	\$82,227	\$51,474	\$30,753	\$28,175	\$101,400
5425	Program Supplies	\$86,990	\$92,380	-\$5,390	\$96,800	\$93,500
5428	Youth Program Supplies	\$1,200	\$2,714	-\$1,514	\$1,800	\$2,700
5435	Youth Account Expenditures	\$500	\$0	\$500	\$400	\$0
	<b>Total Performance &amp; Admissions</b>	<b>\$170,917</b>	<b>\$146,568</b>	<b>\$24,349</b>	<b>\$127,175</b>	<b>\$197,600</b>
	<b>Maintenance Supplies</b>					
5343	Billable Supplies	\$105,890	\$91,155	\$14,735	\$2,500	\$70,000
5344	Fixed Price Supplies	\$40,048	\$127,880	-\$87,832	\$40,000	\$100,000
5345	Shop Supplies	\$2,000	\$2,671	-\$671	\$7,900	\$4,000
5420	Building Supplies	\$19,732	\$21,311	-\$1,579	\$16,000	\$15,000
5480	Consumable Supplies	\$4,558	\$3,044	\$1,514	\$0	\$0
	<b>Total Maintenance Supplies</b>	<b>\$172,228</b>	<b>\$246,060</b>	<b>-\$73,832</b>	<b>\$66,400</b>	<b>\$189,000</b>
	<b>Maintenance &amp; Repair</b>					
5440	Vehicle Fuel	\$55,203	\$62,656	-\$7,453	\$64,103	\$66,500
5450	Vehicle Rental	\$15,458	\$5,749	\$9,709	\$9,000	\$5,900
5455	Equipment Maintenance	\$30,000	\$24,062	\$5,938	\$21,000	\$26,200
5460	Vehicle Rental	\$1,000	\$155	\$845	\$750	\$200
5470	Expendable Equipment	\$9,400	\$11,368	-\$1,968	\$13,000	\$13,000
5580	Repair and Maintenance Buildings	\$116,098	\$166,870	-\$50,772	\$115,800	\$124,500
5562	Maintenance Support	\$9,500	\$13,784	-\$4,284	\$16,500	\$14,300
5576	Sign Repair and Replacement	\$5,270	\$4,957	\$313	\$6,930	\$5,200
5577	Park Furniture Repair & Replacement	\$7,325	\$8,426	-\$1,101	\$8,450	\$8,700
5578	Asphalt Concrete Repair	\$9,700	\$12,469	-\$2,769	\$12,826	\$9,700
5579	Lights Repair and Replacement	\$8,850	\$3,547	\$5,303	\$9,000	\$3,600
5580	Snow Removal	\$13,700	\$11,449	\$2,251	\$17,025	\$13,700
5587	Retaining Wall Repair	\$1,500	\$671	\$829	\$3,700	\$1,500
5588	Fence & Backstop Repair	\$7,000	\$2,316	\$4,684	\$8,200	\$2,400
5590	Fixed Price - Maintenance	\$0	\$0	\$0	\$0	\$0
5540	Equipment Rental	\$18,980	\$14,011	\$4,969	\$19,600	\$14,500
	<b>Total Maintenance &amp; Repair Cost</b>	<b>\$350,241</b>	<b>\$368,479</b>	<b>-\$18,238</b>	<b>\$352,901</b>	<b>\$337,900</b>

## MVF 2008 Budget Analysis

G/L Acct #	Description	2007 Budget Published 9-15-2006	2007 Projected Actual	Budget to Projected Variance (+) Favorable (-) Unfavorable	2008 Budget	Observer 2008 Budget Estimate
	<b>Trash Removal</b>					
5370	Contracted Trash Removal	\$57,905	\$54,225	\$3,680	\$52,235	\$56,800
5585	Trash Pick Up	\$62,325	\$2,150	\$60,175	\$75,650	\$2,300
	<b>Total Trash Removal Cost</b>	<b>\$120,230</b>	<b>\$56,375</b>	<b>\$63,855</b>	<b>\$127,885</b>	<b>\$59,100</b>
	<b>Grounds, Landscaping, Lakes &amp; Streams</b>					
5570	Mowing & Edging	\$285,874	\$2,839	\$283,035	\$359,157	\$286,000
5571	Grass Fertilizer	\$12,270	\$0	\$12,270	\$15,125	\$12,300
5572	Greenspace Repair	\$9,850	\$2,825	\$7,025	\$19,525	\$9,900
5573	Weed Control	\$13,875	\$113	\$13,762	\$18,875	\$14,000
5574	Tree Shrub Maintenance	\$98,000	\$36,000	\$62,000	\$135,750	\$98,000
5575	Tree Shrub Removal Replacement	\$36,725	\$22,080	\$14,645	\$77,850	\$36,700
5581	Store Drain Maintenance	\$3,685	\$2,504	\$1,181	\$7,115	\$3,700
5582	Tot Lot Repairs	\$18,100	\$2,407	\$15,693	\$22,150	\$2,500
5584	Lakes Ponds Maintenance	\$24,000	\$5,885	\$18,115	\$31,000	\$6,100
5586	Ballfield Maintenance	\$34,080	\$18,600	\$15,480	\$51,350	\$34,100
5591	Lake Bank Maintenance	\$5,000	\$2,080	\$2,920	\$10,000	\$5,000
5593	Leaf Pick Up	\$6,500	\$683	\$5,817	\$13,774	\$6,500
	<b>Total Grounds, Lake &amp; Stream Costs</b>	<b>\$547,959</b>	<b>\$96,016</b>	<b>\$451,943</b>	<b>\$761,671</b>	<b>\$514,800</b>
<b>5550</b>	<b>Security</b>	<b>\$113,112</b>	<b>\$143,040</b>	<b>-\$29,928</b>	<b>\$115,871</b>	<b>\$116,000</b>
	<b>Insurance-Licenes &amp; Taxes</b>					
5375	Water Quality Protection Fee	\$2,170	\$1,695	\$475	\$2,170	\$1,900
5380	Front Foot Benefit	\$7,924	\$4,117	\$3,807	\$7,224	\$4,700
5495	Permits & Licenses	\$10,111	\$8,744	\$1,367	\$8,061	\$10,000
5530	Insurance D & O	\$21,966	\$12,839	\$9,127	\$12,322	\$13,300
5531	Insurance General Liability	\$96,265	\$89,038	\$7,227	\$88,931	\$92,200
5532	Insurance Automobile	\$39,582	\$36,421	\$3,161	\$39,277	\$37,900
5533	Insurance Umbrella	\$31,176	\$31,042	\$134	\$31,042	\$32,100
5535	Insurance Crime	\$1,556	\$1,545	\$11	\$1,545	\$1,600
	<b>Total Insurance, License &amp; Tax Cost</b>	<b>\$210,750</b>	<b>\$185,440</b>	<b>\$25,310</b>	<b>\$190,572</b>	<b>\$193,700</b>
	<b>Contributions to Reserve</b>	<b>\$289,000</b>	<b>\$117,632</b>	<b>\$171,368</b>	<b>\$714,500</b>	<b>\$714,500</b>

## MVF 2008 Budget Analysis

G/L Acct #	Description	2007 Budget Published 9- 15-2006	2007 Projected Actual	Budget to Projected Variance (+) Favorable (-) Unfavorable	2008 Budget	Observer 2008 Budget Estimate
	<b>Income</b>					
	Assessment income	\$4,075,755	\$4,087,632	-\$11,877	\$4,825,785	\$4,825,785
	Advertising income	\$210,000	\$191,363	\$18,637	\$210,000	\$195,000
	Administrative Charges	\$392,645	\$172,588	\$220,057	\$295,670	\$105,300
	Class and recreation program income	\$610,320	\$603,977	\$6,343	\$606,550	\$494,600
	Management and administrative service income	\$876,641	\$720,322	\$156,319	\$1,718,116	\$700,000
	Maintenance and landscaping service income	\$1,386,648	\$978,626	\$408,022	\$901,107	\$850,000
	Interest income	\$12,628	\$42,895	-\$30,267	\$14,900	\$37,400
	<b>Total Revenue</b>	<b>\$7,564,637</b>	<b>\$6,797,403</b>	<b>\$767,234</b>	<b>\$8,594,878</b>	<b>\$7,208,085</b>
	<b>Expenses by Cost Category</b>					
	Payroll Costs	\$4,811,704	\$5,189,166	-\$377,462	\$5,264,359	\$5,219,700
	Utility	\$282,404	\$308,923	-\$26,519	\$288,729	\$329,400
	Business Expenses	\$61,554	\$49,931	\$11,623	\$62,374	\$52,800
	Office Supplies	\$87,216	\$36,779	\$50,437	\$65,017	\$38,070
	Postage	\$45,900	\$40,942	\$4,958	\$39,388	\$39,600
	Printing	\$82,475	\$91,368	-\$8,893	\$98,900	\$85,700
	Other Administrative Expenses	\$117,215	\$111,787	\$5,428	\$190,785	\$122,750
	Audit	\$32,232	\$65,306	-\$33,074	\$50,000	\$50,000
	Legal	\$68,000	\$71,084	-\$3,084	\$69,000	\$72,800
	Performance and Admissions	\$170,917	\$146,568	\$24,349	\$127,175	\$197,600
	Maintenance Supplies	\$172,228	\$246,060	-\$73,832	\$66,400	\$189,000
	Maintenance & Repair	\$350,241	\$368,479	-\$18,238	\$352,901	\$337,900
	Trash Removal	\$120,230	\$56,375	\$63,855	\$127,885	\$59,100
	Grounds, Landscaping, Lakes & Streams	\$547,959	\$96,016	\$451,943	\$761,671	\$514,800
	Security Services	\$113,112	\$143,040	-\$29,928	\$115,871	\$116,000
	Insurance-Licenes & Taxes	\$210,750	\$185,440	\$25,310	\$190,572	\$193,700
	Contributions to Reserve	\$289,000	\$117,632	\$171,368	\$714,500	\$714,500
	<b>Total Expenses</b>	<b>\$7,564,637</b>	<b>\$7,324,917</b>	<b>\$239,720</b>	<b>\$8,585,527</b>	<b>\$8,333,420</b>

## MVF 2008 Budget Analysis

G/L Acct #	Description	2007 Budget Published 9- 15-2006	2007 Projected Actual	Budget to Projected Variance (+) Favorable (-) Unfavorable	2008 Budget	Observer 2008 Budget Estimate
<b>Summary by Fiscal Year of Operating Income &amp; Expenses by Property Fund</b>						
<b>Income</b>						
	MVF Fund	\$2,747,989	\$2,651,400	-\$96,589	\$3,024,671	\$2,832,683
	Designated Users Facilities Fund	\$2,046,578	\$1,997,801	-\$48,777	\$2,400,702	\$2,393,067
	Poplar Spring Fund	\$1,881	\$1,881	\$0	\$2,082	\$2,265
	User Fee Programs Fund	\$432,200	\$421,372	-\$10,828	\$432,200	\$406,000
	Community Management Fund	\$949,341	\$746,323	-\$203,018	\$1,019,028	\$724,071
	Maintenance Activity Fund	\$1,386,648	\$978,626	-\$408,022	\$1,716,195	\$850,000
	<b>Total Income</b>	<b>\$7,564,637</b>	<b>\$6,797,403</b>	<b>-\$767,234</b>	<b>\$8,594,878</b>	<b>\$7,208,085</b>
<b>Expenses</b>						
	MVF Fund	\$2,694,949	\$2,316,501	\$378,448	\$3,128,882	\$2,831,349
	Designated Users Facilities Fund	\$1,931,121	\$1,926,307	\$4,814	\$1,892,503	\$2,024,709
	Poplar Spring Fund	\$1,862	\$777	\$1,085	\$2,084	\$2,009
	User Fee Programs Fund	\$496,485	\$496,653	-\$168	\$380,879	\$457,012
	Community Management Fund	\$1,006,918	\$1,035,686	-\$28,768	\$1,189,751	\$1,090,507
	Maintenance Activity Fund	\$1,433,302	\$1,548,994	-\$115,692	\$1,991,429	\$1,927,834
	Reserve Fund	\$289,000	\$117,632	\$171,368	\$714,500	\$714,500
	<b>Total Expenses</b>	<b>\$7,564,637</b>	<b>\$7,324,918</b>	<b>\$239,719</b>	<b>\$8,585,527</b>	<b>\$8,333,420</b>
	(Deficit) / Surplus					
	MVF S/(D)	\$53,040	\$334,899	\$281,859	-\$104,211	\$1,333
	DUF S/(D)	\$115,457	\$71,493	-\$43,964	\$508,199	\$368,358
	PS S/(D)	\$19	\$1,104	\$1,085	-\$2	\$256
	UFP S/(D)	-\$64,285	-\$75,281	-\$10,996	\$51,321	-\$51,012
	CM S/(D)	-\$57,577	-\$289,363	-\$231,786	-\$170,723	-\$366,436
	MA S/(D)	-\$46,654	-\$570,367	-\$523,713	-\$275,234	-\$1,077,834
	<b>Summary (Deficit) / Surplus</b>	<b>\$0</b>	<b>-\$527,514</b>	<b>-\$527,514</b>	<b>\$9,351</b>	<b>-\$1,125,335</b>

## 2005 to 2008 Income Comparison

Description	2005 B	2005 Audit	\$ 2005 Variance \$	% 2005 Variance %	2006 B	2006 Audit	\$ 2006 Variance \$	% 2006 Variance %
Assessment income	\$3,632,662	\$3,664,605	\$31,943	0.9%	\$3,679,774	\$3,684,426	\$4,652	0.1%
Advertising income	\$258,000	\$188,559	(\$69,441)	-26.9%	\$265,000	\$187,603	(\$77,397)	-29.2%
Administrative Charges	\$317,500	\$278,848	(\$38,652)	-12.2%	\$864,330	\$273,748	(\$590,582)	-68.3%
Class and recreation program income	\$690,412	\$553,789	(\$136,623)	-111.8%	\$675,000	\$543,868	(\$131,132)	-138.0%
Management and administrative service income	\$1,066,189	\$797,398	(\$268,791)	5.1%	\$1,101,447	\$740,898	(\$360,549)	-78.0%
Maintenance and landscaping service income	\$1,555,252	\$1,344,126	(\$211,126)	-13.6%	\$2,130,735	\$1,297,832	(\$832,903)	-39.1%
Interest income	\$31,000	\$249,684	\$218,684	705.4%	\$32,700	\$203,887	\$171,187	523.5%
<b>Total revenue</b>	<b>\$7,551,015</b>	<b>\$7,077,009</b>	<b>(\$474,006)</b>	<b>547.0%</b>	<b>\$8,748,986</b>	<b>\$6,932,262</b>	<b>(\$1,816,724)</b>	<b>171.0%</b>

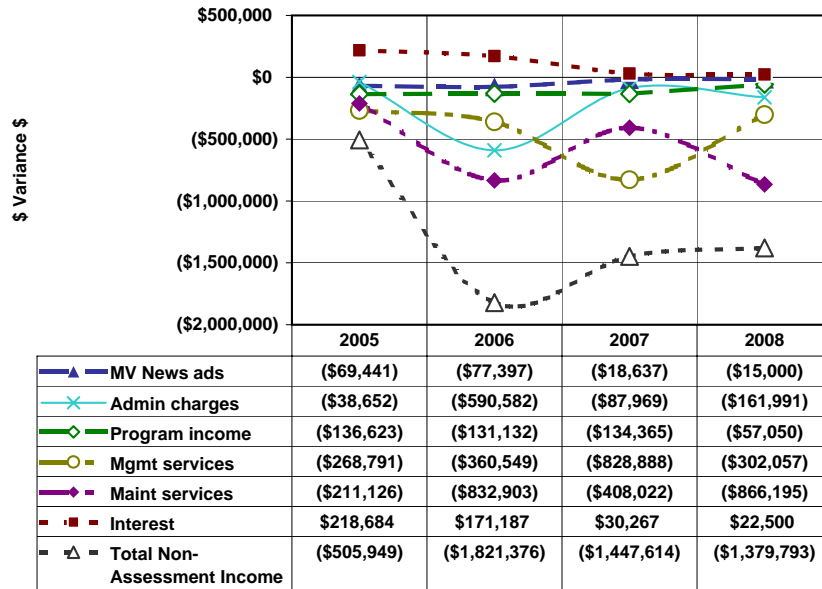
  

	2007 Budget	2007 Projected Actual	\$ 2007 Variance \$	% 2007 Variance %	2008 Budget	2008 Observer Estimated	\$ 2008 Variance \$	% 2008 Variance %
Assessment income	\$4,075,755	\$4,087,632	\$11,877	0.3%	\$4,825,785	\$4,825,785	\$0	0.0%
Advertising income	\$210,000	\$191,363	(\$18,637)	-10.6%	\$210,000	\$195,000	(\$15,000)	-7.1%
Administrative Charges	\$313,945	\$225,976	(\$87,969)	-38.5%	\$274,420	\$112,429	(\$161,991)	-59.0%
Class and recreation program income	\$620,320	\$485,955	(\$134,365)	-230.1%	\$532,050	\$475,000	(\$57,050)	-41.0%
Management and administrative service income	\$945,341	\$116,453	(\$828,888)	-190.1%	\$1,014,528	\$712,471	(\$302,057)	-75.2%
Maintenance and landscaping service income	\$1,386,648	\$978,626	(\$408,022)	-43.9%	\$1,716,195	\$850,000	(\$866,195)	-50.5%
Interest income	\$12,628	\$42,895	\$30,267	77.0%	\$14,900	\$37,400	\$22,500	151.0%
<b>Total revenue</b>	<b>\$7,564,637</b>	<b>\$6,128,900</b>	<b>(\$1,435,737)</b>	<b>-435.9%</b>	<b>\$8,587,878</b>	<b>\$7,208,085</b>	<b>(\$1,379,793)</b>	<b>-81.9%</b>

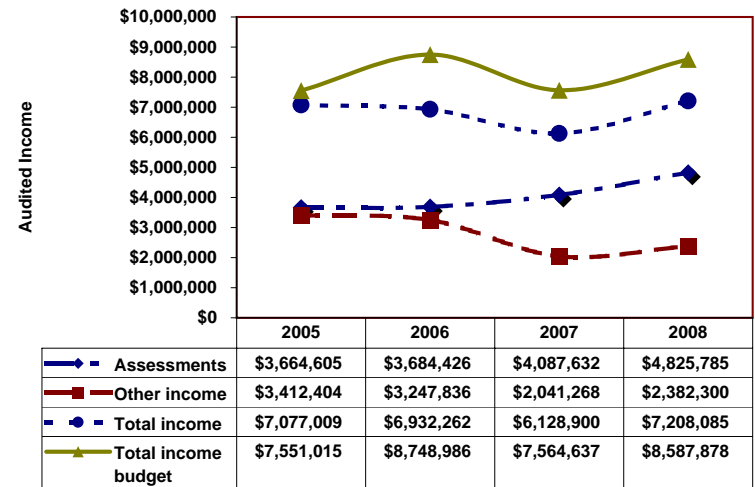
## 2005 to 2008 Income Comparison

Description	2005 B	2005 Audit	\$ 2005 Variance \$	% 2005 Variance %	2006 B	2006 Audit	\$ 2006 Variance \$	% 2006 Variance %
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Budget to Actual Variance Non Assessment Income 2005-2008



Assessment vs non Assessment Income



## MVF Cost & Assess Allocations

Dwelling Unit Subdivisions	#of Units	2008 Budget	Monthly	Annual	2007 Projected Management Fees	2007 Projected Maintenance Services	Seasonal Pool Service Contract	Total MVF Income
Montgomery Village Fund	11,866	\$2,521,201	\$17.71	\$212				
Designated Users Fund	8,480	\$2,302,502	\$22.63	\$272				
Poplar Spring Fund	18	\$2,082	\$9.64	\$116				
<b>Total Assessments</b>		<b>\$4,823,703</b>						
<b>Homes Corporations</b>		<b>Total</b>	<b>MVF</b>	<b>DUF</b>				
East Village	1,389	\$672,268	\$295,125	\$377,143	\$97,167	\$256,987		\$1,026,422
Eastgate	443	\$214,409	\$94,125	\$120,284	\$37,583	\$95,270		\$347,262
Maryland Place	276	\$133,582	\$58,642	\$74,940	\$26,522	\$1,998		\$162,102
Middle Village	528	\$255,549	\$112,186	\$143,363	\$43,493	\$145,002		\$444,044
Northgate	1,149	\$556,109	\$244,131	\$311,978				\$556,109
North Village	888	\$429,787	\$188,676	\$241,111	\$0	\$16,097		\$445,884
Poplar Spring	18	\$8,712	\$3,825	\$4,887	\$666	\$0		\$9,378
Patton Ridge	1,260	\$609,833	\$267,716	\$342,117	\$79,758	\$165,905		\$855,496
Stedwick	1,072	\$518,842	\$227,771	\$291,071	\$90,032	\$31,249		\$640,123
South Village	1,010	\$488,834	\$214,597	\$274,237	\$0	\$16,097		\$504,931
Whetstone	447	\$216,345	\$94,975	\$121,370	\$37,217	\$14,810		\$268,372
<b>Total HC</b>	<b>8,480</b>	<b>\$4,104,270</b>	<b>\$1,801,768</b>	<b>\$2,302,502</b>	<b>\$412,438</b>	<b>\$743,415</b>	<b>\$0</b>	<b>\$5,260,123</b>

## MVF Cost & Assess Allocations

Dwelling Unit Subdivisions	#of Units	2008 Budget	Monthly	Annual	2007 Projected Management Fees	2007 Projected Maintenance Services	Seasonal Pool Service Contract	Total MVF Income
<b>Condominiums</b>								
Center Court	132	\$28,046	\$28,046					\$28,046
Christopher Court	266	\$56,518	\$56,518					\$56,518
Horizon Run	154	\$32,721	\$32,721		\$34,342	\$4,895		\$71,958
Heron's Cove	406	\$86,264	\$86,264				\$35,018	\$121,282
Normandie on the Lake I	162	\$34,421	\$34,421		\$6,750	\$146		\$41,317
Thomas Choice	103	\$21,885	\$21,885		\$25,826	\$1,860	\$38,222	\$87,793
Thomas Choice Gardens	300	\$63,742	\$63,742		\$86,254	\$0		\$149,996
Normandie on the Lake II	288	\$61,192	\$61,192				\$45,134	\$106,326
Park Place and Villas	150	\$31,871	\$31,871					\$31,871
<b>Total Condo</b>	<b>1,961</b>	<b>\$416,659</b>	<b>\$416,659</b>	<b>\$0</b>	<b>\$153,172</b>	<b>\$6,901</b>	<b>\$118,374</b>	<b>\$695,106</b>
<b>Apartments</b>								
Cider Mill	864	\$183,576	\$183,576					\$183,576
Village House	147	\$31,233	\$31,233					\$31,233
Walier House	211	\$44,832	\$44,832					\$44,832
Gables Rothbury	203	\$43,132	\$43,132					\$43,132
<b>Total Apts</b>	<b>1,425</b>	<b>\$302,774</b>	<b>\$302,774</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$302,774</b>
<b>Total Dwelling Units</b>	<b>11,866</b>	<b>\$4,823,703</b>	<b>\$2,521,201</b>	<b>\$2,302,502</b>	<b>\$565,610</b>	<b>\$750,316</b>	<b>\$118,374</b>	<b>\$6,258,003</b>

## MVF 05 - 08 Income Analysis

G/L Acct #	Description	2005 Budget	2005 Audit	2006 Budget	2006 Audit	2007 Budget Published 9-15-2006	2007 Projected Actual	2008 Budget	Observer 2008 Budget Estimate
	<b>Income</b>								
4100	Assessment Homeowners	\$3,632,662		\$3,235,395		\$3,561,099	\$3,561,587	\$4,287,513	\$4,287,513
4101	Assessment Condominiums	\$0		\$338,798		\$377,856	\$380,636	\$382,272	\$382,272
4102	Assessments-Apartments	\$0		\$105,581		\$136,800	\$145,409	\$156,000	\$156,000
4103	Allowance for Bad Debts	-\$12,000		-\$6,000		-\$6,000	\$0	-\$50,000	\$0
4109	Transfer Fee	\$107,000		\$42,000		\$59,950	\$34,467	\$32,500	\$20,000
4110	Assessment Collection Fee	\$175,000		\$220,000		\$132,000	\$0	\$160,000	\$0
4120	Advertising Village News & Web	\$258,000		\$265,000		\$210,000	\$191,363	\$210,000	\$195,000
4130	Village Wide Recreation/Special Events	\$63,778		\$75,000		\$77,000	\$13,200	\$13,850	\$14,000
4140	Disclosure Income	\$97,000		\$108,000		\$157,500	\$91,048	\$99,000	\$50,000
4151	Tot Lot Inspections	\$3,500		\$3,500		\$3,700	\$751	\$720	\$500
4153	Lake Whetstone Income	\$1,200		\$25,000		\$6,500	\$6,439	\$6,500	\$6,000
4154	Ballfield Use Fees	\$7,800		\$13,000		\$14,000	\$3,746	\$12,000	\$4,600
4163	ARB Violations	\$0		\$5,000		\$7,600	\$9,901	\$10,000	\$10,000
4165	Major Property Improvement Request	\$15,000		\$15,000		\$1,500	\$19,009	\$17,000	\$17,000
4166	Minor (Basic) PIR	\$0		\$3,000		\$22,500	\$0	\$0	\$0
4171	Sponsorship	\$0		\$35,000		\$8,500	\$8,900	\$9,000	\$9,000
4180	Grants	\$0		\$30,000		\$0	\$47,463	\$82,000	\$0
4199	Miscellaneous Income	\$0		\$40,000		\$10,625	\$10,500	\$0	\$0
4330	Teen Funding & Grants	\$1,500		\$3,000		\$14,000	\$1,390	\$0	\$2,000
4324	Pool Membership	\$2,550		\$0		\$11,120	\$9,960	\$15,000	\$10,000
4420	Concessions	\$11,000		\$11,000		\$10,000	\$1,117	\$10,000	\$1,000
4580	HC Additional Services	\$170,369		\$150,000		\$206,715	\$100,000	\$300,000	\$100,000
4581	Inspection Enforcement Service	\$0		\$0		\$21,000	\$3,293	\$22,250	\$3,300
	Fixed MVF- Maintenance Contract Income	\$562,180		\$783,245		\$724,500	\$0	\$900,000	\$0
4969	Maint - Competitive Bids & Others	\$419,724		\$554,725		\$60,000	\$0	\$0	\$0
	<b>Total Income</b>	<b>\$7,640,015</b>		<b>\$8,598,986</b>		<b>\$7,564,637</b>	<b>\$6,603,358</b>	<b>\$8,594,878</b>	<b>\$7,208,085</b>
	Assessment income	\$3,632,662	\$3,664,605	\$3,679,774	\$3,684,426	\$4,075,755	\$4,087,632	\$4,825,785	\$4,825,785
	Advertising income	\$258,000	\$188,559	\$265,000	\$187,603	\$210,000	\$191,363	\$210,000	\$195,000
	Administrative Charges	\$317,500	\$278,848	\$864,330	\$273,748	\$413,645	\$172,588	\$295,670	\$105,300
	Class and recreation program income	\$690,412	\$553,789	\$675,000	\$543,868	\$610,320	\$589,055	\$606,550	\$494,600
	Management and administrative service	\$1,066,189	\$797,398	\$1,101,447	\$740,898	\$1,477,715	\$720,322	\$1,718,116	\$700,000
	Maintenance and landscaping service income	\$1,555,252	\$1,344,126	\$2,130,735	\$1,297,832	\$784,500	\$799,503	\$901,107	\$850,000
	Interest income	\$31,000	\$249,684	\$32,700	\$203,887	\$12,628	\$42,895	\$14,900	\$37,400
	<b>Total revenue</b>	<b>\$7,551,015</b>	<b>\$7,077,009</b>	<b>\$8,748,986</b>	<b>\$6,932,262</b>	<b>\$7,564,637</b>	<b>\$6,603,358</b>	<b>\$8,594,878</b>	<b>\$7,208,085</b>

## Comments on 2008 Income Line Items

**4101 4103 Allowance for Bad Debt (\$50,000)** “Allowance for Bad Debts” is an expense that is accrued based upon an analysis of the year’s assessments accounts receivable. “Allowance for Bad Debt” is not a negative income but an accumulative balance sheet account subtracted from “Assessments Receivable” to adjust for uncollectible assessment amounts. The net change in “Allowance for Bad Debt” will be an expense account to general ledger account # 5419- “Assessment Collections”. This account should not be shown on the income portion of the budget.

**4109 4509 Transfer Fees \$32,500** A Transfer Fee is an administrative fee of \$50 collected at settlement paid to a management company, the Foundation and/or the Homes Corporation for the administrative cost of the transfer and to set up ownership, occupancy and contract information for the new owner. Separate transfer fees can be charged by the Foundation and the Homes Corporations.

**4110 4310 4510 Assessment Collection Fee - \$160,000** appears to be an administrative charge for the collecting of assessment fees paid to the MVF Fund, the Designated User Fund, and the Homes Corporations under contract with the Foundation for management and administrative services.

Unless the Homes Corporation contract identifies “Assessment Collection Fee” as an obligation to pay as a separate and additional “Assessment Collection Fee” over and above the basic contract with the Foundation any such fee should not be included as an income account.

The fees charged to MVF and DUF would be duplicated as expenses and only confuses and misrepresents the budget analysis. Assessment collection fees should not be shown as income

The practice of booking offsetting and/or inter-fund charges overstates income as well as confuses and misrepresents the budget analysis. Inter-fund fees are not recognized as revenue in the audit and should not be included in the budget presentation.

**4551 Tot Lot Inspections \$720** “Tot Lot Inspections” are paid by Homes Corporation for inspections and maintenance standards compliancy of Tot Lots.

**4140 Disclosure Income \$99,000** Revenue from the sale of Resale Disclosure Certification documents to home sellers.

**4153 - Lake Whetstone Income \$7,082** Revenue from boat rental fees.

**4154 Ball Field/Park Use Fees** are paid to MVF by soccer and baseball teams and leagues for practice and games. Budgeted as “Ball Field/Park Use Fees”

**4581 Inspection Enforcement Service \$22,250** Inspection Enforcement fees are paid by Homes Corporation for inspection and compliance performed by MVF covenant control and/or community management staff. The inspection covers

the exterior maintenance of dwelling units, landscaping and yard maintenance and architectural compliance as outlined in the Private Property Maintenance Policy of the respective Homes Corporations and architectural standards as established by MVF's Architectural Review Board.

Unless the Homes Corporation contract identifies a fee paid to the Community Management Fund (CMF) separately and in addition to the Homes Corporation contract with the Foundation for management and administrative services, it should not appear as a budgeted income item.

**Grants \$82,000** Matching Maryland State fund grants.

**4195 Inter fund Income 4197 Undesignated Reserves 4198 Excess–Prior-Yr 4399 Misc-Undesignated Reserves** These general ledger classifications are not legitimate income line items for inclusion in a budget schedule presentation. Each represents the use of unrealized surplus funds for the budget year or positive accumulated prior year fund balances to offset the budgeted expenses and display a balanced budget.

MVF has over the years included income amounts in these line item classifications to mask a deficit budget and/or unfavorable variances.

**4324 Pool Membership \$15,000** Seasonal pool use membership by residents of neighboring communities.

**4420 Concessions \$10,000** Income from concessionaires such as vending machine companies and pay telephone installations on MVF property under agreement with the Foundation.

**Pool Management \$107,000** Seasonal contract agreements for pool management services with Condominium communities within the Village.

**Fixed Price Management Contracts \$625,000** Contract Agreements for Routine Recurring (Fixed) and Non Routine (a la carte) administrative and management services between the Foundation's Community Management department.

**4199 Miscellaneous Income 4580 HC Additional Services \$300,000** Non Routine (a la carte) and/or periodic negotiated agreements with Homes Corporations and Condominiums for administrative and management services provided by the Community Management department.

**4550 Fixed Price Maintenance & Grounds and a la carte \$625,778.** Contract Agreements for Routine Recurring (Fixed) and Non-routine (a la carte) maintenance, landscaping and snow removal services provided by the Landscaping and Public Works Department.

**4969 Maintenance – Competitive Bids Others** Non-routine (a la carte) and/or periodic negotiated agreements with organizations other than Village Homes Corporations and Condominiums.

**Fixed MVF Maintenance Contract Income 4710 Administrative Facility 4711  
Parks Management 4764 Median Strip 4771 Community Centers \$900,000**

The Maintenance Facility and Public Works department provides maintenance, landscaping and snow removal services to:

- ◆ Three Homes Corporations by contract.
- ◆ Large parks, lakes and other facilities of common benefit charged to the Montgomery Village Foundation (MVF) Fund.
- ◆ Recreation, pool and clubhouse facilities located throughout the Village charged to the Designated Users Facilities Fund.

The estimated annual payroll and operating expense to perform such maintenance services on Foundation facilities and property is recorded as an offsetting income and expense inter-fund charge as income to the Maintenance .Activity Fund (Fixed MVF Maintenance Contract Income) and as an offsetting expense. (Fixed Price – Maintenance 5590)

The “Fixed MVF Maintenance Contract Income” income account has not been recognized as revenue in the annual audit. This use of such offsetting income and expense inter-fund transactions only confuses and misrepresents the budget presentation.

**Account 4112 Interest –Assessments \$11,500. Account 4113 Interest Bank \$3,400.** Interest earned by the operating fund, cash and cash equivalent is allocated to the MVF, the DU Facilities Fund and the Community Management Fund based on each year’s budget.

**Reserve Interest – \$153,000.** Interest earned by reserve fund investment is allocated at the end of the year to the reserve fund. The 2008 budget does not include a line item amount for reserve interest. It is estimated that will be \$153,000.

## MVF 2008 Budget Income Analysis

G/L Acct #	Description	2005 Budget	2006 Budget	2007 Budget Published 9-15 2006	2007 Projected Actual	2008 Budget	Observer 2008 Budget Estimate
	<b>Income</b>						
4103	Allowance for Bad Debts	-\$12,000	-\$6,000	-\$6,000	\$0	-\$50,000	\$0
4109	Transfer Fee	\$107,000	\$42,000	\$59,950	\$35,214	\$32,500	\$20,000
4110	Assessment Collection Fee	\$175,000	\$220,000	\$132,000	\$0	\$160,000	\$0
4120	Advertising Village News & Web	\$258,000	\$265,000	\$210,000	\$189,623	\$210,000	\$195,000
4130	Village Wide Recreation/Special Events	\$63,778	\$75,000	\$77,000	\$13,200	\$13,850	\$14,000
4140	Disclosure Income	\$97,000	\$108,000	\$157,500	\$91,048	\$99,000	\$50,000
4151	Tot Lot Inspections	\$3,500	\$3,500	\$3,700	\$750	\$720	\$500
4153	Lake Whetstone Income	\$1,200	\$25,000	\$6,500	\$7,082	\$6,500	\$6,000
4154	Ballfield Use Fees	\$7,800	\$13,000	\$14,000	\$4,121	\$12,000	\$4,600
4163	ARB Violations	\$0	\$5,000	\$7,600	\$9,990	\$10,000	\$10,000
4165	Major Property Improvement Request	\$15,000	\$15,000	\$1,500	\$18,900	\$17,000	\$17,000
4166	Minor (Basic) PIR	\$0	\$3,000	\$22,500	\$0	\$0	\$0
4180	Grants	\$0	\$30,000	\$0	\$47,004	\$82,000	\$0
4195	Interfund Income	\$95,000	\$500,413	\$0	\$0	\$0	\$0
4197	Undesignated Reserves	\$93,000	\$93,000	\$0	\$0	\$0	\$0

## MVF 2008 Budget Income Analysis

G/L Acct #	Description	2005 Budget	2006 Budget	2007 Budget Published 9-15 2006	2007 Projected Actual	2008 Budget	Observer 2008 Budget Estimate
4198	Excess - Prior -Year	\$0	\$83,917	\$0	\$0	\$0	\$0
4199	Miscellaneous Income	\$0	\$40,000	\$10,625	\$10,500	\$0	\$0
4320	Rental and Fees	\$30,000	\$35,000	\$41,000	\$36,977	\$30,000	\$38,000
4330	Teen Funding & Grants	\$1,500	\$3,000	\$14,000	\$1,390	\$0	\$2,000
4324	Pool Membership	\$2,550	\$0	\$11,120	\$9,960	\$15,000	\$10,000
4340	Program Fees	\$0	\$4,000	\$6,000	\$5,000	\$6,000	\$5,000
4399	Misc-Undesignated Reserves	\$95,000	\$40,000	\$0	\$0	\$0	\$0
4400	Special Event	\$13,000	\$15,000	\$15,000	\$11,959	\$15,000	\$12,000
4410	Classes & Camps	\$282,085	\$320,000	\$300,200	\$275,000	\$300,200	\$275,000
4420	Concessions	\$11,000	\$11,000	\$10,000	\$1,117	\$10,000	\$1,000
	Pool Management	\$107,499	\$100,000	\$107,000	\$118,374	\$107,000	\$118,000
4550	MC Fixed Maintenance & Grounds Fees	\$800,483	\$728,000	\$648,926	\$618,690	\$625,778	\$600,000
4580	HC Additional Services	\$170,369	\$150,000	\$206,715	\$100,000	\$300,000	\$100,000
4581	Inspection Enforcement Service	\$0	\$0	\$21,000	\$3,293	\$22,250	\$3,300
	Fixed Price HC Management Fees	\$572,265	\$572,265	\$601,074	\$786,495	\$770,088	\$650,000
	Fixed MVF- Maintenance Contract Income	\$562,180	\$783,245	\$724,500	\$0	\$900,000	\$0
4969	Maint - Competitive Bids & Others	\$419,724	\$554,725	\$60,000	\$0	\$0	\$0
	<b>Total Income</b>	<b>\$7,640,015</b>	<b>\$8,598,986</b>	<b>\$7,564,637</b>	<b>\$6,594,160</b>	<b>\$8,594,878</b>	<b>\$7,108,085</b>

## MVF 2008 Budget Income Analysis

G/L Acct #	Description	2005 Budget	2006 Budget	2007 Budget Published 9-15 2006	2007 Projected Actual	2008 Budget	Observer 2008 Budget Estimate
	Assessment income	\$3,632,662	\$3,679,774	\$4,075,755	\$4,086,136	\$4,825,785	\$4,825,785
	Advertising income	\$258,000	\$265,000	\$210,000	\$189,623	\$210,000	\$195,000
	Administrative Charges	\$385,500	\$439,000	\$413,645	\$173,232	\$295,670	\$105,300
	Class and recreation program income	\$520,412	\$676,000	\$610,320	\$591,558	\$606,550	\$494,600
	Management and administrative service income	\$973,699	\$1,450,712	\$1,477,715	\$721,983	\$1,718,116	\$750,000
	Maintenance and landscaping service income	\$1,555,252	\$1,338,470	\$784,500	\$0	\$901,107	\$700,000
	Interest income	\$31,490	\$32,700	\$12,628	\$45,134	\$14,900	\$37,400
	Inter fund transfers	\$283,000	\$717,330	\$0	\$0	\$0	\$0
	<b>Total revenue</b>	<b>\$7,640,015</b>	<b>\$8,598,986</b>	<b>\$7,584,563</b>	<b>\$5,807,666</b>	<b>\$8,572,128</b>	<b>\$7,108,085</b>

**MVF 94 - 08 Expense Summary**

Description	1994	1995	1997	2000	2001	2002	2003	2004	2005	2006	2007 Budget	2007 Projected	2008 Proposed Budget	2008 Observer Estimate
Personnel	\$2,613,392	\$2,802,276	\$2,993,420	\$3,560,601	\$4,451,251	\$3,900,610	\$4,123,386	\$4,384,009	\$5,175,356	\$5,020,502	\$4,738,604	\$5,139,558	\$5,201,585	\$5,166,700
Repair and Maintenance	\$574,458	\$529,612	\$595,226	\$595,226	\$551,398	\$760,640	\$806,615	\$636,961	\$760,640	\$502,226	\$789,227	\$397,150	\$1,035,752	\$700,700
Utilities and Telephone	\$160,187	\$165,351	\$158,222	\$158,222	\$130,170	\$205,087	\$250,254	\$239,659	\$205,087	\$175,300	\$282,404	\$308,923	\$288,729	\$329,400
Supplies	\$140,993	\$151,146	\$138,002	\$138,002	\$130,582	\$168,645	\$152,315	\$175,516	\$168,645	\$174,976	\$147,938	\$221,705	\$50,400	\$174,000
Insurance	\$116,440	\$118,738	\$93,686	\$93,686	\$111,452	\$127,386	\$176,545	\$183,211	\$127,386	\$145,424	\$186,496	\$170,884	\$173,117	\$177,100
Printing	\$50,487	\$59,181	\$55,967	\$55,967	\$73,249	\$73,423	\$64,223	\$63,801	\$73,423	\$80,391	\$82,475	\$91,030	\$98,900	\$85,700
Performance	\$64,748	\$57,517	\$54,120	\$54,120	\$106,009	\$163,345	\$54,450	\$100,286	\$163,345	\$155,154	\$88,690	\$95,094	\$99,000	\$96,200
Other Expenses	\$399,419	\$420,431	\$447,281	\$447,281	\$531,634	\$493,394	\$675,115	\$917,281	\$493,394	\$606,330	\$955,754	\$857,098	\$923,544	\$889,120
Depreciation & Reserves	\$364,100	\$381,219	\$414,952	\$414,952	\$366,170	\$535,204	\$475,756	\$463,616	\$535,204	\$365,731	\$289,000	\$120,791	\$714,500	\$714,500
<b>Total</b>	<b>\$4,484,224</b>	<b>\$4,685,471</b>	<b>\$4,950,876</b>	<b>\$4,950,876</b>	<b>\$6,451,915</b>	<b>\$6,427,734</b>	<b>\$6,778,659</b>	<b>\$7,164,340</b>	<b>\$6,427,734</b>	<b>\$7,380,888</b>	<b>\$7,560,588</b>	<b>\$7,402,233</b>	<b>\$8,585,527</b>	<b>\$8,333,420</b>
Payroll Costs	\$2,659,784	\$2,849,741	\$3,050,872	\$3,050,872	\$3,703,496	\$3,936,625	\$4,311,890				\$4,826,058	\$5,199,789	\$5,279,093	\$5,230,700
Utility	\$160,187	\$165,351	\$158,222	\$158,222	\$139,519	\$205,087	\$250,254				\$282,404	\$308,923	\$288,729	\$329,400
Business Expenses	\$28,885	\$34,809	\$31,743	\$31,743	\$36,682	\$93,489	\$0				\$26,140	\$27,652	\$32,025	\$30,000
Office Supplies	\$113,831	\$107,076	\$127,308	\$127,308	\$146,662	\$139,443	\$161,370				\$27,450	\$23,203	\$105,000	\$25,400
Postage	\$48,905	\$54,826	\$46,273	\$46,273	\$60,785	\$48,730	\$49,847				\$45,900	\$40,942	\$39,388	\$39,600
Printing	\$50,487	\$59,181	\$55,967	\$55,967	\$62,488	\$73,423	\$64,223				\$82,475	\$91,030	\$98,900	\$85,700
Other Administrative Expenses	\$84,205	\$86,956	\$92,550	\$92,550	\$133,752	\$34,435	\$107,415				\$559,266	\$473,957	\$581,966	\$524,520
Audit	\$19,700	\$17,900	\$22,472	\$22,472	\$48,101	\$34,016	\$33,975				\$32,232	\$65,306	\$50,000	\$50,000
Legal	\$59,579	\$63,617	\$62,641	\$62,641	\$56,723	\$80,030	\$96,753				\$68,000	\$71,084	\$69,000	\$72,800
Performance and Admissions	\$11,643	\$11,118	\$8,395	\$8,395	\$42,145	\$109,529	\$12,997				\$23,000	\$22,871	\$11,000	\$26,000
Maintenance, Repair & Supplies	\$389,558	\$350,605	\$367,531	\$367,531	\$460,289	\$354,187	\$399,727				\$580,196	\$576,973	\$517,084	\$50,000
Trash Removal	\$8,157	\$6,424	\$8,611	\$8,611	\$3,940	\$46,188	\$9,577				\$120,230	\$56,375	\$127,885	\$59,100
Grounds, Landscaping, Lakes & Streams	\$330,249	\$338,778	\$367,923	\$367,923	\$427,195	\$546,057	\$560,887				\$480,594	\$69,742	\$657,282	\$463,000
Security Services	\$28,994	\$29,925	\$29,084	\$29,084	\$36,718	\$48,579	\$53,933				\$113,112	\$143,040	\$115,871	\$116,000
Insurance-Licenses & Taxes	\$125,960	\$127,945	\$106,332	\$106,332	\$124,115	\$142,712	\$190,055				\$190,545	\$170,884	\$173,117	\$177,100
Depreciation Expense	\$330,356	\$349,684	\$377,967	\$377,967	\$442,627	\$495,028	\$475,756							
Contributions to Reserve	\$33,744	\$31,535	\$36,985	\$36,985	\$15,612	\$40,176	\$0				\$289,000	\$117,632	\$714,500	\$714,500
<b>Total</b>	<b>\$4,484,224</b>	<b>\$4,685,471</b>	<b>\$4,950,876</b>	<b>\$4,950,876</b>	<b>\$5,940,849</b>	<b>\$6,427,734</b>	<b>\$6,778,659</b>				<b>\$7,560,588</b>	<b>\$7,402,233</b>	<b>\$8,585,527</b>	<b>\$8,333,420</b>

# 94 to 08 Expense Comparison

	Budget	Actual	Variance	%
<b>Total Budget to Audited Expenses</b>				
2006	\$7,564,637	\$7,804,055	-\$239,418	-3.2%
2005	\$6,025,857	\$6,967,859	-\$942,002	-15.6%
04-94 Avg	\$7,591,275	\$7,688,923	-\$97,648	-1.3%
2004	\$5,865,007	\$6,170,347	-\$305,339	-5.2%
2003	\$7,423,598	\$7,644,542	-\$220,944	-3.0%
2002	\$7,051,477	\$7,140,009	-\$88,532	-1.3%
2001	\$6,507,141	\$6,568,000	-\$60,859	-0.9%
2000	\$6,274,926	\$6,818,085	-\$543,159	-8.7%
1999	\$5,942,286	\$6,148,118	-\$205,832	-3.5%
1997	\$5,343,604	\$5,269,310	\$74,294	1.4%
1995	\$4,844,714	\$4,959,428	-\$114,714	-2.4%
1994	\$4,647,518	\$4,815,281	-\$167,763	-3.6%

## 94 to 08 Expense Comparison

Year	Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget	Actual	Variance	%
	<b>Payroll Costs</b>				<b>Utility</b>				<b>Business Expenses</b>				<b>Office Supplies</b>			
05-08 Avg	\$4,635,134	\$3,971,111	\$664,023	14.3%	\$219,960	\$226,919	-\$6,959	-3.2%	\$26,712	\$31,706	-\$4,994	-18.7%	\$126,367	\$47,591	\$78,777	62.3%
2008	\$5,279,093				\$288,729				\$32,025				\$66,132			
2007	\$4,894,650	\$5,072,680	-\$178,030	-3.6%	\$282,404	\$322,368	-\$39,964	-14.2%	\$26,140	\$31,706	-\$5,565	-21.3%	\$81,441	\$47,591	\$33,851	41.6%
04-94 Avg	\$3,565,829	\$3,495,972	\$69,857	2.0%	\$146,332	\$181,056	-\$34,724	-23.7%	\$48,129	\$59,575	-\$11,446	-23.8%	\$142,209	\$132,615	\$9,594	6.7%
2002	\$4,064,063	\$3,936,625	\$127,438	3.1%	\$147,320	\$205,087	-\$57,767	-39.2%	\$0	\$93,489	\$0	0.0%	\$143,742	\$139,443	\$4,299	3.0%
2000	\$3,714,870	\$3,703,496	\$11,374	0.3%	\$116,705	\$139,519	-\$22,814	-19.5%	\$34,000	\$36,682	-\$2,682	-7.9%	\$147,225	\$146,662	\$563	0.4%
1997	\$3,199,645	\$3,050,872	\$148,773	4.6%	\$158,567	\$158,222	\$345	0.2%	\$38,450	\$31,743	\$6,707	17.4%	\$127,660	\$127,308	\$352	0.3%
1994	\$2,603,419	\$2,659,784	-\$56,365	-2.2%	\$138,122	\$160,187	-\$22,065	-16.0%	\$26,000	\$28,885	-\$2,885	-11.1%	\$126,690	\$113,831	\$12,859	10.1%
	<b>Postage</b>				<b>Printing</b>				<b>Other Administrative Expenses</b>				<b>Audit</b>			
05-08 Avg	\$46,659	\$41,198	\$5,461	11.7%	\$67,707	\$86,952	-\$19,245	-28.4%	\$110,089	\$114,858	-\$4,769	-4.3%	\$40,077	\$67,500	-\$27,423	-68.4%
2008	\$39,388				\$98,900				\$123,110				\$50,000			
2007	\$45,900	\$41,198	\$4,703	10.2%	\$82,475	\$86,952	-\$4,477	-5.4%	\$120,940	\$114,858	\$6,082	5.0%	\$32,232	\$67,500	-\$35,268	-109.4%
04-94 Avg	\$52,704	\$51,561	\$1,143	2.2%	\$63,035	\$60,962	\$2,074	3.3%	\$106,722	\$89,886	\$16,836	15.8%	\$27,683	\$29,361	-\$1,678	-6.1%
2002	\$51,799	\$48,730	\$3,069	5.9%	\$76,692	\$73,423	\$3,269	4.3%	\$131,075	\$34,435	\$96,640	73.7%	\$35,475	\$34,016	\$1,459	4.1%
2000	\$57,615	\$60,785	-\$3,170	-5.5%	\$61,500	\$62,488	-\$988	-1.6%	\$136,187	\$133,752	\$2,435	1.8%	\$33,150	\$48,101	-\$14,951	-45.1%
1997	\$47,510	\$46,273	\$1,237	2.6%	\$59,150	\$55,967	\$3,183	5.4%	\$89,932	\$92,550	-\$2,618	-2.9%	\$21,000	\$22,472	-\$1,472	-7.0%
1994	\$47,050	\$48,905	-\$1,855	-3.9%	\$52,700	\$50,487	\$2,213	4.2%	\$70,870	\$84,205	-\$13,335	-18.8%	\$20,000	\$19,700	\$300	1.5%
	<b>Legal</b>				<b>Performance and Admissions</b>				<b>Supplies</b>				<b>Maintenance, Repair &amp; Supplies</b>			
05-08 Avg	\$77,430	\$68,534	\$8,897	11.5%	\$64,039	\$32,134	\$31,905	49.8%	\$101,658	\$179,565	-\$77,908	-76.6%	\$533,954	\$1,183,414	-\$649,460	-121.6%
2008	\$69,000				\$28,175				\$50,400				\$517,084			
2007	\$68,000	\$68,534	-\$534	-0.8%	\$82,227	\$96,401	-\$14,174	-17.2%	\$147,938	\$209,894	-\$61,956	-41.9%	\$580,196	\$1,183,414	-\$603,218	-104.0%
04-94 Avg	\$52,704	\$51,561	\$1,143	2.2%	\$63,035	\$60,962	\$2,074	3.3%	\$106,722	\$89,886	\$16,836	15.8%	\$27,683	\$29,361	-\$1,678	-6.1%
2002	\$50,000	\$80,030	-\$30,030	-60.1%	\$11,150	\$109,529	-\$98,379	-882.3%	\$155,650	\$168,645	-\$12,995	-8.3%	\$355,575	\$354,187	\$1,388	0.4%
2000	\$60,800	\$56,723	\$4,077	6.7%	\$11,950	\$42,145	-\$30,195	-252.7%	\$151,275	\$159,714	-\$8,439	-5.6%	\$387,724	\$460,289	-\$72,565	-18.7%
1997	\$62,641	\$69,000	-\$6,359	-10.2%	\$12,110	\$8,395	\$3,715	30.7%	\$142,100	\$138,002	\$4,098	2.9%	\$353,820	\$367,531	-\$13,711	-3.9%
1994	\$51,100	\$59,579	-\$8,479	-16.6%	\$8,790	\$11,643	-\$2,853	-32.5%	\$149,765	\$140,993	\$8,772	5.9%	\$352,610	\$389,558	-\$36,948	-10.5%
	<b>Trash Removal</b>				<b>Grounds, Landscaping, Lakes &amp; Streams</b>				<b>Security Services</b>				<b>Insurance-Licenes &amp; Taxes</b>			
05-08 Avg	\$107,681	\$18,435	\$89,246	82.9%	\$606,690	\$52,840	\$553,850	91.3%	\$92,408	\$117,338	-\$24,929	-27.0%	\$198,307	\$171,488	\$26,819	13.5%
2008	\$127,885				\$657,282				\$115,871				\$173,117			
2007	\$120,230	\$55,305	\$64,925	54.0%	\$480,594	\$52,840	\$427,755	89.0%	\$113,112	\$117,338	-\$4,226	-3.7%	\$190,545	\$171,488	\$19,058	10.0%
04-94 Avg	\$7,045	\$11,842	-\$4,797	-68.1%	\$436,234	\$367,298	\$68,935	15.8%	\$40,907	\$37,872	\$3,034	7.4%	\$142,298	\$136,187	\$6,111	4.3%
2002	\$4,000	\$46,188	-\$42,188	-1054.7%	\$515,678	\$546,057	-\$30,379	-5.9%	\$47,650	\$48,579	-\$929	-1.9%	\$158,899	\$142,712	\$16,187	10.2%
2000	\$7,700	\$3,940	\$3,760	48.8%	\$383,620	\$427,195	-\$43,575	-11.4%	\$31,000	\$36,718	-\$5,718	-18.4%	\$123,288	\$124,115	-\$827	-0.7%
1997	\$8,500	\$8,611	-\$111	-1.3%	\$388,650	\$367,923	\$20,727	5.3%	\$24,765	\$29,084	-\$4,319	-17.4%	\$132,023	\$106,332	\$25,691	19.5%
1994	\$8,500	\$8,157	\$343	4.0%	\$331,390	\$330,249	\$1,141	0.3%	\$23,300	\$28,994	-\$5,694	-24.4%	\$121,095	\$125,960	-\$4,865	-4.0%
	<b>Depreciation Expense</b>				<b>Contributions to Reserve</b>				<b>Depreciation &amp; Reserves</b>				<b>Total</b>			
05-08 Avg	\$441,266	\$527,490	-\$86,224	-19.5%	\$258,394	\$58,816	\$199,578	77.2%	\$372,389	\$390,871	-\$18,482	-0.04963	\$7,441,824	\$7,486,946	-\$45,122	-0.6%
2008					\$714,500				\$714,500				\$8,585,527			
2007					\$289,000	\$117,632	\$171,368	59.3%	\$289,000	\$117,632	\$171,368	0.592969	\$7,564,637	\$7,804,055	-\$239,418	-3.2%
04-94 Avg	\$7,045	\$11,842	-\$4,797	-68.1%	\$436,234	\$367,298	\$68,935	15.8%	\$40,907	\$37,872	\$3,034	0.074178	\$142,298	\$136,187	\$6,111	4.3%
2002	\$503,212	\$495,028	\$8,184	1.6%	\$65,182	\$40,176	\$25,006	38.4%	\$568,394	\$535,204	\$33,190	0.058393	\$6,507,141	\$6,568,000	-\$60,859	-0.9%
2000	\$468,900	\$442,627	\$26,273	5.6%	\$15,612	\$15,612	\$0	0.0%	\$484,512	\$458,239	\$26,273	0.054226	\$5,942,286	\$6,148,118	-\$205,832	-3.5%
1997	\$395,246	\$377,967	\$17,279	4.4%	\$36,985	\$36,985	\$0	0.0%	\$432,231	\$414,952	\$17,279	0.039976	\$5,343,604	\$5,269,310	\$74,294	1.4%
1994	\$338,038	\$330,356	\$7,682	2.3%	\$33,744	\$33,744	\$0	0.0%	\$371,782	\$364,100	\$7,682	0.020663	\$4,647,518	\$4,815,281	-\$167,763	-3.6%

## 94 to 08 Expense Comparison

Year	Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget	Actual	Variance	%
	<b>Payroll Costs</b>				<b>Utility</b>				<b>Business Expenses</b>				<b>Office Supplies</b>			
05-08 Avg	\$4,635,134	\$3,971,111	\$664,023	14.3%	\$219,960	\$226,919	-\$6,959	-3.2%	\$26,712	\$31,706	-\$4,994	-18.7%	\$126,367	\$47,591	\$78,777	62.3%
2008	\$5,279,093				\$288,729				\$32,025			0.0%	\$66,132			
2007	\$4,894,650	\$5,072,680	-\$178,030	-3.6%	\$282,404	\$322,368	-\$39,964	-14.2%	\$26,140	\$31,706	-\$5,565	-21.3%	\$81,441	\$47,591	\$33,851	41.6%
2006	\$3,917,302	\$3,352,521	\$564,781	14.4%	\$190,672	\$183,089	\$7,583	4.0%	\$21,970			0.0%	\$190,894			
2005	\$4,449,491	\$3,488,133	\$961,358	21.6%	\$118,035	\$175,300	-\$57,265	-48.5%	0			0.0%	\$167,001			
04-94 Avg	\$3,565,829	\$3,495,972	\$69,857	2.0%	\$146,332	\$181,056	-\$34,724	-23.7%	\$48,129	\$59,575	-\$11,446	-23.8%	\$142,209	\$132,615	\$9,594	6.7%
2004	\$4,491,698	\$4,384,009	\$107,689	2.4%	\$169,440	\$239,659	-\$70,219	-41.4%			\$0		\$161,008			
2003	\$4,363,806	\$4,311,890	\$51,916	1.2%	\$160,249	\$250,254	-\$90,005	-56.2%	\$117,525			0.0%	\$177,324	\$161,370	\$15,954	9.0%
2002	\$4,064,063	\$3,936,625	\$127,438	3.1%	\$147,320	\$205,087	-\$57,767	-39.2%	\$0	\$93,489			\$143,742	\$139,443	\$4,299	3.0%
2001	\$3,919,789	\$3,071,358	\$848,431	21.6%	\$114,677	\$130,170	-\$15,493	-13.5%	\$33,662			0.0%	\$150,172			
2000	\$3,714,870	\$3,703,496	\$11,374	0.3%	\$116,705	\$139,519	-\$22,814	-19.5%	\$34,000	\$36,682	-\$2,682	-7.9%	\$147,225	\$146,662	\$563	0.4%
1999	\$3,492,411				\$157,777				\$32,522			0.0%	\$140,710			
1998	\$3,397,880				\$160,947				\$35,000			0.0%	\$136,275			
1997	\$3,199,645	\$3,050,872	\$148,773	4.6%	\$158,567	\$158,222	\$345	0.2%	\$38,450	\$31,743	\$6,707	17.4%	\$127,660	\$127,308	\$352	0.3%
1996	\$3,083,712				\$148,027				\$40,000			0.0%	\$129,360			
1995	\$2,892,825	\$2,849,741	\$43,084	1.5%	\$137,822	\$165,351	-\$27,529	-20.0%	\$124,135	\$107,076	\$17,059	13.7%	\$124,135	\$107,076	\$17,059	13.7%
1994	\$2,603,419	\$2,659,784	-\$56,365	-2.2%	\$138,122	\$160,187	-\$22,065	-16.0%	\$26,000	\$28,885	-\$2,885	-11.1%	\$126,690	\$113,831	\$12,859	10.1%
	<b>Postage</b>				<b>Printing</b>				<b>Other Administrative Expenses</b>				<b>Audit</b>			
05-08 Avg	\$46,659	\$41,198	\$5,461	11.7%	\$67,707	\$86,952	-\$19,245	-28.4%	\$110,089	\$114,858	-\$4,769	-4.3%	\$40,077	\$67,500	-\$27,423	-68.4%
2008	\$39,388				\$98,900				\$123,110			0.0%	\$50,000		\$50,000	100.0%
2007	\$45,900	\$41,198	\$4,703	10.2%	\$82,475	\$86,952	-\$4,477	-5.4%	\$120,940	\$114,858	\$6,082	5.0%	\$32,232	\$67,500	-\$35,268	-109.4%
2006	\$47,906			0.0%	\$19,452			0.0%	\$57,462							
2005	\$53,440			0.0%	\$70,000			0.0%	\$138,843				\$38,000			0.0%
04-94 Avg	\$52,704	\$51,561	\$1,143	2.2%	\$63,035	\$60,962	\$2,074	3.3%	\$106,722	\$89,886	\$16,836	15.8%	\$27,683	\$29,361	-\$1,678	-6.1%
2004	\$55,493			0.0%	\$69,000			0.0%	\$131,515			0.0%	\$37,000			0.0%
2003	\$51,958	\$49,847	\$2,111	4.1%	\$67,233	\$64,223	\$3,010	4.5%	\$132,051	\$107,415	\$24,636	18.7%	\$37,780	\$33,975	\$3,805	10.1%
2002	\$51,799	\$48,730	\$3,069	5.9%	\$76,692	\$73,423	\$3,269	4.3%	\$131,075	\$34,435	\$96,640	73.7%	\$35,475	\$34,016	\$1,459	4.1%
2001	\$56,142			0.0%	\$70,437			0.0%	\$130,132			0.0%	\$31,255			0.0%
2000	\$57,615	\$60,785	-\$3,170	-5.5%	\$61,500	\$62,488	-\$988	-1.6%	\$136,187	\$133,752	\$2,435	1.8%	\$33,150	\$48,101	-\$14,951	-45.1%
1999	\$56,100			0.0%	\$57,500			0.0%	\$110,137			0.0%	\$30,150			0.0%
1998	\$52,501			0.0%	\$60,600			0.0%	\$99,382			0.0%	\$20,000			0.0%
1997	\$47,510	\$46,273	\$1,237	2.6%	\$59,150	\$55,967	\$3,183	5.4%	\$89,932	\$92,550	-\$2,618	-2.9%	\$21,000	\$22,472	-\$1,472	-7.0%
1996	\$52,500			0.0%	\$61,000			0.0%	\$75,731			0.0%	\$18,700			0.0%
1995	\$51,080	\$54,826	-\$3,746	-7.3%	\$57,577	\$59,181	-\$1,604	-2.8%	\$66,925	\$86,956	-\$20,031	-29.9%	\$20,000	\$17,900	\$2,100	10.5%
1994	\$47,050	\$48,905	-\$1,855	-3.9%	\$52,700	\$50,487	\$2,213	4.2%	\$70,870	\$84,205	-\$13,335	-18.8%	\$20,000	\$19,700	\$300	1.5%

## 94 to 08 Expense Comparison

Year	Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget	Actual	Variance	%
	Legal				Performance and Admissions				Supplies				Maintenance, Repair & Supplies			
05-08 Avg	\$77,430	\$68,534	\$8,897	11.5%	\$64,039	\$32,134	\$31,905	49.8%	\$101,658	\$179,565	-\$77,908	-76.6%	\$533,954	\$1,183,414	-\$649,460	-121.6%
2008	\$69,000				\$28,175				\$50,400		\$50,400	100.0%	\$517,084			
2007	\$68,000	\$68,534	-\$534	-0.8%	\$82,227	\$96,401	-\$14,174	-17.2%	\$147,938	\$209,894	-\$61,956	-41.9%	\$580,196	\$1,183,414	-\$603,218	-104.0%
2006	\$80,220				\$129,273	\$0		0.0%	\$56,050	\$153,826	-\$97,776	-174.4%	\$617,551			
2005	\$92,500				\$16,480	\$0		0.0%	\$152,242	\$174,976	-\$22,734	-14.9%	\$420,984			
04-94 Avg	\$61,142	\$70,950	-\$9,808	-16.0%	\$114,310	\$17,802	\$96,508	84.4%	\$147,992	\$151,803	-\$3,811	-2.6%	\$366,307	\$388,803	-\$22,497	-6.1%
2004	\$96,500				\$14,100	\$0		0.0%	\$148,976			0.0%	\$386,300			
2003	\$54,500	\$96,753	-\$42,253	-77.5%	\$12,100	\$12,997	-\$897	-7.4%	\$146,296	\$152,315	-\$6,019	-4.1%	\$370,496	\$399,727	-\$29,231	-7.9%
2002	\$50,000	\$80,030	-\$30,030	-60.1%	\$11,150	\$109,529	-\$98,379	-882.3%	\$155,650	\$168,645	-\$12,995	-8.3%	\$355,575	\$354,187	\$1,388	0.4%
2001	\$50,500				\$12,910	\$0		0.0%	\$142,400			0.0%	\$355,600			
2000	\$60,800	\$56,723	\$4,077	6.7%	\$11,950	\$42,145	-\$30,195	-252.7%	\$151,275	\$159,714	-\$8,439	-5.6%	\$387,724	\$460,289	-\$72,565	-18.7%
1999	\$59,200				\$12,280	\$0		0.0%	\$151,875			0.0%	\$370,496	\$399,727	-\$29,231	-7.9%
1998	\$68,200				\$12,855	\$0		0.0%	\$144,750			0.0%	\$369,325			
1997	\$62,641	\$69,000	-\$6,359	-10.2%	\$12,110	\$8,395	\$3,715	30.7%	\$142,100	\$138,002	\$4,098	2.9%	\$353,820	\$367,531	-\$13,711	-3.9%
1996	\$69,000				\$12,480	\$0		0.0%	\$146,175			0.0%	\$369,275			
1995	\$50,125	\$63,617	-\$13,492	-26.9%	\$9,420	\$11,118	-\$1,698	-18.0%	\$148,650	\$151,146	-\$2,496	-1.7%	\$358,151	\$350,605	\$7,546	2.1%
1994	\$51,100	\$59,579	-\$8,479	-16.6%	\$8,790	\$11,643	-\$2,853	-32.5%	\$149,765	\$140,993	\$8,772	5.9%	\$352,610	\$389,558	-\$36,948	-10.5%
	Trash Removal				Grounds, Landscaping, Lakes & Streams				Security Services				Insurance-Licenes & Taxes			
05-08 Avg	\$107,681	\$18,435	\$89,246	82.9%	\$606,690	\$52,840	\$553,850	91.3%	\$92,408	\$117,338	-\$24,929	-27.0%	\$198,307	\$171,488	\$26,819	13.5%
2008	\$127,885				\$657,282				\$115,871				\$173,117			0.0%
2007	\$120,230	\$55,305	\$64,925	54.0%	\$480,594	\$52,840	\$427,755	89.0%	\$113,112	\$117,338	-\$4,226	-3.7%	\$190,545	\$171,488	\$19,058	10.0%
2006	\$114,310	\$0	\$114,310	100.0%					\$33,835				\$202,302			0.0%
2005	\$68,300	\$0	\$68,300	100.0%	\$682,193				\$106,815				\$227,263			0.0%
04-94 Avg	\$7,045	\$11,842	-\$4,797	-68.1%	\$436,234	\$367,298	\$68,935	15.8%	\$40,907	\$37,872	\$3,034	7.4%	\$142,298	\$136,187	\$6,111	4.3%
2004	\$4,000			0.0%	\$635,392				\$97,885			0.0%	\$231,741			0.0%
2003	\$4,000	\$9,577	-\$5,577	-139.4%	\$628,192	\$560,887	\$67,305	10.7%	\$89,796	\$53,933	\$35,863	39.9%	\$188,769	\$190,055	-\$1,286	-0.7%
2002	\$4,000	\$46,188	-\$42,188	-1054.7%	\$515,678	\$546,057	-\$30,379	-5.9%	\$47,650	\$48,579	-\$929	-1.9%	\$158,899	\$142,712	\$16,187	10.2%
2001	\$7,700			0.0%	\$394,324				\$34,800			0.0%	\$125,963			0.0%
2000	\$7,700	\$3,940	\$3,760	48.8%	\$383,620	\$427,195	-\$43,575	-11.4%	\$31,000	\$36,718	-\$5,718	-18.4%	\$123,288	\$124,115	-\$827	-0.7%
1999	\$7,500			0.0%	\$405,150				\$27,250			0.0%	\$117,667			0.0%
1998	\$8,600	\$0	\$8,600	100.0%	\$396,400				\$26,100			0.0%	\$111,288			0.0%
1997	\$8,500	\$8,611	-\$111	-1.3%	\$388,650	\$367,923	\$20,727	5.3%	\$24,765	\$29,084	-\$4,319	-17.4%	\$132,023	\$106,332	\$25,691	19.5%
1996	\$8,500			0.0%	\$370,077	\$0	\$370,077	100.0%	\$24,500			0.0%	\$130,626			0.0%
1995	\$8,500	\$6,424	\$2,076	24.4%	\$349,700	\$338,778	\$10,922	3.1%	\$22,926	\$29,925	-\$6,999	-30.5%	\$123,914	\$127,945	-\$4,031	-3.3%
1994	\$8,500	\$8,157	\$343	4.0%	\$331,390	\$330,249	\$1,141	0.3%	\$23,300	\$28,994	-\$5,694	-24.4%	\$121,095	\$125,960	-\$4,865	-4.0%

## 94 to 08 Expense Comparison

Year	Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget	Actual	Variance	%
	Depreciation Expense				Contributions to Reserve				Depreciation & Reserves				Total			
05-08 Avg	\$441,266	\$527,490	-\$86,224	-19.5%	\$258,394	\$58,816	\$199,578	77.2%	\$372,389	\$390,871	-\$18,482	-5.0%	\$7,441,824	\$7,486,946	-\$45,122	-0.6%
2008					\$714,500			0.0%	\$714,500			0.0%	\$8,585,527			0.0%
2007					\$289,000	\$117,632	\$171,368	59.3%	\$289,000	\$117,632	\$171,368	59.3%	\$7,564,637	\$7,804,055	-\$239,418	-3.2%
2006		\$538,986			\$6,757	\$0	\$6,757	100.0%	\$21,470	\$538,986		0.0%	\$6,025,857	\$6,967,859	-\$942,002	-15.6%
2005	\$441,266	\$515,994		0.0%	\$23,320			0.0%	\$464,586	\$515,994		0.0%	\$7,591,275	\$7,688,923	-\$97,648	-1.3%
04-94 Avg	\$438,689	\$411,903	\$26,786	6.1%	\$29,698	\$14,368	\$15,330	51.6%	\$468,387	\$448,888	\$19,500	4.2%	\$5,865,007	\$6,170,347	-\$305,339	-5.2%
2004	\$499,416			0.0%	\$29,084	\$0	\$29,084	100.0%	\$528,500	\$463,616		0.0%	\$7,423,598	\$7,644,542	-\$220,944	-3.0%
2003	\$516,384	\$475,756	\$40,628	7.9%	\$10,000	\$0	\$10,000	100.0%	\$526,384	\$475,756	\$50,628	9.6%	\$7,051,477	\$7,140,009	-\$88,532	-1.3%
2002	\$503,212	\$495,028	\$8,184	1.6%	\$65,182	\$40,176	\$25,006	38.4%	\$568,394	\$535,204	\$33,190	5.8%	\$6,507,141	\$6,568,000	-\$60,859	-0.9%
2001	\$504,938			0.0%	\$23,260	\$0	\$23,260	100.0%	\$528,198	\$498,015		0.0%	\$6,274,926	\$6,818,085	-\$543,159	-8.7%
2000	\$468,900	\$442,627	\$26,273	5.6%	\$15,612	\$15,612	\$0	0.0%	\$484,512	\$458,239	\$26,273	5.4%	\$5,942,286	\$6,148,118	-\$205,832	-3.5%
1999	\$444,460			0.0%	\$23,392	\$0	\$23,392	100.0%	\$467,852			0.0%	\$5,775,634			
1998	\$423,196			0.0%	\$12,348	\$0	\$12,348	100.0%	\$435,544			0.0%	\$5,575,001			
1997	\$395,246	\$377,967	\$17,279	4.4%	\$36,985	\$36,985	\$0	0.0%	\$432,231	\$414,952	\$17,279	4.0%	\$5,343,604	\$5,269,310	\$74,294	1.4%
1996	\$368,108			0.0%	\$45,537	\$0	\$45,537	100.0%	\$413,645			0.0%	\$5,129,180			
1995	\$363,684	\$349,684	\$14,000	3.8%	\$31,535	\$31,535	\$0	0.0%	\$395,219	\$381,219	\$14,000	3.5%	\$4,844,714	\$4,959,428	-\$114,714	-2.4%
1994	\$338,038	\$330,356	\$7,682	2.3%	\$33,744	\$33,744	\$0	0.0%	\$371,782	\$364,100	\$7,682	2.1%	\$4,647,518	\$4,815,281	-\$167,763	-3.6%

## Supply & Contract Cost

G/L Acct #	Description	2007 Budget Published 9-15- 2006	2007 Estimated Projected Actual	2008 Budget	Observer 2008 Budget Estimate
	<b>Maintenance Supplies</b>				
5343	Billable Supplies	\$105,890	\$91,155	\$2,500	\$70,000
5344	Fixed Price Supplies	\$40,048	\$127,880	\$40,000	\$100,000
5345	Shop Supplies	\$2,000	\$2,671	\$7,900	\$4,000
5420	Building Supplies	\$19,732	\$21,311	\$16,000	\$15,000
5480	Consumable Supplies	\$4,558	\$3,044	\$0	\$0
	<b>Total Maintenance Supplies</b>	<b>\$172,228</b>	<b>\$246,060</b>	<b>\$66,400</b>	<b>\$189,000</b>
	<b>Other Supplies</b>				
5409	Disclosure Package Supplies	\$0	\$2,969	\$0	\$0
5410	Office Supplies	\$27,138	\$22,408	\$26,225	\$23,200
5411	Marketing Promotion Materials	\$13,065	\$0	\$12,500	\$4,200
5412	Copy Paper	\$2,920	\$5,283	\$10,995	\$5,400
5413	Envelopes	\$3,815	\$115	\$1,850	\$200
5414	Toner Cartridges	\$11,789	\$5,587	\$13,347	\$4,300
5415	Duplicating Applied	\$23,489	\$0	\$100	\$0
5416	Disclosure Duplicating	\$5,000	\$673	\$0	\$770
5425	Program Supplies	\$86,990	\$92,380	\$96,800	\$93,500
5428	Youth Program Supplies	\$1,200	\$2,714	\$1,800	\$2,700
	<b>Total Other Supplies</b>	<b>\$175,406</b>	<b>\$132,129</b>	<b>\$163,617</b>	<b>\$134,270</b>
	<b>Contracts</b>				
5121	Payroll Processing Costs	\$29,500	\$27,073	\$28,600	\$29,600
5138	Subcontractors	\$41,257	\$25,987	\$27,017	\$28,000
5370	Contracted Trash Removal	\$57,905	\$54,225	\$52,235	\$56,800
5417	Service Contracts	\$27,450	\$23,203	\$105,000	\$25,400
5510	Data Processing	\$12,500	\$12,050	\$10,500	\$12,900
5611	Software Maintenance	\$23,190	\$19,130	\$24,255	\$21,500
5519	Legal Process Server Fees	\$12,000	\$16,298	\$12,000	\$15,000
5520	Legal Attorney Services	\$50,000	\$47,007	\$49,000	\$49,000
5521	Legal Court Filing Fees	\$6,000	\$7,778	\$8,000	\$8,800
5522	Lockbox & Credit Card Fees	\$13,445	\$0	\$0	\$0
5523	Bank Service Charges	\$10,275	\$30,178	\$32,000	\$32,700
5525	Audit	\$32,232	\$65,306	\$50,000	\$50,000
5528	Professional Services	\$23,000	\$22,871	\$11,000	\$26,000
5530	Insurance D & O	\$21,966	\$12,839	\$12,322	\$13,300
5531	Insurance General Liability	\$96,265	\$89,038	\$88,931	\$92,200
5532	Insurance Automobile	\$39,582	\$36,421	\$39,277	\$37,900
5533	Insurance Umbrella	\$31,176	\$31,042	\$31,042	\$32,100
5535	Insurance Crime	\$1,556	\$1,545	\$1,545	\$1,600
5550	Security	\$113,112	\$143,040	\$115,871	\$116,000
5555	Printing Village News	\$74,200	\$81,600	\$90,000	\$76,500
5557	Miscellaneous Printing	\$8,275	\$9,768	\$8,900	\$9,200
	<b>Total Contract Cost</b>	<b>\$724,886</b>	<b>\$756,398</b>	<b>\$797,495</b>	<b>\$734,500</b>

## Analysis by Fund Type

Description	2001 Audit	2004 Audit	2005 Audit	2006 Audit	2007 Projected Actual	2008 Budget	2008 Observer Estimated
<b>End of Fiscal Year Fund Balances</b>							
Total fund balances	\$7,528,351	\$8,502,977	\$8,256,065	\$7,717,055	\$7,382,454	\$8,054,984	\$7,022,631
Operations	\$29,682	\$317,066	(\$162,375)	(\$322,139)	(\$774,372)	(\$816,342)	(\$1,848,695)
MVF Fund	\$100,152	\$297,195	\$267,741	\$123,189	\$458,088	\$353,878	\$459,422
DUF Fund	\$45,193	\$266,705	\$261,480	\$465,618	\$537,111	\$1,045,311	\$905,469
PS Fund	\$168	\$30	\$54	\$242	\$1,346	\$1,344	\$1,602
CM Fund	\$81,066	(\$3,484)	(\$160,301)	(\$301,266)	(\$590,629)	(\$761,352)	(\$957,064)
MA Fund	(\$196,897)	(\$243,380)	(\$531,349)	(\$609,922)	(\$1,180,289)	(\$1,455,523)	(\$2,258,123)
Fixed Assets	\$3,335,256	\$3,330,453	\$3,483,887	\$3,610,553	\$3,610,553	\$3,610,553	\$3,610,553
Reserve Funds	\$4,163,413	\$4,855,458	\$4,934,553	\$4,428,641	\$4,546,273	\$5,260,773	\$5,260,773
<b>Income</b>							
MVF Fund	\$1,948,487	\$2,419,755	\$2,451,315	\$2,455,860	\$2,651,400	\$3,024,671	\$2,832,683
Designated Users Facilities Fund	\$1,522,979	\$1,931,630	\$1,869,791	\$1,865,990	\$1,997,801	\$2,400,702	\$2,393,067
Poplar Spring Fund	\$1,026	\$1,510	\$1,840	\$1,830	\$1,881	\$2,082	\$2,265
User Fee Programs Fund	\$422,027	\$398,353	\$378,477	\$381,360	\$421,372	\$432,200	\$406,000
Community Management Fund	\$905,675	\$913,040	\$803,143	\$747,814	\$746,323	\$1,019,028	\$724,071
Maintenance Activity Fund	\$1,401,375	\$1,562,622	\$1,344,126	\$1,297,832	\$978,626	\$1,716,195	\$850,000
Reserve Fund	\$201,737	\$0	\$228,317	\$181,576	\$0	\$0	\$0
Total Income	\$6,403,306	\$7,226,910	\$7,077,009	\$6,932,262	\$6,797,403	\$8,594,878	\$7,208,085

## Analysis by Fund Type

Description	2001 Audit	2004 Audit	2005 Audit	2006 Audit	2007 Projected Actual	2008 Budget	2008 Observer Estimated
<b>Expenses</b>							
MVF Fund	\$2,012,306	\$2,364,688	\$2,472,653	\$2,601,170	\$2,316,501	\$3,128,882	\$2,831,349
Designated Users Facilities Fund	\$1,544,356	\$1,867,813	\$1,875,218	\$1,714,215	\$1,926,307	\$1,892,503	\$2,024,709
Poplar Spring Fund	\$1,027	\$1,505	\$1,496	\$1,642	\$777	\$2,084	\$2,009
User Fee Programs Fund	\$406,176	\$400,176	\$405,496	\$385,417	\$496,653	\$380,879	\$457,012
Community Management Fund	\$944,575	\$954,190	\$959,457	\$888,779	\$1,035,686	\$1,189,751	\$1,090,507
Maintenance Activity Fund	\$1,543,475	\$1,592,554	\$1,608,872	\$1,376,636	\$1,548,994	\$1,991,429	\$1,927,834
Reserve Fund	\$366,170	\$463,616	\$365,731	\$0	\$117,632	\$714,500	\$714,500
<b>Total Expenses</b>	<b>\$6,818,085</b>	<b>\$7,644,542</b>	<b>\$7,688,923</b>	<b>\$6,967,859</b>	<b>\$7,324,918</b>	<b>\$8,585,527</b>	<b>\$8,333,420</b>
<b>(Deficit) / Surplus</b>							
MVF S/(D)	(\$63,819)	\$55,067	(\$21,338)	(\$145,310)	\$334,899	(\$104,211)	\$1,333
DUF S/(D)	(\$21,377)	\$63,817	(\$5,427)	\$151,775	\$71,493	\$508,199	\$368,358
PS S/(D)	(\$1)	\$5	\$344	\$188	\$1,104	(\$2)	\$256
UFP S/(D)	\$15,851	(\$1,823)	(\$27,019)	(\$4,057)	(\$75,281)	\$51,321	(\$51,012)
CM S/(D)	(\$38,900)	(\$41,150)	(\$156,314)	(\$140,965)	(\$289,363)	(\$170,723)	(\$366,436)
MA S/(D)	(\$142,100)	(\$29,932)	(\$264,746)	(\$78,804)	(\$570,367)	(\$275,234)	(\$1,077,834)
<b>Summary (Deficit) / Surplus</b>	<b>(\$250,346)</b>	<b>\$45,984</b>	<b>(\$474,500)</b>	<b>(\$217,173)</b>	<b>(\$527,514)</b>	<b>\$9,351</b>	<b>(\$1,125,335)</b>