



2016

# SilverHawk HOA

Annual Report



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## NOTICE OF ANNUAL MEETING

NOTICE WAS PROVIDED VIA ELECTRONIC MEANS ON THE SILVERHAWK WEBSITE  
IN ACCORDANCE WITH THE BYLAWS

Date: Tuesday, February 28<sup>th</sup>

Time: 7-9PM

Where: SilverHawk HOA Clubhouse

Agenda: See SilverHawk.com for the most up-to-date details

Note: Please be advised that we will first have our presentation followed by a vote for two new directors.

We ask that you hold your questions until we have cast our votes for the two director positions. Our presentation will be concise so that we can have the maximum amount of time to ask any questions you may have.

IMPORTANT: A vote will be held at the annual meeting of the members for the following:

1. Two Director Positions
2. Approval of Declaration Amendments

Each lot owner must be present at the meeting either in person or through proxy to vote.

In accordance with the Association Bylaws, a quorum of a majority of the total votes in the Association shall constitute a quorum in order to conduct business. Our bylaws state that for the purposes of establishing a quorum...[a]ny member...not personally present at a meeting and who has not properly completed or returned their proxy in a timely fashion to the Secretary shall be deemed to have given to the chair of the meeting the proxy of such Member for quorum purposes.

Please make this a high priority.

Proxy forms may be found at the homepage of [www.silverhawkhoa.com](http://www.silverhawkhoa.com) for during the period of time leading up to and including the day of the annual meeting, at which time it will be removed.

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## Executive Summary

2016 is a big year for SilverHawk. We have been spending a majority of our time working to repair a foundation that was laid nearly a decade ago. That foundation was the Declaration of Covenants, Conditions and Restrictions (CCRs). This is the document that lays down the rules for owning your home in this neighborhood. While these sort of documents intend to create a framework that allows the Association to maintain a certain standard, many are boilerplate templates and fail at the very task for which they were created. Ours was one such document that had good intentions but failed.

To fix the issue we hired an attorney to help us draft a new, more robust document that will give the Association the authority needed to function as intended. In addition to this document, we added another document called Bylaws. This document tells the Association how it must conduct business. In this document, any questions about when a meeting must be held, required notices, etc. is found. It keeps your board accountable to certain business practices that are enforceable in the courts.

So, now we have not only repaired our foundation but we have reinforced it as well. Now we can move forward with improvement projects in the neighborhood. Here is a list of just a few items that we are planning to work on this year:

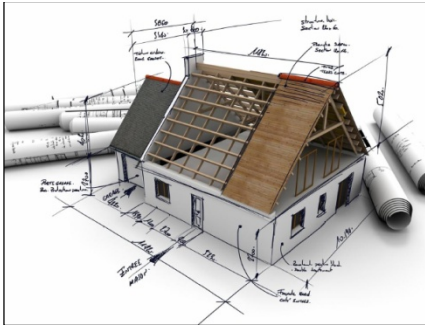
- Enforcement of the Declaration rules
- Park Benches and Picnic tables in the Phase II pond area
- Lighting in the Phase II pond area to light up the trails
- Gates at each end of the Emergency access road to prevent vehicle traffic other than Fire/Rescue
- Research: Street lights in the dark corners of the neighborhood for increased pedestrian safety
- Research: Playground equipment Phase II area
- Research: Pool replacement and expansion
- Clubhouse refreshing such as wood trims, doors, signs, locks, and upgraded camera systems
- Research: Workout room. Removing carpet and replacing with appropriate flooring, purchasing new workout equipment, adding a TV.
- Complete the Villas road from private to public.
- Research: Expanding the clubhouse parking lot
- Research: Making improvements to the fishing pond at the north entrance.

This list is not all inclusive but they are among the top items we have heard discussed for at least a few years now. The items marked research just means that we plan on utilizing a committee approach to planning these initiatives with input gained through surveys and direct form entries much like we did with this latest declaration amendment.

The members<sup>1</sup> have struggled to consistently elect a board and remain involved. This has led to a high turnover rate within the Board of Directors. In addition to the high turnover, the board has not had the benefit of proper training in how our governing documents work and how to use them to conduct our business.

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<sup>1</sup> Members are the owners of the individual lots within the neighborhood. They are the ones who elect the Board to represent them to conduct business.



In summary, we are making good progress but our Homeowners Association is still in great need. Low member participation, high workloads for Directors and high Board turnover have created difficulties in the SilverHawk community being properly served. We must reverse this trend by strengthening our board, engaging our neighbors and actively investing in the betterment of our neighborhood. Our annual meeting presents an opportunity for candidates to fill vacancies. Additional opportunities are available through serving on committees or even volunteering your time on a neighborhood project that peaks your interest. We look forward to seeing all of you at the annual meeting so come with your questions, concerns and most importantly your ideas for SilverHawk in 2017!

## President's Report

### Introduction

Another year is behind us and it is hard to believe. It seemed like yesterday that we were putting bid packages together for the lawn, pool and other services that we have to have to keep SilverHawk running. Now, as I write these words, we are deep into the process again.

For those of you who do not yet know me, I will take time here to introduce you to myself. I joined the SilverHawk Board of Directors through appointment shortly after moving here in February of 2014. Since I have a degree in legal research, I began my work searching the governing documents to understand how our Association was organized and to understand rules that we were obligated to live by. I spent time learning the Oklahoma Statutes that govern the type of corporation we are organized under and by reading a book published by our attorney. In all my studies one thing became very clear. We needed to fix some major holes in the organization if we were going to be legitimate moving forward. So we moved forward with a plan that took nearly two years since its inception to finally be complete. But our work is not done and we need more help.

It was mentioned two years ago that the volunteer base was very low and it was emphasized then how important participation is to the community. Though we have had an increase in those willing to help, we still could use a little more. "Many hands make light work" as the saying goes. The latest project is case in point. We completed that work and it took many hours to complete through 12 volunteers. Even then, it was a heavy burden. But, it was also a massive project. We got the job done.

We are happy to report that because of the success of passing the Declaration Amendment and adopting our first set of bylaws we can continue our work in improving our neighborhood in a way that builds on the work of previous boards.

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I continue to be honored and humbled by the Board's appointment of me to President and hope that I can continue to fulfill their reasons for placing me in this position. Next year will be my turn to run for re-election and it will be your opportunity to determine if I will continue to be a part of this honorable position.

## My Vision

My first goal as President was to ensure that the foundation of our Association was solid. We did that. I wanted to create a system that would build for the future and protect the values of our homes. We also employed the services of a highly skilled attorney who specializes in homeowner associations so that the board fully understand their roles, powers, limitations, and responsibilities. Now we are going to continue that work by doing the following:

- *Creation of a Board of Directors Handbook:* It is one thing to have a Declaration and By-Laws, but wholly another to understand them and know how to put them into practice. We are working on writing this manual to be a training and operating manual for new and current board members. It will outline what the various sections of the Declaration and the By-Laws mean and how they apply to the different board positions. I also have been working with the board members to document how they presently do their jobs. This documentation will ensure continuity upon a board member's term completion or resignation. The last thing we want is to continuously re-invent the way we operate each board position. The handbook will also provide guidance to committees on their purpose and scope of power.

In closing I would like to invite all members to please support your board in building this foundation so that we can better serve you. Please remember that we are on the board because we want to protect the value of our investment and in so doing we protect yours as well.

## Treasurer's Report

### Introduction

My name is Lisa Slaton and I have been on the board since June 2014. My family moved into SilverHawk in 2011 and we absolutely love it here. I started on the board in the secretary position but then moved to treasurer when that office became vacant. I have been doing our family budget for the last 15 years and for the last 5 years I have worked part time for a non-profit organization helping with their membership database, website management, and budget preparation. Using money wisely is extremely important to me as well as knowing where that money is going.

In February of 2015 SilverHawk began using an HOA management company called Neighborhood Services (NS). We have been very pleased with our partnership and have renewed our contract for 2017 for their services. NS sends out all our dues notices, collects the dues and deposits them into our checking account. All bills are first approved by the board and then submitted to NS for payment. Every month the board is provided a manager's report which details all the expenses paid for the previous month as well as income received. This report is audited by a third party accountant and I also review it for accuracy. In the unfortunate case when dues have not been paid, NS will follow up with reminder letters as well as file liens as needed, but only with approval by the board.

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Annual dues are often an area of concern for homeowner associations. We believe that one of the reasons is that people really don't know where the money is applied and that causes some apprehension. Therefore, the board has decided that it would be beneficial to break down the amount each household pays for certain areas of the community.

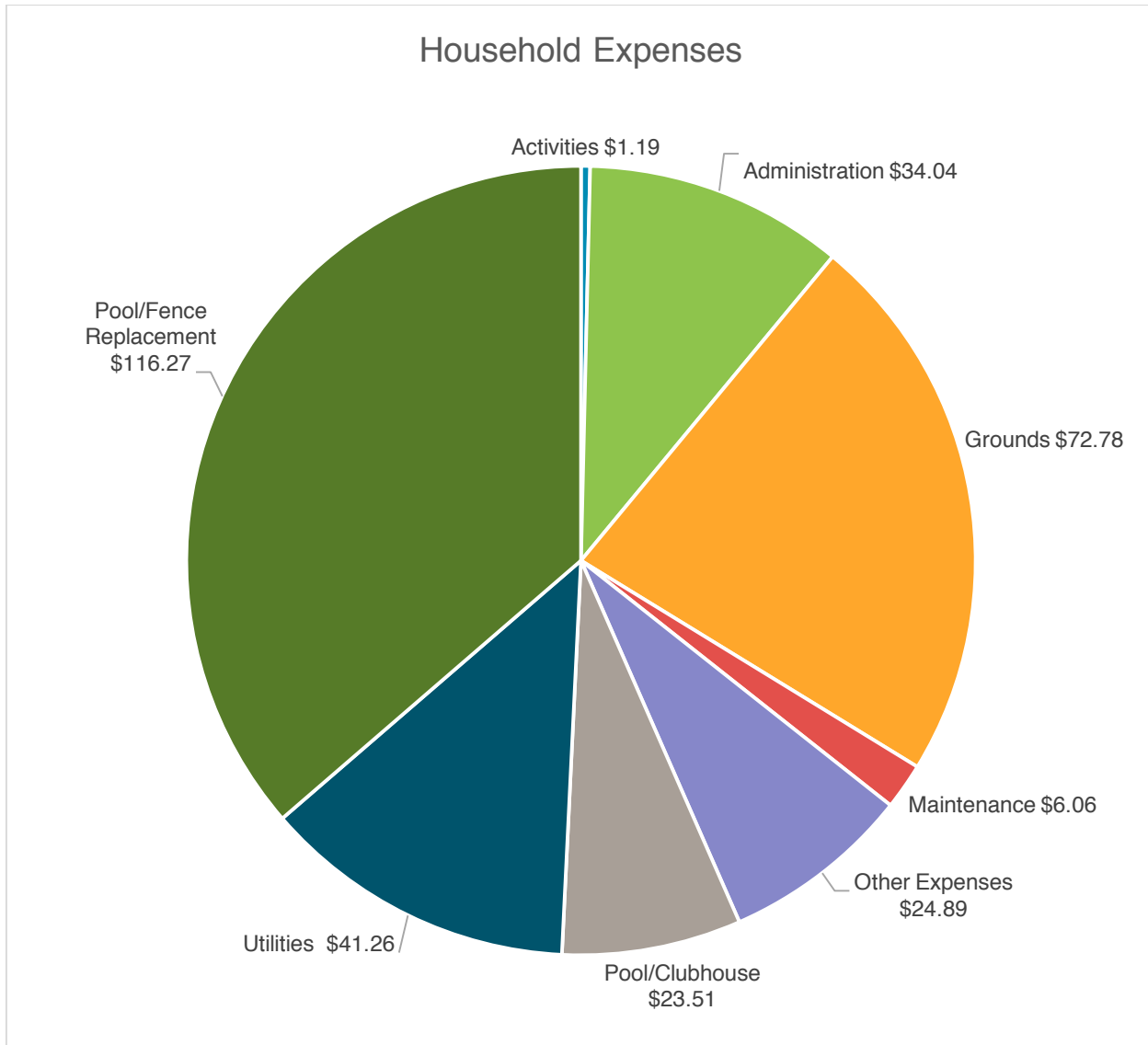
See next page for dues breakdown.



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## Dues Per Household Breakdown Per Lot

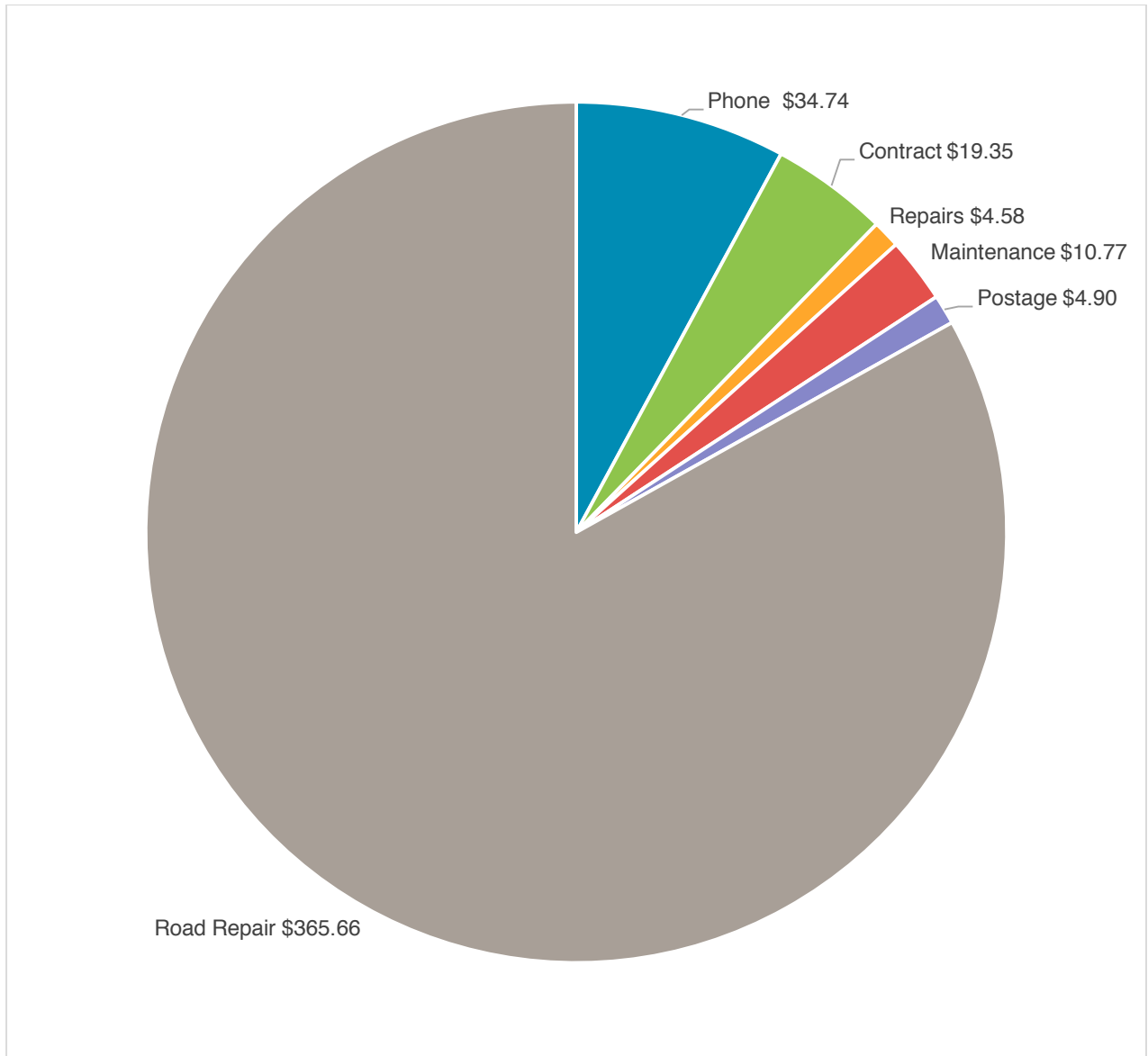
\$320 Paid in dues:



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## Villas Additional Dues Breakdown Per Lot

\$440 paid in fees \$90 + \$350 (\$50/month for 7 months)



Moving forward the Villas will pay only \$320 per year + \$50 a month.

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## A Year in Review ~ Accomplishments

We want you to know that we have been hard at work trying to make this neighborhood better for us all.

- Declaration Amendment. Fixed ineffective language and added a fine schedule for non-compliance with the covenants, conditions and restrictions.
- Bylaws. Adopted the Association first set of Bylaws which gives the Association a framework to do business.
- Committee. We successfully utilized a committee formed by members other than the board to address three areas in the Declaration that needed to be revisited to take into consideration the changing needs and desires of the Association. The language written by this committee was formulated based on a survey that was open to the Association on our website. We got a significant amount of participation on this survey. Additionally, the committee did a comprehensive investigation to see what is actually occurring in the neighborhood with respect to the trash can visibility issue. This will be voted on at the annual meeting.
- Dues: We were able to keep our dues from raising this year.
- Refreshing the Website: We have been working to bring fresh information to the website. Some examples include:
  - Announcing board meetings and giving members an opportunity to be heard.
  - Making meeting agendas available a week prior to the board meetings.
  - Making meeting minutes available within two weeks following a board meeting.
  - Our budget is updated.
  - Reorganized pages to fall under more appropriate categories.
- Communications Policy: The board of directors has been working on a communications policy that streamlines our delivery of information to our members. The monthly board meetings and Association website will be the primary means of information dissemination. Our policy is to simply use social media (Nextdoor and Facebook) to get you the information needed to be informed of HOA business on as many platforms as we are able. Therefore, we will not engage in a formal capacity on either of these social media platforms. All media will point back to our website
- Installed information signs at each entrance. We use this to inform you of upcoming events.
- Transparency: We are deeply concerned about transparency. That is why we are working to get information to you as quickly as possible.
- Monthly Audits: Our service company performs monthly audits on Association financials so you can be assured that we take our fiscal responsibilities seriously.

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- Social Events:
    - Annual Fall Out Party: On August 8<sup>th</sup> we had a neighborhood wide party at the pool. The board grilled hotdogs and neighbors were encouraged to bring side dishes. Oklahoma City Fire Department came out with their trucks so that the kids could sit in them and play with the water hoses. We had an excellent turnout and it was a lot of fun.
    - Neighborhood Garage Sales: We have a goal to do a community garage sale twice a year. Traditionally these have been in the spring and fall. This year we held two garage sales. One on May 1-3<sup>rd</sup> and the second October 9-11<sup>th</sup>. Signs advertising the sale have been placed at both entrances the Sunday before the sales (weather permitting) and have been promptly taken down after the weekend of garage sales.
  - Budget: We have been working hard to tighten our budgeting process. To do this we have added several more categories and subcategories to make tracking our expenses easier. This will also aid in future budgeting so we can know how to predict future spending in very specific areas. Currently we are on track to have close to \$20,000 as a rainy day fund for any emergency repairs needed. With Neighborhood Services help we will be able to create and start implementing a 5 year repair plan for major expenses in the neighborhood such as the Villas gate, Villas private road, and the pool. Additionally, we were able to store away \$70,000 towards a new pool as well as \$10,000 for repairs for the Penn Wall. This will help save homeowners in a future special assessment.
  - Meetings: Structure is important in meetings. To be the most effective, they must have a clear purpose, as well as a clear beginning and end. We are continuing to work hard to refine our meeting process by using Robert's Rules of Order.
  - Elections: We are going to hold the second election since 2012 when Michael Love, the Developer, turned the neighborhood over to the HOA and we elected our first board of directors.

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## Looking Ahead ~ What's On the Horizon?

The board is always looking toward the future and trying to anticipate the neighborhood's needs. In order to maintain property value, keep our grounds beautiful, and enforce the rules and regulations, as stated, a revised declaration was adopted that includes a fine schedule. The new board will begin immediate work in seeking out areas in the neighborhood that do not meet the requirements and begin the process of correcting them through an initial letter. If the error is not corrected, we will begin to issue fines and ultimately file liens if it becomes necessary.

In order for us to be more effective as a community, we must have community involvement. We seek to do this in the form of committees. The aim is to have our committees filled with residents from all parts of the neighborhood so that all interests will be represented. We now have a framework that was proven to be successful and we want to extend that to other committees as well. The more people get involved in these committees, the easier the work will be for all of us and the more we can accomplish.

### Committees:

- Legal
  - Responsible for meeting with HOA attorney on legal matters.
  - Making sure the HOA complies with the Oklahoma Law, CC&Rs & Bylaws.
  - Investigates complaints submitted regarding violations of the CC&Rs & Bylaws.
  - Responsible for reviewing and updating the CC&Rs and Bylaws, and receiving input from the members on the changes they would like to implement in the documents.
  - Makes recommendations to the board for action.
  - Development of the Board of Directors Handbook: The primary role of this book is continuity of operations. It is being developed in conjunction with the revision of the Declaration and the implementation of the By-Laws.
- Architecture
  - Responsible for consulting with lot owners on all improvements that require approval of the board.
  - Responsible for heading the improvement ideas for the neighborhood.
  - Drafting and sending variance letters under the direction and approval of the Board.
  - Investigates alongside Legal Affairs & Compliance Committee, those complaints submitted regarding violations of the CC&Rs & Bylaws pertaining to architecture and structures.
  - Streamlined process to submit proposals
- Grounds
  - Work with Neighborhood Services to create the 5 year repair plan.
  - Work with Neighborhood Services to ensure that maintenance items are being taken care of by our contractors.
  - Ensure sprinkler systems are maintained properly and in serviceable condition.
  - Ensure lawn maintenance is being done properly and according to contract.
  - Plan decorations for the holidays.
- Pool
  - Responsible for the operation of the pool and clubhouse.
  - Ensure the pool is being maintained properly and according to contract.

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- Ensure the clubhouse is in serviceable condition. This entails checking the fire extinguishers, smoke detectors and all equipment working.
  - Monitor cameras and administer the camera system.
  - Keep up the pool, look to future of what a new pool will cost.
  - Create a schedule for trash take out and pool duty.
  - Maintain pool signage.
  - Revise pool rules as necessary.
- Welcoming & Social
    - Responsible for the neighborhood garage sales, annual Fall Out.
    - Deliver welcome packet to each new resident with neighborhood and local information.
    - Plan social events as recommended by the committee.

As your board of directors we are looking forward to 2017 as a year of improvement. Improved communication will help convey our desires for the neighborhood as well as yours! Through the website comments may be submitted to voice your opinion on what you would like to see done! We want your ideas to help make SilverHawk the best it can be.

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## Appendix I ~ Annual Budgets and Profit and Loss Statement

# SILVERHAWK HOA 2017 BUDGET

PROJECTED YEARLY INCOME	Dues (\$320 x 362 houses)	\$115,840.00	PROJECTED BALANCE (Projected income minus expenses)	\$23,219.00	
	Clubhouse Reservations	\$750.00		ACTUAL BALANCE (Actual income minus expenses)	\$0.00
	Total yearly income	\$116,590.00			DIFFERENCE (Actual minus projected)
ACTUAL YEARLY INCOME	Dues				
	Clubhouse Reservations				
	Total yearly income	\$0.00			

Administrative	Projected Cost	Actual Cost	Difference
Management Fees	\$7,000.00		\$7,000.00
Postage and Copies	\$800.00		\$800.00
Office Supplies	\$500.00		\$500.00
Filing Fees (Liens)	\$0.00		\$0.00
Legal Fees	\$3,000.00		\$3,000.00
Bank Charges	\$0.00		\$0.00
Insurance	\$7,031.00		\$7,031.00
Property Taxes	\$1,900.00		\$1,900.00
			\$0.00
			\$0.00
<b>Subtotal</b>			<b>\$20,231.00</b>

POOL/CLUBHOUSE	Projected Cost	Actual Cost	Difference
Management	\$5,000.00		\$5,000.00
Phone	\$540.00		\$540.00
Maintenance/Repair	\$4,000.00		\$4,000.00
Equipment/Chemicals	\$1,500.00		\$1,500.00
Clubhouse Supplies	\$400.00		\$400.00
Clubhouse Cleaning	\$1,300.00		\$1,300.00
Furniture	\$500.00		\$500.00
<b>Subtotal</b>			<b>\$13,240.00</b>

MAINTENANCE	Projected Cost	Actual Cost	Difference
Entrance Repairs	\$300.00		\$300.00
Sprinkler Repairs	\$1,000.00		\$1,000.00
Pest Control	\$300.00		\$300.00
Pond Repair	\$1,000.00		\$1,000.00
<b>Subtotal</b>			<b>\$2,600.00</b>

Activites	Projected Cost	Actual Cost	Difference
Social (Welcome)	\$300.00		\$300.00
Meeting Expenses	\$200.00		\$200.00
Website	\$50.00		\$50.00
<b>Subtotal</b>			<b>\$550.00</b>

GROUNDS	Projected Cost	Actual Cost	Difference
Mowing	\$24,000.00		\$24,000.00
Landscaping	\$8,000.00		\$8,000.00
Fertilizing	\$12,000.00		\$12,000.00
Signage	\$500.00		\$500.00
			\$0.00
<b>Subtotal</b>			<b>\$44,500.00</b>

UTILITIES	Projected Cost	Actual Cost	Difference
OG&E	\$6,500.00		\$6,500.00
OKC Water	\$4,500.00		\$4,500.00
ONG	\$650.00		\$650.00
AT&T	\$600.00		\$600.00
			\$0.00
			\$0.00
<b>Subtotal</b>			<b>\$12,250.00</b>

Column1	Projected Cost	Actual Cost	Difference
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
<b>Subtotal</b>			<b>\$0.00</b>

Column1	Projected Cost	Actual Cost	Difference
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
<b>Subtotal</b>			<b>\$0.00</b>

Column1	Projected Cost	Actual Cost	Difference
			\$0.00
			\$0.00
			\$0.00
			\$0.00
<b>Subtotal</b>			<b>\$0.00</b>

Column1	Projected Cost	Actual Cost	Difference
			\$0.00
			\$0.00
			\$0.00
<b>Subtotal</b>			<b>\$0.00</b>

Column1	Projected Cost	Actual Cost	Difference
			\$0.00
			\$0.00
			\$0.00
<b>Subtotal</b>			<b>\$0.00</b>

Column1	Projected Cost	Actual Cost	Difference
			\$0.00
			\$0.00
			\$0.00
			\$0.00
<b>Subtotal</b>			<b>\$0.00</b>

TOTAL PROJECTED COST	\$93,371.00
TOTAL ACTUAL COST	\$0.00
TOTAL DIFFERENCE	\$93,371.00



## SILVERHAWK VILLAS 2017 BUDGET

PROJECTED YEARLY INCOME	Monthly Fee	\$18,000.00	PROJECTED BALANCE (Projected income minus expenses)	\$13,900.00
	Total yearly income	\$18,000.00		ACTUAL BALANCE (Actual income minus expenses)
ACTUAL YEARLY INCOME	Monthly Fee		DIFFERENCE (Actual minus projected)	(\$13,900.00)
	Total yearly income	\$0.00		

Gates	Projected Cost	Actual Cost	Difference
Phone	\$1,100.00		\$1,100.00
Contract	\$600.00		\$600.00
Repairs	\$1,000.00		\$1,000.00
Yearly Inspection	\$300.00		\$300.00
Clickers	\$500.00		\$500.00
Postage	\$300.00		\$300.00
Maintenance	\$300.00		\$300.00
			\$0.00
			\$0.00
Other	\$0.00	\$0.00	\$0.00
<b>Subtotal</b>			\$4,100.00

ROAD	Projected Cost	Actual Cost	Difference
Repair			\$0.00
Yearly Upkeep			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
<b>Subtotal</b>			\$0.00

Column1	Projected Cost	Actual Cost	Difference
			\$0.00
			\$0.00
			\$0.00
<b>Subtotal</b>			\$0.00

Column1	Projected Cost	Actual Cost	Difference
			\$0.00
			\$0.00
			\$0.00
<b>Subtotal</b>			\$0.00

Column1	Projected Cost	Actual Cost	Difference
			\$0.00
			\$0.00
			\$0.00
			\$0.00
<b>Subtotal</b>			\$0.00

Column1	Projected Cost	Actual Cost	Difference
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
<b>Subtotal</b>			\$0.00

Column1	Projected Cost	Actual Cost	Difference
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
<b>Subtotal</b>			\$0.00

Column1	Projected Cost	Actual Cost	Difference
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
<b>Subtotal</b>			\$0.00

Column1	Projected Cost	Actual Cost	Difference
			\$0.00
			\$0.00
			\$0.00
<b>Subtotal</b>			\$0.00

Column1	Projected Cost	Actual Cost	Difference
			\$0.00
			\$0.00
			\$0.00
<b>Subtotal</b>			\$0.00

Column1	Projected Cost	Actual Cost	Difference
			\$0.00
			\$0.00
<b>Subtotal</b>			\$0.00

Column1	Projected Cost	Actual Cost	Difference
			\$0.00
			\$0.00
			\$0.00
<b>Subtotal</b>			\$0.00

TOTAL PROJECTED COST	\$4,100.00
TOTAL ACTUAL COST	\$0.00
TOTAL DIFFERENCE	\$4,100.00

## Silverhawk HOA Profit and Loss Statement 2016

	2015 Profit and Loss	2016 Budget	2016 Profit and Loss	Current Period % from Income	% Change from prior year	% Change from Budget
<b>Income</b>						
Homeowner Dues	100887	115840	111720	99.2%	10.7%	-3.6%
Interest from Banks	0		2	0.0%		
Interest from Aged Accounts	148		203	0.2%	37.2%	
Clubhouse Fees	350	750	750	0.7%	114.3%	
<b>Total</b>	<b>101385</b>	<b>116590</b>	<b>112675</b>	<b>100.0%</b>	<b>11.1%</b>	<b>-3.4%</b>
<b>Operating Expense: Activities</b>						
Social	0	300	8	0.0%		-97.3%
Website	115	50	50	0.0%	-56.5%	
Meeting Expense	120	200	420	0.4%	250.0%	110.0%
<b>Total</b>	<b>235</b>	<b>550</b>	<b>478</b>	<b>0.4%</b>	<b>103.4%</b>	<b>-13.1%</b>
<b>Operating Expense: Administrative</b>						
Management Fees	4875	7000	7000	6.2%	43.6%	
Postage and Copies	451	600	1220	1.1%	170.5%	103.3%
Office Supplies	391	500	39	0.0%	-90.0%	-92.2%
Professional Fees	2877	5000	3924	3.5%	36.4%	-21.5%
<b>Total</b>	<b>8594</b>	<b>13100</b>	<b>12183</b>	<b>10.8%</b>	<b>41.8%</b>	<b>-7.0%</b>
<b>Operating Expense: Grounds</b>						
Mowing	38650	25000	18090	16.1%	-53.2%	-27.6%
Landscaping	5161	3000	3235	2.9%	-37.3%	7.8%
Pond Cleanup	0	1000	0			-100.0%
Fertilizing		5000	4950	4.4%		-1.0%
<b>Total</b>	<b>43811</b>	<b>34000</b>	<b>26275</b>	<b>23.3%</b>	<b>-40.0%</b>	<b>-22.7%</b>
<b>Operating Expense: Maintenance</b>						
Entrance Repairs	160	300	190	0.2%	18.8%	-36.7%
Sprinkler Repairs	1596	1000	637	0.6%	-60.1%	-36.3%
Signage	0	1300	1442	1.3%		10.9%
<b>Total</b>	<b>1756</b>	<b>2600</b>	<b>2269</b>	<b>2.0%</b>	<b>29.2%</b>	<b>-12.7%</b>
<b>Operating Expense: Pool/Clubhouse</b>						
Management	5239	5000	6481	5.8%	23.7%	29.6%
Supplies	121	400	0		-100.0%	-100.0%
Phone	338	500	466	0.4%	37.9%	-6.8%
Maintenance	3254	4000	127	0.1%	-96.1%	-96.8%
Furniture	489	500	0		-100.0%	-100.0%
Clubhouse Cleaning	1250	1300	1000	0.9%	-20.0%	-23.1%
Clubhouse Supplies	365	400	240	0.2%	-34.2%	-40.0%
Pest Control	396	400	198	0.2%	-50.0%	-50.5%
Cox Internet	407	400	424	0.4%	4.2%	6.0%
<b>Total</b>	<b>11859</b>	<b>12900</b>	<b>8936</b>	<b>7.9%</b>	<b>-24.6%</b>	<b>-30.7%</b>
<b>Operating Expense: Utilities</b>						
Electric	6402	6000	6263	5.6%	-2.2%	4.4%
Water	5778	6000	7453	6.6%	29.0%	24.2%
Gas	629	624	626	0.6%	-0.5%	0.3%
AT&T Uverse	263	300	553	0.5%	110.3%	84.3%
<b>Total</b>	<b>13072</b>	<b>12924</b>	<b>14895</b>	<b>13.2%</b>	<b>13.9%</b>	<b>15.3%</b>
<b>Operating Expense: Other</b>						
Insurance	3814	3813	7031	6.2%	84.3%	84.4%
Property Tax	1914	1900	1953	1.7%	2.0%	2.8%
<b>Total</b>	<b>5728</b>	<b>5713</b>	<b>8984</b>	<b>8.0%</b>	<b>56.8%</b>	<b>57.3%</b>
<b>Total Operating Expenses</b>	<b>52640</b>	<b>47650</b>	<b>38936</b>	<b>34.6%</b>	<b>-26.0%</b>	<b>-18.3%</b>