

**P.O.A.T.R.I./Terlingua Ranch**  
**Profit & Loss Budget Performance**  
January through December 2019

2019 Year End P&L Budget vs Actual					
		Jan - Dec 19	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>					
<b>Income</b>					
<b>4001 - Assessment Related Revenue</b>					
<b>4005 - * Association Assessments</b>					
	4009 - Special Assessments	3,994.41	2,000.00	1,994.41	199.72%
	4015 - Volunteer Assessments	10,807.37	4,999.98	5,807.39	216.15%
	4018 - Assessment Rev-2016 & Prior	43,509.47	38,000.00	5,509.47	114.5%
	4030 - Assessment Interest, Late Fee	10,704.35	12,000.00	-1,295.65	89.2%
	4035 - 2015 Assessment Revenue	7,046.92	13,000.00	-5,953.08	54.21%
	4036 - 2016 Assessment Revenue	9,711.18	16,000.00	-6,288.82	60.7%
	4037 - 2017 Assessment Revenue	18,031.61	18,000.00	31.61	100.18%
	4038 - 2018 Assessment Revenue	31,425.43	40,000.00	-8,574.57	78.56%
	4039 - 2019 Assessment Revenue	432,350.27	431,868.00	482.27	100.11%
	<b>Total 4005 - * Association Assessments</b>	<b>567,581.01</b>	<b>575,867.98</b>	<b>-8,286.97</b>	<b>98.56%</b>
	<b>Total 4001 - Assessment Related Revenue</b>	<b>567,581.01</b>	<b>575,867.98</b>	<b>-8,286.97</b>	<b>98.56%</b>
	4020 - POATRI Auctions & Tax Sales	27,255.92	15,000.00	12,255.92	181.71%
	4022 - County Auction Proceeds	7,208.04			
	<b>4099 - Supplemental Revenue</b>				
	<b>4200 - *Cabin Income</b>				
	4210 - Cabin Room Rental Income	559,566.17	520,000.00	39,566.17	107.61%
	4215 - Property Owner Discounts	-17,171.43	-16,000.00	-1,171.43	107.32%
	4216 - Other Cabin Discounts	-44,710.36	-25,000.00	-19,710.36	178.84%
	4200 - *Cabin Income - Other	0.00			
	<b>Total 4200 - *Cabin Income</b>	<b>497,684.38</b>	<b>479,000.00</b>	<b>18,684.38</b>	<b>103.9%</b>
	4250 - RV/Campground Income	35,144.89	20,000.00	15,144.89	175.72%
	<b>4300 - * Cafe Income</b>				
	4310 - Food Sales	253,655.99	175,000.00	78,655.99	144.95%
	4311 - Alcohol Sales	26,145.57	19,000.00	7,145.57	137.61%
	<b>Total 4300 - * Cafe Income</b>	<b>279,801.56</b>	<b>194,000.00</b>	<b>85,801.56</b>	<b>144.23%</b>
	4400 - Retail Sales	25,054.72	15,000.00	10,054.72	167.03%
	<b>4500 - * Other Lodge Income</b>				
	4510 - Water Sales	15,041.78	19,000.00	-3,958.22	79.17%
	4515 - Pool Fees	3,520.00	3,000.00	520.00	117.33%
	4520 - Laundromat Revenue	10,783.50	8,000.00	2,783.50	134.79%
	4525 - Ice Revenue	8,490.74	6,000.00	2,490.74	141.51%
	4500 - * Other Lodge Income - Other	0.00			
	<b>Total 4500 - * Other Lodge Income</b>	<b>37,836.02</b>	<b>36,000.00</b>	<b>1,836.02</b>	<b>105.1%</b>
	<b>Total 4099 - Supplemental Revenue</b>	<b>875,521.57</b>	<b>744,000.00</b>	<b>131,521.57</b>	<b>117.68%</b>
	<b>4600 - * Miscellaneous Income</b>				
	4526 - Timely Filed Discount	682.88	525.00	157.88	130.07%
	4610 - Interest Income	586.45	375.00	211.45	156.39%
	4611 - Service Charges	0.00	0.00	0.00	0.0%
	4612 - Paypal Fees	47.03	35.00	12.03	134.37%
	4615 - Donations	0.00	500.00	-500.00	0.0%

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**Profit & Loss Budget Performance**  
January through December 2019

2019 Year End P&L Budget vs Actual					
		Jan - Dec 19	Budget	\$ Over Budget	% of Budget
4620	Miscellaneous Income	207.46	400.00	-192.54	51.87%
	<b>Total 4600 * Miscellaneous Income</b>	<b>1,523.82</b>	<b>1,835.00</b>	<b>-311.18</b>	<b>83.04%</b>
	<b>Total Income</b>	<b>1,479,090.36</b>	<b>1,336,702.98</b>	<b>142,387.38</b>	<b>110.65%</b>
	<b>Cost of Goods Sold</b>				
	<b>5000 * Cost of Goods Sold</b>				
	<b>5100 * COGS - Restaurant</b>				
	5110 COGS - Food	119,402.41	108,000.00	11,402.41	110.56%
	5115 COGS - Alcohol	14,591.50	12,000.00	2,591.50	121.6%
	<b>Total 5100 * COGS - Restaurant</b>	<b>133,993.91</b>	<b>120,000.00</b>	<b>13,993.91</b>	<b>111.66%</b>
	5210 COGS - Retail	12,208.84	12,000.00	208.84	101.74%
	5220 COGS - Ice	4,560.18	4,200.00	360.18	108.58%
	<b>Total 5000 * Cost of Goods Sold</b>	<b>150,762.93</b>	<b>136,200.00</b>	<b>14,562.93</b>	<b>110.69%</b>
	<b>Total COGS</b>	<b>150,762.93</b>	<b>136,200.00</b>	<b>14,562.93</b>	<b>110.69%</b>
	<b>Gross Profit</b>	<b>1,328,327.43</b>	<b>1,200,502.98</b>	<b>127,824.45</b>	<b>110.65%</b>
	<b>Expense</b>				
	<b>6000 * Payroll Expenses</b>				
	6010 Salaries and Wages	666,742.39	600,000.00	66,742.39	111.12%
	6020 Casual Labor	0.00	54,000.00	-54,000.00	0.0%
	6025 Employer Payroll Tax	59,820.50			
	<b>Total 6000 * Payroll Expenses</b>	<b>726,562.89</b>	<b>654,000.00</b>	<b>72,562.89</b>	<b>111.1%</b>
	<b>6040 Employee Housing Expense</b>				
	6043 Employee Housing - Repairs	44.74			
	6040 Employee Housing Expense - Other	1,391.45	3,000.00	-1,608.55	46.38%
	<b>Total 6040 Employee Housing Expense</b>	<b>1,436.19</b>	<b>3,000.00</b>	<b>-1,563.81</b>	<b>47.87%</b>
	<b>6050 * Employee Benefits</b>				
	6052 Employee Discounts	1,458.78	500.00	958.78	291.76%
	6053 Employee Insurances	10,282.59	9,000.00	1,282.59	114.25%
	<b>Total 6050 * Employee Benefits</b>	<b>11,741.37</b>	<b>9,500.00</b>	<b>2,241.37</b>	<b>123.59%</b>
	<b>6100 * Utilities</b>				
	6110 Electric	23,454.04	30,000.00	-6,545.96	78.18%
	6111 Propane	2,744.59	8,500.00	-5,755.41	32.29%
	6112 Telephone	10,337.56	9,000.00	1,337.56	114.86%
	6113 Garbage & Trash	12,817.39	8,000.00	4,817.39	160.22%
	6114 Water System	869.49	5,000.00	-4,130.51	17.39%
	<b>Total 6100 * Utilities</b>	<b>50,223.07</b>	<b>60,500.00</b>	<b>-10,276.93</b>	<b>83.01%</b>
	<b>6130 * Insurance</b>				
	6131 Workers Comp	1,485.84	15,000.00	-13,514.16	9.91%
	6132 Property Insurance	10,614.00	13,480.00	-2,866.00	78.74%
	6133 General Liability	13,092.00	12,000.00	1,092.00	109.1%
	6134 Directors E&O	68,360.00	11,000.00	57,360.00	621.46%
	6135 Commercial Vehicle	12,923.80	9,000.00	3,923.80	143.6%
	6136 Heavy Equipment	4,341.00			
	6137 Surety Bonds	-260.00			
	6138 Air Ambulance Insurance	0.00	2,300.00	-2,300.00	0.0%

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January through December 2019

2019 Year End P&L Budget vs Actual					
		Jan - Dec 19	Budget	\$ Over Budget	% of Budget
6140	Airstrip	1,594.00	1,400.00	194.00	113.86%
6141	Additional Insurance	3,190.00	2,500.00	690.00	127.6%
<b>Total 6130 * Insurance</b>		<b>115,340.64</b>	<b>66,680.00</b>	<b>48,660.64</b>	<b>172.98%</b>
<b>6150 * Professional Fees</b>					
6151	Accounting	11,000.00	37,000.00	-26,000.00	29.73%
<b>6152 * Legal Fees</b>					
6152a	Legal Fees - General	19,692.30	25,000.00	-5,307.70	78.77%
6152b	Legal Fees - Road Issues	3,592.50	5,000.00	-1,407.50	71.85%
6152c	Legal Fees - Assessments Issues	0.00	5,000.00	-5,000.00	0.0%
6152	Legal Fees - Other	150.00			
<b>Total 6152 * Legal Fees</b>		<b>23,434.80</b>	<b>35,000.00</b>	<b>-11,565.20</b>	<b>66.96%</b>
6153	Other Professional Fees	4,255.64	2,000.00	2,255.64	212.78%
<b>Total 6150 * Professional Fees</b>		<b>38,690.44</b>	<b>74,000.00</b>	<b>-35,309.56</b>	<b>52.28%</b>
<b>6200 * Heavy Equipment Expense</b>					
6201	Heavy Equipment Repair	10,622.62	10,000.00	622.62	106.23%
6202	Off Road Diesel	8,720.06	2,000.00	6,720.06	436.0%
6203	Road Expense Miscellaneous	7,384.38	5,000.00	2,384.38	147.69%
<b>Total 6200 * Heavy Equipment Expense</b>		<b>26,727.06</b>	<b>17,000.00</b>	<b>9,727.06</b>	<b>157.22%</b>
<b>6300 * Vehicle Expense</b>					
6301	Gasoline	17,005.58	15,000.00	2,005.58	113.37%
6302	Diesel	4,850.45	6,000.00	-1,149.55	80.84%
6303	Vehicle Repair	13,148.87	7,000.00	6,148.87	187.84%
6304	Vehicle Miscellaneous	8,451.92	16,000.00	-7,548.08	52.83%
<b>Total 6300 * Vehicle Expense</b>		<b>43,456.82</b>	<b>44,000.00</b>	<b>-543.18</b>	<b>98.77%</b>
<b>6400 * Supplies &amp; Equipment</b>					
6405	Cabin Accessories	3,193.33	1,000.00	2,193.33	319.33%
6410	Housekeeping Supplies	17,009.75	16,000.00	1,009.75	106.31%
6415	Maintenance Supplies	10,133.34	1,000.00	9,133.34	1,013.33%
6420	Small tools & equipment	15,287.70	2,000.00	13,287.70	764.39%
6425	Restaurant Supplies	11,236.11	6,000.00	5,236.11	187.27%
6426	Smallwares	613.25			
<b>Total 6400 * Supplies &amp; Equipment</b>		<b>57,473.48</b>	<b>26,000.00</b>	<b>31,473.48</b>	<b>221.05%</b>
<b>6450 * Repairs &amp; Maintenance</b>					
6451	Bldg/Structure Repairs & Maint	10,244.89	4,000.00	6,244.89	256.12%
6452	Equipment Repairs	734.40	2,000.00	-1,265.60	36.72%
<b>Total 6450 * Repairs &amp; Maintenance</b>		<b>10,979.29</b>	<b>6,000.00</b>	<b>4,979.29</b>	<b>182.99%</b>
<b>6500 * Office Administrative Expense</b>					
6510	Office Supplies	6,587.17	8,000.00	-1,412.83	82.34%
6511	Printing	0.00	4,000.37	-4,000.37	0.0%
6512	Postage & Shipping	4,863.14	5,000.00	-136.86	97.26%
6513	Communications	9,091.21	6,000.00	3,091.21	151.52%
6514	Credit Card Fees	46,936.68	40,000.37	6,936.31	117.34%
6515	Newsletter	179.55	1,000.00	-820.45	17.96%
6516	Office Equipment	7,177.51	3,000.00	4,177.51	239.25%

**P.O.A.T.R.I./Terlingua Ranch**  
**Profit & Loss Budget Performance**  
 January through December 2019

2019 Year End P&L Budget vs Actual				
	Jan - Dec 19	Budget	\$ Over Budget	% of Budget
6520 · Misc. Office Admin.	7,880.13	5,000.00	2,880.13	157.6%
<b>Total 6500 · * Office Administrative Expense</b>	<b>82,715.39</b>	<b>72,000.74</b>	<b>10,714.65</b>	<b>114.88%</b>
<b>6550 · * Other Administrative Expense</b>				
6551 · Mileage Reimbursement	171.20	1,500.00	-1,328.80	11.41%
6552 · Licenses and Permits	4,764.20	2,100.00	2,664.20	226.87%
6553 · Dues & Memberships	231.26	500.00	-268.74	46.25%
6559 · Booking Fees	31,197.18	33,660.00	-2,462.82	92.68%
<b>Total 6550 · * Other Administrative Expense</b>	<b>36,363.84</b>	<b>37,760.00</b>	<b>-1,396.16</b>	<b>96.3%</b>
6560 · Property Tax	13,680.67	15,500.00	-1,819.33	88.26%
6575 · Software Maintenance & Upgrades	8,765.28	5,000.00	3,765.28	175.31%
<b>6600 · * Property Transfer Expense</b>				
6610 · Filing Fees	2,868.00	10,000.37	-7,132.37	28.68%
6611 · Tax Sale & Auction Expenses	2,162.41	3,000.00	-837.59	72.08%
6612 · Misc Collections Expense	0.00	500.00	-500.00	0.0%
<b>Total 6600 · * Property Transfer Expense</b>	<b>5,030.41</b>	<b>13,500.37</b>	<b>-8,469.96</b>	<b>37.26%</b>
<b>6700 · * Advertising &amp; Promotion</b>				
6715 · Bands & Entertainment	6,773.82	2,000.00	4,773.82	338.69%
6720 · Advertising	5,651.32	5,000.00	651.32	113.03%
<b>Total 6700 · * Advertising &amp; Promotion</b>	<b>12,425.14</b>	<b>7,000.00</b>	<b>5,425.14</b>	<b>177.5%</b>
<b>6900 · * Miscellaneous Expense</b>				
6910 · Cash Over/Short	100.00			
6925 · Reconciliation Discrepancies	-211.96			
<b>Total 6900 · * Miscellaneous Expense</b>	<b>-111.96</b>			
6935 · Bank Service Charges	110.40	100.37	10.03	109.99%
<b>Total Expense</b>	<b>1,241,610.42</b>	<b>1,111,541.48</b>	<b>130,068.94</b>	<b>111.7%</b>
<b>Net Ordinary Income</b>	<b>86,717.01</b>	<b>88,961.50</b>	<b>-2,244.49</b>	<b>97.48%</b>
<b>Net Income</b>	<b>86,717.01</b>	<b>88,961.50</b>	<b>-2,244.49</b>	<b>97.48%</b>

P.O.A.T.R.I./Terlingua Ranch  
Profit & Loss by Class  
January through December 2019

2019 Year End P&L by Class		G & A	Road Maint	Water Sys	Total	Cabins	Gen Lodge	Ice	Laundry	Pool	Rest	Retail	RV & Camp	Water Sa			
		(Non Supp)	(Non Supp)	(Non Supp)	Non Supp	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	Total Supp	Unclass	TOTAL
Ordinary Income/Expense																	
Income																	
4001 - Assessment Related Revenue																	
4005 - *Association Assessments																	
4009 - Special Assessments 3,994.41 0.00 0.00 3,994.41 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 3,994.41																	
4015 - Volunteer Assessments 10,807.37 0.00 0.00 10,807.37 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 10,807.37																	
4018 - Assessment Rev-2016 & Prior 43,509.47 0.00 0.00 43,509.47 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 43,509.47																	
4030 - Assessment Interest, Late Fee 10,704.35 0.00 0.00 10,704.35 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 10,704.35																	
4035 - 2015 Assessment Revenue 7,046.92 0.00 0.00 7,046.92 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 7,046.92																	
4036 - 2016 Assessment Revenue 9,711.18 0.00 0.00 9,711.18 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 9,711.18																	
4037 - 2017 Assessment Revenue 18,031.61 0.00 0.00 18,031.61 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 18,031.61																	
4038 - 2018 Assessment Revenue 31,425.43 0.00 0.00 31,425.43 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 31,425.43																	
4039 - 2019 Assessment Revenue 432,350.27 0.00 0.00 432,350.27 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 432,350.27																	
Total 4005 - *Association Assessments 567,581.01 0.00 0.00 567,581.01 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 567,581.01																	
Total 4001 - Assessment Related Revenue 567,581.01 0.00 0.00 567,581.01 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 567,581.01																	
4020 - POATRI Auctions & Tax Sales 27,255.92 0.00 0.00 27,255.92 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 27,255.92																	
4022 - County Auction Proceeds 7,208.04 0.00 0.00 7,208.04 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 7,208.04																	
4099 - Supp Revenue																	
4200 - *Cabin Income																	
4210 - Cabin Room Rental Income 0.00 0.00 0.00 0.00 559,566.17 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 559,566.17 0.00 559,566.17																	
4215 - Property Owner Discounts 0.00 0.00 0.00 0.00 -17,171.43 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 -17,171.43 0.00 -17,171.43																	
4216 - Other Cabin Discounts 0.00 0.00 0.00 0.00 -44,710.36 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 -44,710.36 0.00 -44,710.36																	
4200 - *Cabin Income - Other 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00																	
Total 4200 - *Cabin Income 0.00 0.00 0.00 0.00 497,684.38 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 497,684.38 0.00 497,684.38																	
4250 - RV/Campground Income 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 35,144.89 0.00 35,144.89 0.00 35,144.89																	
4300 - * Cafe Income																	
4310 - Food Sales -3,288.21 0.00 0.00 -3,288.21 0.00 0.00 0.00 0.00 0.00 256,944.20 0.00 0.00 0.00 256,944.20 0.00 253,655.99																	
4311 - Alcohol Sales 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 26,145.57 0.00 0.00 0.00 26,145.57 0.00 26,145.57																	
Total 4300 - * Cafe Income -3,288.21 0.00 0.00 -3,288.21 0.00 0.00 0.00 0.00 0.00 283,089.77 0.00 0.00 0.00 283,089.77 0.00 279,801.56																	
4400 - Retail Sales 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 25,054.72 0.00 0.00 25,054.72 0.00 25,054.72																	
4500 - * Other Lodge Income																	
4510 - Water Sales 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 15,041.78 15,041.78 0.00 15,041.78																	
4515 - Pool Fees 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 3,520.00 0.00 0.00 0.00 0.00 3,520.00 0.00 3,520.00																	
4520 - Laundromat Revenue 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 10,843.50 0.00 0.00 0.00 0.00 0.00 10,843.50 -60.00 10,783.50																	
4525 - Ice Revenue 0.00 0.00 0.00 0.00 0.00 0.00 0.00 8,490.74 0.00 0.00 0.00 0.00 0.00 0.00 8,490.74 0.00 8,490.74																	
4500 - * Other Lodge Income - Other 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00																	
Total 4500 - * Other Lodge Income 0.00 0.00 0.00 0.00 0.00 0.00 8,490.74 10,843.50 3,520.00 0.00 0.00 0.00 15,041.78 37,896.02 -60.00 37,836.02																	
Total 4099 - Supp Revenue -3,288.21 0.00 0.00 -3,288.21 497,684.38 0.00 8,490.74 10,843.50 3,520.00 283,089.77 25,054.72 35,144.89 15,041.78 878,869.78 -60.00 875,521.57																	
4600 - * Miscellaneous Income																	
4526 - Timely Filed Discount 271.60 0.00 0.00 271.60 390.23 0.00 0.00 0.00 0.00 0.00 0.00 21.05 0.00 0.00 411.28 0.00 682.88																	
4610 - Interest Income 586.45 0.00 0.00 586.45 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 586.45																	
4612 - Paypal Fees 47.03 0.00 0.00 47.03 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 47.03																	
4620 - Miscellaneous Income 0.00 0.00 0.00 0.00 0.00 205.60 0.00 0.00 0.00 0.00 1.86 0.00 0.00 0.00 207.46 0.00 207.46																	

P.O.A.T.R.I./Terlingua Ranch  
Profit & Loss by Class  
January through December 2019

2019 Year End P&L by Class		G & A	Road Maint	Water Sys	Total	Cabins	Gen Lodge	Ice	Laundry	Pool	Rest	Retail	RV & Camp	Water Sa			
		(Non Supp)	(Non Supp)	(Non Supp)	Non Supp	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	Total Supp	Unclass	TOTAL
<b>Total 4600 - * Miscellaneous Income</b>		905.08	0.00	0.00	905.08	390.23	205.60	0.00	0.00	0.00	1.86	21.05	0.00	0.00	618.74	0.00	1,523.82
<b>Total Income</b>		599,661.84	0.00	0.00	599,661.84	498,074.61	205.60	8,490.74	10,843.50	3,520.00	283,091.63	25,075.77	35,144.89	15,041.78	879,488.52	-60.00	1,479,090.36
<b>Cost of Goods Sold</b>																	
<b>5000 - * Cost of Goods Sold</b>																	
<b>5100 - * COGS - Restaurant</b>																	
5110 - COGS - Food		16.55	0.00	0.00	16.55	0.00	0.00	0.00	0.00	0.00	119,385.86	0.00	0.00	0.00	119,385.86	0.00	119,402.41
5115 - COGS - Alcohol		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14,591.50	0.00	0.00	0.00	14,591.50	0.00	14,591.50
<b>Total 5100 - * COGS - Restaurant</b>		16.55	0.00	0.00	16.55	0.00	0.00	0.00	0.00	0.00	133,977.36	0.00	0.00	0.00	133,977.36	0.00	133,993.91
5210 - COGS - Retail		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12,208.84	0.00	0.00	12,208.84	0.00	12,208.84
5220 - COGS - Ice		0.00	7.00	0.00	7.00	0.00	0.00	4,553.18	0.00	0.00	0.00	0.00	0.00	0.00	4,553.18	0.00	4,560.18
<b>Total 5000 - * Cost of Goods Sold</b>		16.55	7.00	0.00	23.55	0.00	0.00	4,553.18	0.00	0.00	133,977.36	12,208.84	0.00	0.00	150,739.38	0.00	150,762.93
<b>Total COGS</b>		16.55	7.00	0.00	23.55	0.00	0.00	4,553.18	0.00	0.00	133,977.36	12,208.84	0.00	0.00	150,739.38	0.00	150,762.93
<b>Gross Profit</b>		599,645.29	-7.00	0.00	599,638.29	498,074.61	205.60	3,937.56	10,843.50	3,520.00	149,114.27	12,866.93	35,144.89	15,041.78	728,749.14	-60.00	1,328,327.43
<b>Expense</b>																	
<b>6000 - * Payroll Expenses</b>																	
6010 - Salaries and Wages		182,613.22	111,109.75	8,273.00	301,995.97	79,358.37	100,945.85	0.00	2,121.50	9,152.50	173,168.20	0.00	0.00	0.00	364,746.42	0.00	666,742.39
6025 - Employer Payroll Tax		15,540.37	9,152.38	705.89	25,398.64	7,145.93	8,691.63	0.00	198.56	782.14	17,603.60	0.00	0.00	0.00	34,421.86	0.00	59,820.50
<b>Total 6000 - * Payroll Expenses</b>		198,153.59	120,262.13	8,978.89	327,394.61	86,504.30	109,637.48	0.00	2,320.06	9,934.64	190,771.80	0.00	0.00	0.00	399,168.28	0.00	726,562.89
<b>6040 - Employee Housing Expense</b>																	
6043 - Employee Housing - Repairs		0.00	0.00	0.00	0.00	0.00	44.74	0.00	0.00	0.00	0.00	0.00	0.00	0.00	44.74	0.00	44.74
6040 - Employee Housing Expense - Other		910.23	0.00	0.00	910.23	0.00	481.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00	481.22	0.00	1,391.45
<b>Total 6040 - Employee Housing Expense</b>		910.23	0.00	0.00	910.23	0.00	525.96	0.00	0.00	0.00	0.00	0.00	0.00	0.00	525.96	0.00	1,436.19
<b>6050 - * Employee Benefits</b>																	
6052 - Employee Discounts		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,458.78	0.00	0.00	1,458.78	0.00	1,458.78
6053 - Employee Insurances		10,282.59	0.00	0.00	10,282.59	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10,282.59
<b>Total 6050 - * Employee Benefits</b>		10,282.59	0.00	0.00	10,282.59	0.00	0.00	0.00	0.00	0.00	0.00	1,458.78	0.00	0.00	1,458.78	0.00	11,741.37
<b>6100 - * Utilities</b>																	
6110 - Electric		29,881.58	-1,384.07	-47.73	28,449.78	-2,072.61	1,560.97	0.00	-9.92	-65.08	-4,409.10	0.00	0.00	0.00	-4,995.74	0.00	23,454.04
6111 - Propane		0.00	0.00	0.00	0.00	0.00	-377.66	0.00	2,499.52	0.00	622.73	0.00	0.00	0.00	2,744.59	0.00	2,744.59
6112 - Telephone		9,583.92	0.00	0.00	9,583.92	0.00	753.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	753.64	0.00	10,337.56
6113 - Garbage & Trash		2,103.83	0.00	0.00	2,103.83	0.00	10,713.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10,713.56	0.00	12,817.39
6114 - Water System		0.00	0.00	869.49	869.49	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	869.49
<b>Total 6100 - * Utilities</b>		41,569.33	-1,384.07	821.76	41,007.02	-2,072.61	12,650.51	0.00	2,489.60	-65.08	-3,786.37	0.00	0.00	0.00	9,216.05	0.00	50,223.07
<b>6130 - * Insurance</b>																	
6131 - Workers Comp		1,700.84	-215.00	0.00	1,485.84	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,485.84
6132 - Property Insurance		10,614.00	0.00	0.00	10,614.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10,614.00
6133 - General Liability		13,092.00	0.00	0.00	13,092.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13,092.00
6134 - Directors E&O		68,360.00	0.00	0.00	68,360.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	68,360.00
6135 - Commercial Vehicle		11,655.08	1,268.72	0.00	12,923.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12,923.80
6136 - Heavy Equipment		0.00	4,341.00	0.00	4,341.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,341.00
6137 - Surety Bonds		-260.00	0.00	0.00	-260.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-260.00
6140 - Airstrip		1,594.00	0.00	0.00	1,594.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,594.00
6141 - Additional Insurance		3,190.00	0.00	0.00	3,190.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,190.00

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2019 Year End P&L by Class		G & A	Road Maint	Water Sys	Total	Cabins	Gen Lodge	Ice	Laundry	Pool	Rest	Retail	RV & Camp	Water Sa			
		(Non Supp)	(Non Supp)	(Non Supp)	Non Supp	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	Total Supp	Unclass	TOTAL
<b>Total 6130 - * Insurance</b>		109,945.92	5,394.72	0.00	115,340.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	115,340.64
<b>6150 - * Professional Fees</b>																	
6151 - Accounting		11,000.00	0.00	0.00	11,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,000.00
<b>6152 - Legal Fees</b>																	
6152a - Legal Fees - General		19,692.30	0.00	0.00	19,692.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	19,692.30
6152b - Legal Fees - Road Issues		3,250.00	342.50	0.00	3,592.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,592.50
6152 - Legal Fees - Other		150.00	0.00	0.00	150.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	150.00
<b>Total 6152 - Legal Fees</b>		23,092.30	342.50	0.00	23,434.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	23,434.80
6153 - Other Professional Fees		1,427.50	0.00	2,828.14	4,255.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,255.64
<b>Total 6150 - * Professional Fees</b>		35,519.80	342.50	2,828.14	38,690.44	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	38,690.44
<b>6200 - * Heavy Equipment Expense</b>																	
6201 - Heavy Equipment Repair		0.00	10,622.62	0.00	10,622.62	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10,622.62
6202 - Off Road Diesel		0.00	8,720.06	0.00	8,720.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,720.06
6203 - Road Expense Miscellaneous		0.00	7,384.38	0.00	7,384.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,384.38
<b>Total 6200 - * Heavy Equipment Expense</b>		0.00	26,727.06	0.00	26,727.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	26,727.06
<b>6300 - * Vehicle Expense</b>																	
6301 - Gasoline		0.00	16,979.22	0.00	16,979.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	26.36	17,005.58
6302 - Diesel		0.00	4,850.45	0.00	4,850.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,850.45
6303 - Vehicle Repair		0.00	13,148.87	0.00	13,148.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13,148.87
6304 - Vehicle Miscellaneous		141.39	8,310.53	0.00	8,451.92	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,451.92
<b>Total 6300 - * Vehicle Expense</b>		141.39	43,289.07	0.00	43,430.46	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	26.36	43,456.82
<b>6400 - * Supplies &amp; Equipment</b>																	
6405 - Cabin Accessories		0.00	0.00	0.00	0.00	3,193.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,193.33	0.00	3,193.33
6410 - Housekeeping Supplies		0.00	0.00	0.00	0.00	16,431.67	246.66	0.00	0.00	177.30	154.12	0.00	0.00	0.00	17,009.75	0.00	17,009.75
6415 - Maintenance Supplies		337.57	19.74	2,841.16	3,198.47	925.09	3,616.16	0.00	80.85	2,177.88	97.40	0.00	37.49	0.00	6,934.87	0.00	10,133.34
6420 - Small tools & equipment		631.08	3,697.91	333.38	4,662.37	2,673.92	2,245.75	0.00	200.92	1,770.98	3,733.76	0.00	0.00	0.00	10,625.33	0.00	15,287.70
6425 - Restaurant Supplies		87.75	0.00	0.00	87.75	0.00	0.00	0.00	0.00	0.00	11,148.36	0.00	0.00	0.00	11,148.36	0.00	11,236.11
6426 - Smallwares		0.00	0.00	0.00	0.00	0.00	38.24	0.00	0.00	0.00	575.01	0.00	0.00	0.00	613.25	0.00	613.25
<b>Total 6400 - * Supplies &amp; Equipment</b>		1,056.40	3,717.65	3,174.54	7,948.59	23,224.01	6,146.81	0.00	281.77	4,126.16	15,708.65	0.00	37.49	0.00	49,524.89	0.00	57,473.48
<b>6450 - * Repairs &amp; Maintenance</b>																	
6451 - Bldg/Structure Repairs & Maint		351.27	0.00	2,276.98	2,628.25	820.53	5,031.12	0.00	0.00	520.12	913.78	0.00	331.09	0.00	7,616.64	0.00	10,244.89
6452 - Equipment Repairs		734.40	0.00	0.00	734.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	734.40
<b>Total 6450 - * Repairs &amp; Maintenance</b>		1,085.67	0.00	2,276.98	3,362.65	820.53	5,031.12	0.00	0.00	520.12	913.78	0.00	331.09	0.00	7,616.64	0.00	10,979.29
<b>6500 - * Office Administrative Expense</b>																	
6510 - Office Supplies		6,491.08	20.57	0.00	6,511.65	0.00	75.52	0.00	0.00	0.00	0.00	0.00	0.00	0.00	75.52	0.00	6,587.17
6512 - Postage & Shipping		2,671.53	642.91	1,430.24	4,744.68	0.00	0.00	0.00	0.00	0.00	0.00	101.06	0.00	0.00	101.06	17.40	4,863.14
6513 - Communications		8,314.70	0.00	0.00	8,314.70	0.00	776.51	0.00	0.00	0.00	0.00	0.00	0.00	0.00	776.51	0.00	9,091.21
6514 - Credit Card Fees		46,936.68	0.00	0.00	46,936.68	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	46,936.68
6515 - Newsletter		179.55	0.00	0.00	179.55	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	179.55
6516 - Office Equipment		6,112.95	0.00	0.00	6,112.95	1,064.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,064.56	0.00	7,177.51
6520 - Misc. Office Admin.		5,686.51	1,218.42	0.00	6,904.93	163.12	812.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	975.20	0.00	7,880.13
<b>Total 6500 - * Office Administrative Expense</b>		76,393.00	1,881.90	1,430.24	79,705.14	1,227.68	1,664.11	0.00	0.00	0.00	0.00	101.06	0.00	0.00	2,992.85	17.40	82,715.39
<b>6550 - * Other Administrative Expense</b>																	

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		(Non Supp)	(Non Supp)	(Non Supp)	Non Supp	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	(Supp)	Total Supp	Unclass	TOTAL
6551	Mileage Reimbursement	171.20	0.00	0.00	171.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	171.20
6552	Licenses and Permits	2,505.41	884.35	0.00	3,389.76	0.00	446.35	0.00	0.00	0.00	928.09	0.00	0.00	0.00	1,374.44	0.00	4,764.20
6553	Dues & Memberships	231.26	0.00	0.00	231.26	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	231.26
6559	Booking Fees	0.00	0.00	0.00	0.00	31,197.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	31,197.18	0.00	31,197.18
	<b>Total 6550 - * Other Administrative Expense</b>	<b>2,907.87</b>	<b>884.35</b>	<b>0.00</b>	<b>3,792.22</b>	<b>31,197.18</b>	<b>446.35</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>928.09</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>32,571.62</b>	<b>0.00</b>	<b>36,363.84</b>
6560	Property Tax	13,680.67	0.00	0.00	13,680.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13,680.67
6575	Software Maintenance & Upgrades	8,765.28	0.00	0.00	8,765.28	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,765.28
6600	* Property Transfer Expense																
6610	Filing Fees	2,868.00	0.00	0.00	2,868.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,868.00
6611	Tax Sale & Auction Expenses	2,162.41	0.00	0.00	2,162.41	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,162.41
	<b>Total 6600 - * Property Transfer Expense</b>	<b>5,030.41</b>	<b>0.00</b>	<b>0.00</b>	<b>5,030.41</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5,030.41</b>
6700	* Advertising & Promotion																
6715	Bands & Entertainment	4,301.69	0.00	0.00	4,301.69	0.00	2,472.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,472.13	0.00	6,773.82
6720	Advertising	5,051.32	0.00	0.00	5,051.32	0.00	600.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	600.00	0.00	5,651.32
	<b>Total 6700 - * Advertising &amp; Promotion</b>	<b>9,353.01</b>	<b>0.00</b>	<b>0.00</b>	<b>9,353.01</b>	<b>0.00</b>	<b>3,072.13</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3,072.13</b>	<b>0.00</b>	<b>12,425.14</b>
6900	* Miscellaneous Expense																
6910	Cash Over/Short	100.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00
6925	Reconciliation Discrepancies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-211.96	-211.96
	<b>Total 6900 - * Miscellaneous Expense</b>	<b>100.00</b>	<b>0.00</b>	<b>0.00</b>	<b>100.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-211.96</b>	<b>-111.96</b>
6935	Bank Service Charges	110.40	0.00	0.00	110.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	110.40
	<b>Total Expense</b>	<b>515,005.56</b>	<b>201,115.31</b>	<b>19,510.55</b>	<b>735,631.42</b>	<b>140,901.09</b>	<b>139,174.47</b>	<b>0.00</b>	<b>5,091.43</b>	<b>14,515.84</b>	<b>204,535.95</b>	<b>1,559.84</b>	<b>368.58</b>	<b>0.00</b>	<b>506,147.20</b>	<b>-168.20</b>	<b>1,241,610.42</b>
	<b>Net Ordinary Income</b>	<b>84,639.73</b>	<b>-201,122.31</b>	<b>-19,510.55</b>	<b>-135,993.13</b>	<b>357,173.52</b>	<b>-138,968.87</b>	<b>3,937.56</b>	<b>5,752.07</b>	<b>-10,995.84</b>	<b>-55,421.68</b>	<b>11,307.09</b>	<b>34,776.31</b>	<b>15,041.78</b>	<b>222,601.94</b>	<b>108.20</b>	<b>86,717.01</b>
	<b>Net Income</b>	<b>84,639.73</b>	<b>-201,122.31</b>	<b>-19,510.55</b>	<b>-135,993.13</b>	<b>357,173.52</b>	<b>-138,968.87</b>	<b>3,937.56</b>	<b>5,752.07</b>	<b>-10,995.84</b>	<b>-55,421.68</b>	<b>11,307.09</b>	<b>34,776.31</b>	<b>15,041.78</b>	<b>222,601.94</b>	<b>108.20</b>	<b>86,717.01</b>



**P.O.A.T.R.I./Terlingua Ranch**  
**Balance Sheet Prev Year Comparison**  
As of December 31, 2019

2019 Year End Balance Sheet w Prior Year Comparison									
					Dec 31, 19	Dec 31, 18	\$ Change	% Change	
<b>ASSETS</b>									
<b>Current Assets</b>									
<b>Checking/Savings</b>									
				1011 · Operating Account	64,520.15	37,764.12	26,756.03	70.85%	
				1012 · Deposit Account	161,682.06	257,542.58	-95,860.52	-37.22%	
				1013 · Payroll Account	1,023.66	1,011.74	11.92	1.18%	
				1015 · FDSB Reserve Account	152,548.48	152,319.60	228.88	0.15%	
				1017 · WTNB Contingency Fund	209,059.13	203,825.76	5,233.37	2.57%	
				1030 · * Petty Cash in Office					
				1031 · Office Petty Cash	1,569.75	1,219.75	350.00	28.69%	
				1032 · Resort Registers/Petty Cash	67.57	129.60	-62.03	-47.86%	
				1033 · Laundry Change Machine	100.00	100.00	0.00	0.0%	
				<b>Total 1030 · * Petty Cash in Office</b>	<b>1,737.32</b>	<b>1,449.35</b>	<b>287.97</b>	<b>19.87%</b>	
				<b>Total Checking/Savings</b>	<b>590,570.80</b>	<b>653,913.15</b>	<b>-63,342.35</b>	<b>-9.69%</b>	
<b>Accounts Receivable</b>									
				1201 · Accounts Receivable	499.03	233.98	265.05	113.28%	
				<b>Total Accounts Receivable</b>	<b>499.03</b>	<b>233.98</b>	<b>265.05</b>	<b>113.28%</b>	
<b>Other Current Assets</b>									
				1100 · * Assessments Receivables					
				1102 · Annual Assessments					
				1105 · Combined Assessment Receivables	3,397,082.43	3,924,091.77	-527,009.34	-13.43%	
				1105b · Adjustments to Receivables	-39,967.27	0.00	-39,967.27	-100.0%	
				2700 · Prepaid Assessments	-71,211.45	-79,383.13	8,171.68	10.29%	
				1102 · Annual Assessments - Other	799,618.26	0.00	799,618.26	100.0%	
				<b>Total 1102 · Annual Assessments</b>	<b>4,085,521.97</b>	<b>3,844,708.64</b>	<b>240,813.33</b>	<b>6.26%</b>	
				1130 · Allowance for Doubtful Accounts	-2,860,271.36	-2,900,820.01	40,548.65	1.4%	
				<b>Total 1100 · * Assessments Receivables</b>	<b>1,225,250.61</b>	<b>943,888.63</b>	<b>281,361.98</b>	<b>29.81%</b>	
<b>1300 · * Inventories</b>									
				1301 · Restaurant Inventory					
				1301a · Food	39,007.56	23,742.56	15,265.00	64.29%	
				1301b · Alcohol	1,394.50	1,394.50	0.00	0.0%	
				<b>Total 1301 · Restaurant Inventory</b>	<b>40,402.06</b>	<b>25,137.06</b>	<b>15,265.00</b>	<b>60.73%</b>	
				1302 · Retail Inventory	11,943.86	8,496.49	3,447.37	40.57%	
				1303 · Fuel Inventory					
				1303a · Gasoline	3,037.11	4,672.26	-1,635.15	-35.0%	
				1303b · Truck Diesel	3,249.86	1,968.82	1,281.04	65.07%	
				1303c · Off Road Diesel	253.57	2,116.63	-1,863.06	-88.02%	
				1303d · Propane	9,761.69	1,174.80	8,586.89	730.92%	
				<b>Total 1303 · Fuel Inventory</b>	<b>16,302.23</b>	<b>9,932.51</b>	<b>6,369.72</b>	<b>64.13%</b>	
				1350 · Auction Property Tracts	29,358.00	30,885.00	-1,527.00	-4.94%	
				<b>Total 1300 · * Inventories</b>	<b>98,006.15</b>	<b>74,451.06</b>	<b>23,555.09</b>	<b>31.64%</b>	
<b>1400 · * Prepaid Accounts</b>									
				1402 · Prepaid Insurance					
				1402a · Workers Comp	6,846.00	6,846.00	0.00	0.0%	

**P.O.A.T.R.I./Terlingua Ranch**  
**Balance Sheet Prev Year Comparison**  
As of December 31, 2019

2019 Year End Balance Sheet w Prior Year Comparison				Dec 31, 19	Dec 31, 18	\$ Change	% Change
			1402b · Property Ins	5,616.67	5,616.67	0.00	0.0%
			1402c · General Liability	2,544.25	2,544.25	0.00	0.0%
			1402d · Directors E&O	3,500.00	3,500.00	0.00	0.0%
			1402 · Prepaid Insurance - Other	4,143.00	4,143.00	0.00	0.0%
			<b>Total 1402 · Prepaid Insurance</b>	<b>22,649.92</b>	<b>22,649.92</b>	<b>0.00</b>	<b>0.0%</b>
			<b>Total 1400 · * Prepaid Accounts</b>	<b>22,649.92</b>	<b>22,649.92</b>	<b>0.00</b>	<b>0.0%</b>
			1700 · Deferred Tax Asset	99,000.00	99,000.00	0.00	0.0%
			<b>Total Other Current Assets</b>	<b>1,444,906.68</b>	<b>1,139,989.61</b>	<b>304,917.07</b>	<b>26.75%</b>
			<b>Total Current Assets</b>	<b>2,035,976.51</b>	<b>1,794,136.74</b>	<b>241,839.77</b>	<b>13.48%</b>
			<b>Fixed Assets</b>				
			<b>1600 · * Fixed Assets</b>				
			1601 · Land	142,101.20	142,101.20	0.00	0.0%
			1602 · Orig Cost - Bldgs & Structures	227,152.00	227,152.00	0.00	0.0%
			1603 · Furniture & Equipment	48,952.11	43,937.50	5,014.61	11.41%
			1604 · Heavy Equipment	340,519.47	255,229.97	85,289.50	33.42%
			1605 · Vehicles	111,131.17	75,931.17	35,200.00	46.36%
			1606 · Improvements	356,270.74	350,588.60	5,682.14	1.62%
			1607 · Property Owner Software	94,804.00	94,804.00	0.00	0.0%
			1608 · Capital Improvements	4,096.65	0.00	4,096.65	100.0%
			1611 · Smith Well	24,562.81	24,562.81	0.00	0.0%
			1612 · Cabin Deck Replacement	44,530.32	44,530.32	0.00	0.0%
			1613 · Facility Roof Replacement	5,798.25	5,798.25	0.00	0.0%
			1614 · Materials for Const in Progress	1,181.11	1,181.11	0.00	0.0%
			1616 · Water System	13,423.80	13,081.16	342.64	2.62%
			<b>Total 1600 · * Fixed Assets</b>	<b>1,414,523.63</b>	<b>1,278,898.09</b>	<b>135,625.54</b>	<b>10.61%</b>
			1615 · Accumulated Depreciation	-639,612.22	-639,612.22	0.00	0.0%
			<b>Total Fixed Assets</b>	<b>774,911.41</b>	<b>639,285.87</b>	<b>135,625.54</b>	<b>21.22%</b>
			<b>TOTAL ASSETS</b>	<b>2,810,887.92</b>	<b>2,433,422.61</b>	<b>377,465.31</b>	<b>15.51%</b>
			<b>LIABILITIES &amp; EQUITY</b>				
			<b>Liabilities</b>				
			<b>Current Liabilities</b>				
			<b>Accounts Payable</b>				
			2010 · Accounts Payable	25,199.72	12,832.93	12,366.79	96.37%
			<b>Total Accounts Payable</b>	<b>25,199.72</b>	<b>12,832.93</b>	<b>12,366.79</b>	<b>96.37%</b>
			<b>Credit Cards</b>				
			1095 · Mastercard 0158	-1,067.40	3,892.49	-4,959.89	-127.42%
			1099 · Mastercard 1999	-432.45	0.00	-432.45	-100.0%
			<b>Total Credit Cards</b>	<b>-1,499.85</b>	<b>3,892.49</b>	<b>-5,392.34</b>	<b>-138.53%</b>
			<b>Other Current Liabilities</b>				
			<b>2100 · * Payroll Liabilities</b>				
			2110 · Payroll Taxes Payable	9,029.22	0.00	9,029.22	100.0%
			2115 · Employee Insurance-Voluntary	-435.95	428.25	-864.20	-201.8%
			2120 · Benefits Payable	18,626.25	18,626.25	0.00	0.0%
			2135 · Wage Garnishments	316.98	0.00	316.98	100.0%

**P.O.A.T.R.I./Terlingua Ranch**  
**Balance Sheet Prev Year Comparison**  
 As of December 31, 2019

2019 Year End Balance Sheet w Prior Year Comparison					Dec 31, 19	Dec 31, 18	\$ Change	% Change
				2100 - * Payroll Liabilities - Other	30.59	30.59	0.00	0.0%
				<b>Total 2100 - * Payroll Liabilities</b>	27,567.09	19,085.09	8,482.00	44.44%
				2111 - Direct Deposit Liabilities	87.25	47.00	40.25	85.64%
				2500 - * Taxes Payable				
				2510 - Sales Tax Payable	3,474.10	1,928.05	1,546.05	80.19%
				2515 - State Occupancy Tax - (T2)	2,697.36	2,167.89	529.47	24.42%
				2520 - County Hotel Tax - (T3)	3,209.36	2,557.30	652.06	25.5%
				2500 - * Taxes Payable - Other	486.15	0.00	486.15	100.0%
				<b>Total 2500 - * Taxes Payable</b>	9,866.97	6,653.24	3,213.73	48.3%
				2800 - * Deferred Income				
				2801 - Deferred Assessment Income	1,169,237.05	787,157.80	382,079.25	48.54%
				2802 - Deferred Other Income	-571.05	0.00	-571.05	-100.0%
				<b>Total 2800 - * Deferred Income</b>	1,168,666.00	787,157.80	381,508.20	48.47%
				<b>Total Other Current Liabilities</b>	1,206,187.31	812,943.13	393,244.18	48.37%
				<b>Total Current Liabilities</b>	1,229,887.18	829,668.55	400,218.63	48.24%
				<b>Total Liabilities</b>	1,229,887.18	829,668.55	400,218.63	48.24%
				<b>Equity</b>				
				3001 - Members Equity-Undesignated	304,467.15	304,467.15	0.00	0.0%
				3002 - Members Equity-Designated	356,797.92	356,797.92	0.00	0.0%
				3003 - Contributed Capital	94,075.00	94,075.00	0.00	0.0%
				3004 - Adj - Prior Year Collections	-109,470.33	0.00	-109,470.33	-100.0%
				3900 - Retained Earnings	848,413.99	837,393.00	11,020.99	1.32%
				<b>Net Income</b>	86,717.01	11,020.99	75,696.02	686.84%
				<b>Total Equity</b>	1,581,000.74	1,603,754.06	-22,753.32	-1.42%
				<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>2,810,887.92</b>	<b>2,433,422.61</b>	<b>377,465.31</b>	<b>15.51%</b>