



Board Executive Summary

Q3 2026 | January 1 through September 30 | Fictional board edition

ACCRUAL BASIS | USD

OPERATING SURPLUS

\$15,614.50

YTD operating results

RESERVE BALANCE

\$163,650.00

Savings + CDs

EXPENSE VARIANCE

\$3,520.00

Favorable to YTD budget

Board overview

The association's sample financial position improved during the first nine months. Operating income exceeded expenses by \$15,614.50, while reserve contributions and interest added \$25,290 to designated capital funds. The board should preserve this progress while addressing repair costs and preparing the next budget.

Three matters for the next meeting

1 / Confirm the repair plan. Repairs are \$1,440 above the YTD allowance and utilities are \$720 above it. Review remaining seasonal work and distinguish operating repairs from capital replacements.

2 / Protect reserve liquidity. Reserves total \$163,650: \$63,650 in savings and \$100,000 in CDs. Track the sample February 2027 maturity before approving a \$22,000 irrigation project.

3 / Review the 2027 proposal. Proposed combined monthly dues are \$160: \$125 for operations and \$35 for reserves. Review assumptions, collection timing and homeowner communication before adoption.

Board spotlight

The \$3,520 favorable expense variance includes \$4,780 of unspent other and contingency funding. This supports caution: the headline variance does not mean every spending category is under budget.

Private-board format illustrated with fictional data. Actual private summaries and homeowner reports can have different audiences and detail.



Actions & Supporting Detail

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Decisions and follow-up

Action	Owner	When
Review repairs and utility variances	Board / Keith	Next meeting
Confirm 2027 capital scope and cost	Board	Before budget vote
Review CD maturity and cash needs	Treasurer / Keith	Before renewal
Review proposed assessment funding	Board	Budget workshop
Prepare homeowner presentation	Keith / Board	Annual meeting

Financial bridge

January through September 2026	Amount
Beginning operating fund balance	4,898.00
Net operating surplus	15,614.50
Ending operating fund balance	20,512.50
Beginning reserve fund balance	138,360.00
Reserve contributions and interest	25,290.00
Ending reserve fund balance	163,650.00
TOTAL ENDING FUND BALANCES	184,162.50

Records to keep connected

The monthly Balance Sheet shows \$188,532.50 in assets and \$4,370 in liabilities. The Income & Expense report shows the \$40,904.50 YTD increase in total fund balances. The Cash Flow report explains the \$20,194.50 increase in bank cash after \$20,000 in CD purchases.

Recommended next step

Use the financial statements to confirm the facts, the variance report to identify questions, and this summary to assign decisions. The board retains approval authority for spending, investments and the budget.