## Approval of minutes - Katie Eisterhold (2 minutes)

Other Business (5 minutes)
Board Nominations: Nominate Pat Clynes (Lornmead), Chuck Zhang (Trail Hollow) and Will Stafford (Val Lena) to be put on the ballot for the next election.
Facilities: Approve additional work to replace two pool lights on the North side of the recreational pool; this additional work needs board approval.

Financial State Discussion - Ladd Williams (5 minutes), Entire Board (60 minutes) Financial reports presentation, swim team final income statement Discuss splitting the Swim Team as a separate entity from the HOA (follow up from our last meeting) in order to fully manage their revenue and expenses, outside the HOA's responsibility.
2024 Budget Discussion
2024 Assessments Approval as well as letter to be mailed with the new assessments (the management co needs to send the billing out during the first week of December).

## Meeting called to order 7:26PM

Attendees: Alex Rosca, Ladd Williams, Cezar Andrei, Kyle Hill, Katie Eisterhold, Dan Zoch, Paul Leitner

Approval of Minutes: approving minutes from the October 2023 meeting; Williams makes a motion to approve the October 2023 meeting minutes, Zoch seconds, Hill, Eisterhold, and Andrei approve.

## Other Business:

Board Nominations: January 2024 BOD nominations include Pat Clynes, Chuck Zhang, Will Stafford, Ladd Williams, and Paul Leitner

Facilities: lights at the pool were cut \& another bill was presented to fix these which is outside the scope of the originally approved work for the pool capital expenditures; discussion included that work done for major pool project was done well; Williams and Zoch agree on paying the invoice; since the repair was not a capital project, it requires board approval to pay; Williams makes a motion to approve as a repair and pay the invoice; Zoch seconds; all approve.

## Financial State Discussion:

Walked through the entire draft budget presented at the October 2023 meeting

- Additional revenue \& expenses because of the Dad's Club rental
- This is being taken into account on a calendar year basis; discussion arose on this being made into a cumulative P/L statement and was that possible; Williams states that it can be presented this way; discussion
on if Flock cameras can be included on the 2024 budget; Rosca makes a motion to approve the budget with 100\% of the Flock expenses moved to maintenance; Zoch seconds, all but Andrei approve
- Pool Membership for 2024 fees:
- Discussion revolving around membership costs of our facility and other nearby pools and how heavy wear comes from swim team use versus routine neighborhood resident use; proposal to charge $\$ 625$ for full nonresident memberships \& $\$ 350$ for swim team only memberships; Williams makes a motion to approve this proposal; Zoch seconds, all agree.
- Annual FVCA statements:
- Millage for FVCA:
- Rosca makes a motion to increase the millage for the FVCA members by the maximum amount allowed (results in about few dollars increase to each household); Williams seconds, all approve.
- Facilities cost:
- Rosca makes a motion to increase the facilities charge for the FVCA by the maximum amount allowed; Eisterhold seconds, all approve
- Wording: BOD in agreement to use the same wording as was used for last year's assessments.
- Swim team as separate entity from HOA (continued discussion from October meeting)
- Discussions began on this but want input from swim team directors and to bring them in on the conversation to work together towards a solution; BOD receptive to this idea but want collaboration as part of next steps.
- Closing items:
- Williams notices that budget isn't balanced with moving Flock cameras to $100 \%$ in expenses and makes a motion to approve the budget with the Flock cameras removed; Zoch seconds, all approve.
- One final piece to discuss: need funds correctly booked to cover the $\$ 6,650$ invoice for painting the pool pavilion; Williams points out that the furniture budget is perhaps too big and makes a motion to move the necessary funds out of the furniture budget to cover this repair; Zoch seconds, all approve.


## Meeting adjourned 8:43PM.

Fonn Villas Civic Association
2024 Budget - FINAL
Prepared: Nov 30, 2023

## \# of Homes <br> Assessment Rate/Sq Ft <br> Average Assessment/Home

 Total Sq Ft
## I. Maintenance Fund Revenue

4001 Assessments - Maintenance Fund
4002 Interest from July 1992 Bonds
4003 Interest from May 1993 Bonds
4004 Vanguard Interest/Capital Gains
4005 Operating Bank Interest
4010 Transfer Fees
4012 Refinance Fees
4013 Construction Application Fee
4014 Construction Deposit Fines
4015 HO Interest Income
4016 HO DR Cert. Letter Fees
4020 HO Late Fees
4040 HO Legal/Atty Fees
4100 Miscellaneous

## Maintenance Fund Revenue

## Special Events Activity

4510 Business Donations
4590 Community Events
4600 Directory Printing Expense
Special Events Revenue
I. Total Maintenance Fund Revenue
I. Maintenance Fund Expenses

5100 Constable Patrol 5150 Entrance Improvements 5200 Entrance Monthly Maintenance 5250 Accounting/Admin/CPA
5275 DR Enforcement
5400 Insurance - D\&O
5450 Insurance - Crime
5500 Legal
5550 Water
5600 Newsletter Delivery

|  | $\begin{gathered} 348 \\ 0.023 \end{gathered}$ |  | $\begin{gathered} 348 \\ 0.023 \end{gathered}$ |  | $\begin{gathered} 348 \\ 0.025 \end{gathered}$ |  | $\begin{gathered} 348 \\ 0.027 \end{gathered}$ |  |  |  | $\begin{gathered} 348 \\ 0.025 \end{gathered}$ |  | 48 | $\begin{gathered} 348 \\ 0.029 \end{gathered}$ |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$ | 213 | \$ | 214 | \$ | 232 | \$ | 246 | \$ 246 |  | \$ | 250 | \$ | 249 | \$ | 268 |
|  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  | 214,272 | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  |
| $\begin{aligned} & \text { Actual } \\ & 2020 \end{aligned}$ |  | Actual 2021 |  | $\begin{aligned} & \text { Actual } \\ & 2022 \end{aligned}$ |  | $\begin{gathered} \text { YTD Aug } \\ 2023 \end{gathered}$ |  | $2023$ <br> Delta |  | Projected YE 2023 |  | Budget 2023 |  | $\begin{aligned} & \text { Budget } \\ & 2024 \end{aligned}$ |  |
| \$ | 74,126 | \$ | 74,388 | \$ | 80,601 | \$ | 85,633 | \$ | 1,200 | \$ | 86,833 | \$ | 86,785 | \$ | 93,214 |
|  | 2,232 |  | 2,328 |  | 1,200 |  | - |  | - |  |  |  |  |  |  |
|  | 1,740 |  | 1,776 |  | 144 |  | - |  | - |  |  |  |  |  |  |
|  | 5,745 |  | 409 |  | - |  | - |  | - |  | - |  |  |  |  |
|  | 348 |  | 244 |  | 74 |  | 35 |  | 12 |  | 47 |  | 100 |  | 50 |
|  | 1,100 |  | 1,880 |  | 1,000 |  | 520 |  | 120 |  | 640 |  | 1,250 |  | 1,000 |
|  | 1,320 |  | 900 |  | 300 |  | - |  |  |  | - |  | 250 |  | 60 |
|  | 4,150 |  | 4,600 |  | 3,000 |  | 1,650 |  |  |  | 1,650 |  | 3,500 |  | 2,000 |
|  | 14,000 |  | 4,500 |  | - |  | - |  | - |  | - |  | - |  | - |
|  | 209 |  | 157 |  | 121 |  | 99 |  | - |  | 99 |  | 100 |  | 100 |
|  | 480 |  | 90 |  | 185 |  | 125 |  |  |  | 125 |  | 150 |  | 150 |
|  | 2,575 |  | 1,879 |  | 1,750 |  | 1,522 |  | - |  | 1,522 |  | 1,250 |  | 1,500 |
|  | - |  | 198 |  | 188 |  | 198 |  | - |  | 198 |  | - |  | 200 |
|  | 20 |  | - |  | - |  | 260 |  | - |  | 260 |  | 100 |  | 100 |
| \$ 108,046 |  | \$ | 93,348 | \$ | 88,563 | \$ | 90,042 | \$ | 1,332 | \$ | 91,374 | \$ | 3,485 | \$ | 98,374 |


| \$ | $\begin{array}{r} 200 \\ (6,690) \\ (2,265) \\ \hline \end{array}$ | \$ | $(4,924)$ | \$ |  | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$ | $(8,756)$ | \$ | $(4,924)$ | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - |
| \$ | 99,290 | \$ | 88,424 | \$ | 88,563 | \$ | 90,042 | \$ | 1,332 | \$ | 91,374 | \$ | 93,485 | \$ | 98,374 |


| \$ | 40,390 | \$ | 41,489 | \$ | 42,041 | \$ | 35,587 | \$ | 12,000 | \$ | 47,587 | \$ | 48,000 | \$ | 50,437 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 6,130 |  | - |  | 260 |  | 828 |  | - |  | 828 |  | 2,500 |  | 1,500 |
|  | 6,201 |  | 6,201 |  | 6,201 |  | 4,134 |  | 2,067 |  | 6,201 |  | 6,500 |  | 6,080 |
|  | 5,980 |  | 5,833 |  | 6,205 |  | 4,705 |  | 2,040 |  | 6,745 |  | 6,745 |  | 6,745 |
|  | 8,856 |  | 9,305 |  | 6,012 |  | 5,850 |  | 2,800 |  | 8,650 |  | 5,520 |  | 8,400 |
|  | 2,980 |  | 3,259 |  | 3,400 |  | 869 |  | - |  | 869 |  | 6,200 |  | 6,510 |
|  | 853 |  | 810 |  | 737 |  | - |  | - |  | - |  | - |  |  |
|  | 430 |  | 7,785 |  | 3,397 |  | 1,460 |  | 500 |  | 1,960 |  | 2,000 |  | 2,000 |
|  | 1,762 |  | 896 |  | 239 |  | 940 |  | 60 |  | 1,000 |  | 1,000 |  | 1,000 |
|  | 760 |  | 820 |  | 809 |  | 80 |  | - |  | 80 |  | 120 |  |  |

Fonn Villas Civic Association

## 2024 Budget - FINAL

Prepared: Nov 30, 2023

## \# of Homes

Assessment Rate/Sq Ft
Average Assessment/Home Total Sq Ft

5650 Electricity
5700 Community Events
5720 Website
5730 Gifts
5750 Post Office Boxes
5800 Office Supplies \& Postage
5825 Meeting Expenses
5850 Architectural Standards Review
XXXX
Security - Flock Cameras
5999 Transfer to Maint Reserves
I. Total Maintenance Expenses
I. TOTAL MAINTENANCE SURPLUS/(DEFICIT)
II. Maintenance Reserve Fund Revenue

6010 Transfer from Maintenance Fund 6015 Maintenance Reserve Interest/Dividends Total Maintenance Reserve Revenue
II. Maintenance Reserve Fund Expenses

XXXX None
Total Maintenance Reserve Expenses
II. TOTAL MAINTENANCE RESERVE SURPLUS/(DEFICIT)
III. FACILITIES/POOL
> \# of Adjusted Senior Rate Charged \# of Senior Rate Facilities Charged \# of Full Rate Facilities Charged \$ Facilities Adjusted Sr. Rate
> \$ Facilities Senior Rate
> \$ Facilities Full Rate

|  | 348 |  | 348 |  | 348 |  | 348 |  | 348 |  | 348 |  | 348 | $\begin{gathered} 348 \\ 0.029 \end{gathered}$ |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 0.023 |  | 0.023 |  | 0.025 |  | 0.027 |  | 0.025 |  | 0.025 |  | 0.027 |  |  |
| \$ | 213 | \$ | 214 | \$ | 232 | \$ | 246 | \$ | 246 | \$ | 250 | \$ | 249 | \$ | 268 |
|  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  | ,214,272 |  | 3,214,272 |
|  | Actual 2020 |  | Actual 2021 |  | Actual 2022 |  | YTD Aug 2023 |  | 2023 <br> Delta |  | $\begin{aligned} & \text { Projected } \\ & \text { YE } 2023 \end{aligned}$ |  | $\begin{aligned} & \text { Budget } \\ & 2023 \end{aligned}$ |  | $\begin{aligned} & \text { Budget } \\ & 2024 \end{aligned}$ |
|  | 259 |  | 176 |  | 170 |  | 122 |  | 60 |  | 182 |  | 300 |  | 200 |
|  | - |  | - |  | 3,171 |  | 2,030 |  | 2,000 |  | 4,030 |  | 4,000 |  | 4,000 |
|  | 162 |  | - |  | 194 |  | - |  | - |  | - |  | 250 |  | 250 |
|  | 350 |  | - |  | 450 |  | 400 |  | - |  | 400 |  | 300 |  | 450 |
|  | 300 |  | 300 |  | 496 |  | 166 |  | 180 |  | 346 |  | 500 |  | 150 |
|  | 1,495 |  | 1,100 |  | 507 |  | 737 |  | 100 |  | 837 |  | 900 |  | 1,000 |
|  | - |  | - |  | - |  | 450 |  | - |  | 450 |  |  |  | 750 |
|  | 3,900 |  | 2,475 |  | 447 |  | - |  | - |  | - |  | 1,000 |  | 1,000 |
|  |  |  |  |  | 13,826 |  | - |  | 11,210 |  | 11,210 |  | 5,650 |  | 7,902 |
| \$ | 80,809 | \$ | 80,448 | \$ | 88,563 | \$ | 58,357 | \$ | 33,017 | \$ | 91,374 | \$ | 93,485 | \$ | 98,374 |
| \$ | 18,481 | \$ | 7,977 | \$ | - | \$ | 31,685 | \$ | $(31,685)$ | \$ | 0 | \$ | 0 | \$ | - |


| $\$$ | 13,826 | $\$$ | - | $\$$ | 11,210 | $\$$ | 11,210 | $\$$ | 5,650 | $\$$ | 7,902 |
| :--- | ---: | :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  | 2,820 |  | 2,500 |  | 220 |  | 2,720 |  | - |  | 1,813 |
| $\$$ | 16,645 | $\$$ | 2,500 | $\$$ | 11,430 | $\$$ | 13,930 | $\$$ | 5,650 | $\$$ | 9,715 |


| $\$$ | - | $\$$ | - | $\$$ | - | $\$$ | - | $\$$ | - | $\$$ | - |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| $\$$ | - | $\$$ | - | $\$$ | - | $\$$ | - | $\$$ | - | $\$$ | - |
|  |  |  |  |  |  |  |  |  |  |  |  |
| $\$$ | $\mathbf{1 6 , 6 4 5}$ | $\$$ | $\mathbf{2 , 5 0 0}$ | $\$$ | 11,430 | $\$$ | 13,930 | $\$$ | 5,650 | $\$$ | 9,715 |


|  | 21 | 22 |
| ---: | ---: | ---: |
|  | 75 | 69 |
| 256.67 | 252 | 257 |
| 100.00 | 256.67 | 277.20 |
| 385.00 | 385.00 | 415.80 |

## \# of Homes <br> Assessment Rate/Sq Ft <br> Average Assessment/Home

 Total Sq Ft8100 Facilities Assessment - Full 8150 Facilities Assessment - Senior 8160 Facilities Assessment - Adj Sr. 8175 Pool Memberships/Usage Fees 8200 ST Swim Team Dues \& Sales 8210 ST Swim Team Sales: Tshirts, Caps, Signs 8250 Facilities Rentals
ST 8300 Facility/Swim Concessions
ST 8350 ST Swim Team Sponsorships 8400 Facilities Other Revenue

Lease Income from Dad's Club
III. Total Facilities/Pool Revenue
III. Facilities/Pool Expenses

9100 Accounting \& Admin 9175 Printing \& Postage
9225 Membership Expense
ST 9250 Swim Team Expense
ST $\quad 9251$ ST - Acctg \& Admin
ST 9252 ST - Printing/Postage
ST $\quad 9253$ ST - League \& Swimtopia Dues
ST $\quad 9254$ ST-Dues
ST 9255 ST-Resales-shirts, etc.
ST 9256 ST - Coaches Payroll
ST $\quad 9257$ ST - Meets/Parties/Life
ST $\quad 9258$ ST - Splash/Fun/Endseason
ST $\quad 9259$ ST - Other Expenses
ST 9270 Facility/Swim Concessions Expense
9300 Pool Maintenance Contract
9325 Pool/Facilities Supplies
9350 Pool Equipment Repairs
9375 Pool House, Pavillion \& Fence Repairs
9400 Facilities Landscape Maintenance
ST

9404 ST - Liability Insurance
9410 Property/Casualty Insurance
9425 Facilities/Pool Property Taxes

|  | 348 |  | 348 |  | 348 |  | 348 |  | 348 |  | 348 |  | 348 | $\begin{gathered} 348 \\ 0.029 \end{gathered}$ |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 0.023 |  | 0.023 |  | 0.025 |  | 0.027 |  | 0.025 |  | 0.025 |  | 0.027 |  |  |
| \$ | 213 | \$ | 214 | \$ | 232 | \$ | 246 | \$ | 246 | \$ | 250 | \$ | 249 | \$ | 268 |
|  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  | ,214,272 |
|  | $\begin{aligned} & \text { Actual } \\ & 2020 \end{aligned}$ |  | $\begin{gathered} \text { Actual } \\ 2021 \end{gathered}$ |  | $\begin{aligned} & \text { Actual } \\ & 2022 \end{aligned}$ |  | $\begin{aligned} & \text { YTD Aug } \\ & 2023 \end{aligned}$ |  | $\begin{aligned} & 2023 \\ & \text { Delta } \end{aligned}$ |  | Projected <br> YE 2023 |  | Budget 2023 |  | udget $2024$ |
| \$ | 96,276 | \$ | 98,124 | \$ | 108,064 | \$ | 115,356 | \$ | 1,200 | \$ | 116,556 | \$ | 116,757 | \$ | 127,067 |
|  | 8,000 |  | 7,499 |  | 6,700 |  | 6,000 |  | - |  | 6,000 |  | 6,500 |  | 5,800 |
|  | 5,390 |  | 5,390 |  | 6,653 |  | 8,682 |  | - |  | 8,682 |  | 6,886 |  | 9,053 |
|  | 5,050 |  | 35,623 |  | 40,524 |  | 36,215 |  | - |  | 36,215 |  | 37,000 |  | 40,000 |
|  | - |  | 20,789 |  | 26,599 |  | 27,447 |  | - |  | 27,447 |  | 22,500 |  | 27,000 |
|  |  |  |  |  |  |  | 124 |  | - |  | 124 |  | 3,000 |  |  |
|  | - |  | - |  | - |  | - |  | - |  | - |  | - |  |  |
|  | - |  | 943 |  | 5,033 |  | 9,870 |  | - |  | 9,870 |  | 10,000 |  | 10,000 |
|  | 1,500 |  | 6,700 |  | 8,100 |  | 9,350 |  | - |  | 9,350 |  | 7,000 |  | 8,500 |
|  | 475 |  | 1,844 |  | 1,080 |  | 76 |  | - |  | 76 |  | 1,000 |  | 1,000 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 30,286 |
| \$ | 116,691 | \$ | 176,912 | \$ | 202,753 | \$ | 213,119 | \$ | 1,200 | \$ | 214,319 | \$ | 210,642 | \$ | 258,706 |



Fonn Villas Civic Association
2024 Budget - FINAL
Prepared: Nov 30, 2023
\# of Homes
Assessment Rate/Sq Ft
Average Assessment/Home Total Sq Ft

9450 Facilities/Pool Electricity 9475 Facilities/Pool Wi-Fi/Phone 9500 Facilities/Pool Water 9510 Facilities/Pool Recr/Furniture 9525 Facilities/Pool Other Expenses 9XXX Security - Flock Cameras
Expenses for Dad's Club Lease
III. 9599 Transfer to Facilities Reserves
III. Total Facilities/Pool Expenses
III. TOTAL FACILITIES/POOL SURPLUS/(DEFICIT)
IV. Facilities Reserve Fund Revenue

9610 Transfer from Facilities/Pool Fund 9615 Facilities Reserve Interest/Dividends Total Maintenance Reserve Revenue
IV. Facilities Reserve Fund Expenses XXXX TBD

Total Maintenance Reserve Expenses
IV. TOTAL FACILITIES RESERVE SURPLUS/(DEFICIT)
v. COMBINED FVCA TOTAL SURPLUS/(DEFICIT)

|  | 348 |  | 348 |  | 348 |  | 348 |  | 348 |  | 348 |  | 348 | $\begin{gathered} 348 \\ 0.029 \end{gathered}$ |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 0.023 |  | 0.023 |  | 0.025 |  | 0.027 |  | 0.025 |  | 0.025 |  | 0.027 |  |  |
| \$ | 213 | \$ | 214 | \$ | 232 | \$ | 246 | \$ | 246 | \$ | 250 | \$ | 249 | \$ | 268 |
|  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |  | 3,214,272 |
|  | $\begin{aligned} & \text { Actual } \\ & 2020 \end{aligned}$ |  | $\begin{gathered} \text { Actual } \\ 2021 \end{gathered}$ |  | $\begin{aligned} & \text { Actual } \\ & 2022 \end{aligned}$ |  | $\begin{aligned} & \text { YTD Aug } \\ & 2023 \end{aligned}$ |  | $\begin{aligned} & 2023 \\ & \text { Delta } \end{aligned}$ |  | Projected <br> YE 2023 |  | Budget <br> 2023 |  | $\begin{aligned} & \text { Budget } \\ & 2024 \end{aligned}$ |
|  | 7,208 |  | 7,184 |  | 7,338 |  | 4,705 |  | 2,353 |  | 7,058 |  | 7,500 |  | 7,500 |
|  | 1,377 |  | 1,615 |  | 1,599 |  | 1,127 |  | 563 |  | 1,690 |  | 1,750 |  | 1,750 |
|  | 14,293 |  | 8,245 |  | 14,021 |  | 8,442 |  | 4,221 |  | 12,663 |  | 16,000 |  | 14,500 |
|  | - |  | 33,675 |  | 51,490 |  | 5,249 |  | - |  | 5,249 |  | 12,000 |  | 10,000 |
|  | 4,419 |  | 4,631 |  | 9,178 |  | 15,582 |  | - |  | 15,582 |  | 10,000 |  | 10,000 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 3,500 |
|  |  |  |  |  | - |  | - |  | 34,208 |  | 34,208 |  | 19,322 |  | 67,236 |
| \$ | 113,681 | \$ | 178,802 | \$ | 204,325 | \$ | 161,948 | \$ | 52,371 | \$ | 214,319 | \$ | 210,642 | \$ | 258,706 |
| \$ | 3,010 | \$ | $(1,889)$ | \$ | $(1,572)$ | \$ | 51,171 | \$ | $(51,171)$ | \$ | 0 | \$ | 0 | \$ | - |


| $\$$ | - | $\$$ | - | $\$$ | 34,208 | $\$$ | 34,208 | $\$$ | 19,322 | $\$$ |
| :--- | :---: | :---: | :---: | :---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  | $(7,764)$ | 2,534 |  | 1,250 |  | 3,784 |  | - | 2,236 |  |
| $\$$ | $(7,764)$ | $\$$ | 2,534 | $\$$ | 35,458 | $\$$ | 37,992 | $\$$ | 19,322 | $\$$ |
|  |  |  |  |  |  |  |  |  |  |  |


| $\$$ | 21,491 | $\$$ | 6,087 | $\$$ | 7,310 | $\$$ | 87,890 | $\$$ | $(35,968)$ | $\$$ | 51,922 | $\$$ | 24,973 | $\$$ |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |

