Leisure World

OF MARYLAND

2017 BUDGET

Leisure World of Maryland Corporation

2017 Budget Introduction

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Introduction

OVERALL

The Community budget comprises two components.

The first, Community Facilities (CF), includes services included in the Trust Agreements. The Trust Agreements state that this portion of the Community budget is allocated on a unit basis. As a result, each unit owner will pay the same amount for the Community Facilities regardless of the size, age, or location of the unit they own.

The second, Mutual Operating (MO), addresses services that are provided to the Mutuals based on an identified scope of services. As a result, there is no standard unit charge. The charge to each Mutual is identified in the **Management and Operating Agreement** contract with that Mutual.

There are 27 operating departments in the proposed budget for 2017. This represents a decrease of 1. The Supplemental Transportation Department will be integrated into the Security Department as requested by committee.

There are 15 departments in the ***Community Facilities*** operation; 14 are funded, in total, as part of the standard monthly fee; and two (LW News and Health Services - Clinic) generate a surplus.

There are 10 departments in the ***Mutual Operations***; 8 are "zero-based." Two departments are subsidized – After Hours Maintenance and Community Services.

There are 2 departments funded in part by the ***Community Facilities*** charge and in part by the ***Mutual Operations*** – Administration and Grounds.

SIGNIFICANT CHANGES IN 2017

Reorganization of the Leisure World of Maryland Corporation (LWMC)/New Positions –

On July 12, 2016 the Leisure World Community Corporation (LWCC) Board of Directors (Board) held a special meeting to review a proposed reorganization chart of the LWMC. The chart, as submitted by Management, was adopted at the meeting. (See Attachment A)

A new position, Assistant General Manager for Support Services, is included in the 2017 budget (Cost Center 10-Administration).

In addition, the Board approved a new position, Assistant Project Manager, to be added to Cost Center 44-the Community Services Department.

A job description was provided to the Board at the July 12 meeting. Recruitment for these positions is targeted to begin in the 3rd quarter of 2016.

Leisure World News -

The position of Director of Communications (currently filled by the Senior Editor) will be allocated between this department and the budget for Administrative Services. This is consistent with the allocation in the 2016 budget.

The 2017 budget eliminates funding for outside contract services ($36,000) – layout/design services and copyediting services. Both of these responsibilities will be budgeted as in-house services in 2017.

Adding an in-house graphic designer to the communications team will improve current efficiency in producing Leisure World News. The current contractor arrangement is unwieldy, consumes enormous amounts of staff time, and binds the current staff to an inefficient production process. A designer would also help organize the publication's archives for numerous content and graphic elements, and provide advertising design services.

Job responsibilities were provided to the LW News Advisory Committee.

Copyediting will be addressed by the existing staff with support from volunteers.

Landscape and Snow Removal –

The existing contract with McFall and Berry Landscaping terminates on 12/31/16.
At a meeting of the LWCC Board of Directors held on 7/26/16, the Board authorized LWMC Management to negotiate minor remaining specifications and to execute the agreement.

The Board action approved a contract cost not to exceed $7,450,200 with services commencing 1/1/17 and terming on 12/31/21.

TOTAL EXPENSES

- The **Community Facilities (CF)** accounts for approximately 80.5% of the budgeted funding requirements. The Trust Agreement allows an annual adjustment to the fee in accordance with annual changes to the CPI index published by the U. S. Department of Labor, from May of the prior year to May of the present year. The limitation can be exceeded if 66 2/3 of the LWCC Board approves.

  The change (as published by Department of Labor) for the above referenced period of time was 1.2%. The budget as presented requires a monthly Community Facilities Fee of $166.50, an increase of $5.00, or 3.00%, as compared to the 2016 fee.

- The **Mutual Operations (MO)** accounts for 19.5% of the total budget funding. Total net operating expenses are increasing approximately $106,700, or approximately 3.8%. There is no standard per unit charge for the MO portion of the operation. Charges to the individual Mutuals vary due to differing levels of service required.

WAGES AND BENEFITS

- **Positions** – The 2017 budget provides **for 181** full-time positions, an increase of **4** positions. There are **36** part-time positions budgeted in 2017, a decrease of **1** position.

- **General Salary Fund** – The 2017 Budget contains no "cost-of-living" adjustment for employees. Salary adjustments in 2017 will be awarded based on the results of annual performance evaluations conducted by assigned supervisor and reviewed by management. The proposed budget provides $218,250.00 (approximately 1.75% of budgeted wages/benefits) in funding for salary adjustments, no change to the funding level as compared to the 2016 budget.

- **Personnel Expenses –**
  The Corporation will continue to promote a policy of maintaining a competitive position in the market with respect to compensation (wages and benefits).

  In the 2017 budget, mandatory taxes and insurance (FICA, federal and state unemployment taxes, and workmen's compensation insurance) are budgeted at 10.00% of budgeted wages.

  Discretionary benefits (health insurance, 401k contributions, and life/disability insurance) are budgeted at 14.6% of budgeted wages. The health insurance expense includes funding of $1,500 to support a voluntary wellness program. Employees who elect to participate pay 70% of the cost, and the Corporation pays 30%.

  Note: the 401k Plan is a defined contribution plan, not a defined benefit plan.

- Budgeted Salaries of Officers:

President-General Manager	$ 204,000 -	no change
Vice President- Assist. G.M. for Facilities and Services	$ 159,640 -	2.0% increase
Vice President- Assist. G.M. for Mutual Operations	$ 116,480 -	7.00% decrease
Executive Secretary	$ 62,400 -	1.35% increase
Treasurer	$ 89,960 -	5.0% increase

SERVICE DEPARTMENTS OF PHYSICAL PROPERTIES

The service departments are "zero-based" operations, with the exception of Cost Center 52 – After hours Coverage.

Rate charges for service:

Cost Center 42 – Special Projects	$74.00 per hour*
Cost Center 52 - After Hours	$93.00 per hour**
Cost Center 53 – Electrical Maintenance	$96.00 per hour**
Cost Center 54 – Plumbing Maintenance	$96.00 per hour**
Cost Center 55 – Carpentry Maintenance	$88.00 per hour ***
Cost Center 56 – HVAC Maintenance	$99.00 per hour**
Cost Center 57 – Appliance Maintenance	$96.00 per hour**

Fee changes from previous year:
* These fees represent an increase of $1.00 over the 2016 schedule.
** These fees represent an increase of $2.00 over the 2016 schedule.
*** This fee represents no increase over the 2016 schedule.

Service calls of 30 minutes or less will be billed at a flat rate of $45.00.

Divisional Breakdown with "Sub" Operations and Significant Contracts

As previously noted, there are 27 operating departments identified in the budget. This section of the highlights identifies the appropriate "division" (there are 8 operating divisions) that each department is part of. Additionally, there are "sub services" in some departments that are identified in the following listing and primary contract services.

	2017 Budget	2016 Budget
I. Administration:	$3,515,826	$3,451,626

Management
Accounting
Trust and Mutual Administrative Assistants
Information Technology
Human Resources
Resales
Postal Services

II. Clubhouses	$1,476,982	$1,422,748

Management
Administrative
Building Maintenance
Room Set up
Contract Services:
- Swimming pools – Community Pools
- Fitness Center – Motivational Fitness

LW News :
- Printing outsource – Comprint Printing
- Layout outsource – JPF Design/in-house effective 2017

III. Food Service	$ 58,250	$74,250

Contract: Perrie LLC

IV. Medical	($176,014)	($173,005)

Facility and Social Services

V. <u>Community Services</u>	$4,406,208	$4,202,676
Grounds maintenance – contract McFall and Berry Refuse and Recycling Street and walk lights – all lights in the Community maintained by the Trust. Cable service – contract Comcast		
VI. <u>Physical Properties</u>	$ 156,832	$156,415
Physical Properties Management Special Projects Vehicle Maintenance Housekeeping – Trust properties and some Mutuals Contract: Stansbury Cleaning Primary Service Departments: After Hours Electrical Maintenance Plumbing Maintenance Carpentry Heating/Air Conditioning Maintenance Appliance Maintenance Community Services		
VII. <u>Security and Transportation</u>	$1,939,085	$1,889,584
Transportation - Shuttle Bus Service – no fee Security includes: Supplemental Transportation – Car Service - fee		
VIII. <u>Golf</u>	$ 350,794	$323,919
Golf Course Maintenance Pro Shop		
Total	$11,727,963	$11,348,213

Conclusion

The budget is available on the web site at www.lwmc.com.

In addition, budget workbooks are available in Clubhouse I, Clubhouse II, and the Administration Building for review by unit owners.

I would like to acknowledge the efforts of the various Advisory Committees and thank them for their input and guidance throughout this process.

Each year, management makes every effort to improve the budget process, so that the information provided is accurate, complete, and widely disseminated. This would not be possible without the dedicated efforts of the various department heads of the Leisure World of Maryland Corporation.

Kevin B. Flannery
General Manager

Analysis of Budgeted Positions 2012 - 2017

Analysis of Budgeted Positions	#	2012	2013	2014	2015	2016	2017
ADMINISTRATION	10	Full-Time 33	Full-Time 34	Full-Time 34	Full-Time 31	Full-Time 32	Full-Time 33
		Part-Time 5	Part-Time 5	Part-Time 5	Part-Time 6	Part-Time 6	Part-Time 6
E & R CLUBHOUSE I	20	Full-Time 4	Full-Time 3	Full-Time 3	Full-Time 3	Full-Time 2	Full-Time 2
		Part-Time 6	Part-Time 5	Part-Time 5	Part-Time 5	Part-Time 6	Part-Time 6
E & R CLUBHOUSE II	21	Full-Time 3	Full-Time 3	Full-Time 3	Full-Time 3	Full-Time 2	Full-Time 2
		Part-Time 6	Part-Time 6	Part-Time 6	Part-Time 6	Part-Time 7	Part-Time 7
E & R LEISURE WORLD NEW	22	Full-Time 0	Full-Time 1	Full-Time 2	Full-Time 3	Full-Time 2	Full-Time 3
		Part-Time 0	Part-Time 1	Part-Time 0	Part-Time 0	Part-Time 1	Part-Time 1
CLINIC	30	Full-Time 17	Full-Time 1	Full-Time 0	Full-Time 0	Full-Time 0	Full-Time 0
		Part-Time 12	Part-Time 1	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0
NURSING	32	Full-Time 2	Full-Time 0	Full-Time 0	Full-Time 0	Full-Time 0	Full-Time 0
		Part-Time 3	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0
SOCIAL SERVICE	33	Full-Time 2	Full-Time 2	Full-Time 2	Full-Time 1	Full-Time 1	Full-Time 1
		Part-Time 2	Part-Time 2	Part-Time 2	Part-Time 2	Part-Time 3	Part-Time 3
PHARMACY	31	Full-Time 2	Full-Time 0	Full-Time 0	Full-Time 0	Full-Time 0	Full-Time 0
		Part-Time 4	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0
PPD MANAGEMENT	40	Full-Time 10	Full-Time 10	Full-Time 11	Full-Time 11	Full-Time 11	Full-Time 11
		Part-Time 2	Part-Time 2	Part-Time 1	Part-Time 1	Part-Time 1	Part-Time 1
GROUNDS	41	Full-Time 2	Full-Time 2	Full-Time 2	Full-Time 2	Full-Time 2	Full-Time 2
		Part-Time 1	Part-Time 1	Part-Time 1	Part-Time 1	Part-Time 1	Part-Time 1
SPECIAL PROJECTS	42	Full-Time 5	Full-Time 5	Full-Time 5	Full-Time 4	Full-Time 4	Full-Time 4
		Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0
REFUSE/RECYCLING	43	Full-Time 6	Full-Time 6	Full-Time 6	Full-Time 6	Full-Time 6	Full-Time 6
		Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0
COMMUNITY SERVICES	44	Full-Time 0	Full-Time 0	Full-Time 0	Full-Time 2	Full-Time 2	Full-Time 3
		Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 1	Part-Time 1	Part-Time 0
VEHICLE MAINTENANCE	45	Full-Time 1	Full-Time 1	Full-Time 2	Full-Time 2	Full-Time 2	Full-Time 2
		Part-Time 1	Part-Time 1	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0
AFTER HOURS	52	Full-Time 2	Full-Time 2	Full-Time 2	Full-Time 2	Full-Time 2	Full-Time 2
		Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0
ELECTRIC	53	Full-Time 5	Full-Time 5	Full-Time 5	Full-Time 5	Full-Time 5	Full-Time 5
		Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0
PLUMBING	54	Full-Time 8	Full-Time 8	Full-Time 8	Full-Time 8	Full-Time 8	Full-Time 8
		Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0
CARPENTRY	55	Full-Time 5	Full-Time 5	Full-Time 5	Full-Time 5	Full-Time 5	Full-Time 6
		Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0
HVA/C MAINTENANCE	56	Full-Time 6	Full-Time 6	Full-Time 6	Full-Time 6	Full-Time 5	Full-Time 5
		Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 1	Part-Time 1
APPLIANCE MAINTENANCE	57	Full-Time 4	Full-Time 4	Full-Time 4	Full-Time 4	Full-Time 3	Full-Time 3
		Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 1	Part-Time 1
TRANSPORTATION	60	Full-Time 4	Full-Time 4	Full-Time 4	Full-Time 4	Full-Time 4	Full-Time 4
		Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0
TRANSPORTATION/SUPP	61	Full-Time 2	Full-Time 3	Full-Time 3	Full-Time 3	Full-Time 3	Full-Time 3
		Part-Time 1	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0
SECURITY	65	Full-Time 23	Full-Time 23	Full-Time 24	Full-Time 25	Full-Time 25	Full-Time 25
		Part-Time 3	Part-Time 3	Part-Time 4	Part-Time 4	Part-Time 4	Part-Time 4
GOLF	80	Full-Time 6	Full-Time 6	Full-Time 6	Full-Time 6	Full-Time 6	Full-Time 6
		Part-Time 3	Part-Time 3	Part-Time 3	Part-Time 3	Part-Time 3	Part-Time 3
PRO SHOP	81	Full-Time 1	Full-Time 1	Full-Time 1	Full-Time 1	Full-Time 1	Full-Time 1
		Part-Time 2	Part-Time 2	Part-Time 2	Part-Time 2	Part-Time 2	Part-Time 2
MUTUAL PROPERTY MANAG	90	Full-Time 44	Full-Time 44	Full-Time 44	Full-Time 44	Full-Time 44	Full-Time 44
		Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0	Part-Time 0
Totals :		**Full-Time 197**	**Part-Time 179**	**Full-Time 182**	**Full-Time 181**	**Full-Time 177**	**Full-Time 181**
		Part-Time 51	**Part-Time 32**	**Part-Time 29**	**Part-Time 31**	**Part-Time 37**	**Part-Time 36**

Change in Total Positions from 2016 to 2017 **Part Time** **-1** **Full Time** **4**

2017 BUDGET vs. 2016 BUDGET	---SUMMARY OF FUNDS---	
	TOTAL $$$	$$$ PER UNIT
I. OPERATING EXPENSES-COMMUNITY FACILITIES		
2017 PROPOSED	$9,228,729	$135.92
2016 BUDGET	$8,939,399	$131.66
2017 OVER (UNDER) 2016	$289,330	$4.26
PERCENTAGE INCREASE (DECREASE)	3.24%	
II. CONTRIBUTIONS TO RESERVE FUNDS- COMMUNITY FACILITIES		
FACILITIES MAINTENANCE PLAN		
2017 PROPOSED	$1,514,595	$22.31
2016 BUDGET	$1,484,600	$21.86
2017 OVER (UNDER) 2016	$29,995	$0.44
SNOW CHEMICAL/STORM FUND		
2017 PROPOSED	$80,000	$1.18
2016 BUDGET	$80,000	$1.18
2017 OVER (UNDER) 2016	$0	$0.00
CONTINGENCY FUND		
2017 PROPOSED	$30,000	$0.44
2016 BUDGET	$30,000	$0.44
2017 OVER (UNDER) 2016	$0	$0.00
NEW CAPITAL EQUIPMENT		
2017 PROPOSED	$37,150	$0.55
2016 BUDGET	$16,800	$0.25
2017 OVER (UNDER) 2016	$20,350	$0.30
FACILITIES REPLACEMENT RESERVE		
2017 PROPOSED	$415,000	$6.11
2016 BUDGET	$415,000	$6.11
2017 OVER (UNDER) 2016	$0	$0.00
TOTAL RESERVE FUNDING		
2017 PROPOSED	$2,076,745	$30.59
2016 BUDGET	$2,026,400	$29.84
2017 OVER (UNDER) 2016	$50,345	$0.74
III. TOTAL COMMUNITY FACILITIES CHARGE (II+III)		
2017 PROPOSED	$11,305,474	$166.50
2016 BUDGET	$10,965,799	$161.50
2017 OVER (UNDER) 2016	$339,675	$5.00
IV. OPERATING EXPENSES - MUTUAL OPERATIONS		
2017 PROPOSED	$2,753,354	$40.55
2016 BUDGET	$2,646,814	$38.98
2017 OVER (UNDER) 2016	$106,540	$1.57
PERCENTAGE INCREASE (DECREASE)	4.03%	(Average)
TOTAL EXPENSES (III+IV)		
2017 PROPOSED	$14,058,828	$207.05
2016 BUDGET	$13,612,613	$200.48
2017 OVER (UNDER) 2016	$446,215	$6.57
PERCENT INCREASE (DECREASE)	3.28%	(Average)
BILLING UNITS 2017 - 67900 2016- 67900		

2017 BUDGET vs. 2016 ESTIMATE	---SUMMARY OF FUNDS---	
	TOTAL $$$	$$$ PER UNIT
I. OPERATING EXPENSES-COMMUNITY FACILITIES		
2017 PROPOSED	$9,228,729	$135.92
2016 ESTIMATE	$8,867,448	$130.60
2017 OVER (UNDER) 2016	$361,281	$5.32
PERCENTAGE INCREASE (DECREASE)	4.07%	
II. CONTRIBUTIONS TO RESERVE FUNDS- COMMUNITY FACILITIES		
FACILITIES MAINTENANCE PLAN		
2017 PROPOSED	$1,514,595	$22.31
2016 ESTIMATE	$1,484,600	$21.86
2017 OVER (UNDER) 2016	$29,995	$0.44
SNOW CHEMICAL/STORM FUND		
2017 PROPOSED	$80,000	$1.18
2016 ESTIMATE	$80,000	$1.18
2017 OVER (UNDER) 2016	$0	$0.00
CONTINGENCY FUND		
2017 PROPOSED	$30,000	$0.44
2016 ESTIMATE	$30,000	$0.44
2017 OVER (UNDER) 2016	$0	$0.00
NEW CAPITAL EQUIPMENT		
2017 PROPOSED	$37,150	$0.55
2016 ESTIMATE	$16,800	$0.25
2017 OVER (UNDER) 2016	$20,350	$0.30
FACILITIES REPLACEMENT RESERVE		
2017 PROPOSED	$415,000	$6.11
2016 ESTIMATE	$415,000	$6.11
2017 OVER (UNDER) 2016	$0	$0.00
TOTAL RESERVE FUNDING		
2017 PROPOSED	$2,076,745	$30.59
2016 ESTIMATE	$2,026,400	$29.84
2017 OVER (UNDER) 2016	$50,345	$0.74
III. TOTAL COMMUNITY FACILITIES CHARGE (I+II)		
2017 PROPOSED	$11,305,474	$166.50
2016 ESTIMATE	$10,893,848	$160.44
2017 OVER (UNDER) 2016	$411,626	$6.10
IV. OPERATING EXPENSES - MUTUAL OPERATIONS		
2017 PROPOSED	$2,753,354	$40.55
2016 ESTIMATE	$2,560,120	$37.70
2017 OVER (UNDER) 2016	$193,234	$2.85
PERCENTAGE INCREASE (DECREASE)	7.55%	(Average)
TOTAL EXPENSES (III+IV)		
2017 PROPOSED	$14,058,828	$207.05
2016 ESTIMATE	$13,453,968	$198.14
2017 OVER (UNDER) 2016	$604,860	$8.91
PERCENT INCREASE (DECREASE)	4.50%	(Average)
BILLING UNITS 2017 - 67900 2016- 67900		

2017 Budget Summary by Cost Center

(All figures shown are net operating expenses of each department)

Community Facilities - CF Combined Mutual Operating - MO		2014 Actual	2015 Actual	2016 Budget	2016 Estimate	Proposed 2017 Budget
A - OPERATING EXPENSES						
I ADMINISTRATION	MO	1,425,465	1,413,167	1,428,248	1,393,303	1,457,793
	CF	2,019,435	2,002,013	2,023,378	1,973,872	2,065,233
Total Administration		3,444,900	3,415,180	3,451,626	3,367,175	3,523,026
II CLUBHOUSE I	CF	755,391	732,041	799,940	804,424	828,576
CLUBHOUSE II	CF	699,054	689,113	662,501	658,309	691,273
LEISURE WOLRD NEWS	CF	(132,394)	(70,479)	(39,693)	(41,229)	(41,867)
Total Clubhouse Operations		1,322,051	1,350,675	1,422,748	1,421,504	1,477,982
III FOOD SERVICE	CF	100,046	90,603	74,250	73,070	58,250
Total Food Services		100,046	90,603	74,250	73,070	58,250
IV CLINIC	CF	(398,540)	(400,162)	(408,450)	(409,600)	(418,200)
SOCIAL SERVICE	CF	192,682	237,354	235,445	240,026	242,186
Total Healthcare Services		(205,858)	(162,809)	(173,005)	(169,574)	(176,014)
V GROUNDS	MO	968,485	986,465	1,033,235	1,032,730	1,110,128
	CF	393,464	400,769	419,771	419,565	451,009
REFUSE/RECYCLING	CF	529,609	523,513	534,950	518,768	528,071
CABLE SERVICE	CF	1,865,930	1,951,626	2,002,720	2,002,775	2,105,000
STREET LIGHTS	CF	176,313	207,812	176,000	175,300	176,000
COMMUNITY CALL SYSTEM	CF	36,000	36,000	36,000	0	36,000
Total Community Services		3,969,802	4,106,186	4,202,676	4,149,138	4,406,208
VI PPD MANAGEMENT	CF	84,600	89,302	41,085	40,660	41,069
SPECIAL PROJECTS	MO	17,896	(4,700)	0	(8,607)	1,068
COMMUNITY SERVICES	MO	0	100,304	95,943	97,646	95,040
VEHICLE MAINTENANCE	MO	(0)	(191)	0	0	0
JANITORIAL	MO	0	0	0	0	0
AFTER HOURS	MO	45,438	44,624	19,387	21,790	19,325
ELECTRIC	MO	(17,275)	(18,011)	0	(8,441)	0
PLUMBING	MO	(31,233)	(14,074)	0	(4,534)	0
CARPENTRY	MO	19,341	38,966	0	(2,404)	0
HVAC MAINTENANCE	MO	(11,183)	(7,378)	0	(16,376)	0
APPLIANCE MAINTENANCE	MO	12,387	22,500	0	(14,987)	0
Total Physical Properties		119,970	251,341	156,415	104,747	156,502
VII TRANSPORTATION	CF	312,276	317,285	331,683	325,630	337,451
SUPPLEMENTAL TRANSPORTATION	CF	217,185	199,264	206,907	191,152	* 0
SECURITY	CF	1,396,789	1,448,086	1,350,994	1,387,110	1,601,634
Total Security and Transportation		1,926,250	1,964,635	1,889,584	1,903,892	1,939,085
VIII GOLF COURSE	CF	308,821	330,450	265,027	271,922	283,082
GOLF PRO SHOP	CF	76,218	84,451	58,892	67,694	67,712
Total Golf		385,039	414,901	323,919	339,616	350,794
A NET OPERATING EXPENSES		11,062,200	11,430,711	11,348,213	11,189,568	11,735,833
$ per Billing Unit (Cost per Unit per Month)		164.25	168.79	167.13	164.79	172.84
B - MAINTENANCE FUNDS						
FACILITIES MAINTENANCE	CF	1,325,000	1,375,000	1,484,600	1,484,600	1,514,595
SNOW CHEMICALS/STORM	CF	80,000	80,000	80,000	80,000	80,000
CONTINGENCY FUNDS	CF	157,977	30,000	30,000	30,000	30,000
NEW EQUIPMENT PURCHASE FUND	CF	29,100	23,600	16,800	16,800	37,150
REPLACEMENT RESERVE	CF	415,000	415,000	415,000	415,000	415,000
Total Reserve Funds		2,007,077	1,923,600	2,026,400	2,026,400	2,076,745
B TOTAL MAINTENANCE FUNDS		2,007,077	1,923,600	2,026,400	2,026,400	2,076,745
$ per Billing Unit (Cost per Unit per Month)		29.80	28.41	29.84	29.84	30.59
C - SALARY FUND						
MERIT INCREASE - GENERAL	MO	0	0	60,000	60,000	60,000
	CF	0	0	140,000	140,000	144,550
MERIT INCREASE - MANAGEMENT	MO	0	0	4,000	4,000	4,000
	CF	0	0	8,000	8,000	9,700
27th PAYROLL - 11th YEAR	MO	7,500	6,000	6,000	6,000	6,000
	CF	22,500	20,000	20,000	20,000	22,000
Total Salary Adjustment Fund		30,000	26,000	238,000	238,000	246,250
C TOTAL SALARY FUND		30,000	26,000	238,000	238,000	246,250
$ per Billing Unit (Cost per Unit per Month)		0.45	0.38	3.51	3.51	3.63
D - Total Net Expenses		13,099,277	13,380,311	13,612,613	13,453,968	14,058,828
$ per Billing Unit (Cost per Unit per month)		194.50	197.58	200.48	198.14	207.05
Total Combined Mutual Operating		2,436,820	2,567,671	2,646,814	2,560,120	2,753,354
$ per Billing Unit (Cost per Unit per month)		36.18	37.92	38.98	37.70	40.55
Total Community Facilities		10,662,457	10,812,640	10,965,799	10,893,848	11,305,474
$ per Billing Unit (Cost per Unit per month)		158.31	159.67	161.50	160.44	166.50
Billing Units		67350	67720	67900	67900	67900

* - Consolidated into Security Effective 1/1/2017

Community Facilities Budget

2016 vs 2017 Comparative

	2016		2017	
	Budget	$ per BU	Budget	$ per BU
ADMINISTRATION	2,023,378	29.80	2,065,233	30.42
EDUCATION & RECREATION	1,422,748	20.96	1,477,982	21.77
FOOD SERVICE	74,250	1.09	58,250	0.86
MEDICAL CENTER	(173,005)	(2.55)	(176,014)	(2.59)
PPD MANAGEMENT	41,085	0.61	41,069	0.60
GROUNDS	419,771	6.18	451,009	6.64
REFUSE/RECYCLING	534,950	7.88	528,071	7.78
CABLE SERVICE	2,002,720	29.50	2,105,000	31.00
TRANSPORTATION	538,590	7.93	337,451	4.97
SECURITY	1,350,994	19.90	1,601,634	23.59
STREET LIGHTS	176,000	2.59	176,000	2.59
GOLF COURSE	323,919	4.77	350,794	5.17
PLANNED PROPERTY MAINT.	1,484,600	21.86	1,514,595	22.31
SNOW CHEMICALS	80,000	1.18	80,000	1.18
CONTINGENCY FUNDS	30,000	0.44	30,000	0.44
NEW EQUIPMENT PURCH FUND	16,800	0.25	37,150	0.55
REPLACEMENT RESERVE	415,000	6.11	415,000	6.11
SALARY FUND	168,000	2.47	176,250	2.60
COMMUNITY CALL SYSTEM	36,000	0.53	36,000	0.53
	10,965,799	161.50	11,305,474	166.50

C C : ALL
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Consolidated Department Budgets

	Cost Center 10	Cost Center 20	Cost Center 21	Cost Center 22	Cost Center 25	Cost Center 30	Cost Center 33
Revenue							
Revenue	558,600	86,200	174,000	355,000	0	548,000	0
Cost of Sales	0	39,000	87,500	64,500	0	0	0
Gross Margin	$558,600	$47,200	$86,500	$290,500	$0	$548,000	$0
Personnel Expense							
Salary / Wages	2,503,326	251,261	189,423	196,148	0	0	200,616
FICA	190,000	19,375	14,500	15,000	0	0	15,200
FUI	2,400	525	300	110	0	0	135
SUI	7,000	1,200	1,450	725	0	0	735
Workmens Compensation	9,350	4,000	1,700	275	0	0	1,900
Health Insurance	270,000	21,000	26,500	18,000	0	0	14,000
Pension	88,000	5,500	7,600	3,000	0	0	7,000
Life Insurance	13,400	650	500	350	0	0	500
Disability Insurance	11,600	1,000	750	425	0	0	850
Total Personnel Expense	$3,095,076	$304,511	$242,723	$234,033	$0	$0	$240,936
Overhead Expense							
Materials & Supplies	79,200	14,100	5,500	1,200	0	0	1,250
Audit	48,500	0	0	0	0	0	0
Legal	40,000	0	0	0	0	0	0
Insurance	128,000	14,900	17,000	0	0	13,200	0
Postage	22,000	3,000	0	3,600	0	0	0
Advertising	0	0	0	0	12,800	0	0
Computer Support	68,000	0	0	0	0	0	0
HR Support Services	40,700	0	0	0	0	0	0
Outside Contracts	66,000	38,500	187,000	0	0	0	0
Employee Awrds/Ann'l Mtg	6,700	1,000	0	0	0	0	0
Uniforms & Laundry	0	1,500	0	0	0	0	0
Public Relations	51,900	0	0	0	0	0	0
Board Expense	10,000	0	0	0	0	0	0
Special Events	0	3,000	750	0	0	0	0
Rent	0	0	0	0	0	0	0
State, Federal & Local Tax	82,000	0	0	0	0	0	0
Depreciation	50,000	30,000	17,000	0	24,000	0	0
Training	35,000	0	0	0	0	0	0
Dues & Memberships	2,000	8,200	4,000	7,600	2,450	0	0
Electricity	65,000	134,000	137,000	0	0	56,000	0
Water	13,750	59,400	24,400	0	0	6,700	0
Telephone	22,000	21,250	4,000	1,200	0	0	0
Fuel	0	10,000	18,500	0	0	0	0
Housekeeping	65,000	188,715	93,200	0	0	42,900	0
Building R & M	13,000	25,000	11,500	0	3,000	11,000	0
Equipment R & M	300	9,700	13,000	1,000	16,000	0	0
Equipment Rent	77,500	9,000	2,200	0	0	0	0
Community Watering	0	0	0	0	0	0	0
Total Overhead Expense	$986,550	$571,265	$535,050	$14,600	$58,250	$129,800	$1,250
NET EXPENSES	**3,523,026**	**828,576**	**691,273**	**(41,867)**	**58,250**	**(418,200)**	**242,186**

C C : ALL
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Consolidated Department Budgets

	Cost Center 40	Cost Center 41	Cost Center 42	Cost Center 43	Cost Center 44	Cost Center 45	Cost Center 50
Revenue							
Revenue	875,000	0	403,000	59,000	197,000	631,000	493,465
Cost of Sales	21,200	0	73,500	0	0	70,000	0
Gross Margin	$853,800	$0	$329,500	$59,000	$197,000	$561,000	$493,465
Personnel Expense							
Salary / Wages	594,234	96,707	211,648	208,621	241,310	92,651	26,356
FICA	45,300	7,500	16,100	15,900	18,500	7,100	0
FUI	750	160	300	400	175	149	0
SUI	2,500	320	1,500	1,200	480	425	0
Workmens Compensation	5,500	3,600	9,500	9,000	3,000	4,500	0
Health Insurance	65,000	7,350	30,000	36,500	17,500	7,500	0
Pension	16,000	1,650	5,400	2,000	7,000	0	0
Life Insurance	2,100	350	800	750	625	500	0
Disability Insurance	2,700	700	950	900	750	475	0
Total Personnel Expense	$734,084	$118,337	$276,198	$275,271	$289,340	$113,300	$26,356
Overhead Expense							
Materials & Supplies	29,000	600	2,000	4,000	500	4,000	0
Audit	0	0	0	0	0	0	0
Legal	0	0	0	0	0	0	0
Insurance	9,300	0	0	1,300	0	91,500	0
Postage	6,000	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Computer Support	0	0	0	0	0	0	0
HR Support Services	0	0	0	0	0	0	0
Outside Contracts	500	1,380,000	1,000	180,000	0	6,000	467,109
Employee Awrds/Ann'l Mtg	0	0	0	0	0	0	0
Uniforms & Laundry	500	0	2,500	3,000	275	5,000	0
Public Relations	0	0	0	0	0	0	0
Board Expense	0	0	0	0	0	0	0
Special Events	0	0	0	0	0	0	0
Rent	0	0	0	0	0	0	0
State, Federal & Local Tax	0	0	0	0	0	7,200	0
Depreciation	5,010	0	1,200	0	0	96,000	0
Training	6,000	0	0	0	0	0	0
Dues & Memberships	750	400	0	0	0	0	0
Electricity	34,000	14,500	9,500	0	0	15,200	0
Water	4,700	0	0	0	0	0	0
Telephone	19,000	500	1,000	0	900	2,400	0
Fuel	0	6,000	0	0	0	210,000	0
Housekeeping	25,375	0	0	0	0	0	0
Building R & M	6,100	1,000	1,000	0	0	1,000	0
Equipment R & M	2,000	0	1,500	0	425	1,200	0
Equipment Rent	12,550	6,800	34,670	123,500	600	8,200	0
Community Watering	0	33,000	0	0	0	0	0
Total Overhead Expense	$160,785	$1,442,800	$54,370	$311,800	$2,700	$447,700	$467,109
NET EXPENSES	**41,069**	**1,561,137**	**1,068**	**528,071**	**95,040**	**0**	**0**

C C : ALI
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Consolidated Department Budgets

	Cost Center 52	Cost Center 53	Cost Center 54	Cost Center 55	Cost Center 56	Cost Center 57	Cost Center 58
Revenue							
Revenue	163,000	545,550	1,004,100	1,022,000	800,000	635,000	0
Cost of Sales	22,000	148,000	332,000	616,500	315,000	345,000	0
Gross Margin	$141,000	$397,550	$672,100	$405,500	$485,000	$290,000	$0
Personnel Expense							
Salary / Wages	111,820	263,327	457,453	284,793	325,431	193,173	0
FICA	8,600	19,700	35,000	21,725	24,900	14,700	0
FUI	160	240	500	400	300	170	0
SUI	370	1,125	2,800	1,400	1,100	650	0
Workmens Compensation	5,000	14,450	21,500	15,250	24,000	10,200	0
Health Insurance	19,500	43,500	62,000	32,000	51,000	32,000	0
Pension	5,200	5,200	12,000	4,000	10,000	6,500	0
Life Insurance	450	875	1,650	900	1,200	800	0
Disability Insurance	475	1,125	2,000	900	1,475	1,000	0
Total Personnel Expense	$151,575	$349,542	$594,903	$361,368	$439,406	$259,193	$0
Overhead Expense							
Materials & Supplies	800	1,893	7,997	2,432	2,394	1,457	0
Audit	0	0	0	0	0	0	0
Legal	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0
Postage	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Computer Support	0	0	0	0	0	0	0
HR Support Services	0	0	0	0	0	0	0
Outside Contracts	500	700	4,000	1,500	1,500	1,500	2,105,000
Employee Awrds/Ann'l Mtg	0	0	0	0	0	0	0
Uniforms & Laundry	1,200	2,600	5,500	2,800	3,200	2,000	0
Public Relations	0	0	0	0	0	0	0
Board Expense	0	0	0	0	0	0	0
Special Events	0	0	0	0	0	0	0
Rent	0	0	0	0	0	0	0
State, Federal & Local Tax	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0
Dues & Memberships	0	500	0	0	0	0	0
Electricity	0	0	0	0	0	0	0
Water	0	0	0	0	0	0	0
Telephone	0	3,400	5,700	3,500	3,000	2,000	0
Fuel	0	0	0	0	0	0	0
Housekeeping	0	0	0	0	0	0	0
Building R & M	0	0	0	0	0	0	0
Equipment R & M	250	915	3,000	1,400	1,000	750	0
Equipment Rent	6,000	38,000	51,000	32,500	34,500	23,100	0
Community Watering	0	0	0	0	0	0	0
Total Overhead Expense	$8,750	$48,008	$77,197	$44,132	$45,594	$30,807	$2,105,000
NET EXPENSES	19,325	0	0	0	0	0	2,105,000

C C : ALI
Year : 2017
SCHEDULE D

Leisure World of Maryland Budget 2017
Consolidated Department Budgets

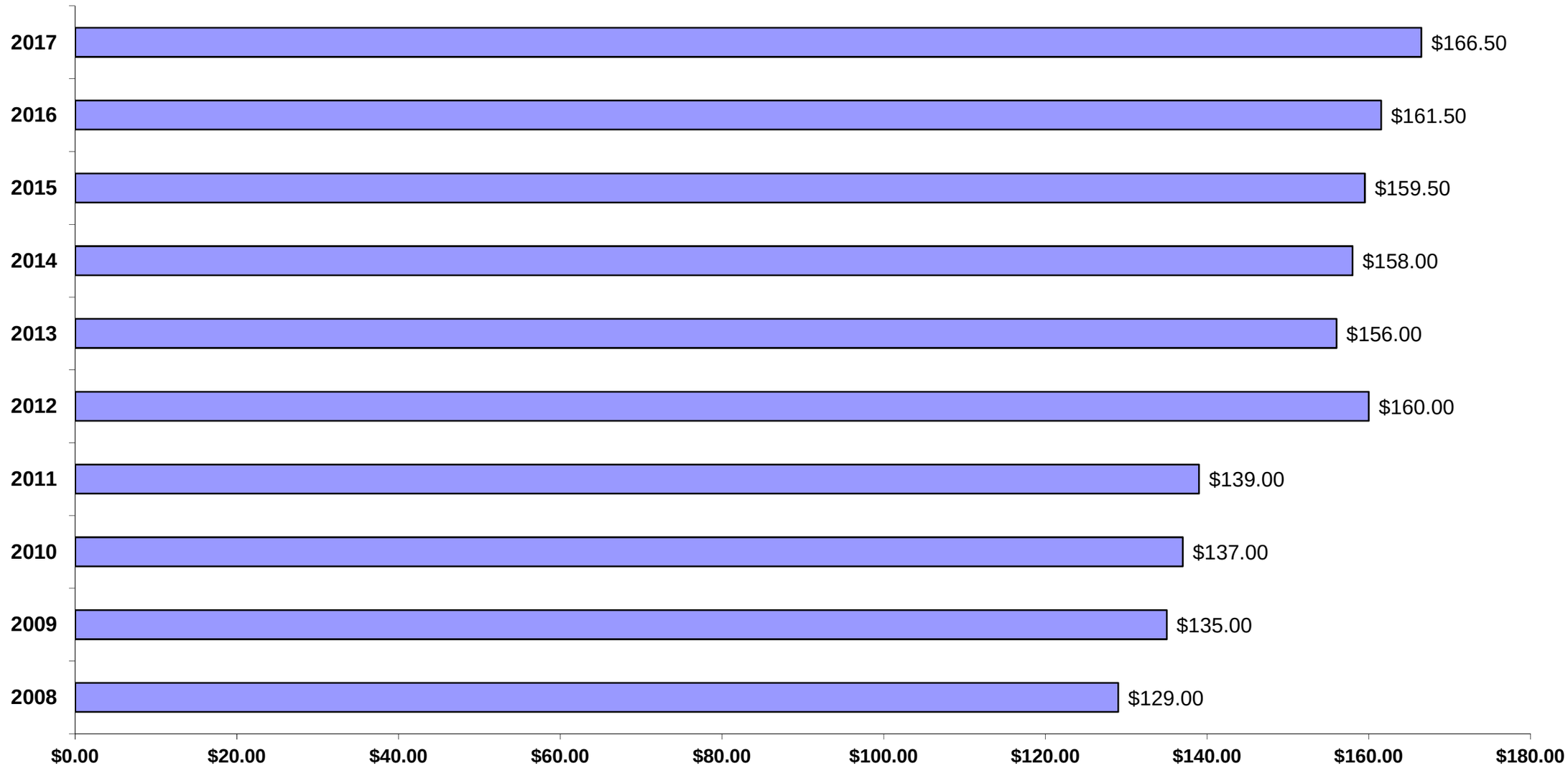
	Cost Center 60	Cost Center 61	Cost Center 65	Cost Center 70	Cost Center 80	Cost Center 81
Revenue						
Revenue	10,000	0	162,400	0	248,850	109,160
Cost of Sales	0	0	0	0	0	13,200
Gross Margin	$10,000	$0	$162,400	$0	$248,850	$95,960
Personnel Expense						
Salary / Wages	124,176	0	1,251,439	0	272,772	122,717
FICA	9,400	0	96,000	0	20,800	9,450
FUI	160	0	2,400	0	425	180
SUI	640	0	7,000	0	1,080	600
Workmens Compensation	9,400	0	36,500	0	7,500	2,200
Health Insurance	16,000	0	156,000	0	35,000	1,200
Pension	2,600	0	28,000	0	5,850	825
Life Insurance	375	0	4,000	0	1,100	300
Disability Insurance	450	0	5,000	0	1,200	325
Total Personnel Expense	$163,201	$0	$1,586,339	$0	$345,727	$137,797
Overhead Expense						
Materials & Supplies	500	0	8,000	0	64,600	1,600
Audit	0	0	0	0	0	0
Legal	0	0	0	0	0	0
Insurance	0	0	0	0	2,400	1,000
Postage	0	0	120	0	0	0
Advertising	0	0	0	0	0	0
Computer Support	0	0	0	0	0	0
HR Support Services	0	0	0	0	0	0
Outside Contracts	0	0	0	0	0	0
Employee Awrds/Ann'l Mtg	0	0	0	0	0	0
Uniforms & Laundry	750	0	6,000	0	2,100	0
Public Relations	0	0	0	0	0	0
Board Expense	0	0	0	0	0	0
Special Events	0	0	0	0	0	0
Rent	0	0	0	0	0	0
State, Federal & Local Tax	0	0	0	0	3,500	0
Depreciation	0	0	4,675	0	37,000	3,600
Training	0	0	4,000	0	0	0
Dues & Memberships	0	0	2,000	0	2,900	6,500
Electricity	0	0	26,000	66,000	14,500	5,000
Water	0	0	0	0	12,000	525
Telephone	0	0	19,000	0	2,400	1,400
Fuel	0	0	0	0	20,500	1,650
Housekeeping	0	0	10,700	0	3,155	4,100
Building R & M	0	0	1,000	0	750	500
Equipment R & M	0	0	3,200	110,000	14,000	0
Equipment Rent	183,000	0	93,000	0	6,400	0
Community Watering	0	0	0	0	0	0
Total Overhead Expense	$184,250	$0	$177,695	$176,000	$186,205	$25,875
NET EXPENSES	337,451	$0	$1,601,634	$176,000	$283,082	$67,712

C C : 10
Year : 2017
SCHEDULE : D

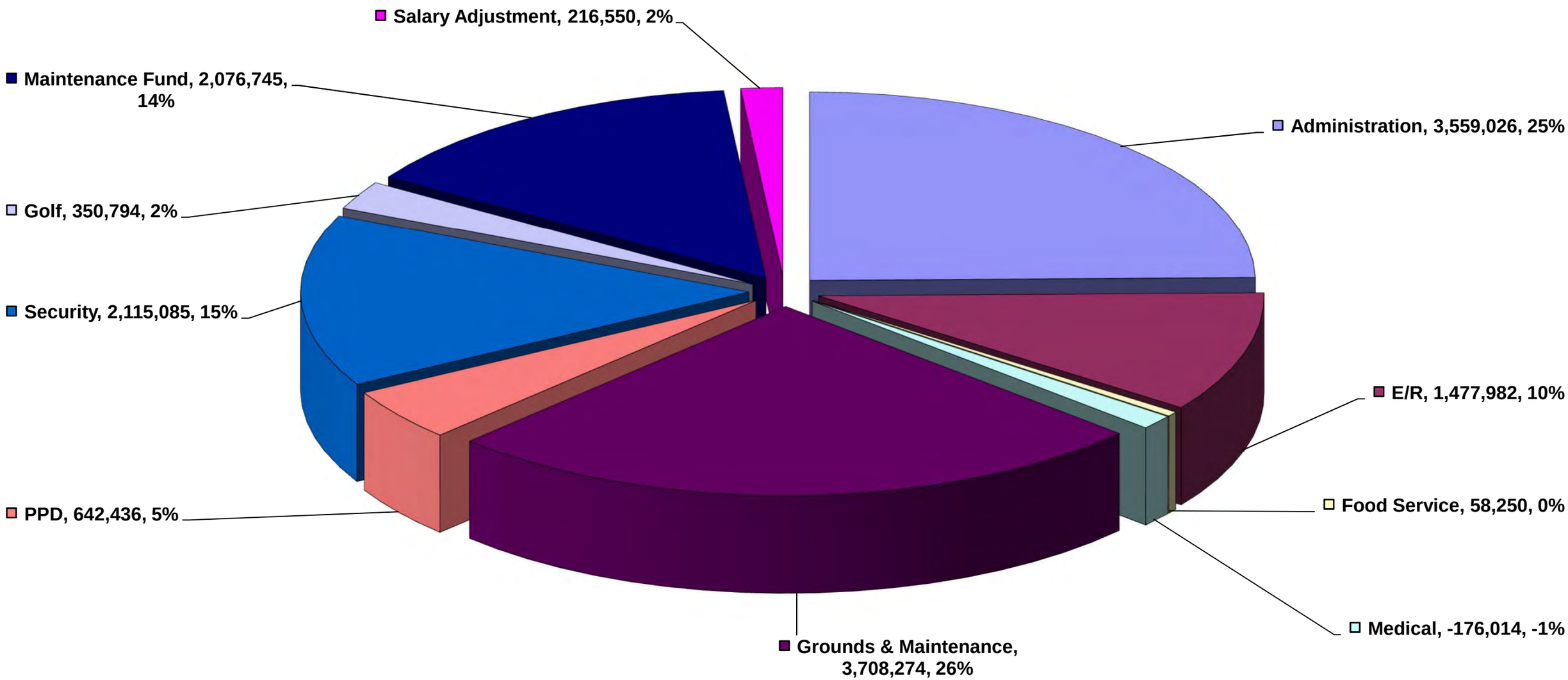
Leisure World of Maryland Budget 2017
Consolidated Department Budgets

	Cost Center 90	Cost Center Total
Revenue		
Revenue	3,176,950	12,257,275
Cost of Sales	0	2,147,400
Gross Margin	$3,176,950	$10,109,875
Personnel Expense		
Salary / Wages	2,615,875	10,835,277
FICA	179,900	804,650
FUI	2,500	12,839
SUI	12,775	47,075
Workmens Compensation	37,200	235,525
Health Insurance	246,000	1,207,550
Pension	63,500	286,825
Life Insurance	9,000	41,175
Disability Insurance	10,200	45,250
Total Personnel Expense	$3,176,950	$13,516,166
Overhead Expense		
Materials & Supplies	0	233,023
Audit	0	48,500
Legal	0	40,000
Insurance	0	278,600
Postage	0	34,720
Advertising	0	12,800
Computer Support	0	68,000
HR Support Services	0	40,700
Outside Contracts	0	4,440,809
Employee Awrds/Ann'l Mtgs	0	7,700
Uniforms & Laundry	0	38,925
Public Relations	0	51,900
Board Expense	0	10,000
Special Events	0	3,750
Rent	0	0
State, Federal & Local Taxes	0	92,700
Depreciation	0	268,485
Training	0	45,000
Dues & Memberships	0	37,300
Electricity	0	576,700
Water	0	121,475
Telephone	0	112,650
Fuel	0	266,650
Housekeeping	0	433,145
Building R & M	0	74,850
Equipment R & M	0	179,640
Equipment Rent	0	742,520
Community Watering	0	33,000
Total Overhead Expense	$0	$8,293,542
NET EXPENSES	$0	$11,699,833

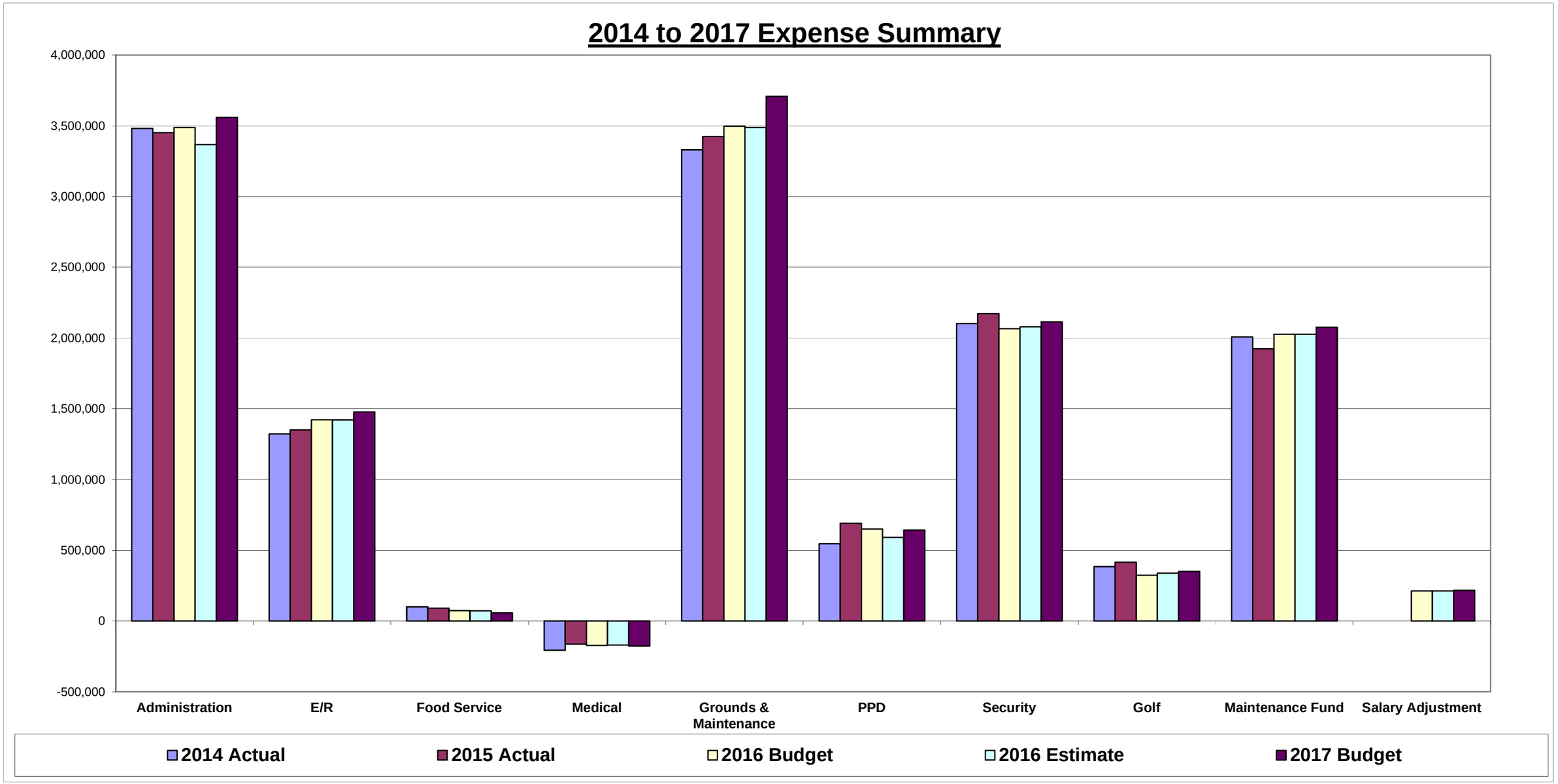
Community Facilities Charge 2008 to 2017



2017 Expense By Operation



Administration | E/R | Food Service | Medical | Grounds & Maintenance | PPD | Security | Golf | Maintenance Fund | Salary Adjustment


2014 to 2017 Expense Summary
4,000,000
3,500,000
3,000,000
2,500,000
2,000,000
1,500,000
1,000,000
500,000
0
-500,000
Administration
E/R
Food Service
Medical
Grounds & Maintenance
PPD
Security
Golf
Maintenance Fund
Salary Adjustment
2014 Actual
2015 Actual
2016 Budget
2016 Estimate
2017 Budget

Cost Center 10

Administration

C C : 10
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 10 - ADMINISTRATION

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	521,586	538,868	488,500	232,930	557,770	558,600	830
Gross Margin	$521,586	$538,868	$488,500	$232,930	$557,770	$558,600	$830
Personnel Expense							
Salary / Wages	2,499,583	2,448,222	2,390,376	999,235	2,401,585	2,503,326	101,741
FICA	178,260	174,190	177,000	80,000	185,000	190,000	5,000
FUI	1,944	1,735	2,400	1,630	2,130	2,400	270
SUI	8,192	10,365	7,800	6,650	6,850	7,000	150
Workmens Compensation	26,422	26,479	9,350	4,120	9,520	9,350	(170)
Health Insurance	236,174	261,085	288,000	102,500	250,500	270,000	19,500
Pension	76,461	84,590	90,000	34,000	85,000	88,000	3,000
Life Insurance	10,329	9,734	13,400	5,800	13,200	13,400	200
Disability Insurance	11,889	11,016	11,600	4,800	11,600	11,600	0
Total Personnel Expense	$3,049,255	$3,027,416	$2,989,926	$1,238,735	$2,965,385	$3,095,076	$129,691
Overhead Expense							
Materials & Supplies	71,171	65,804	78,700	32,900	78,300	79,200	900
Audit	55,100	52,000	48,500	48,500	48,500	48,500	0
Legal	40,949	38,662	40,000	12,500	32,500	40,000	7,500
Insurance	111,154	116,385	120,000	51,000	121,000	128,000	7,000
Postage	20,912	26,473	20,000	10,000	22,000	22,000	0
Computer Support	52,284	45,210	45,000	26,900	61,900	68,000	6,100
HR Support Services	41,663	41,240	49,000	13,450	39,250	40,700	1,450
Outside Contracts	36,567	46,967	45,000	32,600	59,100	66,000	6,900
Employee Awrds/Ann'l Mtgs	9,673	14,952	7,000	1,555	6,655	6,700	45
Public Relations	40,829	62,704	70,000	24,000	64,000	51,900	(12,100)
Board Expense	12,327	4,452	10,000	1,120	7,620	10,000	2,380
State, Federal & Local Taxes	50,147	81,996	82,000	34,000	82,000	82,000	0
Depreciation	43,586	46,033	44,000	22,000	50,000	50,000	0
Training	24,435	35,657	30,000	11,160	30,360	35,000	4,640
Dues & Memberships	2,849	2,764	2,200	1,625	2,025	2,000	(25)
Electricity	48,835	55,831	65,000	22,500	62,500	65,000	2,500
Water	10,079	10,850	12,000	5,150	12,750	13,750	1,000
Telephone	40,445	26,200	22,000	14,200	26,200	22,000	(4,200)
Housekeeping	52,536	55,562	61,000	25,280	60,980	65,000	4,020
Building R & M	12,223	13,600	10,000	5,500	12,500	13,000	500
Equipment R & M	0	15,452	13,300	2,225	2,400	300	(2,100)
Equipment Rent	68,554	67,836	75,500	33,520	77,020	77,500	480
Total Overhead Expense	$846,317	$926,631	$950,200	$431,685	$959,560	$986,550	$26,990
Total Expenses	$3,895,572	$3,954,048	$3,940,126	$1,670,420	$3,924,945	$4,081,626	$156,681
Net Expenses	$3,373,986	$3,415,180	$3,451,626	$1,437,490	$3,367,175	$3,523,026	$155,851
Community Facilities	$1,977,864	$2,002,013	$2,023,378	$842,671	$1,973,872	$2,065,233	$91,361
$ PER BILLING UNIT	29.37	29.56	29.80		29.07	30.42	
Mutual Operating	$1,396,122	$1,413,167	$1,428,248	$594,819	$1,393,303	$1,457,793	$64,490
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 10
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 10 - ADMINISTRATION

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Transfers						
Membership Transfer Fee	106,000	42,520	64,000	106,520	**110,000**	Based on standard charge per resale.$350.00 per condo/$150 per co-op. Conservative Estimates.
Building Rent						
Bank of America - rent	130,000	54,200	75,800	130,000	**132,600**	Based on contract / anticipate increase of 2%
Real Estate office	50,000	20,800	29,200	50,000	**50,000**	contract amount
Post Office	10,000	4,160	5,840	10,000	**10,000**	Based on contract
copier	12,000	3,800	6,000	9,800	**10,000**	Revenues from coin operated copier in the lobby
Interest	14,000	29,350	42,000	71,350	**65,000**	Fund balances will start to lower in 2017/18
Resale Certificates	68,000	35,000	40,000	75,000	**75,000**	Fee, $160.00 ,for preparation of mutual & trust documents
Payment by Mutual for Property Mgmt S	96,000	39,100	56,000	95,100	**96,000**	based on existing agreements with Mutuals
Other Income	2,500	4,000	6,000	10,000	**10,000**	Accounting fees to LW News -$7600.00 additional misc for services.
Total REVENUE Cost Center 10 :	**$488,500**	**$232,930**	**$324,840**	**$557,770**	**$558,600**	
Total NET REVENUE Cost Center 10 :	**$488,500**	**$232,930**	**$324,840**	**$557,770**	**$558,600**	

C C : ADMINISTRATION
C C : 10
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 10 - ADMINISTRATION

Description		2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Office Equipment	Mat/Sup	7,000	2,800	4,100	6,900	**7,000**	Based on historical usage
Copying Machine paper	Mat/Sup	12,000	3,800	6,600	10,400	**10,000**	Based on historical usage
Office Supplies	Mat/Sup	28,000	12,800	16,000	28,800	**29,500**	Based on historical usage.
Copier Supplies	Mat/Sup	5,000	1,900	3,000	4,900	**5,000**	Ink cartidges and minor supplies
Coffee Supplies	Mat/Sup	7,200	3,000	4,100	7,100	**7,200**	Based on historical useage
Computer Supplies	Mat/Sup	12,000	4,100	7,400	11,500	**12,000**	Based on historical usage
Computer Software	Mat/Sup	2,500	1,600	1,000	2,600	**2,500**	Upgrades to Microsoft Office
Computer Hardware	Mat/Sup	5,000	2,900	3,200	6,100	**6,000**	replacement of equipment
Audit	Audit	48,500	48,500		48,500	**48,500**	based on contract
Legal	Legal	40,000	12,500	20,000	32,500	**40,000**	HR - $20,000 HOA - $15,000 General - $5,000
Insurance	Ins	120,000	51,000	70,000	121,000	**128,000**	Commercial package and Directors and Officers
Postage	Post	20,000	10,000	12,000	22,000	**22,000**	Based on historical usage
Computer Support	Comp Supp	45,000	26,900	35,000	61,900	**68,000**	Includes user licensing ($18,000) software main. $16,000),portal support
Payroll-Outsourcing	HR Suppt	26,000	8,600	16,000	24,600	**26,000**	Contracted services

C C : ADMINISTRATION
C C : 10
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 10 - ADMINISTRATION

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Pension Fund Administration HR Suppt	8,000	2,850	3,800	6,650	**6,700**	Plan modifications and negotiation reduced pricing
Employment Advertising HR Suppt	15,000	2,000	6,000	8,000	**8,000**	use of internet is more cost effective
Outside Contracting Out Con	20,000	18,600	4,000	22,600	**28,000**	Use of temps to cover LWMC vacancies
consulting Out Con	25,000	14,000	22,500	36,500	**38,000**	Use of outside professionals/IT strategic planning
Mileage Staff	1,200	295	700	995	**1,000**	reimb for use of personal vehicles
Annual meetings Staff	3,300	1,260	1,900	3,160	**3,200**	Reimbursement for annual meetings / meetings of property/out-of-pocket expenses
Employee Awards Luncheon Staff	2,500	0	2,500	2,500	**2,500**	Annual Luncheon
Public Relations Mktng	70,000	24,000	40,000	64,000	**51,900**	Continuation of Board approved engagement
Board Expense Bd Exp	10,000	1,120	6,500	7,620	**10,000**	Training/Holiday recognition event
Water quality improvement tax Taxes	82,000	34,000	48,000	82,000	**82,000**	Montgomery County assessment
Depreciation Depr	44,000	22,000	28,000	50,000	**50,000**	Based on depreciable assets in department
Education/Training Training	30,000	11,160	19,200	30,360	**35,000**	Increase training in organization/coordinated by HR
Dues & Memberships Dues/Mbrsp	2,200	1,625	400	2,025	**2,000**	Association annual dues; CAI, PMAS users group. DP publications etc.
Electricity Elect	65,000	22,500	40,000	62,500	**65,000**	rates are locked.

C C : ADMINISTRATION
C C : 10
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 10 - ADMINISTRATION

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Water Water	12,000	5,150	7,600	12,750	**13,750**	antipate rate increase affect of 7%
Telephone Telphn	22,000	14,200	12,000	26,200	**22,000**	No Change/ fiber impact recognized in 2016 budget
Pest Control Hskpng	1,000	280	700	980	**1,000**	Contract amount
Janitorial Hskpng	60,000	25,000	35,000	60,000	**64,000**	Contract amount.
Building Repair & Maintenance Bld RM	10,000	5,500	7,000	12,500	**13,000**	Includes charges for maintaining the interior of the building
Repair & Maintenance - computer equipme Eqpmt RM	13,000	2,100		2,100	**0**	moved to computer support
Repair & Maintenance - Fax Eqpmt RM	300	125	175	300	**300**	Contract amount
Office Equipment Rent - Copiers Eqpmt Rnt	60,000	27,520	34,000	61,520	**62,000**	Monthly lease and service contract
Office Equipment Rent - lobby copier Eqpmt Rnt	2,800	1,000	1,800	2,800	**2,800**	Standard lease
Office Equipment Rent - mail machine Eqpmt Rnt	12,700	5,000	7,700	12,700	**12,700**	Mail machines and scales
Total Other Expenses	**$950,200**	**$431,685**	**$527,875**	**$959,560**	**$986,550**	
Total Personnel Expenses (Schedule B)	**$2,989,926**	**$1,238,735**	**$1,726,650**	**$2,965,385**	**$3,095,076**	
Total of ALL Expenses	**$3,940,126**	**$1,670,420**	**$2,254,525**	**$3,924,945**	**$4,081,626**	
Net Revenue (Schedule A)	**$488,500**	**$232,930**	**$324,840**	**$557,770**	**$558,600**	
Net Expenses for Cost Center	**$3,451,626**	**$1,437,490**	**$1,929,685**	**$3,367,175**	**$3,523,026**	

Cost Center 20

Clubhouse I

C C : 20
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 20 - CLUBHOUSE I

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	85,436	75,814	89,500	28,805	83,063	86,200	3,137
Cost of Sales	32,014	31,826	41,500	10,500	39,100	39,000	(100)
Gross Margin	$53,422	$43,988	$48,000	$18,305	$43,963	$47,200	$3,237
Personnel Expense							
Salary / Wages	228,545	196,161	247,395	101,997	251,212	251,261	49
FICA	17,524	14,651	18,895	6,250	19,125	19,375	250
FUI	458	446	525	300	525	525	0
SUI	1,852	2,185	1,600	1,080	1,280	1,200	(80)
Workmens Compensation	4,251	3,630	4,000	1,640	3,890	4,000	110
Health Insurance	18,288	18,616	21,000	8,100	19,600	21,000	1,400
Pension	6,153	4,675	5,500	1,875	5,075	5,500	425
Life Insurance	620	504	650	225	625	650	25
Disability Insurance	759	626	1,000	275	915	1,000	85
Total Personnel Expense	$278,449	$241,494	$300,565	$121,742	$302,247	$304,511	$2,264
Overhead Expense							
Materials & Supplies	18,035	15,471	15,200	5,800	13,800	14,100	300
Insurance	12,996	13,800	14,200	5,900	14,100	14,900	800
Postage	3,000	3,000	3,300	875	2,740	3,000	260
Outside Contracts	26,593	32,422	31,500	16,165	34,965	38,500	3,535
LWCM/Staff	1,987	1,292	1,800	350	950	1,000	50
Uniforms & Laundry	333	277	1,200	1,400	1,700	1,500	(200)
Special Events	1,959	1,134	4,000	1,200	3,200	3,000	(200)
Depreciation	32,254	32,712	20,500	14,700	26,700	30,000	3,300
Dues & Memberships	9,910	10,838	8,200	5,300	8,100	8,200	100
Electricity	117,005	118,195	134,000	62,000	132,000	134,000	2,000
Water	50,108	50,946	55,000	22,700	56,700	59,400	2,700
Telephone	23,608	22,996	21,000	9,000	21,250	21,250	0
Fuel	12,086	11,400	11,500	3,600	9,400	10,000	600
Housekeeping	166,285	170,031	177,275	74,215	177,575	188,715	11,140
Building R & M	31,358	28,034	26,500	11,600	25,300	25,000	(300)
Equipment R & M	14,494	13,590	10,700	2,850	9,025	9,700	675
Equipment Rent	8,355	8,399	11,500	3,035	8,635	9,000	365
Total Overhead Expense	$530,364	$534,535	$547,375	$240,690	$546,140	$571,265	$25,125
Total Expenses	$808,813	$776,029	$847,940	$362,432	$848,387	$875,776	$27,389
Net Expenses	$755,391	$732,041	$799,940	$344,127	$804,424	$828,576	$24,152
Community Facilities	$755,391	$732,041	$799,940	$344,127	$804,424	$828,576	$24,152
$ PER BILLING UNIT	11.22	10.81	11.78		11.85	12.20	
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 20
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 20 - CLUBHOUSE I

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Travel Rent	5,000	2,125	2,875	5,000	**5,000**	Contract amount
Administrative Support	2,200	800	1,283	2,083	**2,200**	Services provided residents/groups
Classes	42,000	10,300	26,700	37,000	**37,000**	Slow first quarter 2016/downward trend
Special Events/Dances/Functions/Flea	12,000	5,350	7,000	12,350	**12,000**	Trending flat
Room Rents	24,500	8,505	14,200	22,705	**26,000**	Interior renovations will be finished third quarter in 2016
Pool	3,800	1,725	2,200	3,925	**4,000**	Based on trends
Total REVENUE Cost Center 20 :	**$89,500**	**$28,805**	**$54,258**	**$83,063**	**$86,200**	
COST OF SALES						
Classes	33,500	6,800	24,000	30,800	**30,000**	Slow first quarter in 2016
Dances/Specials	8,000	3,700	4,600	8,300	**9,000**	Entertainment
Total COST OF SALES Cost Center 20 :	**$41,500**	**$10,500**	**$28,600**	**$39,100**	**$39,000**	
Total NET REVENUE Cost Center 20 :	**$48,000**	**$18,305**	**$25,658**	**$43,963**	**$47,200**	

C C : CLUBHOUSE I
C C : 20
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 20 - CLUBHOUSE I

Description		2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Office Supplies	Mat/Sup	7,700	2,200	4,000	6,200	**6,500**	Administative supplies
Recreational Supplies	Mat/Sup	7,500	3,600	4,000	7,600	**7,600**	Activities' supplies
Insurance	Ins	14,200	5,900	8,200	14,100	**14,900**	Property/Casualty. Increasing rates
Postage	Post	3,300	875	1,865	2,740	**3,000**	Welcome packets
Pool Management Contract	Out Con	30,500	16,165	17,800	33,965	**37,500**	Minimum wage impact
Staffing	Out Con	1,000	0	1,000	1,000	**1,000**	Part-time help.
Mileage	Staff	1,800	350	600	950	**1,000**	Reimburse mileage to employees traveling between clubhouses for set-ups, equipment, supplies
Uniforms & Laundry	Unis	1,200	1,400	300	1,700	**1,500**	New uniforms purchased in 2016
Special Events	Sp Evnts	4,000	1,200	2,000	3,200	**3,000**	Educational programs & department sponsored activities.
Depreciation	Depr	20,500	14,700	12,000	26,700	**30,000**	Based on assets in use
Other Professional Fees	Dues/Mbrsp	8,200	5,300	2,800	8,100	**8,200**	Seminars, CPR, ASCAP, Pool, HazMat, Montgomery County, AED etc
Electricity	Elect	134,000	62,000	70,000	132,000	**134,000**	Rate is stable / variances will be based on consumption
Water	Water	55,000	22,700	34,000	56,700	**59,400**	Increasing rates
Telephone	Telphn	21,000	9,000	12,250	21,250	**21,250**	Based on #of instruments & historical usage

C C :	CLUBHOUSE I
C C :	20
Year :	2017
SCHEDULE	C

Schedule C - 2017

Cost Center 20 - CLUBHOUSE I

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Building Fuel Fuel	11,500	3,600	5,800	9,400	**10,000**	Rate is stable / variances will be based on consumption
Pest Control Hskpng	2,000	1,225	1,100	2,325	**2,300**	Contract amount
Janitorial Hskpng	170,000	70,835	99,000	169,835	**181,000**	Increase due to minimum wage impact
Trash Hskpng	3,700	1,540	2,160	3,700	**3,700**	Standard service
Plants/Foundations Hskpng	1,575	615	1,100	1,715	**1,715**	Increase in service
Building Repair & Maintenance Bld RM	26,500	11,600	13,700	25,300	**25,000**	Routine maintenance and repairs
Equipment Repair & Maintenance Eqpmt RM	7,500	2,000	4,375	6,375	**6,500**	Office equipment, woodshop, audio
Computer Maintenance Eqpmt RM	3,200	850	1,800	2,650	**3,200**	Contract/Licences
Office Equipment Rent Eqpmt Rnt	11,500	3,035	5,600	8,635	**9,000**	Copy machine lease & usage
Total Other Expenses	**$547,375**	**$240,690**	**$305,450**	**$546,140**	**$571,265**	
Total Personnel Expenses (Schedule B)	**$300,565**	**$121,742**	**$180,504**	**$302,247**	**$304,511**	
Total of ALL Expenses	**$847,940**	**$362,432**	**$485,954**	**$848,387**	**$875,776**	
Net Revenue (Schedule A)	**$48,000**	**$18,305**	**$25,658**	**$43,963**	**$47,200**	
Net Expenses for Cost Center	**$799,940**	**$344,127**	**$460,296**	**$804,424**	**$828,576**	

Cost Center 21

Clubhouse II

C C : 21
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 21 - CLUBHOUSE II

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	151,714	176,450	164,500	80,500	168,400	174,000	5,600
Cost of Sales	80,790	89,336	84,000	39,175	86,675	87,500	825
Gross Margin	$70,924	$87,113	$80,500	$41,325	$81,725	$86,500	$4,775
Personnel Expense							
Salary / Wages	227,667	223,616	186,501	74,709	184,014	189,423	5,409
FICA	16,477	16,631	14,200	5,850	13,250	14,500	1,250
FUI	308	345	300	220	300	300	0
SUI	1,205	1,580	1,725	1,100	1,400	1,450	50
Workmens Compensation	3,595	3,472	1,600	775	1,740	1,700	(40)
Health Insurance	23,562	23,370	26,500	9,730	24,230	26,500	2,270
Pension	7,367	7,478	7,600	3,150	7,350	7,600	250
Life Insurance	495	489	525	200	490	500	10
Disability Insurance	820	820	750	320	730	750	20
Total Personnel Expense	$281,496	$277,800	$239,701	$96,054	$233,504	$242,723	$9,219
Overhead Expense							
Materials & Supplies	9,599	11,580	6,000	2,450	5,500	5,500	0
Insurance	14,904	15,500	16,000	6,665	16,000	17,000	1,000
Outside Contracts	160,832	149,388	161,600	65,350	174,200	187,000	12,800
Special Events	0	0	1,000	120	720	750	30
Depreciation	18,917	17,700	22,000	7,700	20,700	17,000	(3,700)
Dues & Memberships	457	3,849	3,200	3,195	3,395	4,000	605
Electricity	122,329	124,647	134,500	51,000	131,000	137,000	6,000
Water	19,078	19,946	22,500	9,300	22,425	24,400	1,975
Telephone	6,832	7,714	4,000	1,650	3,950	4,000	50
Fuel	17,208	18,722	20,000	8,550	18,300	18,500	200
Housekeeping	83,318	85,434	87,200	36,090	87,190	93,200	6,010
Building R & M	18,147	27,164	13,000	4,500	11,500	11,500	0
Equipment R & M	12,643	12,586	10,100	3,250	9,450	13,000	3,550
Equipment Rent	4,218	4,196	2,200	1,200	2,200	2,200	0
Total Overhead Expense	$488,482	$498,426	$503,300	$201,020	$506,530	$535,050	$28,520
Total Expenses	$769,978	$776,226	$743,001	$297,074	$740,034	$777,773	$37,739
Net Expenses	$699,054	$689,113	$662,501	$255,749	$658,309	$691,273	$32,964
Community Facilities	$699,054	$689,113	$662,501	$255,749	$658,309	$691,273	$32,964
$ PER BILLING UNIT	10.38	10.18	9.76		9.70	10.18	
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 21
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 21 - CLUBHOUSE II

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Copier	2,500	675	1,800	2,475	**2,500**	Based on trends
Classes	90,000	40,590	52,500	93,090	**95,000**	Increasing demand indoor pool classes
Special Events	28,000	10,580	17,000	27,580	**29,500**	Steady demand
Swim Pool	40,000	26,400	15,000	41,400	**43,000**	Increasing demand
Lockers	4,000	2,255	1,600	3,855	**4,000**	Based on trends
Total REVENUE Cost Center 21 :	**$164,500**	**$80,500**	**$87,900**	**$168,400**	**$174,000**	
COST OF SALES						
Classes	70,000	33,000	39,500	72,500	**73,000**	Payment to instructors
Special Events	14,000	6,175	8,000	14,175	**14,500**	Cost of entertainment
Total COST OF SALES Cost Center 21 :	**$84,000**	**$39,175**	**$47,500**	**$86,675**	**$87,500**	
Total NET REVENUE Cost Center 21 :	**$80,500**	**$41,325**	**$40,400**	**$81,725**	**$86,500**	

C C : CLUBHOUSE II
C C : 21
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 21 - CLUBHOUSE II

Description		2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Office Supplies	Mat/Sup	3,500	1,200	1,600	2,800	**3,000**	Office and miscellaneous supplies
Minor Office Equipment	Mat/Sup	2,500	1,250	1,450	2,700	**2,500**	Replacement of non-capital items
Insurance	Ins	16,000	6,665	9,335	16,000	**17,000**	Includes property and liability
Pool Management Contract	Out Con	93,000	38,250	68,000	106,250	**117,600**	Minimum wage imapct
Fitness Contract	Out Con	57,000	23,500	33,500	57,000	**58,200**	Contract 2% increase
Windows	Out Con	2,400	0	2,000	2,000	**2,000**	Windows in lobbies and pool deck area
Heat and A/C	Out Con	6,200	2,600	3,600	6,200	**6,200**	Contract
Automatic Doors	Out Con	3,000	1,000	1,750	2,750	**3,000**	Contract
Entertainment Special Events	Sp Evnts	1,000	120	600	720	**750**	E/R sponsored activities and programs
Depreciation	Depr	22,000	7,700	13,000	20,700	**17,000**	Based on assets in use
Other Professional Fees	Dues/Mbrsp	3,200	3,195	200	3,395	**4,000**	Seminars, CPR, Am. Soc. Of Composers, Haz/Mat, pool
Electricity	Elect	134,500	51,000	80,000	131,000	**137,000**	Includeds impact of new Fitness Center
Water	Water	22,500	9,300	13,125	22,425	**24,400**	Rate increase
Telephone	Telphn	4,000	1,650	2,300	3,950	**4,000**	Based on usage/instruments

C C :	CLUBHOUSE II
C C :	21
Year :	2017
SCHEDULE	C

Schedule C - 2017

Cost Center 21 - CLUBHOUSE II

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Building Fuel Fuel	20,000	8,550	9,750	18,300	**18,500**	Favorable rate renewals
Pest Control Hskpng	1,500	400	1,100	1,500	**1,000**	Contract
Housekeeping Hskpng	83,500	34,790	48,700	83,490	**90,000**	Impact of minimum wage increase and fitness center
Trash Hskpng	2,200	900	1,300	2,200	**2,200**	Standard charge
Building Repair & Maintenance Bld RM	13,000	4,500	7,000	11,500	**11,500**	Standard upkeep on interior and exterior of building
Office Equipment Repair & Maintenance Eqpmt RM	3,500	600	2,200	2,800	**3,000**	Maintenance on small equipment
Fitness equipment . Eqpmt RM	6,600	2,650	4,000	6,650	**10,000**	Based on pieces of equipment in use
Office Equipment Rent Eqpmt Rnt	2,200	1,200	1,000	2,200	**2,200**	Leases
Total Other Expenses	**$503,300**	**$201,020**	**$305,510**	**$506,530**	**$535,050**	
Total Personnel Expenses (Schedule B)	**$239,701**	**$96,054**	**$137,450**	**$233,504**	**$242,723**	
Total of ALL Expenses	**$743,001**	**$297,074**	**$442,960**	**$740,034**	**$777,773**	
Net Revenue (Schedule A)	**$80,500**	**$41,325**	**$40,400**	**$81,725**	**$86,500**	
Net Expenses for Cost Center	**$662,501**	**$255,749**	**$402,560**	**$658,309**	**$691,273**	

Cost Center 22

Leisure World News

C C : 22
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 22 - LEISURE WORLD NEWS

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	336,280	331,988	350,000	147,825	354,575	355,000	425
Cost of Sales	67,865	64,388	62,000	27,200	63,400	64,500	1,100
Gross Margin	$268,415	$267,600	$288,000	$120,625	$291,175	$290,500	($675)
Personnel Expense							
Salary / Wages	99,398	142,956	162,372	64,996	166,516	196,148	29,632
FICA	6,647	10,503	12,700	5,025	12,875	15,000	2,125
FUI	84	126	110	80	125	110	(15)
SUI	357	658	725	650	810	725	(85)
Workmens Compensation	1,322	2,606	275	240	600	275	(325)
Health Insurance	18,625	8,818	12,000	5,600	13,000	18,000	5,000
Pension	3,677	2,041	4,000	940	2,740	3,000	260
Life Insurance	318	603	350	185	395	350	(45)
Disability Insurance	386	751	425	195	435	425	(10)
Total Personnel Expense	$130,813	$169,063	$192,957	$77,911	$197,496	$234,033	$36,537
Overhead Expense							
Materials & Supplies	4	0	1,200	460	1,160	1,200	40
Postage	3,504	3,600	3,600	1,500	3,600	3,600	0
Outside Contracts	0	22,940	36,400	16,400	37,800	0	(37,800)
Depreciation	0	0	4,000	0	0	0	0
Dues & Memberships	0	0	7,600	3,200	7,600	7,600	0
Telephone	1,200	1,200	1,200	500	1,200	1,200	0
Equipment R & M	500	318	1,350	300	1,090	1,000	(90)
Total Overhead Expense	$5,208	$28,058	$55,350	$22,360	$52,450	$14,600	($37,850)
Total Expenses	$136,021	$197,121	$248,307	$100,271	$249,946	$248,633	($1,313)
Net Expenses	($132,394)	($70,479)	($39,693)	($20,354)	($41,229)	($41,867)	($638)
Community Facilities	($132,394)	($70,479)	($39,693)	($20,354)	($41,229)	($41,867)	($638)
$ PER BILLING UNIT	(1.97)	(1.04)	(0.58)		(0.61)	(0.62)	
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 22
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 22 - LEISURE WORLD NEWS

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Newspaper	350,000	147,825	206,750	354,575	**355,000**	Steady demand
Total REVENUE Cost Center 22 :	**$350,000**	**$147,825**	**$206,750**	**$354,575**	**$355,000**	
COST OF SALES						
Newspaper	62,000	27,200	36,200	63,400	**64,500**	Averaging approximately $2650.00 per issue.
Total COST OF SALES Cost Center 22 :	**$62,000**	**$27,200**	**$36,200**	**$63,400**	**$64,500**	
Total NET REVENUE Cost Center 22 :	**$288,000**	**$120,625**	**$170,550**	**$291,175**	**$290,500**	

C C :	LEISURE WORLD
C C :	22
Year :	2017
SCHEDULE	C

Schedule C - 2017

Cost Center 22 - LEISURE WORLD NEWS

Description		2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Office Supplies	Mat/Sup	1,200	460	700	1,160	**1,200**	Paper, toner, etc.
Postage	Post	3,600	1,500	2,100	3,600	**3,600**	Copies of LW News mailed to advertisers.
Outside Contracting	Out Con	36,400	16,400	21,400	37,800	**0**	in-house effective 2017 layout and editing
Depreciation	Depr	4,000				**0**	all capital assets are fully depreciated.
Other Professional Fees	Dues/Mbrsp	7,600	3,200	4,400	7,600	**7,600**	Billing/Accounting- internal charge LWMC
Telephone	Telphn	1,200	500	700	1,200	**1,200**	Based on instruments in use
Computer Maintenance	Eqpmt RM	1,350	300	790	1,090	**1,000**	Hardware maitenance/ includes new license
Total Other Expenses		**$55,350**	**$22,360**	**$30,090**	**$52,450**	**$14,600**	
Total Personnel Expenses (Schedule B)		**$192,957**	**$77,911**	**$119,585**	**$197,496**	**$234,033**	
Total of ALL Expenses		**$248,307**	**$100,271**	**$149,675**	**$249,946**	**$248,633**	
Net Revenue (Schedule A)		**$288,000**	**$120,625**	**$170,550**	**$291,175**	**$290,500**	
Net Expenses for Cost Center		**($39,693)**	**($20,354)**	**($20,875)**	**($41,229)**	**($41,867)**	

Cost Center 25

Food Service

C C : 25
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 25 - FOOD SERVICE

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	0	0	0	0	0	0	0
Gross Margin	$0	$0	$0	$0	$0	$0	$0
Personnel Expense							
FICA	0	0	0	0	0	0	0
FUI	0	0	0	0	0	0	0
SUI	0	0	0	0	0	0	0
Workmens Compensation	0	0	0	0	0	0	0
Health Insurance	0	0	0	0	0	0	0
Pension	0	0	0	0	0	0	0
Life Insurance	0	0	0	0	0	0	0
Total Personnel Expense	$0	$0	$0	$0	$0	$0	$0
Overhead Expense							
Materials & Supplies	328	1,292	0	0	0	0	0
Advertising	12,804	12,804	12,800	5,335	12,800	12,800	0
Outside Contracts	60,000	42,000	24,000	10,000	24,000	0	(24,000)
Depreciation	15,578	15,963	16,000	6,370	15,870	24,000	8,130
Dues & Memberships	2,350	100	2,450	2,000	2,450	2,450	0
Building R & M	2,100	3,250	3,000	1,200	3,150	3,000	(150)
Equipment R & M	1,816	9,456	16,000	5,300	14,800	16,000	1,200
Equipment Rent	5,070	5,738	0	0	0	0	0
Total Overhead Expense	$100,046	$90,603	$74,250	$30,205	$73,070	$58,250	($14,820)
Total Expenses	$100,046	$90,603	$74,250	$30,205	$73,070	$58,250	($14,820)
Net Expenses	$100,046	$90,603	$74,250	$30,205	$73,070	$58,250	($14,820)
Community Facilities	$100,046	$90,603	$74,250	$30,205	$73,070	$58,250	($14,820)
$ PER BILLING UNIT	1.49	1.34	1.09		1.08	0.86	
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C :	FOOD SERVICE
C C :	25
Year :	2017
SCHEDULE	C

Schedule C - 2017

Cost Center 25 - FOOD SERVICE

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Advertising Adv	12,800	5,335	7,465	12,800	**12,800**	Internal charge for LW News ad
Outside Contracting Out Con	24,000	10,000	14,000	24,000	**0**	New contract
Depreciation Depr	16,000	6,370	9,500	15,870	**24,000**	Amortization of equipment
Other Professional Fees Dues/Mbrsp	2,450	2,000	450	2,450	**2,450**	Licenses/ Montgomery County requirements
Building Repair & Maintenance Bld RM	3,000	1,200	1,950	3,150	**3,000**	interior maintenance
Kitchen equipment repair Eqpmt RM	16,000	5,300	9,500	14,800	**16,000**	Preventive and on call
Total Other Expenses	**$74,250**	**$30,205**	**$42,865**	**$73,070**	**$58,250**	
Total Personnel Expenses (Schedule B)	**$0**	**$0**	**$0**	**$0**	**$0**	
Total of ALL Expenses	**$74,250**	**$30,205**	**$42,865**	**$73,070**	**$58,250**	
Net Revenue (Schedule A)	**$0**	**$0**	**$0**	**$0**	**$0**	
Net Expenses for Cost Center	**$74,250**	**$30,205**	**$42,865**	**$73,070**	**$58,250**	

Cost Center 30

Health Care Svcs.

C C : 30
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 30 - MEDICAL CENTER

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	529,235	525,580	536,100	223,000	537,500	548,000	10,500
Cost of Sales	0	0	0	0	0	0	0
Gross Margin	$529,235	$525,580	$536,100	$223,000	$537,500	$548,000	$10,500
Personnel Expense							
Salary / Wages	0	0	0	0	0	0	0
FICA	0	0	0	0	0	0	0
FUI	0	0	0	0	0	0	0
SUI	0	0	0	0	0	0	0
Workmens Compensation	0	0	0	0	0	0	0
Health Insurance	0	0	0	0	0	0	0
Pension	0	0	0	0	0	0	0
Life Insurance	0	0	0	0	0	0	0
Disability Insurance	0	0	0	0	0	0	0
Total Personnel Expense	$0	$0	$0	$0	$0	$0	$0
Overhead Expense							
Materials & Supplies	3,049	368	1,250	0	0	0	0
Insurance	11,725	12,000	12,500	5,210	12,500	13,200	700
Postage	0	0	0	0	0	0	0
Outside Contracts	0	0	0	0	0	0	0
Uniforms & Laundry	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0
Dues & Memberships	0	471	0	0	0	0	0
Electricity	48,210	56,112	56,000	25,800	57,800	56,000	(1,800)
Water	5,699	5,889	6,200	2,570	6,200	6,700	500
Telephone	0	2,156	0	0	0	0	0
Housekeeping	37,326	38,909	40,700	16,920	40,700	42,900	2,200
Building R & M	9,685	9,512	11,000	4,700	10,700	11,000	300
Equipment R & M	0	0	0	0	0	0	0
Equipment Rent	15,000	0	0	0	0	0	0
Total Overhead Expense	$130,695	$125,418	$127,650	$55,200	$127,900	$129,800	$1,900
Total Expenses	$130,695	$125,418	$127,650	$55,200	$127,900	$129,800	$1,900
Net Expenses	($398,540)	($400,162)	($408,450)	($167,800)	($409,600)	($418,200)	($8,600)
Community Facilities	($398,540)	($400,162)	($408,450)	($167,800)	($409,600)	($418,200)	($8,600)
$ PER BILLING UNIT	(5.92)	(5.91)	(6.02)		(6.03)	(6.16)	
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 30
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 30 - MEDICAL CENTER

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Rent	536,100	223,000	314,500	537,500	**548,000**	Contract amount
Total REVENUE Cost Center 30 :	**$536,100**	**$223,000**	**$314,500**	**$537,500**	**$548,000**	
Total NET REVENUE Cost Center 30 :	**$536,100**	**$223,000**	**$314,500**	**$537,500**	**$548,000**	

C C : MEDICAL CENTER
C C : 30
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 30 - MEDICAL CENTER

Description		2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Office Supplies	Mat/Sup	1,250	0			**0**	Budgeted in Social Services
Insurance	Ins	12,500	5,210	7,290	12,500	**13,200**	
Electricity	Elect	56,000	25,800	32,000	57,800	**56,000**	Spike in first qtr. 2016
Water	Water	6,200	2,570	3,630	6,200	**6,700**	increase in rate
Pest Control	Hskpng	300	120	180	300	**300**	contract
Janitorial	Hskpng	35,600	14,800	20,800	35,600	**37,800**	increase in contract
Trash	Hskpng	4,800	2,000	2,800	4,800	**4,800**	Standard charge
Building Repair & Maintenance	Bld RM	11,000	4,700	6,000	10,700	**11,000**	Routine maintenance.
Total Other Expenses		**$127,650**	**$55,200**	**$72,700**	**$127,900**	**$129,800**	
Total Personnel Expenses (Schedule B)		**$0**	**$0**	**$0**	**$0**	**$0**	
Total of ALL Expenses		**$127,650**	**$55,200**	**$72,700**	**$127,900**	**$129,800**	
Net Revenue (Schedule A)		**$536,100**	**$223,000**	**$314,500**	**$537,500**	**$548,000**	
Net Expenses for Cost Center		**($408,450)**	**($167,800)**	**($241,800)**	**($409,600)**	**($418,200)**	

Cost Center 33

Social Services

C C : 33
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 33 - MEDICAL CENTER-SOCIAL SERVICE

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	60,000	0	0	0	0	0	0
Gross Margin	$60,000	$0	$0	$0	$0	$0	$0
Personnel Expense							
Salary / Wages	216,839	201,442	194,210	84,176	200,252	200,616	364
FICA	16,436	14,942	14,800	6,300	15,100	15,200	100
FUI	168	210	135	135	135	135	0
SUI	714	1,064	800	735	735	735	0
Workmens Compensation	1,150	864	1,900	580	1,830	1,900	70
Health Insurance	6,773	13,028	14,000	5,200	13,000	14,000	1,000
Pension	8,684	4,758	7,000	2,609	6,609	7,000	391
Life Insurance	452	316	500	170	450	500	50
Disability Insurance	753	447	850	265	755	850	95
Total Personnel Expense	$251,969	$237,072	$234,195	$100,170	$238,866	$240,936	$2,070
Overhead Expense							
Materials & Supplies	713	282	1,250	460	1,160	1,250	90
Rent	0	0	0	0	0	0	0
Total Overhead Expense	$713	$282	$1,250	$460	$1,160	$1,250	$90
Total Expenses	$252,682	$237,354	$235,445	$100,630	$240,026	$242,186	$2,160
Net Expenses	$192,682	$237,354	$235,445	$100,630	$240,026	$242,186	$2,160
Community Facilities	$192,682	$237,354	$235,445	$100,630	$240,026	$242,186	$2,160
$ PER BILLING UNIT	2.86	3.50	3.47		3.53	3.57	
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : MEDICAL CENTER-
C C : 33
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 33 - MEDICAL CENTER-SOCIAL SERVICE

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Office Supplies Mat/Sup	1,250	460	700	1,160	**1,250**	Based on History
Total Other Expenses	**$1,250**	**$460**	**$700**	**$1,160**	**$1,250**	
Total Personnel Expenses (Schedule B)	**$234,195**	**$100,170**	**$138,696**	**$238,866**	**$240,936**	
Total of ALL Expenses	**$235,445**	**$100,630**	**$139,396**	**$240,026**	**$242,186**	
Net Revenue (Schedule A)	**$0**	**$0**	**$0**	**$0**	**$0**	
Net Expenses for Cost Center	**$235,445**	**$100,630**	**$139,396**	**$240,026**	**$242,186**	

Cost Center 40

PPD Management

C C :	40
Year :	2017
SCHEDULE :	D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 40 - PPD MANAGEMENT

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	883,674	812,429	843,000	352,000	862,000	875,000	13,000
Cost of Sales	0	13,390	11,500	12,300	20,300	21,200	900
Gross Margin	$883,674	$799,039	$831,500	$339,700	$841,700	$853,800	$12,100
Personnel Expense							
Salary / Wages	618,512	574,745	585,635	247,898	591,215	594,234	3,019
FICA	49,589	45,239	45,000	19,000	43,800	45,300	1,500
FUI	628	546	750	650	750	750	0
SUI	2,669	3,712	2,800	2,260	2,400	2,500	100
Workmens Compensation	8,256	4,059	5,000	2,650	5,900	5,500	(400)
Health Insurance	58,880	55,457	56,500	24,000	60,500	65,000	4,500
Pension	14,614	15,033	16,000	6,100	14,300	16,000	1,700
Life Insurance	2,201	1,902	2,100	760	2,060	2,100	40
Disability Insurance	2,741	2,415	2,700	965	2,475	2,700	225
Total Personnel Expense	$758,090	$703,109	$716,485	$304,283	$723,400	$734,084	$10,684
Overhead Expense							
Materials & Supplies	39,069	36,969	27,000	13,700	29,450	29,000	(450)
Insurance	8,400	8,800	8,950	3,730	8,950	9,300	350
Postage	8,004	8,400	7,000	2,600	6,200	6,000	(200)
Outside Contracts	0	0	500	0	500	500	0
Uniforms & Laundry	155	(3,066)	500	210	500	500	0
Depreciation	2,198	3,327	0	2,185	2,185	5,010	2,825
Training	264	4,701	6,000	1,625	5,125	6,000	875
Other Professional Fees	48,915	19,860	4,750	0	750	750	0
Electricity	27,840	28,752	34,000	13,900	33,900	34,000	100
Water	3,720	3,889	4,400	1,815	4,415	4,700	285
Telephone	33,430	31,061	19,000	9,200	23,200	19,000	(4,200)
Housekeeping	21,747	22,505	23,700	9,985	23,810	25,375	1,565
Building R & M	355	3,201	6,100	2,600	5,800	6,100	300
Equipment R & M	2,143	4,559	2,000	825	2,025	2,000	(25)
Equipment Rent	13,943	12,275	12,200	4,950	12,150	12,550	400
Total Overhead Expense	$210,184	$185,232	$156,100	$67,325	$158,960	$160,785	$1,825
Total Expenses	$968,274	$888,341	$872,585	$371,608	$882,360	$894,869	$12,509
Net Expenses	$84,600	$89,302	$41,085	$31,908	$40,660	$41,069	$409
Community Facilities	$84,600	$89,302	$41,085	$31,908	$40,660	$41,069	$409
$ PER BILLING UNIT	1.26	1.32	0.61		0.60	0.60	
Mutual Operating	$0	$0	$0	$0	$0	$0	$0
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 40
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 40 - PPD MANAGEMENT

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
From CC's 42,52,53,54,55,56,57	843,000	352,000	510,000	862,000	**875,000**	Included in the hourly rate
Total REVENUE Cost Center 40 :	**$843,000**	**$352,000**	**$510,000**	**$862,000**	**$875,000**	
COST OF SALES						
Credit Card Processing	11,500	12,300	8,000	20,300	**21,200**	Primarily service agreements
Total COST OF SALES Cost Center 40 :	**$11,500**	**$12,300**	**$8,000**	**$20,300**	**$21,200**	
Total NET REVENUE Cost Center 40 :	**$831,500**	**$339,700**	**$502,000**	**$841,700**	**$853,800**	

C C : PPD MANAGEMEN
C C : 40
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 40 - PPD MANAGEMENT

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Office Supplies Mat/Sup	27,000	13,700	15,750	29,450	**29,000**	Office supplies, billing statements, invoices
Insurance Ins	8,950	3,730	5,220	8,950	**9,300**	PPD building
Postage Post	7,000	2,600	3,600	6,200	**6,000**	less invoices due to service agreements
Outside Contracting Out Con	500		500	500	**500**	Warranty work, consulting fee
Uniforms & Laundry Unis	500	210	290	500	**500**	Warehouse personnel
Depreciation Depr	0	2,185		2,185	**5,010**	Based on depreciable assets in department
Education programs/ seminars Training	6,000	1,625	3,500	5,125	**6,000**	Educational and Training
Dues & Memberships Prof Fees	750		750	750	**750**	Radio, electrical, plumbing licenses
Other Professional Fees Prof Fees	4,000	0			**0**	reclaasified to cost of sales - credit card charges
Electricity Elect	34,000	13,900	20,000	33,900	**34,000**	PPD building
Water Water	4,400	1,815	2,600	4,415	**4,700**	Rate increase
Telephone Telphn	19,000	9,200	14,000	23,200	**19,000**	Fiber optic implementation
Pest Control Hskpng	1,200	610	700	1,310	**1,300**	Annual contract
Janitorial Hskpng	22,500	9,375	13,125	22,500	**24,075**	contract increase

C C : PPD MANAGEMEN
C C : 40
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 40 - PPD MANAGEMENT

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Building Repair & Maintenance Bld RM	6,100	2,600	3,200	5,800	**6,100**	A/C, heating, electrical, plumbing
Office Equipment Repair & Maintenance Eqpmt RM	2,000	825	1,200	2,025	**2,000**	offce equipment
Office Equipment Rent Eqpmt Rnt	4,000	1,950	2,400	4,350	**4,350**	Leased equipment
Equipment Rent (Inter-Company Vehicles) Eqpmt Rnt	8,200	3,000	4,800	7,800	**8,200**	vehicles assigned
Total Other Expenses	**$156,100**	**$67,325**	**$91,635**	**$158,960**	**$160,785**	
Total Personnel Expenses (Schedule B)	**$716,485**	**$304,283**	**$419,116**	**$723,400**	**$734,084**	
Total of ALL Expenses	**$872,585**	**$371,608**	**$510,751**	**$882,360**	**$894,869**	
Net Revenue (Schedule A)	**$831,500**	**$339,700**	**$502,000**	**$841,700**	**$853,800**	
Net Expenses for Cost Center	**$41,085**	**$31,908**	**$8,751**	**$40,660**	**$41,069**	

Cost Center 41

Grounds

C C :	41
Year :	2017
SCHEDULE :	D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 41 - GROUNDS

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Personnel Expense							
Salary / Wages	90,963	93,635	94,861	40,468	96,676	96,707	31
FICA	6,643	6,726	7,400	2,875	7,275	7,500	225
FUI	84	84	160	85	160	160	0
SUI	357	419	360	310	320	320	0
Workmens Compensation	1,242	1,442	3,600	720	2,820	3,600	780
Health Insurance	6,478	6,474	7,500	2,800	7,000	7,350	350
Pension	1,547	1,566	1,650	660	1,560	1,650	90
Life Insurance	275	256	350	110	310	350	40
Disability Insurance	395	396	700	164	609	700	91
Total Personnel Expense	$107,982	$110,998	$116,581	$48,192	$116,730	$118,337	$1,607
Overhead Expense							
Materials & Supplies	100	261	600	225	575	600	25
Outside Contracts	1,201,560	1,225,600	1,274,625	531,000	1,274,625	1,380,000	105,375
Dues & Memberships	0	0	400	140	400	400	0
Electricity	9,076	10,188	14,500	5,950	13,950	14,500	550
Telephone	504	500	500	210	500	500	0
Fuel	936	887	6,000	2,845	6,345	6,000	(345)
Building R & M	3,288	0	1,000	110	890	1,000	110
Equipment Rent	6,500	6,800	6,800	2,830	6,280	6,800	520
Community Watering	32,004	32,000	32,000	13,300	32,000	33,000	1,000
Total Overhead Expense	$1,253,967	$1,276,236	$1,336,425	$556,610	$1,335,565	$1,442,800	$107,235
Total Expenses	$1,361,949	$1,387,234	$1,453,006	$604,802	$1,452,295	$1,561,137	$108,842
Net Expenses	$1,361,949	$1,387,234	$1,453,006	$604,802	$1,452,295	$1,561,137	$108,842
Community Facilities	$393,464	$400,769	$419,771	$174,726	$419,565	$451,009	$31,444
$ PER BILLING UNIT	5.84	5.92	6.18		6.18	6.64	
Mutual Operating	$968,485	$986,465	$1,033,235	$430,076	$1,032,730	$1,110,128	$77,398
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C :	GROUNDS
C C :	41
Year :	2017
SCHEDULE	C

Schedule C - 2017

Cost Center 41 - GROUNDS

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Office Supplies Mat/Sup	600	225	350	575	**600**	Miscellaneous office supplies and small tools
Outside Contracting Out Con	1,274,625	531,000	743,625	1,274,625	**1,380,000**	Estimate . Bids are under review
Other Professional Fees Dues/Mbrsp	400	140	260	400	**400**	Membership, licenses, seminars
Electricity Elect	14,500	5,950	8,000	13,950	**14,500**	Estmate based on historical trend
Telephone Telphn	500	210	290	500	**500**	Standard useage
Building Fuel Fuel	6,000	2,845	3,500	6,345	**6,000**	Grounds warehouse
Building Repair & Maintenance Bld RM	1,000	110	780	890	**1,000**	Grounds warehouse
Equipment Rent (Inter-Company Vehicles) Eqpmt Rnt	6,800	2,830	3,450	6,280	**6,800**	Includes insurance,gasoline,repairs
Community Watering Comm Wtrng	32,000	13,300	18,700	32,000	**33,000**	Estimate
Total Other Expenses	**$1,336,425**	**$556,610**	**$778,955**	**$1,335,565**	**$1,442,800**	
Total Personnel Expenses (Schedule B)	**$116,581**	**$48,192**	**$68,537**	**$116,730**	**$118,337**	
Total of ALL Expenses	**$1,453,006**	**$604,802**	**$847,492**	**$1,452,295**	**$1,561,137**	
Net Revenue (Schedule A)	**$0**	**$0**	**$0**	**$0**	**$0**	
Net Expenses for Cost Center	**$1,453,006**	**$604,802**	**$847,492**	**$1,452,295**	**$1,561,137**	

Cost Center 42

Special Projects

C C : 42
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 42 - SPECIAL PROJECTS

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	379,452	351,465	398,500	171,100	401,350	403,000	1,650
Cost of Sales	34,747	38,154	75,000	26,675	68,675	73,500	4,825
Gross Margin	$344,705	$313,311	$323,500	$144,425	$332,675	$329,500	($3,175)
Personnel Expense							
Salary / Wages	263,350	206,680	205,279	88,407	210,513	211,648	1,135
FICA	19,708	13,680	15,700	5,930	14,430	16,100	1,670
FUI	210	168	300	220	300	300	0
SUI	893	838	1,750	870	1,270	1,500	230
Workmens Compensation	10,867	7,548	9,500	3,325	9,325	9,500	175
Health Insurance	22,712	28,952	28,800	12,600	28,600	30,000	1,400
Pension	7,943	4,678	6,000	2,000	4,800	5,400	600
Life Insurance	959	646	800	270	780	800	20
Disability Insurance	1,169	801	950	350	950	950	0
Total Personnel Expense	$327,810	$263,991	$269,079	$113,972	$270,968	$276,198	$5,230
Overhead Expense							
Materials & Supplies	257	215	2,051	530	1,730	2,000	270
Outside Contracts	0	0	1,000	0	1,000	1,000	0
Uniforms & Laundry	2,668	3,216	2,200	1,130	2,410	2,500	90
Depreciation	188	188	1,500	250	1,125	1,200	75
Electricity	3,835	6,512	9,500	4,460	9,560	9,500	(60)
Telephone	996	1,200	1,000	415	1,000	1,000	0
Building R & M	52	0	1,000	235	825	1,000	175
Equipment R & M	0	119	1,500	925	1,500	1,500	0
Equipment Rent	26,795	33,170	34,670	14,450	33,950	34,670	720
Total Overhead Expense	$34,791	$44,620	$54,421	$22,395	$53,100	$54,370	$1,270
Total Expenses	$362,601	$308,611	$323,500	$136,367	$324,068	$330,568	$6,500
Net Expenses	$17,896	($4,700)	$0	($8,058)	($8,607)	$1,068	$9,675
	$17,896	($4,700)	$0	($8,058)	($8,607)	$1,068	$9,675
$ PER BILLING UNIT							
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 42
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 42 - SPECIAL PROJECTS

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Mutuals	205,000	71,000	120,000	191,000	**197,000**	Direct charge to mutuals
Trust Projects	165,000	91,200	96,250	187,450	**182,000**	Direct charge to trust projects
Residents	28,500	8,900	14,000	22,900	**24,000**	decreasing demand
Total REVENUE Cost Center 42 :	**$398,500**	**$171,100**	**$230,250**	**$401,350**	**$403,000**	
COST OF SALES						
Materials	75,000	26,675	42,000	68,675	**73,500**	Departmental Supplies
Total COST OF SALES Cost Center 42 :	**$75,000**	**$26,675**	**$42,000**	**$68,675**	**$73,500**	
Total NET REVENUE Cost Center 42 :	**$323,500**	**$144,425**	**$188,250**	**$332,675**	**$329,500**	

C C : SPECIAL PROJECT
C C : 42
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 42 - SPECIAL PROJECTS

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Materials & Supplies Mat/Sup	2,051	530	1,200	1,730	**2,000**	Shop tools, miscellaneous supplies
Outside Contracting Out Con	1,000		1,000	1,000	**1,000**	Warranty work, use of seasonal help. Demand will dictate volume.
Uniforms & Laundry Unis	2,200	1,130	1,280	2,410	**2,500**	Maintenance of uniforms
Depreciation Depr	1,500	250	875	1,125	**1,200**	Equipment
Electricity Elect	9,500	4,460	5,100	9,560	**9,500**	Special projects building and storage building
Telephone Telphn	1,000	415	585	1,000	**1,000**	office and mobile
Building Repair & Maintenance Bld RM	1,000	235	590	825	**1,000**	preventive/standard maintenance
Equipment Repair & Maintenance Eqpmt RM	1,500	925	575	1,500	**1,500**	repair and maintenance of small equipment
Equipment Rent (Inter-Company Vehicles) Eqpmt Rnt	34,670	14,450	19,500	33,950	**34,670**	Vehicles, repairs, maintenance, fuel
Total Other Expenses	**$54,421**	**$22,395**	**$30,705**	**$53,100**	**$54,370**	
Total Personnel Expenses (Schedule B)	**$269,079**	**$113,972**	**$156,996**	**$270,968**	**$276,198**	
Total of ALL Expenses	**$323,500**	**$136,367**	**$187,701**	**$324,068**	**$330,568**	
Net Revenue (Schedule A)	**$323,500**	**$144,425**	**$188,250**	**$332,675**	**$329,500**	
Net Expenses for Cost Center	**$0**	**($8,058)**	**($549)**	**($8,607)**	**$1,068**	

Cost Center 43

Refuse/Recycling

C C : 43
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 43 - REFUSE/RECYCLING

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	61,691	56,096	64,000	21,150	57,550	59,000	1,450
Gross Margin	$61,691	$56,096	$64,000	$21,150	$57,550	$59,000	$1,450
Personnel Expense							
Salary / Wages	206,650	200,785	213,800	85,039	205,604	208,621	3,017
FICA	14,699	15,139	16,300	6,200	15,700	15,900	200
FUI	286	335	400	290	380	400	20
SUI	1,194	1,710	1,500	1,050	1,250	1,200	(50)
Workmens Compensation	8,340	8,695	8,500	3,690	8,490	9,000	510
Health Insurance	31,140	32,092	34,000	14,280	35,280	36,500	1,220
Pension	2,025	2,332	3,500	660	1,860	2,000	140
Life Insurance	693	663	750	300	775	750	(25)
Disability Insurance	844	819	900	369	879	900	21
Total Personnel Expense	$265,871	$262,569	$279,650	$111,878	$270,218	$275,271	$5,053
Overhead Expense							
Materials & Supplies	4,990	5,855	4,000	1,580	3,680	4,000	320
Insurance	1,200	1,300	1,300	540	1,300	1,300	0
Outside Contracts	195,505	187,441	187,500	69,970	178,770	180,000	1,230
Uniforms & Laundry	0	2,500	3,000	1,100	2,850	3,000	150
Depreciation	844	844	0	0	0	0	0
Housekeeping	2,891	0	0	0	0	0	0
Equipment Rent	120,000	118,500	123,500	51,500	119,500	123,500	4,000
Total Overhead Expense	$325,430	$316,440	$319,300	$124,690	$306,100	$311,800	$5,700
Total Expenses	$591,300	$579,009	$598,950	$236,568	$576,318	$587,071	$10,753
Net Expenses	$529,609	$522,913	$534,950	$215,418	$518,768	$528,071	$9,303
Community Facilities	$529,609	$522,913	$534,950	$215,418	$518,768	$528,071	$9,303
$ PER BILLING UNIT	7.86	7.72	7.88		7.64	7.78	
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 43
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 43 - REFUSE/RECYCLING

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Recycle Newspaper	50,000	15,600	28,000	43,600	**45,000**	Newsprint and cardboard.Less newsprint being subscribed to.
Cost Centers	14,000	5,550	8,400	13,950	**14,000**	Inter-company charges for scheduled pick-ups.
Total REVENUE Cost Center 43 :	**$64,000**	**$21,150**	**$36,400**	**$57,550**	**$59,000**	
Total NET REVENUE Cost Center 43 :	**$64,000**	**$21,150**	**$36,400**	**$57,550**	**$59,000**	

C C : REFUSE/RECYCLI
C C : 43
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 43 - REFUSE/RECYCLING

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Materials & Supplies Mat/Sup	4,000	1,580	2,100	3,680	**4,000**	Deodorizers, degreasers for trash truck and dumpsters
Insurance Ins	1,300	540	760	1,300	**1,300**	Bonding required by County
Shredding Out Con	9,000	2,770	4,800	7,570	**8,000**	service cost
Outside Contracting (dumping fees) Out Con	178,500	67,200	104,000	171,200	**172,000**	Recycling;Solid Waste
Uniforms & Laundry Unis	3,000	1,100	1,750	2,850	**3,000**	Uniforms,outerwear,gloves,etc
Equipment Rent (Inter-Company Vehicles) Eqpmt Rnt	123,500	51,500	68,000	119,500	**123,500**	2 trash trucks, 1 recycling truck, maintenance, repair, fuel and tags
Total Other Expenses	**$319,300**	**$124,690**	**$181,410**	**$306,100**	**$311,800**	
Total Personnel Expenses (Schedule B)	**$279,650**	**$111,878**	**$158,340**	**$270,218**	**$275,271**	
Total of ALL Expenses	**$598,950**	**$236,568**	**$339,750**	**$576,318**	**$587,071**	
Net Revenue (Schedule A)	**$64,000**	**$21,150**	**$36,400**	**$57,550**	**$59,000**	
Net Expenses for Cost Center	**$534,950**	**$215,418**	**$303,350**	**$518,768**	**$528,071**	

Cost Center 44

Community Services

C C : 44
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 44 - COMMUNITY SERVICES

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	0	102,938	135,000	54,225	141,625	197,000	55,375
Cost of Sales	0	0	0	0	0	0	0
Gross Margin	$0	$102,938	$135,000	$54,225	$141,625	$197,000	$55,375
Personnel Expense							
Salary / Wages	0	166,081	188,838	69,259	197,011	241,310	44,299
FICA	0	13,579	14,400	5,100	15,200	18,500	3,300
FUI	0	88	175	110	190	175	(15)
SUI	0	393	480	340	565	480	(85)
Workmens Compensation	0	4,933	2,500	1,100	2,700	3,000	300
Health Insurance	0	10,212	13,500	4,255	14,455	17,500	3,045
Pension	0	5,606	7,000	1,880	4,880	7,000	2,120
Life Insurance	0	646	625	270	710	625	(85)
Disability Insurance	0	805	750	340	830	750	(80)
Total Personnel Expense	$0	$202,342	$228,268	$82,654	$236,541	$289,340	$52,799
Overhead Expense							
Materials & Supplies	0	0	500	225	515	500	(15)
Uniforms & Laundry	0	0	250	110	275	275	0
Telephone	0	900	900	375	900	900	0
Equipment R & M	0	0	425	200	450	425	(25)
Equipment Rent	0	0	600	240	590	600	10
Total Overhead Expense	$0	$900	$2,675	$1,150	$2,730	$2,700	($30)
Total Expenses	$0	$203,242	$230,943	$83,804	$239,271	$292,040	$52,769
Net Expenses	$0	$100,304	$95,943	$29,579	$97,646	$95,040	($2,606)
	$0	$100,304	$95,943	$29,579	$97,646	$95,040	($2,606)
$ PER BILLING UNIT	0.00	1.48	1.41		1.44	1.40	
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 44
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 44 - COMMUNITY SERVICES

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Mutuals	27,500	9,100	19,400	28,500	**32,000**	Direct charge to mutuals
Trust Projects	107,500	45,125	68,000	113,125	**165,000**	Direct charge to trust projects
Total REVENUE Cost Center 44 :	**$135,000**	**$54,225**	**$87,400**	**$141,625**	**$197,000**	
COST OF SALES						
Total COST OF SALES Cost Center 44 :	**$0**	**$0**	**$0**	**$0**	**$0**	
Total NET REVENUE Cost Center 44 :	**$135,000**	**$54,225**	**$87,400**	**$141,625**	**$197,000**	

C C : COMMUNITY SERV
C C : 44
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 44 - COMMUNITY SERVICES

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Materials & Supplies Mat/Sup	500	225	290	515	**500**	Administrative supplies
Uniforms & Laundry Unis	250	110	165	275	**275**	Maintenance of uniforms
Telephone Telphn	900	375	525	900	**900**	office and mobile
Computer Hardware/Software Eqpmt RM	425	200	250	450	**425**	maintenance
equipment rent vehicles Eqpmt Rnt	600	240	350	590	**600**	Mileage reimbursement
Total Other Expenses	**$2,675**	**$1,150**	**$1,580**	**$2,730**	**$2,700**	
Total Personnel Expenses (Schedule B)	**$228,268**	**$82,654**	**$153,887**	**$236,541**	**$289,340**	
Total of ALL Expenses	**$230,943**	**$83,804**	**$155,467**	**$239,271**	**$292,040**	
Net Revenue (Schedule A)	**$135,000**	**$54,225**	**$87,400**	**$141,625**	**$197,000**	
Net Expenses for Cost Center	**$95,943**	**$29,579**	**$68,067**	**$97,646**	**$95,040**	

Cost Center 45

Vehicle Maint.

C C : 45
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 45 - VEHICLE MAINTENANCE

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	611,834	568,400	660,000	245,260	579,160	631,000	51,840
Cost of Sales	65,382	67,296	70,000	33,600	74,600	70,000	(4,600)
Gross Margin	$546,452	$501,104	$590,000	$211,660	$504,560	$561,000	$56,440
Personnel Expense							
Salary / Wages	75,270	77,766	86,078	37,710	91,634	92,651	1,017
FICA	5,636	5,841	6,650	2,600	7,002	7,100	98
FUI	84	85	150	90	130	149	19
SUI	352	444	500	380	405	425	20
Workmens Compensation	2,999	3,037	4,600	1,400	4,200	4,500	300
Health Insurance	5,699	5,639	7,000	2,349	5,949	7,500	1,551
Pension	0	0	0	0	0	0	0
Life Insurance	286	283	510	120	460	500	40
Disability Insurance	351	351	520	150	450	475	25
Total Personnel Expense	$90,677	$93,447	$106,008	$44,799	$110,230	$113,300	$3,070
Overhead Expense							
Materials & Supplies	7,809	6,647	4,000	1,400	3,800	4,000	200
Insurance	80,496	84,937	86,000	35,830	86,000	91,500	5,500
Outside Contracts	1,574	900	6,000	2,100	5,600	6,000	400
Uniforms & Laundry	5,681	8,170	5,000	2,250	5,050	5,000	(50)
State & Federal Taxes	7,338	6,487	7,000	2,930	7,130	7,200	70
Depreciation	54,699	61,525	88,000	40,100	94,100	96,000	1,900
Electricity	10,149	13,920	15,192	6,235	15,035	15,200	165
Telephone	5,571	5,157	2,400	1,100	2,500	2,400	(100)
Fuel	273,157	211,522	260,000	65,000	165,000	210,000	45,000
Building R & M	200	0	1,000	425	1,005	1,000	(5)
Equipment R & M	1,100	0	1,200	610	1,310	1,200	(110)
Equipment Rent	8,000	8,200	8,200	3,400	7,800	8,200	400
Total Overhead Expense	$455,775	$407,465	$483,992	$161,380	$394,330	$447,700	$53,370
Total Expenses	$546,451	$500,912	$590,000	$206,179	$504,560	$561,000	$56,440
Net Expenses	($0)	($191)	$0	($5,481)	$0	$0	$0
	($0)	($191)	$0	($5,481)	$0	$0	$0
$ PER BILLING UNIT							
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 45
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 45 - VEHICLE MAINTENANCE

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Cost Centers	530,000	218,500	275,900	494,400	**546,000**	Inter-company charges to other departments
Other	130,000	26,760	58,000	84,760	**85,000**	vendor gas purchases
Total REVENUE Cost Center 45 :	**$660,000**	**$245,260**	**$333,900**	**$579,160**	**$631,000**	
COST OF SALES						
Materials	70,000	33,600	41,000	74,600	**70,000**	
Total COST OF SALES Cost Center 45 :	**$70,000**	**$33,600**	**$41,000**	**$74,600**	**$70,000**	
Total NET REVENUE Cost Center 45 :	**$590,000**	**$211,660**	**$292,900**	**$504,560**	**$561,000**	

C C : VEHICLE MAINTEN
C C : 45
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 45 - VEHICLE MAINTENANCE

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Materials & Supplies Mat/Sup	4,000	1,400	2,400	3,800	**4,000**	shop supplies and tools
Insurance Ins	86,000	35,830	50,170	86,000	**91,500**	auto fleet coverage
Outside Contracting Out Con	6,000	2,100	3,500	5,600	**6,000**	Outsourced work
Uniforms & Laundry Unis	5,000	2,250	2,800	5,050	**5,000**	Contract
State & Federal Taxes Taxes	7,000	2,930	4,200	7,130	**7,200**	registrations
Depreciation Depr	88,000	40,100	54,000	94,100	**96,000**	vehicle and equipment depreciation
Electricity Elect	15,192	6,235	8,800	15,035	**15,200**	based on historical useage
Telephone Telphn	2,400	1,100	1,400	2,500	**2,400**	2016 affected by fiber implementation
Vehicle Fuel/Oil Fuel	260,000	65,000	100,000	165,000	**210,000**	
Building Repair & Maintenance Bld RM	1,000	425	580	1,005	**1,000**	based on historical useage
Equipment Repair & Maintenance Eqpmt RM	1,200	610	700	1,310	**1,200**	based on historical useage

C C : VEHICLE MAINTEN
C C : 45
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 45 - VEHICLE MAINTENANCE

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Equipment Rent (Inter-Company Vehicles) Eqpmt Rnt	8,200	3,400	4,400	7,800	**8,200**	use of vehicle
Total Other Expenses	**$483,992**	**$161,380**	**$232,950**	**$394,330**	**$447,700**	
Total Personnel Expenses (Schedule B)	**$106,008**	**$44,799**	**$65,431**	**$110,230**	**$113,300**	
Total of ALL Expenses	**$590,000**	**$206,179**	**$298,381**	**$504,560**	**$561,000**	
Net Revenue (Schedule A)	**$590,000**	**$211,660**	**$292,900**	**$504,560**	**$561,000**	
Net Expenses for Cost Center	**$0**	**($5,481)**	**$5,481**	**$0**	**$0**	

Cost Center 50

Janitorial

C C : 50
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 50 - JANITORIAL

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	434,004	436,969	466,500	194,775	466,800	493,465	26,665
Gross Margin	$434,004	$436,969	$466,500	$194,775	$466,800	$493,465	$26,665
Personnel Expense							
Salary / Wages	31,104	25,388	25,828	11,153	26,128	26,356	228
Total Personnel Expense	$31,104	$25,388	$25,828	$11,153	$26,128	$26,356	$228
Overhead Expense							
Outside Contracts	402,900	411,581	440,672	183,613	440,672	467,109	26,437
Total Overhead Expense	$402,900	$411,581	$440,672	$183,613	$440,672	$467,109	$26,437
Total Expenses	$434,004	$436,969	$466,500	$194,766	$466,800	$493,465	$26,665
Net Expenses	$0	$0	$0	($9)	$0	$0	$0
	$0	$0	$0	($9)	$0	$0	$0
$ PER BILLING UNIT							
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 50
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 50 - JANITORIAL

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Revenue	466,500	194,775	272,025	466,800	**493,465**	Mutuals - $129,890Trust $363,575
Total REVENUE Cost Center 50 :	**$466,500**	**$194,775**	**$272,025**	**$466,800**	**$493,465**	
Total NET REVENUE Cost Center 50 :	**$466,500**	**$194,775**	**$272,025**	**$466,800**	**$493,465**	

C C :	JANITORIAL
C C :	50
Year :	2017
SCHEDULE	C

Schedule C - 2017

Cost Center 50 - JANITORIAL

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Outside Contracting Out Con	440,672	183,613	257,059	440,672	**467,109**	Contract increase- minimum wage effect
Total Other Expenses	**$440,672**	**$183,613**	**$257,059**	**$440,672**	**$467,109**	
Total Personnel Expenses (Schedule B)	**$25,828**	**$11,153**	**$14,975**	**$26,128**	**$26,356**	
Total of ALL Expenses	**$466,500**	**$194,766**	**$272,034**	**$466,800**	**$493,465**	
Net Revenue (Schedule A)	**$466,500**	**$194,775**	**$272,025**	**$466,800**	**$493,465**	
Net Expenses for Cost Center	**$0**	**($9)**	**$9**	**$0**	**$0**	

Cost Center 52

After Hours

C C : 52
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 52 - AFTER HOURS

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	160,583	149,202	159,000	59,400	157,900	163,000	5,100
Cost of Sales	21,637	22,818	24,000	7,100	21,100	22,000	900
Gross Margin	$138,946	$126,384	$135,000	$52,300	$136,800	$141,000	$4,200
Personnel Expense							
Salary / Wages	128,136	119,894	108,992	46,868	111,380	111,820	440
FICA	9,015	8,588	8,400	3,700	8,400	8,600	200
FUI	84	84	180	160	160	160	0
SUI	357	407	440	370	370	370	0
Workmens Compensation	4,835	4,519	5,000	1,925	4,825	5,000	175
Health Insurance	26,977	21,975	16,500	7,700	19,200	19,500	300
Pension	4,800	4,528	5,200	1,890	4,890	5,200	310
Life Insurance	360	382	450	160	450	450	0
Disability Insurance	439	473	475	200	475	475	0
Total Personnel Expense	$175,003	$160,850	$145,637	$62,973	$150,150	$151,575	$1,425
Overhead Expense							
Materials & Supplies	1,849	1,760	800	490	790	800	10
Outside Contracts	0	735	500	210	500	500	0
Uniforms & Laundry	1,732	1,662	1,200	750	1,200	1,200	0
Equipment R & M	0	0	250	0	250	250	0
Equipment Rent	5,800	6,000	6,000	2,500	5,700	6,000	300
Total Overhead Expense	$9,381	$10,157	$8,750	$3,950	$8,440	$8,750	$310
Total Expenses	$184,384	$171,007	$154,387	$66,923	$158,590	$160,325	$1,735
Net Expenses	$45,438	$44,624	$19,387	$14,623	$21,790	$19,325	($2,465)
	$45,438	$44,624	$19,387	$14,623	$21,790	$19,325	($2,465)
$ PER BILLING UNIT	0.67	0.66	0.29		0.32	0.28	
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 52
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 52 - AFTER HOURS

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Mutual	57,000	19,500	36,000	55,500	**56,000**	Direct charge to mutual
Cost Centers	28,000	8,000	17,500	25,500	**27,000**	Direct charge to cost centers
Residents	45,000	20,900	28,000	48,900	**50,000**	Direct charge to residents
Service Agreement	29,000	11,000	17,000	28,000	**30,000**	Resident service contract
Total REVENUE Cost Center 52 :	**$159,000**	**$59,400**	**$98,500**	**$157,900**	**$163,000**	
COST OF SALES						
Materials	24,000	7,100	14,000	21,100	**22,000**	
Total COST OF SALES Cost Center 52 :	**$24,000**	**$7,100**	**$14,000**	**$21,100**	**$22,000**	
Total NET REVENUE Cost Center 52 :	**$135,000**	**$52,300**	**$84,500**	**$136,800**	**$141,000**	

C C :	AFTER HOURS
C C :	52
Year :	2017
SCHEDULE	C

Schedule C - 2017

Cost Center 52 - AFTER HOURS

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Materials & Supplies Mat/Sup	800	490	300	790	**800**	Shop tools, miscellaneous
Outside Contracting Out Con	500	210	290	500	**500**	Warranty repairs and license
Uniforms & Laundry Unis	1,200	750	450	1,200	**1,200**	contract
Equipment Repair & Maintenance Eqpmt RM	250		250	250	**250**	Repair and maintenance of power tools and radio
Equipment Rent (Inter-Company Vehicles) Eqpmt Rnt	6,000	2,500	3,200	5,700	**6,000**	1 Vehicle, repair, maintenance and fuel
Total Other Expenses	**$8,750**	**$3,950**	**$4,490**	**$8,440**	**$8,750**	
Total Personnel Expenses (Schedule B)	**$145,637**	**$62,973**	**$87,177**	**$150,150**	**$151,575**	
Total of ALL Expenses	**$154,387**	**$66,923**	**$91,667**	**$158,590**	**$160,325**	
Net Revenue (Schedule A)	**$135,000**	**$52,300**	**$84,500**	**$136,800**	**$141,000**	
Net Expenses for Cost Center	**$19,387**	**$14,623**	**$7,167**	**$21,790**	**$19,325**	

Cost Center 53

Electric

C C : 53
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 53 - ELECTRIC

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	526,624	559,988	517,500	227,600	544,600	545,550	950
Cost of Sales	138,959	135,774	125,000	58,300	142,300	148,000	5,700
Gross Margin	$387,665	$424,214	$392,500	$169,300	$402,300	$397,550	($4,750)
Personnel Expense							
Salary / Wages	250,392	276,245	258,252	109,260	261,180	263,327	2,147
FICA	18,286	20,427	19,700	8,600	19,800	19,700	(100)
FUI	210	210	240	209	209	240	31
SUI	893	1,004	1,125	860	860	1,125	265
Workmens Compensation	15,638	15,209	14,450	7,270	17,770	14,450	(3,320)
Health Insurance	35,324	39,097	43,500	17,070	41,070	43,500	2,430
Pension	4,625	5,306	5,200	2,240	5,040	5,200	160
Life Insurance	861	850	875	355	845	875	30
Disability Insurance	1,053	1,054	1,125	440	1,040	1,125	85
Total Personnel Expense	$327,281	$359,401	$344,467	$146,304	$347,814	$349,542	$1,728
Overhead Expense							
Materials & Supplies	2,216	2,868	1,918	790	1,890	1,893	3
Outside Contracts	0	0	700	210	610	700	90
Uniforms & Laundry	3,704	4,397	2,600	1,450	2,450	2,600	150
Dues & Memberships	234	187	500	225	500	500	0
Telephone	3,204	3,350	3,400	1,415	3,415	3,400	(15)
Equipment R & M	0	0	915	245	780	915	135
Equipment Rent	33,750	36,000	38,000	15,800	36,400	38,000	1,600
Total Overhead Expense	$43,108	$46,802	$48,033	$20,135	$46,045	$48,008	$1,963
Total Expenses	$370,390	$406,203	$392,500	$166,439	$393,859	$397,550	$3,691
Net Expenses	($17,275)	($18,011)	$0	($2,861)	($8,441)	$0	$8,441
	($17,275)	($18,011)	$0	($2,861)	($8,441)	$0	$8,441
$ PER BILLING UNIT							
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 53
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 53 - ELECTRIC

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Mutual	205,000	70,000	120,000	190,000	**200,000**	Direct Charge/$26,400 in June 2015
Cost Centers	139,500	53,000	70,000	123,000	**130,550**	Direct Charge to Cost Centers.
Residents	115,000	74,400	85,000	159,400	**145,000**	Direct Charge to Residents.
Service Agreement	58,000	30,200	42,000	72,200	**70,000**	Individual service contract
Total REVENUE Cost Center 53 :	**$517,500**	**$227,600**	**$317,000**	**$544,600**	**$545,550**	
COST OF SALES						
Materials	125,000	58,300	84,000	142,300	**148,000**	Direct Costs
Total COST OF SALES Cost Center 53 :	**$125,000**	**$58,300**	**$84,000**	**$142,300**	**$148,000**	
Total NET REVENUE Cost Center 53 :	**$392,500**	**$169,300**	**$233,000**	**$402,300**	**$397,550**	

C C :	ELECTRIC
C C :	53
Year :	2017
SCHEDULE	C

Schedule C - 2017

Cost Center 53 - ELECTRIC

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Materials & Supplies Mat/Sup	1,918	790	1,100	1,890	**1,893**	Shop tools, miscellaneous supplies
Outside Contracting Out Con	700	210	400	610	**700**	Warranty work and consulting fees
Uniforms & Laundry Unis	2,600	1,450	1,000	2,450	**2,600**	Maintenance of uniforms
Other Professional Fees Dues/Mbrsp	500	225	275	500	**500**	Membership, licenses, seminars
Telephone Telphn	3,400	1,415	2,000	3,415	**3,400**	
Equipment Repair & Maintenance Eqpmt RM	915	245	535	780	**915**	tools and equipment
Equipment Rent (Inter-Company Vehicles) Eqpmt Rnt	38,000	15,800	20,600	36,400	**38,000**	charge for vehicles
Total Other Expenses	**$48,033**	**$20,135**	**$25,910**	**$46,045**	**$48,008**	
Total Personnel Expenses (Schedule B)	**$344,467**	**$146,304**	**$201,510**	**$347,814**	**$349,542**	
Total of ALL Expenses	**$392,500**	**$166,439**	**$227,420**	**$393,859**	**$397,550**	
Net Revenue (Schedule A)	**$392,500**	**$169,300**	**$233,000**	**$402,300**	**$397,550**	
Net Expenses for Cost Center	**$0**	**($2,861)**	**($5,580)**	**($8,441)**	**$0**	

Cost Center 54

Plumbing

C C : 54
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 54 - PLUMBING

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	1,522,363	1,234,333	1,102,500	417,430	1,001,430	1,004,100	2,670
Cost of Sales	892,042	621,146	450,000	132,000	332,000	332,000	0
Gross Margin	$630,321	$613,187	$652,500	$285,430	$669,430	$672,100	$2,670
Personnel Expense							
Salary / Wages	417,192	415,720	457,409	191,046	454,962	457,453	2,491
FICA	32,549	30,958	35,400	14,100	34,500	35,000	500
FUI	502	454	500	389	489	500	11
SUI	2,103	2,820	2,800	1,450	2,050	2,800	750
Workmens Compensation	24,700	20,466	21,500	10,800	24,800	21,500	(3,300)
Health Insurance	29,505	36,717	44,000	24,500	59,500	62,000	2,500
Pension	9,000	8,725	12,000	4,600	10,600	12,000	1,400
Life Insurance	1,458	1,551	1,650	675	1,675	1,650	(25)
Disability Insurance	1,789	1,929	2,000	840	2,140	2,000	(140)
Total Personnel Expense	$518,797	$519,340	$577,259	$248,400	$590,716	$594,903	$4,187
Overhead Expense							
Materials & Supplies	16,955	13,340	7,241	3,750	7,550	7,997	447
Outside Contracts	1,585	6,097	4,000	1,200	3,600	4,000	400
Uniforms & Laundry	6,720	5,729	4,500	2,475	5,475	5,500	25
Depreciation	636	636	0	0	0	0	0
Telephone	5,316	5,500	5,500	2,290	5,690	5,700	10
Equipment R & M	480	472	3,000	865	2,865	3,000	135
Equipment Rent	48,600	48,000	51,000	21,250	49,000	51,000	2,000
Total Overhead Expense	$80,291	$79,773	$75,241	$31,830	$74,180	$77,197	$3,017
Total Expenses	$599,088	$599,114	$652,500	$280,230	$664,896	$672,100	$7,204
Net Expenses	($31,233)	($14,074)	$0	($5,200)	($4,534)	$0	$4,534
	($31,233)	($14,074)	$0	($5,200)	($4,534)	$0	$4,534
$ PER BILLING UNIT							
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 54
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 54 - PLUMBING

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Mutual	400,000	95,500	160,000	255,500	**258,000**	Direct charge to mutual
Cost Centers	40,000	30,400	24,000	54,400	**51,100**	Direct charge to cost centers
Residents	510,000	218,000	290,000	508,000	**510,000**	Large projects first five months/ high material usage
Service Agreement	152,500	73,530	110,000	183,530	**185,000**	Resident service contract
Total REVENUE Cost Center 54 :	**$1,102,500**	**$417,430**	**$584,000**	**$1,001,430**	**$1,004,100**	
COST OF SALES						
Materials	450,000	132,000	200,000	332,000	**332,000**	
Total COST OF SALES Cost Center 54 :	**$450,000**	**$132,000**	**$200,000**	**$332,000**	**$332,000**	
Total NET REVENUE Cost Center 54 :	**$652,500**	**$285,430**	**$384,000**	**$669,430**	**$672,100**	

C C :	PLUMBING
C C :	54
Year :	2017
SCHEDULE	C

Schedule C - 2017

Cost Center 54 - PLUMBING

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Materials & Supplies Mat/Sup	7,241	3,750	3,800	7,550	**7,997**	Shop tools and miscellaneous supplies
Outside Contracting Out Con	4,000	1,200	2,400	3,600	**4,000**	warranty work/licenses
Uniforms & Laundry Unis	4,500	2,475	3,000	5,475	**5,500**	Underestimated 2016 budget
Telephone Telphn	5,500	2,290	3,400	5,690	**5,700**	based on trend
Equipment Repair & Maintenance Eqpmt RM	3,000	865	2,000	2,865	**3,000**	Maintenace of assigned equipment
Equipment Rent (Inter-Company Vehicles) Eqpmt Rnt	51,000	21,250	27,750	49,000	**51,000**	Standard charge for vehicle usage
Total Other Expenses	**$75,241**	**$31,830**	**$42,350**	**$74,180**	**$77,197**	
Total Personnel Expenses (Schedule B)	**$577,259**	**$248,400**	**$342,316**	**$590,716**	**$594,903**	
Total of ALL Expenses	**$652,500**	**$280,230**	**$384,666**	**$664,896**	**$672,100**	
Net Revenue (Schedule A)	**$652,500**	**$285,430**	**$384,000**	**$669,430**	**$672,100**	
Net Expenses for Cost Center	**$0**	**($5,200)**	**$666**	**($4,534)**	**$0**	

Cost Center 55

Carpentry

C C : 55
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 55 - CARPENTRY

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	355,592	512,312	430,500	649,675	1,199,675	1,022,000	(177,675)
Cost of Sales	64,165	186,130	79,750	478,000	828,000	616,500	(211,500)
Gross Margin	$291,427	$326,182	$350,750	$171,675	$371,675	$405,500	$33,825
Personnel Expense							
Salary / Wages	211,250	248,477	239,468	95,485	259,789	284,793	25,004
FICA	15,135	18,080	18,300	6,660	19,760	21,725	1,965
FUI	238	210	340	210	320	400	80
SUI	990	1,037	1,200	1,050	1,200	1,400	200
Workmens Compensation	16,039	17,070	15,250	6,500	14,500	15,250	750
Health Insurance	22,968	31,587	27,500	12,525	26,525	32,000	5,475
Pension	2,880	4,582	3,600	1,900	4,500	4,000	(500)
Life Insurance	743	1,014	800	330	780	900	120
Disability Insurance	907	1,255	850	390	840	900	60
Total Personnel Expense	$271,149	$323,312	$307,308	$125,050	$328,214	$361,368	$33,154
Overhead Expense							
Materials & Supplies	4,256	4,846	1,842	1,280	2,355	2,432	77
Outside Contracts	0	0	1,500	660	1,535	1,500	(35)
Uniforms & Laundry	3,302	3,298	2,800	1,560	2,860	2,800	(60)
Telephone	3,312	3,400	3,400	1,115	3,315	3,500	185
Equipment R & M	0	291	1,400	675	1,492	1,400	(92)
Equipment Rent	28,750	30,000	32,500	13,500	29,500	32,500	3,000
Total Overhead Expense	$39,620	$41,835	$43,442	$18,790	$41,057	$44,132	$3,075
Total Expenses	$310,769	$365,147	$350,750	$143,840	$369,271	$405,500	$36,229
Net Expenses	$19,341	$38,966	$0	($27,835)	($2,404)	$0	$2,404
	$19,341	$38,966	$0	($27,835)	($2,404)	$0	$2,404
$ PER BILLING UNIT							
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 55
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 55 - CARPENTRY

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Mutual	52,000	21,350	30,000	51,350	**52,000**	Direct charge to mutual
Cost Centers	60,000	27,000	40,000	67,000	**65,000**	Direct charge to cost centers
Residents	283,500	589,300	465,000	1,054,300	**875,000**	Impact of showroom
Service Agreements	35,000	12,025	15,000	27,025	**30,000**	
Total REVENUE Cost Center 55 :	**$430,500**	**$649,675**	**$550,000**	**$1,199,675**	**$1,022,000**	
COST OF SALES						
Materials	79,750	478,000	350,000	828,000	**616,500**	
Total COST OF SALES Cost Center 55 :	**$79,750**	**$478,000**	**$350,000**	**$828,000**	**$616,500**	
Total NET REVENUE Cost Center 55 :	**$350,750**	**$171,675**	**$200,000**	**$371,675**	**$405,500**	

C C :	CARPENTRY
C C :	55
Year :	2017
SCHEDULE	C

Schedule C - 2017

Cost Center 55 - CARPENTRY

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Materials & Supplies Mat/Sup	1,842	1,280	1,075	2,355	**2,432**	Shop tools, miscellaneous supplies
Outside Contracting Out Con	1,500	660	875	1,535	**1,500**	warranty work
Uniforms & Laundry Unis	2,800	1,560	1,300	2,860	**2,800**	useage
Telephone Telphn	3,400	1,115	2,200	3,315	**3,500**	basesd on assigned equipment
Equipment Repair & Maintenance Eqpmt RM	1,400	675	817	1,492	**1,400**	Repair and maintenance of tools
Equipment Rent (Inter-Company Vehicles) Eqpmt Rnt	32,500	13,500	16,000	29,500	**32,500**	Based on vehicles assigned
Total Other Expenses	**$43,442**	**$18,790**	**$22,267**	**$41,057**	**$44,132**	
Total Personnel Expenses (Schedule B)	**$307,308**	**$125,050**	**$203,164**	**$328,214**	**$361,368**	
Total of ALL Expenses	**$350,750**	**$143,840**	**$225,431**	**$369,271**	**$405,500**	
Net Revenue (Schedule A)	**$350,750**	**$171,675**	**$200,000**	**$371,675**	**$405,500**	
Net Expenses for Cost Center	**$0**	**($27,835)**	**$25,431**	**($2,404)**	**$0**	

Cost Center 56

HVAC Maint.

C C : 56
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 56 - HVA/C

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	1,081,620	789,080	833,000	299,585	729,585	800,000	70,415
Cost of Sales	536,979	295,450	350,000	112,600	268,600	315,000	46,400
Gross Margin	$544,641	$493,630	$483,000	$186,985	$460,985	$485,000	$24,015
Personnel Expense							
Salary / Wages	382,582	328,109	328,426	109,811	297,934	325,431	27,497
FICA	27,976	24,214	25,100	8,000	22,700	24,900	2,200
FUI	252	294	300	210	300	300	0
SUI	1,071	1,439	1,300	940	1,140	1,100	(40)
Workmens Compensation	21,763	22,376	23,250	8,000	21,500	24,000	2,500
Health Insurance	32,871	45,567	45,000	18,800	44,800	51,000	6,200
Pension	11,344	9,685	12,000	3,160	9,160	10,000	840
Life Insurance	1,279	1,119	1,174	525	1,225	1,200	(25)
Disability Insurance	1,563	1,392	1,450	650	1,450	1,475	25
Total Personnel Expense	$480,700	$434,194	$438,000	$150,096	$400,209	$439,406	$39,197
Overhead Expense							
Materials & Supplies	6,383	6,220	2,000	1,450	2,450	2,394	(56)
Outside Contracts	474	884	1,500	520	1,395	1,500	105
Uniforms & Laundry	4,337	4,154	3,000	1,725	3,175	3,200	25
Telephone	3,564	3,800	3,000	1,250	3,000	3,000	0
Equipment R & M	0	0	1,000	425	1,005	1,000	(5)
Equipment Rent	38,000	37,000	34,500	14,375	33,375	34,500	1,125
Total Overhead Expense	$52,758	$52,058	$45,000	$19,745	$44,400	$45,594	$1,194
Total Expenses	$533,458	$486,252	$483,000	$169,841	$444,609	$485,000	$40,391
Net Expenses	($11,183)	($7,378)	$0	($17,144)	($16,376)	$0	$16,376
	($11,183)	($7,378)	$0	($17,144)	($16,376)	$0	$16,376
$ PER BILLING UNIT							
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 56
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 56 - HVA/C

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Mutual	285,000	88,000	120,000	208,000	**265,000**	Direct Charges to the Mutuals
Cost Centers - Trust Properties	70,000	18,000	25,000	43,000	**55,000**	Direct Charge to Trust
Residents	260,000	86,200	135,000	221,200	**260,000**	Direct charge to residents
Service Contract	218,000	107,385	150,000	257,385	**220,000**	Resident service contract
Total REVENUE Cost Center 56 :	**$833,000**	**$299,585**	**$430,000**	**$729,585**	**$800,000**	
COST OF SALES						
Materials	350,000	112,600	156,000	268,600	**315,000**	
Total COST OF SALES Cost Center 56 :	**$350,000**	**$112,600**	**$156,000**	**$268,600**	**$315,000**	
Total NET REVENUE Cost Center 56 :	**$483,000**	**$186,985**	**$274,000**	**$460,985**	**$485,000**	

C C :	HVA/C
C C :	56
Year :	2017
SCHEDULE	C

Schedule C - 2017

Cost Center 56 - HVA/C

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Materials & Supplies Mat/Sup	2,000	1,450	1,000	2,450	**2,394**	Shop tools and miscellaneous supplies
Outside Contracting Out Con	1,500	520	875	1,395	**1,500**	Warranty work, licenses, consulting fees
Uniforms & Laundry Unis	3,000	1,725	1,450	3,175	**3,200**	contract services
Telephone Telphn	3,000	1,250	1,750	3,000	**3,000**	Based on historical trends
Equipment Repair & Maintenance Eqpmt RM	1,000	425	580	1,005	**1,000**	tools and equipment
Equipment Rent (Inter-Company Vehicles) Eqpmt Rnt	34,500	14,375	19,000	33,375	**34,500**	Vehicles gas, repairs and maintenance
Total Other Expenses	**$45,000**	**$19,745**	**$24,655**	**$44,400**	**$45,594**	
Total Personnel Expenses (Schedule B)	**$438,000**	**$150,096**	**$250,113**	**$400,209**	**$439,406**	
Total of ALL Expenses	**$483,000**	**$169,841**	**$274,768**	**$444,609**	**$485,000**	
Net Revenue (Schedule A)	**$483,000**	**$186,985**	**$274,000**	**$460,985**	**$485,000**	
Net Expenses for Cost Center	**$0**	**($17,144)**	**$768**	**($16,376)**	**$0**	

Cost Center 57

Appliance Maint.

C C : 57
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 57 - APPLIANCE MAINTENANCE

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	655,925	561,876	543,000	258,840	624,340	635,000	10,660
Cost of Sales	328,270	235,941	265,000	137,000	327,000	345,000	18,000
Gross Margin	$327,655	$325,935	$278,000	$121,840	$297,340	$290,000	($7,340)
Personnel Expense							
Salary / Wages	244,151	247,679	190,083	93,284	191,908	193,173	1,265
FICA	18,158	18,554	14,640	5,200	14,200	14,700	500
FUI	168	168	170	170	170	170	0
SUI	714	806	650	800	800	650	(150)
Workmens Compensation	10,102	10,307	10,200	4,500	10,300	10,200	(100)
Health Insurance	27,069	29,912	24,500	13,400	28,800	32,000	3,200
Pension	5,783	5,838	6,500	2,560	6,235	6,500	265
Life Insurance	881	871	800	365	865	800	(65)
Disability Insurance	1,082	1,084	1,000	450	1,150	1,000	(150)
Total Personnel Expense	$308,108	$315,220	$248,543	$120,729	$254,428	$259,193	$4,765
Overhead Expense							
Materials & Supplies	1,313	833	1,307	450	1,210	1,457	247
Outside Contracts	0	152	1,000	415	1,195	1,500	305
Uniforms & Laundry	3,419	3,530	1,300	845	1,745	2,000	255
Telephone	2,652	2,700	2,000	835	2,035	2,000	(35)
Equipment R & M	0	0	750	210	640	750	110
Equipment Rent	24,550	26,000	23,100	9,625	21,100	23,100	2,000
Total Overhead Expense	$31,934	$33,215	$29,457	$12,380	$27,925	$30,807	$2,882
Total Expenses	$340,042	$348,435	$278,000	$133,109	$282,353	$290,000	$7,647
Net Expenses	$12,387	$22,500	$0	$11,269	($14,987)	$0	$14,987
	$12,387	$22,500	$0	$11,269	($14,987)	$0	$14,987
$ PER BILLING UNIT							
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 57
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 57 - APPLIANCE MAINTENANCE

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Mutual	10,000	39,605	58,000	97,605	**100,000**	Direct charge to mutual
Cost Centers	48,000	13,675	22,500	36,175	**40,000**	Direct charge to cost centers
Residents	330,000	130,760	185,000	315,760	**320,000**	Direct charge
Service Agreement	155,000	74,800	100,000	174,800	**175,000**	Resident service contract
Total REVENUE Cost Center 57 :	**$543,000**	**$258,840**	**$365,500**	**$624,340**	**$635,000**	
COST OF SALES						
Materials	265,000	137,000	190,000	327,000	**345,000**	Supplies
Total COST OF SALES Cost Center 57 :	**$265,000**	**$137,000**	**$190,000**	**$327,000**	**$345,000**	
Total NET REVENUE Cost Center 57 :	**$278,000**	**$121,840**	**$175,500**	**$297,340**	**$290,000**	

C C : APPLIANCE MAINT
C C : 57
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 57 - APPLIANCE MAINTENANCE

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Materials & Supplies Mat/Sup	1,307	450	760	1,210	**1,457**	Shop tools and miscellaneous supplies
Outside Contracting Out Con	1,000	415	780	1,195	**1,500**	Warranty work, licenses, consulting fees
Uniforms & Laundry Unis	1,300	845	900	1,745	**2,000**	Maintenance and replacement
Telephone Telphn	2,000	835	1,200	2,035	**2,000**	useage/instruments
Equipment Repair & Maintenance Eqpmt RM	750	210	430	640	**750**	tools and equipment
Equipment Rent (Inter-Company Vehicles) Eqpmt Rnt	23,100	9,625	11,475	21,100	**23,100**	Vehicles gas, repairs and maintenance
Total Other Expenses	**$29,457**	**$12,380**	**$15,545**	**$27,925**	**$30,807**	
Total Personnel Expenses (Schedule B)	**$248,543**	**$120,729**	**$133,699**	**$254,428**	**$259,193**	
Total of ALL Expenses	**$278,000**	**$133,109**	**$149,244**	**$282,353**	**$290,000**	
Net Revenue (Schedule A)	**$278,000**	**$121,840**	**$175,500**	**$297,340**	**$290,000**	
Net Expenses for Cost Center	**$0**	**$11,269**	**($26,256)**	**($14,987)**	**$0**	

Cost Center 58

Cable Service

C C : 58
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 58 - CABLE SERVICE

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Overhead Expense							
Outside Contracts	1,865,930	1,951,626	2,002,720	827,775	2,002,775	2,105,000	102,225
Total Overhead Expense	$1,865,930	$1,951,626	$2,002,720	$827,775	$2,002,775	$2,105,000	$102,225
Total Expenses	$1,865,930	$1,951,626	$2,002,720	$827,775	$2,002,775	$2,105,000	$102,225
Net Expenses	$1,865,930	$1,951,626	$2,002,720	$827,775	$2,002,775	$2,105,000	$102,225
Community Facilities	$1,865,930	$1,951,626	$2,002,720	$827,775	$2,002,775	$2,105,000	$102,225
$ PER BILLING UNIT	27.70	28.82	29.50		29.50	31.00	
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C :	CABLE SERVICE
C C :	58
Year :	2017
SCHEDULE	C

Schedule C - 2017

Cost Center 58 - CABLE SERVICE

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Outside Contracting Out Con	2,002,720	827,775	1,175,000	2,002,775	**2,105,000**	anticipate effective increase of 5.0%. 4/1/17
Total Other Expenses	**$2,002,720**	**$827,775**	**$1,175,000**	**$2,002,775**	**$2,105,000**	
Total Personnel Expenses (Schedule B)	**$0**	**$0**	**$0**	**$0**	**$0**	
Total of ALL Expenses	**$2,002,720**	**$827,775**	**$1,175,000**	**$2,002,775**	**$2,105,000**	
Net Revenue (Schedule A)	**$0**	**$0**	**$0**	**$0**	**$0**	
Net Expenses for Cost Center	**$2,002,720**	**$827,775**	**$1,175,000**	**$2,002,775**	**$2,105,000**	

Cost Center 60

Transportation

C C : 60
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 60 - TRANSPORTATION

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	10,720	11,750	10,000	2,200	10,000	10,000	0
Gross Margin	$10,720	$11,750	$10,000	$2,200	$10,000	$10,000	$0
Personnel Expense							
Salary / Wages	111,133	107,610	122,408	46,560	118,200	124,176	5,976
FICA	8,058	7,998	9,400	3,445	9,045	9,400	355
FUI	190	184	160	150	170	160	(10)
SUI	775	927	640	605	640	640	0
Workmens Compensation	8,005	7,693	7,800	3,500	8,400	9,400	1,000
Health Insurance	10,680	14,967	13,000	6,400	15,400	16,000	600
Pension	2,760	1,719	3,250	675	1,675	2,600	925
Life Insurance	284	289	375	150	375	375	0
Disability Insurance	347	355	450	190	450	450	0
Total Personnel Expense	$142,233	$141,741	$157,483	$61,675	$154,355	$163,201	$8,846
Overhead Expense							
Materials & Supplies	2,332	878	500	340	540	500	(40)
Uniforms & Laundry	650	579	700	610	735	750	15
Equipment R & M	0	2,834	0	0	0	0	0
Equipment Rent	177,782	183,003	183,000	76,250	180,000	183,000	3,000
Total Overhead Expense	$180,763	$187,294	$184,200	$77,200	$181,275	$184,250	$2,975
Total Expenses	$322,996	$329,035	$341,683	$138,875	$335,630	$347,451	$11,821
Net Expenses	$312,276	$317,285	$331,683	$136,675	$325,630	$337,451	$11,821
Community Facilities	$312,276	$317,285	$331,683	$136,675	$325,630	$337,451	$11,821
$ PER BILLING UNIT	4.64	4.69	4.88		4.80	4.97	
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 60
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 60 - TRANSPORTATION

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Interfaith Chapel / Our Lady Of Grace	10,000	2,200	7,800	10,000	**10,000**	Sunday bus rental to Interfaith Chapel/Our Lady of Grace
Total REVENUE Cost Center 60 :	**$10,000**	**$2,200**	**$7,800**	**$10,000**	**$10,000**	
Total NET REVENUE Cost Center 60 :	**$10,000**	**$2,200**	**$7,800**	**$10,000**	**$10,000**	

C C : TRANSPORTATION
C C : 60
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 60 - TRANSPORTATION

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Materials & Supplies Mat/Sup	500	340	200	540	**500**	Schedules, signs for buses, etc.
Uniforms & Laundry Unis	700	610	125	735	**750**	Dry cleaning and replacement
Equipment Rent (Inter-Company Vehicles) Eqpmt Rnt	183,000	76,250	103,750	180,000	**183,000**	Includes lease,insurance,gasoline and maint.
Total Other Expenses	**$184,200**	**$77,200**	**$104,075**	**$181,275**	**$184,250**	
Total Personnel Expenses (Schedule B)	**$157,483**	**$61,675**	**$92,680**	**$154,355**	**$163,201**	
Total of ALL Expenses	**$341,683**	**$138,875**	**$196,755**	**$335,630**	**$347,451**	
Net Revenue (Schedule A)	**$10,000**	**$2,200**	**$7,800**	**$10,000**	**$10,000**	
Net Expenses for Cost Center	**$331,683**	**$136,675**	**$188,955**	**$325,630**	**$337,451**	

Cost Center 61

Suppl. Trans.

C C : 61
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 61 - SUPPLEMENT TRANSPORTATION

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	30,825	28,441	34,500	9,695	30,035	0	(30,035)
Gross Margin	$30,825	$28,441	$34,500	$9,695	$30,035	$0	($30,035)
Personnel Expense							
Salary / Wages	161,678	136,966	148,512	55,207	138,967	0	(138,967)
FICA	11,711	10,011	11,300	3,300	9,300	0	(9,300)
FUI	126	168	220	185	220	0	(220)
SUI	536	820	750	340	580	0	(580)
Workmens Compensation	9,967	9,172	6,400	3,180	7,305	0	(7,305)
Health Insurance	26,203	28,727	32,000	10,600	24,900	0	(24,900)
Pension	4,369	4,207	5,000	1,560	3,960	0	(3,960)
Life Insurance	461	428	475	125	450	0	(450)
Disability Insurance	557	531	550	150	540	0	(540)
Total Personnel Expense	$215,608	$191,030	$205,207	$74,647	$186,222	$0	($186,222)
Overhead Expense							
Materials & Supplies	244	1,219	500	115	505	0	(505)
Uniforms & Laundry	158	456	700	280	680	0	(680)
Equipment Rent	32,000	35,000	35,000	14,580	33,780	0	(33,780)
Total Overhead Expense	$32,402	$36,674	$36,200	$14,975	$34,965	$0	($34,965)
Total Expenses	$248,010	$227,705	$241,407	$89,622	$221,187	$0	($221,187)
Net Expenses	$217,185	$199,264	$206,907	$79,927	$191,152	$0	($191,152)
Community Facilities	$217,185	$199,264	$206,907	$79,927	$191,152	$0	($191,152)
$ PER BILLING UNIT	3.22	2.94	3.05		2.82	0.00	
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 61
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 61 - SUPPLEMENT TRANSPORTATION

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Pharmacy	3,000	1,270	1,750	3,020	**0**	Cost center 610 is merging with cost center 650
Supplemental Transportation	24,500	6,625	13,590	20,215	**0**	Cost center 610 is merging with cost center 650
Resident to MC / Back	7,000	1,800	5,000	6,800	**0**	Cost center 610 is merging with cost center 650
Total REVENUE Cost Center 61 :	**$34,500**	**$9,695**	**$20,340**	**$30,035**	**$0**	
Total NET REVENUE Cost Center 61 :	**$34,500**	**$9,695**	**$20,340**	**$30,035**	**$0**	

C C : SUPPLEMENT TRA
C C : 61
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 61 - SUPPLEMENT TRANSPORTATION

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Materials & Supplies Mat/Sup	500	115	390	505	0	Cost center 610 is merging with cost center 650
Uniforms & Laundry Unis	700	280	400	680	0	Cost center 610 is merging with cost center 650
Equipment Rent (Inter-Company Vehicles) Eqpmt Rnt	35,000	14,580	19,200	33,780	0	Cost center 610 is merging with cost center 650
Total Other Expenses	**$36,200**	**$14,975**	**$19,990**	**$34,965**	**$0**	
Total Personnel Expenses (Schedule B)	**$205,207**	**$74,647**	**$111,575**	**$186,222**	**$0**	
Total of ALL Expenses	**$241,407**	**$89,622**	**$131,565**	**$221,187**	**$0**	
Net Revenue (Schedule A)	**$34,500**	**$9,695**	**$20,340**	**$30,035**	**$0**	
Net Expenses for Cost Center	**$206,907**	**$79,927**	**$111,225**	**$191,152**	**$0**	

Cost Center 65

Security

C C : 65
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 65 - SECURITY

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	47,220	112,320	132,800	54,880	132,480	162,400	29,920
Gross Margin	$47,220	$112,320	$132,800	$54,880	$132,480	$162,400	$29,920
Personnel Expense							
Salary / Wages	1,088,784	1,165,003	1,087,924	440,215	1,081,435	1,251,439	170,004
FICA	67,925	76,353	83,000	33,280	84,280	96,000	11,720
FUI	1,333	1,456	2,200	1,230	1,880	2,400	520
SUI	5,558	8,342	6,200	4,840	5,840	7,000	1,160
Workmens Compensation	34,765	33,405	36,500	14,600	45,600	36,500	(9,100)
Health Insurance	82,296	105,415	102,000	58,600	128,600	156,000	27,400
Pension	18,953	22,280	22,200	10,300	24,300	28,000	3,700
Life Insurance	3,134	3,308	3,600	1,500	3,500	4,000	500
Disability Insurance	3,937	4,184	4,250	1,900	4,150	5,000	850
Total Personnel Expense	$1,306,684	$1,419,748	$1,347,874	$566,465	$1,379,585	$1,586,339	$206,754
Overhead Expense							
Materials & Supplies	13,855	10,010	8,000	3,750	7,500	8,000	500
Postage	120	120	120	50	120	120	0
Uniforms & Laundry	3,622	5,358	6,000	1,900	5,700	6,000	300
Depreciation	6,385	6,036	6,100	2,700	6,200	4,675	(1,525)
Training	195	3,358	5,000	3,300	4,500	4,000	(500)
Dues & Memberships	855	820	1,000	270	970	2,000	1,030
Electricity	23,963	24,687	26,000	10,440	25,740	26,000	260
Telephone	19,718	21,250	11,500	7,500	19,000	19,000	0
Housekeeping	8,196	8,700	10,000	4,165	10,000	10,700	700
Building R & M	4,333	524	1,000	425	1,005	1,000	(5)
Equipment R & M	1,584	1,795	3,200	1,670	3,570	3,200	(370)
Equipment Rent	54,500	58,000	58,000	24,200	55,700	93,000	37,300
Total Overhead Expense	$137,325	$140,659	$135,920	$60,370	$140,005	$177,695	$37,690
Total Expenses	$1,444,009	$1,560,406	$1,483,794	$626,835	$1,519,590	$1,764,034	$244,444
Net Expenses	$1,396,789	$1,448,086	$1,350,994	$571,955	$1,387,110	$1,601,634	$214,524
Community Facilities	$1,396,789	$1,448,086	$1,350,994	$571,955	$1,387,110	$1,601,634	$214,524
$ PER BILLING UNIT	20.74	21.38	19.90		20.43	23.59	
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 65
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 65 - SECURITY

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Pharmacy					**3,000**	Cost center 610 merging with cost center 650
Supplemental Transportation					**21,000**	Cost center 610 merging with cost center 650
Resident to MC / Back					**6,000**	Cost center 610 merging with cost center 650
Resident Lockouts	2,800	880	1,600	2,480	**2,400**	120 Lockouts @$20 ea.
Lifeline	130,000	54,000	76,000	130,000	**130,000**	Reimbursement for support provided to Lifeline Program
Total REVENUE Cost Center 65 :	**$132,800**	**$54,880**	**$77,600**	**$132,480**	**$162,400**	
Total NET REVENUE Cost Center 65 :	**$132,800**	**$54,880**	**$77,600**	**$132,480**	**$162,400**	

C C :	SECURITY
C C :	65
Year :	2017
SCHEDULE	C

Schedule C - 2017

Cost Center 65 - SECURITY

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Materials & Supplies Mat/Sup	5,000	2,800	2,000	4,800	**5,000**	based on usage
Computer Hardware/Software Mat/Sup	3,000	950	1,750	2,700	**3,000**	upgrades and small equipment
Postage Post	120	50	70	120	**120**	Mailings-registered, certified
Uniforms & Laundry Unis	6,000	1,900	3,800	5,700	**6,000**	upkeep of uniforms/cleaning
Depreciation Depr	6,100	2,700	3,500	6,200	**4,675**	Capital equipment depreciation schedule
Memberships/Education & Training Training	5,000	3,300	1,200	4,500	**4,000**	Membership in professional organizations/Training programs for staff
Other Professional Fees Dues/Mbrsp	1,000	270	700	970	**2,000**	Gun permits, renewal-Special Police Commission
Electricity Elect	26,000	10,440	15,300	25,740	**26,000**	based on historical usage
Telephone Telphn	11,500	7,500	11,500	19,000	**19,000**	error made in 2016 budget
Janitorial Hskpng	10,000	4,165	5,835	10,000	**10,700**	3 Gatehouses and 2 offices
Building Repair & Maintenance Bld RM	1,000	425	580	1,005	**1,000**	Building maintenance & repair - outside of gate
Office Equipment Repair & Maintenance Eqpmt RM	1,200	425	500	925	**1,200**	Gate arms, computers, printers
Security equipment repair and main. Eqpmt RM	2,000	1,245	1,400	2,645	**2,000**	small equipment

C C :	SECURITY
C C :	65
Year :	2017
SCHEDULE	C

Schedule C - 2017

Cost Center 65 - SECURITY

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Equipment Rent (Inter-Company Vehicles) Eqpmt Rnt	58,000	24,200	31,500	55,700	**93,000**	Includes maintenance, insurance and depreciation, and overhead.
Total Other Expenses	**$135,920**	**$60,370**	**$79,635**	**$140,005**	**$177,695**	
Total Personnel Expenses (Schedule B)	**$1,347,874**	**$566,465**	**$813,120**	**$1,379,585**	**$1,586,339**	
Total of ALL Expenses	**$1,483,794**	**$626,835**	**$892,755**	**$1,519,590**	**$1,764,034**	
Net Revenue (Schedule A)	**$132,800**	**$54,880**	**$77,600**	**$132,480**	**$162,400**	
Net Expenses for Cost Center	**$1,350,994**	**$571,955**	**$815,155**	**$1,387,110**	**$1,601,634**	

Cost Center 70

Street Lights

C C : 70
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 70 - STREET LIGHTS

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Overhead Expense							
Materials & Supplies	0	21,755	0	0	0	0	0
Electricity	66,396	70,210	66,000	27,600	65,600	66,000	400
Equipment R & M	109,917	115,847	110,000	41,700	109,700	110,000	300
Total Overhead Expense	$176,313	$207,812	$176,000	$69,300	$175,300	$176,000	$700
Total Expenses	$176,313	$207,812	$176,000	$69,300	$175,300	$176,000	$700
Net Expenses	$176,313	$207,812	$176,000	$69,300	$175,300	$176,000	$700
Community Facilities	$176,313	$207,812	$176,000	$69,300	$175,300	$176,000	$700
$ PER BILLING UNIT	2.62	3.07	2.59		2.58	2.59	
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C :	STREET LIGHTS
C C :	70
Year :	2017
SCHEDULE	C

Schedule C - 2017

Cost Center 70 - STREET LIGHTS

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Electricity Elect	66,000	27,600	38,000	65,600	**66,000**	Standard charge per per month per Energy Committee
Equipment Repair & Maintenance Eqpmt RM	110,000	41,700	68,000	109,700	**110,000**	street and walk light poles/fixtures/age of inventory
Total Other Expenses	**$176,000**	**$69,300**	**$106,000**	**$175,300**	**$176,000**	
Total Personnel Expenses (Schedule B)	**$0**	**$0**	**$0**	**$0**	**$0**	
Total of ALL Expenses	**$176,000**	**$69,300**	**$106,000**	**$175,300**	**$176,000**	
Net Revenue (Schedule A)	**$0**	**$0**	**$0**	**$0**	**$0**	
Net Expenses for Cost Center	**$176,000**	**$69,300**	**$106,000**	**$175,300**	**$176,000**	

Cost Center 80

Golf Course

C C : 80
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 80 - GOLF COURSE

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	233,690	227,216	275,500	90,675	246,850	248,850	2,000
Gross Margin	$233,690	$227,216	$275,500	$90,675	$246,850	$248,850	$2,000
Personnel Expense							
Salary / Wages	277,078	289,177	265,617	101,178	258,992	272,772	13,780
FICA	20,774	21,451	20,200	8,600	19,600	20,800	1,200
FUI	467	470	360	240	400	425	25
SUI	1,844	2,258	1,600	1,100	1,300	1,080	(220)
Workmens Compensation	5,246	5,372	8,000	2,119	6,919	7,500	581
Health Insurance	29,349	32,952	32,500	14,500	34,500	35,000	500
Pension	4,909	5,520	5,850	2,300	5,500	5,850	350
Life Insurance	853	842	1,100	350	1,025	1,100	75
Disability Insurance	1,043	1,043	1,200	460	1,160	1,200	40
Total Personnel Expense	$341,563	$359,085	$336,427	$130,847	$329,396	$345,727	$16,331
Overhead Expense							
Materials & Supplies	48,497	48,083	71,600	21,808	65,066	64,600	(466)
Insurance	2,100	2,250	2,300	960	2,310	2,400	90
Uniforms & Laundry	2,310	165	2,100	675	1,900	2,100	200
State & Federal Taxes	4,775	4,185	4,100	1,140	3,530	3,500	(30)
Depreciation	51,287	51,811	45,000	16,500	42,750	37,000	(5,750)
Dues & Memberships	2,462	2,780	2,900	935	2,865	2,900	35
Electricity	16,947	18,070	15,000	5,770	14,520	14,500	(20)
Water	14,584	15,497	12,000	1,360	10,360	12,000	1,640
Telephone	3,601	3,564	2,700	965	2,365	2,400	35
Fuel	22,100	19,442	22,200	7,820	20,720	20,500	(220)
Housekeeping	2,904	3,050	3,050	1,275	3,050	3,155	105
Building R & M	702	735	750	240	740	750	10
Equipment R & M	22,680	22,548	14,000	8,300	12,800	14,000	1,200
Equipment Rent	6,000	6,400	6,400	2,600	6,400	6,400	0
Total Overhead Expense	$200,948	$198,581	$204,100	$70,348	$189,376	$186,205	($3,171)
Total Expenses	$542,511	$557,666	$540,527	$201,195	$518,772	$531,932	$13,160
Net Expenses	$308,821	$330,450	$265,027	$110,520	$271,922	$283,082	$11,160
Community Facilities	$308,821	$330,450	$265,027	$110,520	$271,922	$283,082	$11,160
$ PER BILLING UNIT	4.59	4.88	3.90		4.00	4.17	
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 80
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 80 - GOLF COURSE

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Carts/Trail Fees	16,000	6,900	6,350	13,250	**13,250**	Budgeted 64 @ $250; will do 53 registrations in 2016; Budget 53 in 2017
Daily Greens Fees	85,000	14,100	51,500	65,600	**65,600**	Declining use affecting amount. Spring 2016 was affected by weather.
Memberships	116,000	47,300	54,300	101,600	**100,000**	budgeted 145 @ $800, will do 125 @ $800 & will do 8 @ $200. Budget 125 @ $800
Associate memberships	40,500	14,875	17,525	32,400	**36,000**	budgeted 45 @ $900; will do 36; budget 40 @ $900
Other Income	18,000	7,500	26,500	34,000	**34,000**	reimb for maintaining lawn bowls $18,000 In-house sand trap renovation $16,000.
Total REVENUE Cost Center 80 :	**$275,500**	**$90,675**	**$156,175**	**$246,850**	**$248,850**	
Total NET REVENUE Cost Center 80 :	**$275,500**	**$90,675**	**$156,175**	**$246,850**	**$248,850**	

C C : GOLF COURSE
C C : 80
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 80 - GOLF COURSE

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Fungicide Mat/Sup	26,500	6,160	15,450	21,610	**22,000**	To control fungi. Applied in warm months.
Herbicide Mat/Sup	6,000	5,520	3,500	9,020	**6,000**	spring application
Insecticide Mat/Sup	4,000		3,800	3,800	**4,000**	to control insects
Seed Mat/Sup	4,000	500	3,400	3,900	**4,000**	primarily in the Fall
Fertilizer Mat/Sup	9,000	3,900	5,000	8,900	**9,000**	Annual usage/entry will hit the books in June
Trap Sand Mat/Sup	2,000	925	1,200	2,125	**2,000**	Replacement/Replenishment
Shop Supplies/Tools Mat/Sup	2,500	130	1,500	1,630	**2,000**	Includes small tool, clean solvents, etc.
Course Supplies Mat/Sup	4,000	2,200	1,650	3,850	**4,000**	Flags, flag poles, tee makers, ball markers
Course Tools Mat/Sup	1,000	55	583	638	**1,000**	Trap rakes, cup changes, shovels
Irrigation Mat/Sup	2,000	205	1,200	1,405	**2,000**	system component replacements
Top Dressing Mat/Sup	5,500	623	3,208	3,831	**5,500**	Annual program
Tree Program Mat/Sup	500		292	292	**0**	Part of FM plan
Annual Flowers Mat/Sup	1,500		875	875	**0**	Part of FM plan
Administrative Mat/Sup	3,100	1,590	1,600	3,190	**3,100**	Score cards, events calendar, cart registration stickers, etc.

C C : GOLF COURSE
C C : 80
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 80 - GOLF COURSE

Description		2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Insurance	Ins	2,300	960	1,350	2,310	**2,400**	Property and liability
Uniforms & Laundry	Unis	2,100	675	1,225	1,900	**2,100**	Uniforms for staff
State taxes	Taxes	4,100	1,140	2,390	3,530	**3,500**	Paid on guest fees
Depreciation	Depr	45,000	16,500	26,250	42,750	**37,000**	Based on assets in service/one pieces of Equip fully amor. in 2016
Dues & Memberships	Dues/Mbrsp	1,300	300	1,000	1,300	**1,300**	Local & National Superintendent's Association
Other Professional Fees	Dues/Mbrsp	1,600	635	930	1,565	**1,600**	continuing education
Electricity	Elect	15,000	5,770	8,750	14,520	**14,500**	based on estimate and historical usage /high heating bills in first qtr 15
Water	Water	12,000	1,360	9,000	10,360	**12,000**	For maintenance shop and irrigation
Telephone	Telphn	2,700	965	1,400	2,365	**2,400**	Maintenance shop and hand held .
Building fuel	Fuel	3,500	1,870	2,000	3,870	**3,500**	Natural gas for heating Maintenance Building
Equipment Fuel	Fuel	18,700	5,950	10,900	16,850	**17,000**	price decreasing
Janitorial	Hskpng	1,500	625	875	1,500	**1,605**	Contract amount/min wage increase
Trash	Hskpng	1,550	650	900	1,550	**1,550**	Dumpster at maintenance shop
Building Repair & Maintenance	Bld RM	750	240	500	740	**750**	Maintenance shop

C C :	GOLF COURSE
C C :	80
Year :	2017
SCHEDULE	C

Schedule C - 2017

Cost Center 80 - GOLF COURSE

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Equipment Repair & Maintenance Eqpmt RM	14,000	8,300	4,500	12,800	**14,000**	Annual preventative // routine
Equipment Rent (Inter-Company Vehicles) Eqpmt Rnt	6,400	2,600	3,800	6,400	**6,400**	pick up truck and dump truck
Total Other Expenses	**$204,100**	**$70,348**	**$119,028**	**$189,376**	**$186,205**	
Total Personnel Expenses (Schedule B)	**$336,427**	**$130,847**	**$198,549**	**$329,396**	**$345,727**	
Total of ALL Expenses	**$540,527**	**$201,195**	**$317,577**	**$518,772**	**$531,932**	
Net Revenue (Schedule A)	**$275,500**	**$90,675**	**$156,175**	**$246,850**	**$248,850**	
Net Expenses for Cost Center	**$265,027**	**$110,520**	**$161,402**	**$271,922**	**$283,082**	

Cost Center 81

Golf Shop

C C : 81
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 81 - GOLF PRO SHOP

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	98,947	91,061	129,200	46,540	107,840	109,160	1,320
Cost of Sales	13,005	9,559	15,600	4,000	13,000	13,200	200
Gross Margin	$85,942	$81,502	$113,600	$42,540	$94,840	$95,960	$1,120
Personnel Expense							
Salary / Wages	111,420	110,342	121,412	45,510	122,419	122,717	298
FICA	7,633	8,105	9,300	3,480	9,350	9,450	100
FUI	307	319	180	125	180	180	0
SUI	1,112	1,473	725	430	670	600	(70)
Workmens Compensation	1,981	2,060	2,200	730	1,980	2,200	220
Health Insurance	13,704	15,843	14,250	485	1,185	1,200	15
Pension	650	650	825	275	775	825	50
Life Insurance	223	223	300	90	290	300	10
Disability Insurance	271	279	325	115	315	325	10
Total Personnel Expense	$137,301	$139,293	$149,517	$51,240	$137,164	$137,797	$633
Overhead Expense							
Materials & Supplies	5,068	4,820	1,500	800	1,550	1,600	50
Insurance	0	0	900	375	900	1,000	100
Depreciation	2,575	4,109	4,700	1,500	3,600	3,600	0
Dues & Memberships	5,464	6,260	3,000	4,600	6,350	6,500	150
Electricity	3,797	4,911	4,800	2,250	5,050	5,000	(50)
Water	478	476	475	200	500	525	25
Telephone	1,704	1,850	1,400	585	1,405	1,400	(5)
Fuel	2,000	0	1,800	600	1,650	1,650	0
Housekeeping	3,396	3,650	3,900	1,625	3,900	4,100	200
Building R & M	378	584	500	165	465	500	35
Total Overhead Expense	$24,859	$26,660	$22,975	$12,700	$25,370	$25,875	$505
Total Expenses	$162,161	$165,953	$172,492	$63,940	$162,534	$163,672	$1,138
Net Expenses	$76,218	$84,451	$58,892	$21,400	$67,694	$67,712	$18
Community Facilities	$76,218	$84,451	$58,892	$21,400	$67,694	$67,712	$18
$ PER BILLING UNIT	1.13	1.25	0.87		1.00	1.00	
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 81
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 81 - GOLF PRO SHOP

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Merchandise Sales	26,000	5,300	16,000	21,300	**22,000**	Estimates based on previous year's experience
Cart Rentals-Daily	72,000	27,835	30,000	57,835	**36,000**	Estimates based on previous year's experience; split into seasonal & daily for 2017
Cart Rentals-Season					**22,200**	Estimates based on previous year's experience; split into seasonal & daily for 2017
Driving Range	23,500	9,200	13,700	22,900	**23,000**	Estimates based on previous year's experience
Club Storage	5,400	3,660		3,660	**3,660**	baseed on trend
Other Income	2,300	545	1,600	2,145	**2,300**	Vending machine income
Total REVENUE Cost Center 81 :	**$129,200**	**$46,540**	**$61,300**	**$107,840**	**$109,160**	
COST OF SALES						
Materials	15,600	4,000	9,000	13,000	**13,200**	Average 60% of Sales
Total COST OF SALES Cost Center 81 :	**$15,600**	**$4,000**	**$9,000**	**$13,000**	**$13,200**	
Total NET REVENUE Cost Center 81 :	**$113,600**	**$42,540**	**$52,300**	**$94,840**	**$95,960**	

C C : GOLF PRO SHOP
C C : 81
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 81 - GOLF PRO SHOP

Description		2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Departmental Materials	Mat/Sup	1,500	800	750	1,550	**1,600**	Shop supplies / Cards.
Insurance	Ins	900	375	525	900	**1,000**	Building/casualty
Depreciation	Depr	4,700	1,500	2,100	3,600	**3,600**	Based on assets in use
Other Professional Fees	Dues/Mbrsp	3,000	4,600	1,750	6,350	**6,500**	Bank charges-credit card use / annual educational seminars
Electricity	Elect	4,800	2,250	2,800	5,050	**5,000**	Based on averages/trends
Water	Water	475	200	300	500	**525**	increased rates
Telephone	Telphn	1,400	585	820	1,405	**1,400**	Average usage
Gasoline	Fuel	1,800	600	1,050	1,650	**1,650**	golf carts owned by corporation
Janitorial	Hskpng	3,800	1,585	2,215	3,800	**4,000**	Contract amount
Trash	Hskpng	100	40	60	100	**100**	Standard charge

C C : GOLF PRO SHOP
C C : 81
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 81 - GOLF PRO SHOP

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
Building Repair & Maintenance Bld RM	500	165	300	465	**500**	Estimate based on Bldg. Size and requirements
Total Other Expenses	**$22,975**	**$12,700**	**$12,670**	**$25,370**	**$25,875**	
Total Personnel Expenses (Schedule B)	**$149,517**	**$51,240**	**$85,923**	**$137,164**	**$137,797**	
Total of ALL Expenses	**$172,492**	**$63,940**	**$98,593**	**$162,534**	**$163,672**	
Net Revenue (Schedule A)	**$113,600**	**$42,540**	**$52,300**	**$94,840**	**$95,960**	
Net Expenses for Cost Center	**$58,892**	**$21,400**	**$46,293**	**$67,694**	**$67,712**	

Cost Center 90

Mut. Prop. Mgmt.

C C : 90
Year : 2017
SCHEDULE : D

Leisure World of Maryland Budget 2017
Operating Budget
Cost Center 90 - MUTUAL PROPERTY MANAGEMENT

	2014 Actual	2015 Actual	2016 Budget	2016 5 Month Act	2016 Estimated	2017 Budget	2017 Budg / 2016 Est.
Revenue							
Revenue	0	0	3,040,769	1,096,058	2,932,500	3,176,950	244,450
Gross Margin	$0	$0	$3,040,769	$1,096,058	$2,932,500	$3,176,950	$244,450
Personnel Expense							
Salary / Wages	0	0	2,479,694	1,096,058	2,605,208	2,615,875	10,667
FICA	0	0	179,900	0	104,941	179,900	74,959
FUI	0	0	2,500	0	1,458	2,500	1,042
SUI	0	0	12,775	0	7,452	12,775	5,323
Workmens Compensation	0	0	37,200	0	21,700	37,200	15,500
Health Insurance	0	0	246,000	0	143,500	246,000	102,500
Pension	0	0	63,500	0	37,041	63,500	26,459
Life Insurance	0	0	9,000	0	5,250	9,000	3,750
Disability Insurance	0	0	10,200	0	5,950	10,200	4,250
Total Personnel Expense	$0	$0	$3,040,769	$1,096,058	$2,932,500	$3,176,950	$244,450
Total Expenses	$0	$0	$3,040,769	$1,096,058	$2,932,500	$3,176,950	$244,450
Net Expenses	$0	$0	$0	$0	$0	$0	$0
	$0	$0	$0	$0	$0	$0	$0
$ PER BILLING UNIT							
TOTAL BILLING UNITS	67,350	67,720	67,900		67,900	67,900	

C C : 90
Year : 2017
SCHEDULE A

Schedule A - 2017

Cost Center 90 - MUTUAL PROPERTY MANAGEMENT

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
REVENUE						
Revenue	3,040,769	1,096,058	1,836,442	2,932,500	**3,176,950**	Mutuals Reimburse Payroll
	$3,040,769	**$1,096,058**	**$1,836,442**	**$2,932,500**	**$3,176,950**	
Total NET REVENUE Cost Center 90 :	**$3,040,769**	**$1,096,058**	**$1,836,442**	**$2,932,500**	**$3,176,950**	

C C : MUTUAL PROPER
C C : 90
Year : 2017
SCHEDULE C

Schedule C - 2017

Cost Center 90 - MUTUAL PROPERTY MANAGEMENT

Description	2016 Budget	2016 5 Month Act	2016 7 Month Est	2016 12 Month Est	2017 Budget	Explanation
NO Expenses						
Total Other Expenses	**$0**	**$0**	**$0**	**$0**	**$0**	
Total Personnel Expenses (Schedule B)	**$3,040,769**	**$1,096,058**	**$1,836,442**	**$2,932,500**	**$3,176,950**	
Total of ALL Expenses	**$3,040,769**	**$1,096,058**	**$1,836,442**	**$2,932,500**	**$3,176,950**	
Net Revenue (Schedule A)	**$3,040,769**	**$1,096,058**	**$1,836,442**	**$2,932,500**	**$3,176,950**	
Net Expenses for Cost Center	**$0**	**$0**	**$0**	**$0**	**$0**	