



Budget vs. Actual

Operating expenses | January 1 through September 30, 2026

ACCRUAL BASIS | USD

YTD EXPENSE BUDGET

\$79,147.50

75% of annual budget

YTD ACTUAL EXPENSES

\$75,627.50

Recorded operating costs

FAVORABLE VARIANCE

\$3,520.00

Budget less actual expense

Expense category	Budget	Actual	Variance
Landscape & grounds	31,500.00	31,500.00	0.00
Utilities	11,700.00	12,420.00	(720.00)
Insurance	10,800.00	9,800.00	1,000.00
Repairs & maintenance	7,200.00	8,640.00	(1,440.00)
Legal & administration	4,500.00	4,600.00	(100.00)
Accounting services	7,087.50	7,087.50	0.00
Tax preparation	600.00	600.00	0.00
Other & contingency	5,760.00	980.00	4,780.00
TOTAL OPERATING EXPENSES	79,147.50	75,627.50	3,520.00

Where the board should focus

Repairs: \$1,440 over budget. A sample irrigation repair increased costs. Review the remaining maintenance plan before committing to additional discretionary work.

Utilities: \$720 over budget. Review irrigation usage and seasonal timing against the full-year plan.

Other and contingency: \$4,780 unspent. This is the largest favorable variance. Unused contingency does not automatically become money available for new projects.

Read the variance correctly

Positive amounts are favorable expense variances; parentheses are unfavorable. The YTD budget is a simple nine-month allocation for this sample. Actual client budgets can use seasonal phasing.