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# Budget Transmittal

The Landings Association

## 2025 Budget Transmittal

November 4, 2024

To The Landings Association's Board of Directors:

This letter transmits the proposed 2025 Annual Budget for The Landings Association, recommended for adoption on December 17, 2024.

The Landings Association Budget includes two primary funds – an Operating Fund that accounts for revenues and expenditures to provide ongoing community services and programs of the Association, and a Capital Reserves Fund that is restricted to the replacement and repair of the community's extensive capital assets and infrastructure.

The primary source of revenue for The Landings Association is the Annual Dues (general purpose Assessment). Under the Declaration of Covenants, Section 8.21, the Assessment *"shall be used exclusively for the purpose of promoting the recreation, health, safety and welfare of the residents of the properties and, in particular, for the improvement and maintenance of the properties, services and facilities devoted to such purpose and related to the use and enjoyment of the common properties and the owners of the dwelling lots and living units situated upon the properties, including, but not limited to, discharge of the obligations of the Association as imposed by this Declaration, payment of taxes upon the common property, payment of insurance with respect to the common properties and repair, replacement and additions thereto, for repair and maintenance of streets, roadways and drainage facilities, and for the cost of labor, equipment, materials and management and supervision thereof."*

In conjunction with substantial non-Assessment revenue, the annual Assessment provides funding for both operating and capital expenses of the Association. Each year, Assessment revenue is allocated between the Operating Fund and the Capital Reserves Fund during the budget process to ensure meeting budgetary needs.

The Covenants provide that the Association may change the maximum and basis of the annual general purpose Assessments prospectively for three-year periods, with the assent of two-thirds of property owners who are voting, after a quorum of 60% is achieved. In April 2023, owners approved the Annual Dues (general purpose Assessment) increase for 2024-2026.

### **2025 Proposed Operating Fund**

Total proposed 2025 expenditures in the Operating Fund are \$12,524,932, a 9% increase from the 2024 Budget of \$11,493,606 and a 7% increase from the 2024 Year-End Estimate of \$11,728,496. This reflects an increase in Total Staffing, Landscaping Contract, Provision for Income Tax, IT Support, Service Charges (Credit Card Fees), Utilities, Insurance, Engineering Studies, Dredging Expenses, Repair and Maintenance Expenses, and the transfer of multiple assets from Reserves to Operating, under the new \$5,000 depreciation threshold.

# Budget Transmittal

The Landings Association

The 2025 proposed Budget reflects a \$1.5M annual average cash balance, with an opening cash balance of \$1,331,134. Assessment revenue of \$7,085,260 combined with non-Assessment revenue of \$5,206,916 provides total proposed operating revenue of \$12,292,176.

Total operating expenditures of \$12,524,932 are proposed, resulting in net revenues before depreciation of \$(232,756) and over expenses of \$(979,333).<sup>1</sup>

2024 Operating Budget	2024 Year-End Estimate	2025 Proposed Budget
\$11,493,606	\$11,728,496	\$12,524,932

## 2025 Proposed Capital Reserves Fund

A major thrust of this budget continues to be funding the timely replacements and repairs to the significant investments in community infrastructure made over the past 50 years. To that end, the proposed 2025 Capital Reserves expenditures total \$5,825,418, a 22% increase from the 2024 Year-End Estimate of \$4,759,516. This budget reflects necessary and important infrastructure investments to protect and maintain the structural integrity of our built environment...our Roads, Paths, Storm Drains, Bridges, Structures, and Equipment. Continued emphasis and diligence on ensuring the future adequacy of the Capital Reserves Fund, communicating its purpose and importance, and demonstrating exceptional stewardship in capital planning, budgeting, and contract execution will remain crucial.

A critical indication of any community association's financial health is the development and maintenance of an adequate long-term replacement reserve program. The Landings Association embraces the responsibility of preserving, maintaining, and enhancing the common property of the community. In order to adequately maintain the common property assets and infrastructure, the Board establishes an appropriate level of revenue to segregate into the restricted Capital Reserves Fund (based on a Capital Asset Management Plan, or CAMP) to offset the major repairs and replacements of these foundational assets as they wear out over time.

The specific projects scheduled for each year are identified through field inspections and planned and scheduled for replacement through the CAMP. The Association's preventive maintenance program is designed to maintain and monitor the assets for advance signs of deterioration to prevent catastrophic failure, with a goal of increasing the useful lives of all assets. However, the condition of the assets is further influenced by environmental stresses, including weather, root intrusions, original design, and design capacity, as well as use level impacts. An example in 2024 was the unplanned replacement of a failed HVAC unit in the Public Works building at a cost of \$6,698.

<sup>1</sup> Depreciation is an accounting requirement that assigns asset costs over the time periods that the asset will be used (its "useful life"). It has a direct effect on the amount of net revenue over expenses. The larger the depreciation expense in a given year, the lower the reported net revenue over expense. However, since depreciation is a non-cash expense, it does not change cash flow.



# Budget Transmittal

The Landings Association

The capital projects scheduled for replacement in 2025 continue to present a particular challenge due to the current uncertainty and recent effects of inflation. Price hikes on commodities and consumer goods have increased unit price estimates for infrastructure projects in 2025, and without abatement, will erode our purchasing power. Useful lives and unit costs for all scheduled projects were thoroughly re-evaluated to determine strategies to adapt to the rising costs. However, continuous monitoring of inflation, project scope contingency planning, and flexibility will be required to best position the use of planned capital reserve funds in 2025.

The 2025 proposed Budget reflects a projected Capital Reserves Fund starting balance of \$11,317,401. Total projected Assessment and Interest revenues is \$4,494,300, along with capital expenditures of \$5,825,418. The proposed allocations of the \$2,518 per lot Assessment, as compared with 2024 Budget and 2024 Year-End estimate, are shown in the chart below, reflecting a smaller allocation to reserves in 2025 versus the 2024 budgeted allocation. This allocation strategy was accomplished through a successful annual dues vote increase in 2023 for years 2024-2026 to provide sufficient revenue to address capital requirements in 2025.

Proposed 2025 Assessment Allocation			
	Operations	Capital Reserves	Total
2024 Budget	\$1,319	\$1,126	\$2,445
2024 Year End	\$1,319	\$1,126	\$2,445
2025 Budget	\$1,603	\$915	\$2,518

Significant capital expenditures proposed in the 2025 Budget are summarized below.

## Street Resurfacing

During 2025, more than \$2.1M will be spent on road repairs, as well as resurfacing Blackhawk Trail, Cabbage Crossing, Deer Creek Drive, Deer Creek Village Gate Entry/Exit, Franklin Creek Road South (partial), Landings Way North (partial), Landings Way South (partial), Moonbill Lane, Pelham Road, Quahog Lane, and Sparkleberry Lane

## Community Path Replacement

A total of \$275,000 is proposed in the 2025 Budget for community path replacements. Upon completion of the 2024 repairs, all community paths (except for sections adjacent to the marsh due to DNR restrictions) are now constructed of concrete, rather than asphalt, due to the increased longevity of concrete. All paths, aside from those designated as walking paths (i.e., no motorized vehicles can access these paths) have been converted to concrete.

# Budget Transmittal

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## Storm Drains

The phased nature of the community's development resulted in the use of different materials over time for storm drain construction, including corrugated metal, concrete, and plastic. The sections of storm drain identified for potential repair are inspected by a video camera and cleared of debris, root intrusions, and nature's obstructions. When possible, sections requiring repair are "slip-lined" through a cured-in-place pipe, a trenchless rehabilitation method that produces a jointless, seamless pipe lining within an existing pipe. The proposed budget for 2025 is a total of \$1,000,000.

## Other Capital Projects

Landings Harbor Marina began Phase Two of the dry storage buildings replacement project in the fall of 2023 and was completed in March 2024. A total of nine additional rack spaces were created for vessels up to 26 feet. Phase Three is scheduled to start near the end of 2024, with an expected completion date in early 2025. The total amount allocated to the dry storage replacement project in 2025 is \$705,232.

## Conclusion

Following its adoption by the Board of Directors, this Budget document, in its entirety, constitutes a Policy Document, a Financial Plan, an Operations Guide, and a Communications Tool. As a Policy Document, the Budget describes financial and operating policies, goals, and priorities of The Landings Association. It serves as both a short-term and long-range Financial Plan, providing revenue and expense projections by fund, department, division, and category for 2025 and five additional years. As an Operations Guide, the 2025 Budget describes activities, objectives for the fiscal year, performance measures to track progress on the objectives, and our workforce. The Budget is an important Communications Tool, providing information on budgetary trends, planning processes, and integration of the operating and capital budgets. It is intended to ensure that the Board and the community are provided with complete and comprehensive information on the 2025 Budget, and that we have explained fully the plan of work for the upcoming year. As always, we welcome any suggestions for improvement of the information contained within.

My sincere thanks to the Association's Board of Directors, the Finance Committee, and Reserves Subcommittee for their support, guidance, and involvement in the development of this Budget. The members of the Finance Committee once again conducted thorough departmental operating budget reviews and provided substantial guidance in the development of the annual Budget and the Long Range Financial Plan. The Reserves Subcommittee, along with an independent Professional Reserve Analyst, held extensive reviews of the methodology and content of the Capital Reserves Fund and the Capital Asset Management Plan. The Board of Directors provided welcomed guidance and crucial feedback on appropriate service levels and capital expenditures.

Special recognition goes to Jessica Henderson, Finance Director, and Caden Thomas, Budget Analyst, for their diligence in the development of this Budget.

## Budget Transmittal

The Landings Association

My deep appreciation is also extended to the Department Directors and Program Managers, whose full engagement in this budget process was instrumental. They, along with all Association employees, will provide the exceptional service delivery and capital program execution described in this budget for the benefit of all property owners.

Respectfully Submitted,

A handwritten signature in black ink that reads "Karl D. Stephens". The signature is written in a cursive style with a long, sweeping horizontal line extending from the end of the name.

Karl Stephens, CMCA, AMS, PCAM  
General Manager/Chief Operating Officer

<b>Changes from 2024 Budget to 2025 Budget Plan</b>				
<b>Projected Revenue Changes</b>	<b>2024 Budget</b>	<b>2025 Budget</b>	<b>2025-2024 Variance</b>	<b>Explanation of Variance</b>
Assessment Revenue	\$5,829,980	\$7,085,260	\$1,255,280	Larger Assesment Allocation to Operating Fund than in 2024
Vehicle Registration Revenue	\$1,148,234	\$1,202,976	\$54,742	Increased activity for RFID -gate access
Service Agreements	\$174,729	\$219,298	\$44,569	Annual increases in Contractual Agreements and new service agreement with TLGAC
Architectural Fees Revenue	\$108,025	\$126,220	\$18,195	Projected increase in permits for new construction and improvements
Telecommunications Lease Revenue	\$137,843	\$145,049	\$7,206	Increase in telecommunications revenue
Meeting Room Rental Revenue	\$500	\$1,500	\$1,000	
Storage Yard Revenue	\$111,880	\$86,382	(\$25,498)	
Brightview Rent Revenue	\$23,174	\$23,174	\$0	
Cable Head End Lease	\$19,915	\$20,512	\$597	
Room Rental Sunset Room	\$44,841	\$50,000	\$5,159	
Interest Earned	\$100,000	\$90,000	(\$10,000)	Projected decrease in interest rates
Boat Storage	\$1,871,692	\$1,988,822	\$117,130	Fee increase for LHM and DCM boat storage and additional spaces added to LHM dry stack storage
Kayak Revenue	\$18,300	\$15,452	(\$2,848)	
Fuel Sales	\$390,000	\$382,000	(\$8,000)	Increase in Gasoline Sales with a decrease in Diesel Sales
Merchandise Sales	\$96,950	\$88,800	(\$8,150)	Decrease in merchandise sales due to less purchasing activity
Bait Sales	\$2,190	\$3,250	\$1,060	
Telephone Directory	\$85	\$85	\$0	
Mailboxes	\$10,000	\$10,000	\$0	
Dog Park Fee Revenue	\$14,300	\$13,700	(\$600)	
Recycling Revenue	\$0	\$0	\$0	
Chipping Revenue	\$250,000	\$375,000	\$125,000	Increase community activity in Chipping Revenue as well as increased chipping rates
Resale Disclosure	\$59,000	\$53,100	(\$5,900)	
Electric Service Revenue	\$8,705	\$5,100	(\$3,605)	
Sailing Program Revenue	\$37,000	\$46,000	\$9,000	Rate and membership increases
Finance Charge Revenue	\$15,000	\$33,900	\$18,900	More accounts in past due status
EFT Processing Fee	\$26,000	\$44,618	\$18,618	Higher interest rate and increased participation in Monthly/Quarterly payment plans
Journal Advertising Revenue	\$0	\$0	\$0	
Directory Advertising Revenue	\$19,500	\$12,500	(\$7,000)	Decrease in Advertising Revenue
Violation Fee Revenue	\$15,500	\$39,000	\$23,500	Increase in speeding violations
Security Service Fee Revenue	\$10,000	\$7,500	(\$2,500)	
Boat Wash Services	\$6,270	\$6,100	(\$170)	
Special Income	\$239,301	\$116,878	(\$122,423)	Decreased Comcast Revenue Share and elimination of Door Fee Revenue
<b>Total Non-Assessment Revenue*</b>	<b>\$4,958,934</b>	<b>\$5,206,916</b>	<b>\$247,982</b>	
<b>Total Revenue**</b>	<b>\$10,788,914</b>	<b>\$12,292,176</b>	<b>\$1,503,262</b>	
<b>Total Cost of Sales</b>	<b>\$371,942</b>	<b>\$380,157</b>	<b>\$8,215</b>	

Projected Expense Changes	2024 Budget	2025 Budget	2025-2024 Variance	Explanation of Variance
Salaries and Wages	\$4,252,380	\$4,455,520	\$203,140	Increase of 1 FTE; Security and Public Works at 90%, based on historical turnover rates
Benefits	\$1,579,216	\$1,752,606	\$173,390	Increase of 1 FTE along with employee participation in medical benefits
Training & Education, Memberships/Subscriptions	\$64,771	\$71,848	\$7,077	Learning Management Software reclassified to this account
Postage	\$6,020	\$5,825	(\$195)	
Mailing House	\$3,701	\$3,665	(\$36)	
Printing	\$14,865	\$12,707	(\$2,158)	
Office Supplies	\$17,142	\$16,258	(\$884)	
Printer Supplies	\$1,700	\$3,200	\$1,500	
General Supplies	\$98,625	\$242,233	\$143,608	Various CAMP Assets under \$5K moved to this account as a result of the increase in depreciation threshold along with new Capital Improvement assets
Small Tools	\$6,499	\$5,120	(\$1,379)	
Janitorial Supplies	\$11,782	\$11,264	(\$518)	
Janitorial Services	\$10,403	\$10,083	(\$320)	
Kitchen Supplies	\$1,500	\$1,200	(\$300)	
Property Tax	\$82,345	\$77,414	(\$4,931)	
Provision for Income Taxes	\$65,000	\$65,000	\$0	
Professional Fees	\$93,500	\$110,500	\$17,000	
Engineering Studies	\$135,000	\$179,000	\$44,000	Increased number of Studies/Surveys to be completed in 2025 (Community Paths, North Gate Traffic/Civil, Marsh Tower, and Lagoon)
Insurance	\$687,789	\$809,967	\$122,178	Projected rate increase for 2025 renewal
Operating Contingency	\$145,000	\$145,000	\$0	
Employee Business Reimbursement	\$790	\$550	(\$240)	
Offsite Storage	\$1,752	\$2,420	\$668	
Board & Committee Expense-Meetings	\$5,000	\$4,500	(\$500)	
Fees/Licenses	\$33,636	\$31,194	(\$2,442)	
Provision for Bad Debt	\$10,000	\$25,000	\$15,000	Increase in unpaid assesment and non-assessment accounts
Consulting Services	\$14,400	\$6,000	(\$8,400)	401k advisor funded through Fidelity platform
Service Charges/CC Fees	\$80,335	\$115,270	\$34,935	Increase based on user activity after implementing the Online Payment Portal
Outside Services	\$0	\$0	\$0	
Physical Inventory Adjustment	\$402	\$420	\$18	
Covenant Property Litigation	\$5,000	\$3,000	(\$2,000)	
Sustainable Skidaway Renewal	\$1,000	\$1,500	\$500	
Kayak Expense	\$3,000	\$2,000	(\$1,000)	
Software and Peripherals	\$49,160	\$84,140	\$34,980	Database Transition and Various CAMP Assets under \$5k moved to this account as a result of the increase in depreciation threshold
IT Maintenance Agreement	\$305,420	\$365,206	\$59,786	Increase in IT renewal and contract costs
System Maintenance	\$15,000	\$20,000	\$5,000	
Recruiting	\$15,000	\$15,000	\$0	
Employee Events	\$22,800	\$26,000	\$3,200	
Team Development	\$13,515	\$12,740	(\$775)	
Drug Free Workplace	\$1,000	\$1,000	\$0	
Town Meetings	\$2,700	\$2,400	(\$300)	
Special Events Expense	\$13,000	\$15,924	\$2,924	
RFID Tags - Commercial	\$14,984	\$28,735	\$13,751	Additional commercial tags purchased instead of residential
RFID Tags - Residential	\$28,916	\$20,345	(\$8,571)	Additional commercial tags purchased instead of residential
Gate Claims	\$2,500	\$2,500	\$0	
EMS Support	\$50,938	\$0	(\$50,938)	Reduced liability following the transition of services to Chatham County
Safety Programs	\$1,176	\$0	(\$1,176)	

Projected Expense Changes	2024 Budget	2025 Budget	2025-2024 Variance	Explanation of Variance
Communications	\$23,540	\$26,454	\$2,914	
Utilities	\$231,024	\$248,039	\$17,015	Annual increase with service providers
Hazard Material Registration	\$1,100	\$1,125	\$25	
Landscape-Contract	\$1,064,424	\$1,200,000	\$135,576	Projected increase for 2025 contract renewal
Landscaping	\$18,386	\$18,937	\$551	
Irrigation Expense	\$6,060	\$6,242	\$182	
Tree Removal	\$45,900	\$48,195	\$2,295	
Tree Replacement	\$5,500	\$5,500	\$0	
Median Refurbishment	\$150,000	\$150,000	\$0	
Algaecide/Herbicide Plant Control	\$77,250	\$79,568	\$2,318	
Aerator Expense	\$7,350	\$7,571	\$221	
Lab Testing	\$1,530	\$2,500	\$970	
Stocking Plant Control	\$3,811	\$3,925	\$114	
Aquatic Midge Control	\$13,759	\$14,447	\$688	
Angler's Support	\$1,000	\$1,000	\$0	
Lagoon Dredging	\$57,750	\$57,750	\$0	
Lagoon Beautification	\$5,500	\$5,500	\$0	
Auto Gate Maintenance	\$21,244	\$59,841	\$38,597	Capital Improvement asset included in this account: (Extended Gate Arm)
Gatehouse Maintenance	\$12,240	\$12,607	\$367	
PW Buildings Maintenance	\$49,007	\$35,620	(\$13,387)	Fewer repair/replacement projects in 2025
Admin Building Maintenance	\$16,068	\$10,200	(\$5,868)	Fewer repair/replacement projects in 2025
Boat Service Expense	\$400	\$420	\$20	
Member Boat Damage	\$5,000	\$2,000	(\$3,000)	
R&M Phone/Radio	\$750	\$750	\$0	
License/Maintenance Cameras	\$20,917	\$86,098	\$65,181	Various CAMP Assets under \$5K moved to this account as a result of the increase in depreciation threshold along with new Capital Improvement assets
Equipment Maintenance	\$80,015	\$84,594	\$4,579	
R&M Wiggins	\$35,000	\$36,750	\$1,750	
R&M Docks & Grounds	\$22,240	\$35,000	\$12,760	Increased repair and maintenance costs at LHM
R&M Seawall	\$125,000	\$65,000	(\$60,000)	\$119,000 placed in 2024 budget for LH seawall
Channel Markers	\$350	\$1,000	\$650	
Harbor Basin Dredging Expense	\$130,000	\$150,891	\$20,891	Increased dredging cost
Signs/Mailbox/Fence Maintenance	\$110,000	\$113,300	\$3,300	
Mailbox and Signs Painting Contract	\$50,000	\$51,500	\$1,500	
Dry Trash Pickup	\$22,240	\$20,061	(\$2,179)	
Chipping Yard Expense	\$225,000	\$337,500	\$112,500	Increased community activity expected; cost is offset by revenue
Storage Yard Repair	\$2,575	\$2,652	\$77	
Dog Park Expense	\$7,308	\$7,527	\$219	
Athletic Facility	\$38,738	\$39,900	\$1,162	

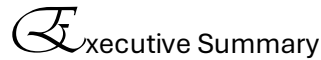
<b>Projected Expense Changes</b>	<b>2024 Budget</b>	<b>2025 Budget</b>	<b>2025-2024 Variance</b>	<b>Explanation of Variance</b>
Ad Valorem Tax	\$2,730	\$1,357	(\$1,373)	
Fuel & Lube	\$89,579	\$90,359	\$780	
Vehicle Maintenance	\$12,994	\$13,384	\$390	
Vehicle Damage	\$1,500	\$1,500	\$0	
Auto Expense	\$4,068	\$7,232	\$3,164	
Pavement Restriping	\$33,500	\$33,500	\$0	
Wildlife Management Contract	\$60,874	\$62,700	\$1,826	
Meat Processing	\$5,100	\$5,000	(\$100)	
TLA Animal Control	\$3,090	\$4,120	\$1,030	
Strategic Plan	\$55,000	\$50,000	(\$5,000)	
Special Project-Nature Trail	\$121,591	\$4,155	(\$117,436)	\$120,000 placed in 2024 budget for Landings Harbor Picnic Pavilion
Bridge Repair/Fixed Pier Repair	\$75,000	\$77,250	\$2,250	
<b>Total Expenses (with COS)</b>	<b>\$11,493,606</b>	<b>\$12,524,932</b>	<b>\$1,031,326</b>	





# Executive Summary

The Landings Association



## Overview

The Landings Association anticipates ending budget year 2024 with current assets of \$12,648,535, total revenues of \$17,145,821, and total operating and capital expenditures of \$16,488,012.

The 2025 budget includes projected total revenues of \$16,786,476 and total operating and capital expenditures of \$18,350,350. Assessment revenues for 2025 are based on \$2,518 per lot, of which \$1,603 is allocated to General Operations and \$915 to Capital Reserves. In addition, non-Assessment revenue is generated, largely through Marinas Operations and Vehicle Registration, along with Rental Income. This non-Assessment revenue is estimated at \$5,206,916 in 2025.

## Budget Highlights

- Total projected gross revenue for the Operating Fund in 2025 is \$12,292,176, a 9% increase from the 2024 Year-End Estimate of \$11,292,486. This reflects a higher 2025 allocation of Assessment revenue to the Operating Fund.
- Total projected gross revenue for the Capital Reserve Fund in 2025 is \$4,494,300. This amount includes an Assessment allocation of \$4,044,300 and Interest of \$450,000.
- Total projected gross revenue for both the Operating and Capital Reserve Funds in 2025 is \$16,786,476, a decrease from the 2024 Year-End Estimate of \$17,145,821, reflecting non-Assessment revenue decreasing in 2025. 2024 Year-End Estimate has a higher revenue amount than 2025, mainly due to a \$426,415 employee tax credit that is owed to the Association.
- Total projected 2025 expenditures in the Operating Fund are \$12,524,932, a 7% increase from the 2024 Year-End Estimate of \$11,728,496, and a 9% increase from the 2024 Budget of \$11,493,606. The 7% increase above the 2024 Year-End Estimate is mainly reflective of higher costs in Staffing, Supplies, Signs and Mailboxes, Landscaping, Engineering Studies, Provision for Income Taxes, and Repair and Maintenance in 2025.
- Total projected 2025 Capital expenditures are \$5,825,418, a 22% increase from the 2024 Year-End Estimate of \$4,759,516, reflecting the replacements of necessary assets scheduled in the Capital Asset Management Plan (CAMP) and increased infrastructure costs for Roads, Storm Drains, Lagoons, Marinas capital repairs, and Bridges/Structures/Equipment.
- Combined, projected 2025 expenditures for both the Operating and Capital Reserves Funds totals \$18,350,350.
- Total net revenues before depreciation in the Operating Fund during 2025 is projected to be \$(232,756) at year-end.
- The 2025 projected Operating Fund balance at year-end is \$1,098,378, and the projected Capital Reserves Fund balance is \$9,986,283.

## Executive Summary

The Landings Association

### *Employees*

The 2025 budget provides for 79 Fulltime Equivalent Employees (FTE), an increase of 1 FTE from the 2024 budget of 78 FTE. Full staffing is budgeted, except for Security and Public Works, at 90% staffing, due to historical turnover trends in these two departments. The Marinas are budgeted at 100% staffed for 2025 vs 80% staffed in previous years due to a decrease in turnover beginning in 2022.

### **2025 Budget Highlights: Operating Fund**

Starting Cash	\$1,320,506
Total Revenue	\$12,292,176
Cost of Goods Sold	\$380,157
Total Expenses	\$12,144,775
Net Revenues Before Depreciation	\$(232,756)
Ending Cash and Investments	<u>\$1,087,750</u>

### **2025 Budget Highlights: Capital Reserves Fund**

Starting Cash	\$11,317,401
Total Revenue (including interest)	\$4,494,300
Total Expenditures	\$5,825,418
Net Revenue	\$(1,331,118)
Ending Cash and Investments	<u>\$9,986,283</u>

# Executive Summary

The Landings Association



## ADOPTING 2025 ASSESSMENT ALLOCATION

WHEREAS: The Board of Directors has established reserve funds for Capital Assets;

WHEREAS: The Board Policy Manual Section XI.D.2 requires that “Allocations to reserves ... shall be reviewed at least annually;”

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE LANDINGS ASSOCIATION THAT:

The \$2,518 Annual Assessment per lot be allocated in the following manner:

<b>Operating Allocation</b>	<b>\$1,603</b>
<b>Capital Reserve Allocation</b>	<b>\$915</b>
<b>Total Annual Assessment Per Lot</b>	<b>\$2,518</b>

\_\_\_\_\_  
President, Board of Directors

\_\_\_\_\_  
Date

## Executive Summary

The Landings Association



### ADOPTING 2025 OPERATING BUDGET

WHEREAS: Article 3.16 of the Bylaws states, “The Board of Directors shall have the power to and authority for...preparing and adopting...an annual budget...”;

WHEREAS: Article XI.K.2 of the Board of Directors Policy Manual states, “The Annual Budget, accompanied by information on staffing, new and expanded activities, capital expenditures, and programs of work shall be adopted by the Board of Directors prior to the beginning of each year”,

WHEREAS: The Board of Directors has received and reviewed the proposed 2025 Budget that contains the Annual expenditure budget, staffing levels, and department work plans;

NOW, THEREFORE, BE IT RESOLVED: That the Board of Directors adopts a total operating budget for the year 2025 of **\$12,524,932**, as set forth in the 2025 Annual Budget.

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President, Board of Directors

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Date

## Executive Summary

The Landings Association



### **ADOPTING 2025 CAPITAL RESERVE BUDGET**

WHEREAS: Article 3.16 of the Bylaws states, “The Board of Directors shall have the power to and authority for...preparing and adopting...an annual budget...”;

WHEREAS: Article XI.K.2 of the Board of Directors Policy Manual states, “The Annual Budget, accompanied by information on staffing, new and expanded activities, capital expenditures, and programs of work shall be adopted by the Board of Directors prior to the beginning of each year”,

WHEREAS: The Board of Directors has received and reviewed the proposed 2025 Budget that contains the Annual expenditure budget, staffing levels, and department work plans;

NOW, THEREFORE, BE IT RESOLVED: That the Board of Directors adopts a total capital expenditures budget for the year 2025 of **\$5,825,418**, as set forth in the 2025 Annual Budget.

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President, Board of Directors

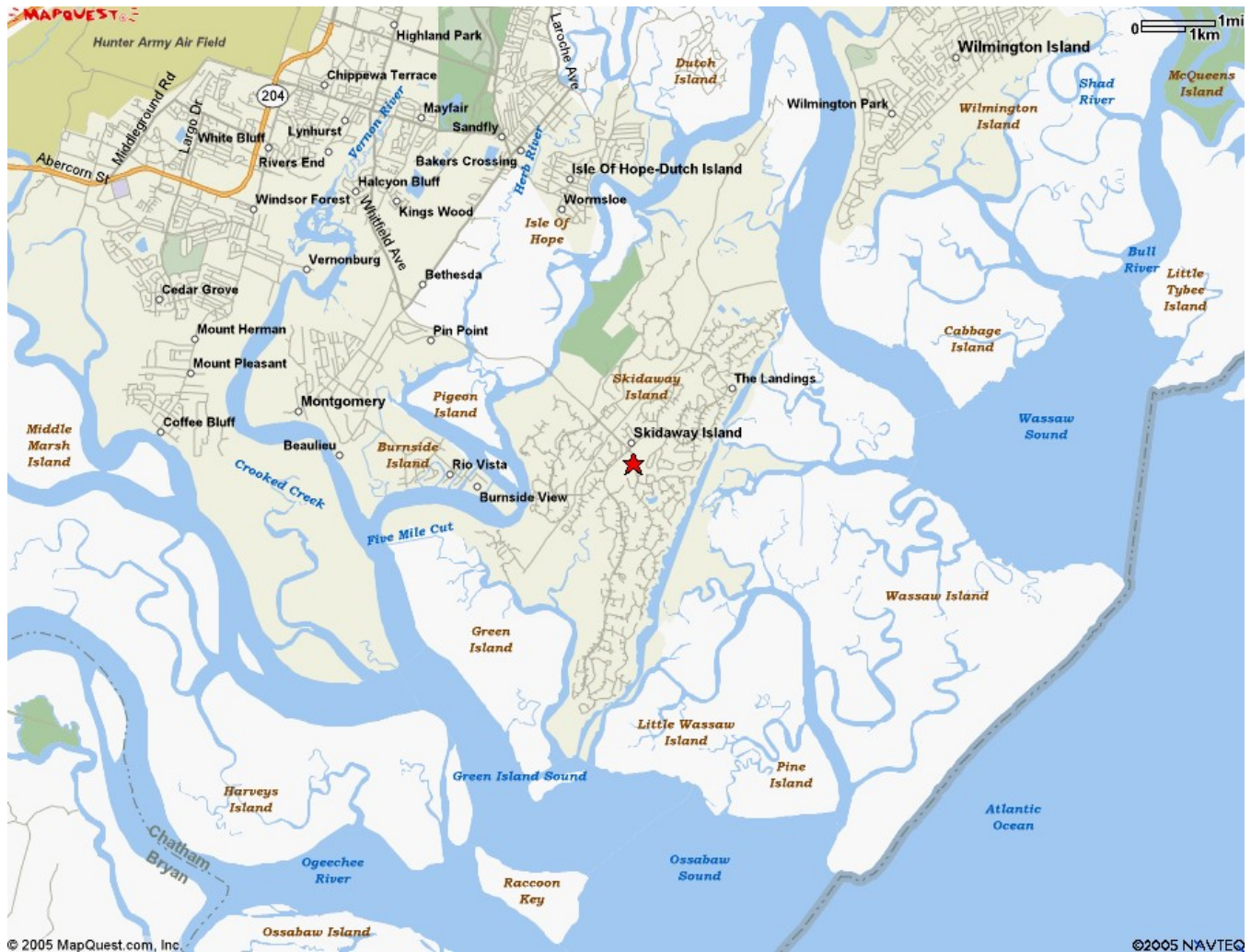
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Date



# Organizational Overview

The Landings Association



## Landings Profile

**General** The Landings on Skidaway Island has been zoned as a Planned Unit Development under the zoning laws of Chatham County, Georgia. The developer was The Branigar Organization, Inc. In 1969, Branigar became a wholly-owned subsidiary of Union Camp Corporation.

**Description of Area** Skidaway Island is an island off the coast of Savannah, Georgia, separated from the mainland by the Intracoastal Waterway and the Wilmington River. Access to the island is afforded by a bridge and causeway maintained by Chatham County. The land area of the island is covered by a forest of live oak, pine, magnolia, and other tree species, and is surrounded by vast expanses of sea marshes and their abundant wildlife.

## Organizational Overview

The Landings Association

**Development Sequence** Branigar and its parent corporation, Union Camp, initially owned a substantial portion of the land area on Skidaway Island, approximately 5,000 acres in size. The developer's plan was to develop this entire tract over a period of years as a planned "natural community," with a quality image for permanent residents and second home/retirement owners. Progress of development depended upon public acceptance of the project and economic feasibility. The community initially was developed in four phases. In 1995, the developer completed the transition to the property owners' association -- The Landings Association, Inc. In 2003 and in 2004, the residents approved the annexations of two additional properties located off of Green Island Road, adjacent to the existing community (Marshview Landing and Moon River Landing).

**Land Plan and Use Concept** The developer obtained the services of the well-known land planning firm Sasaki Associates, Inc., which prepared a schematic master plan for the first four phases. The overall development plan for Skidaway Island allocated a significant part of the land to open space uses for preservation of existing forest area for parks and trail systems, visual control of natural beauty, and otherwise preservation of the natural amenities for the area, insofar as it is consistent with use by man. The trail and greenway system interconnect community facilities and afford residents access to the island's special features. The island has no natural ocean beach. A series of lagoons that weave throughout the community has been developed for storm water management purposes. These lagoons also serve as a visual amenity for island residents, surrounded by common properties or Landings Golf & Athletic Club property, and owned by The Landings Association or The Landings Golf & Athletic Club.

**Covenants and Restrictions** The developer recorded on each lot a Declaration of Covenants, easements, and restrictions which are designated for the common benefit of all residents in the community. Attention is directed to the fact that pursuant to said declaration, each lot is assessed annually with a reasonable amount necessary to defray expenses and other costs in connection with maintaining all common properties and facilities, which are designed for the use of all residents in the development.

**Property Owners' Association** The developer caused to be organized a not-for-profit corporation under the laws of Georgia, known as The Landings Association, Inc. Each lot owner, by acceptance of a deed, becomes a member of the Association automatically with all the rights, privileges, and obligations pertaining to such membership. It is intended that the Association perform services similar to that which would be performed by a municipality and will maintain the common properties and facilities and pay the expenses with respect thereto from the assessments made against property owners.

Date Incorporated: 1972



# Organizational Overview

The Landings Association

## **Our Community of 8,500 Residents Enjoy:**

- 4,755 Total Acres (including 715 acres of common property – 574 in turf, 4 in athletic fields, 22 in gatehouses; 115 in forested areas)
- 91 Miles of Roads and 30 Miles (22 Paved) of Paths/Trails on common property
- 89 miles of Storm Drains
- 310 Center Islands/Medians
- 11 Bridges
- 7 Gated Entrances (serving more than 10,000 vehicles each day)
- 4,420 Lots
- 4,283 Homes Completed (as of October 2024)
- 137 Undeveloped Lots (as of October 2024)
- 151 Lagoons (totaling 269 acres), including the Kids' Fishing Lagoon
- 3 RV Storage Yards
- 2 Deepwater Marinas, with 392 Boat Racks and Slips
- 2 Athletic Fields
- Delegal's Sunset Pavilion
- Playground at Landings Community Park
- Dog Park
- Native Plant Trail
- Nature Trail
- Community Garden
- Carefree Boat Club

## **Provided by:**

- 79 Fulltime Equivalent Employees (FTE), supported by 120 volunteers
- 34 Vehicles (including heavy equipment and two boats)
- 11 Buildings (including the Administration Building, Public Works Facility, Marinas, Gatehouses, and the Marsh Tower)

# Organizational Overview

The Landings Association

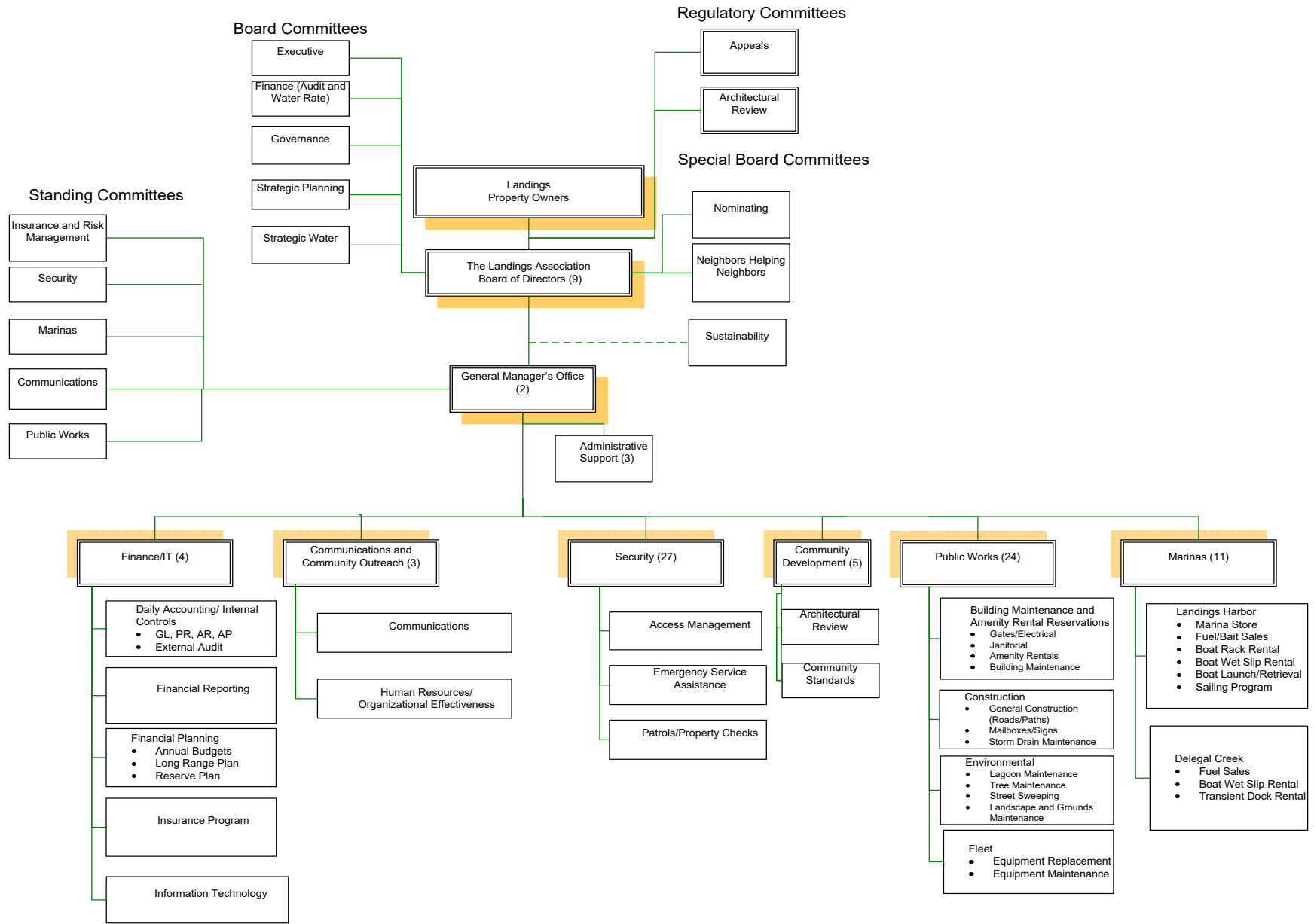
## rganizational Structure

The Landings Association (TLA) operates through an organizational structure composed of nine board members, who serve in staggered terms of three years and are elected by the owners; committees; talented members of the community; and a paid general manager and staff. TLA is a not-for-profit corporation under the laws of the state of Georgia and is responsible for maintaining the common property, administering and enforcing the Covenants, and collecting and disbursing assessments to serve the community.

The responsibility of the Board of Directors is to represent the property owners of the community and provide policy direction and oversight. The Board adopts organizational plans, budgets, policies, and guidelines for implementation by the Association staff; elects officers; appoints and removes the General Manager; and assures the financial wellbeing of TLA.

The responsibility of the General Manager/Chief Operating Officer is to administer TLA affairs through the implementation of policy directives, covenant enforcement, and rules and regulations. The General Manager develops organizational plans and programs; specifies necessary equipment; employs, supervises, and terminates TLA employees, consultants, contractors, and agents; has authority to implement plans approved by the Board of Directors; and may supervise community volunteers in this capacity.

The committees designated as “Board Committees” provide assistance and recommendations to the Board of Directors, are largely composed of Board members, and take direction from the Board. “Standing Committees” are advisory to the General Manager and provide operational support or perform tasks directly assigned by the Covenants.



# Organizational Overview

The Landings Association



The Landings Association has a history of strategic planning dating back to its creation. The purpose of the Strategic Plan is to establish the long-term direction to guide the actions required to remain competitive, maintain and increase property values, attract new residents, and satisfy and retain existing property owners. It contains the organizational vision, mission, and values, and is intended to serve for a three-year timeframe. In 2021, work was completed to create the current Strategic Plan. Work will begin in 2025 on the next Strategic Plan. The current Board-adopted Mission, Vision, and Strategic Plan Goals are below.

## Mission Statement, Vision, and Strategic Plan Goals

### **Mission of The Landings Association**

The mission of The Landings Association is to enhance the value of living at The Landings by maintaining and improving common property and amenities, providing services, and administering covenants in a publicly and fiscally responsible and efficient manner.

### **Vision for The Landings Association**

Our VISION is to be the most vibrant private residential community in the Southeast. We are stewards of the naturally beautiful coastal environment in which we live, work, and play and actively pursue economic, environmental, and social sustainability. We create and foster an active lifestyle, along with experiences and services that enhance our sense of community, security, and quality of life.

### **Strategic Plan Goals**

**GOAL 1 - COMMUNITY GOVERNANCE:** Maintain community engagement and strong financial stewardship while adapting to the evolving needs of the Community

**GOAL 2 - ENVIRONMENTAL OPPORTUNITIES AND CHALLENGES - WATER AND LAND USE:** The Landings was founded on the goal of protecting the outstanding environment where The Landings is located. This goal has survived the first 50 years of The Landings' existence. It is imperative that the Association focus on this goal as it plans for the next 50 years. Water and land use are the key components of this Strategic Goal.

**GOAL 3 - UPDATES OF FACILITIES, AMENITIES, AND SERVICES:** Monitor Community facilities, amenities, and services and improve and expand as needed to accommodate changes in the use, size, and demographics of the Property Owners and to prepare for the future of the Community

**GOAL 4 - TECHNOLOGY:** Research and leverage cutting-edge technologies to enhance the safety, security, and quality of life for residents of The Landings

**GOAL 5 - COMMUNICATIONS:** Continue and expand all Communication Channels with the Property Owners at The Landings

# Organizational Overview

The Landings Association

The Association staff have developed an Employee Vision and a set of Values that nest within the broader Vision established by the Board of Directors. The Employee Vision guides the way work is performed, in order to develop a workplace culture in support of the organizational vision.

Our Employee Mission is to

***Lead our community to excellence through continuous improvement.***

As we work to achieve our mission, we work together to demonstrate that...

## **WE VALUE: People**

**We believe that we are in the business of serving people, not just our residents and guests, but also each other.** We value individual contributions and foster our internal and external relationships. We collaborate to create a supportive team with one unified purpose – to provide outstanding customer service. We treat everyone with respect, seeking to understand our differences and leverage every individual's strength(s).

## **WE VALUE: Leadership in Everyone**

**We believe every employee can be a leader.** Each employee's ideas, initiative, and involvement are essential to ensuring our success. We depend on every team member to demonstrate consistent ownership of responsibilities and be a reliable and supportive resource to everyone as we work towards common goals. We seek out new methods, procedures, and technologies that increase our efficiency to ensure we are achieving our mission. As good stewards and leaders, we are accountable for our actions and decisions.

## **WE VALUE: Open Communication**

**We believe open communication is the cornerstone of successful endeavors.** We communicate openly in constructive and effective ways that build and sustain trust, engaging in active listening and showing respect for others. We are open to, and accept, constructive feedback and use it to implement change. We share ideas and information with transparency, making them available to all.

## **WE VALUE: Fun**

**We believe that work should be fun.** Therefore, we seek the good in all situations and celebrate our accomplishments. We are accessible, approachable, and responsive, exhibiting flexible, positive attitudes. We recognize our successes and stay positive during challenges. We strive to create a team that supports, encourages, and includes every individual.



# Budgetary Overview

The Landings Association

## Budgetary Overview

The Landings Association's Board Financial Policy requires that an Annual Budget, accompanied by information on staffing, new and expanded activities, capital expenditures, and work plans, be adopted by the Board of Directors prior to the beginning of each year.

## Budget Process

Budget preparation affords the departments the opportunity to reassess the goals as well as the strategies for accomplishing them to ensure alignment with the Association's Strategic Plan and core mission. Even though the Budget is reviewed by the Board of Directors in the fall and adopted in December, its preparation begins at least six months prior with projections of reserves, revenues, and financial capacity. It is against this backdrop that departmental expenditure requests are formulated and reviewed.

The annual budget process begins with preparing the assumptions to be used in developing the six-year Long Range Financial Plan (LRFP) projections. The LRFP is reviewed and updated annually to adjust for changes in economic conditions and trends, changes in Board priorities or policies, and other variables that might affect TLA's ability to provide needed services and maintain its financial health in future years.

Following review of the assumptions by the Finance Committee and Board of Directors, the projections are developed. These projections serve as the framework for financial decision making during the balance of the budget process. The Capital Asset Management Plan (CAMP) is a significant variable in the accuracy of the projections. Therefore, internal departmental reviews and updates of CAMP occur during the first half of each year to ensure its completion by the end of October. An independent Professional Reserve Analyst also reviews CAMP and helps update valuations and estimates of useful lives against industry standards, as part of a Reserve Study update.

Department directors typically begin developing their budget requests in July. The first action is to prepare a proposed Work Plan for the upcoming year. The Work Plan introduces the department, including the mission, programs, and services delivered, staffing requirements, projects and initiatives, and outcome measures. During this phase, departments thoroughly review all programs and services, assessing their value and priority to The Landings' property owners based on survey and resident feedback. Year-end estimates are projected, and budget requests are developed for each departmental line item, including Strategic Plan initiatives that require funding. Staff also review the costs of services that are funded by user fees and submit recommendations for any fee adjustments.

Following initial development of year-end estimates and budget requests for the upcoming year, department directors meet with the General Manager/COO and Finance staff to conduct a review of these year-end estimates and the operating and capital budget requests. The budgets are evaluated based on how they relate to the Board of Directors' priorities as reflected in the Strategic Plan, responsiveness to community input, and financial capacity. The departmental budgets then are assigned to Finance Committee Budget Liaisons for review with staff along with requested budget changes. The Budget Liaisons report back to the Finance Committee with their recommendations on each departmental budget. The same process occurs for a review of the Capital Asset Management Plan, with the assistance of the Finance Committee's Reserves

## Budgetary Overview

The Landings Association

Subcommittee and the Professional Reserve Analyst. Following those reports, the overall Budget and the Long Range Financial Plan are reviewed and discussed by the Finance Committee.

The Finance Committee of The Landings Association works extensively with staff during the fall to develop a final recommended Budget to the Board of Directors, which is adopted by the Finance Committee and the Board in December.

### Budget Controls

Control over spending is maintained using internal spending limits established by management and Board Financial Policy. For budgeting, revenues are recognized when they become both measurable and available to finance expenditures for the current period. The Association uses an encumbrance system as a management control technique to assist in controlling expenditures.

#### OPERATING AND CAPITAL EXPENDITURES

Expenditure Amount	Budgeted	Staff	General Manager	Finance Committee	Board of Directors
\$25,000 or over	Not budgeted, or exceeds budget by 10%	Research vendors; solicit bids, develop and administer RFP as necessary; submit written recommendation to GM.	Review and submit to Finance and Audit Committee and Board.	Review and approve	Review and approve
\$50,000 or over	Yes, and is within budget	Research vendors; solicit bids, develop and administer RFP as necessary; submit written recommendation to GM.	Review and submit to Finance and Audit Committee and Board.	Review and approve	Review and approve

#### CONTRACTS

Expenditure Amount/ Timeframe	Staff	General Manager	Finance Committee	Board of Directors
\$25,000 or over and/or 3 years or longer	Research vendors; solicit bids, develop and administer RFP as necessary; submit written recommendation to GM.	Review and submit to Finance Committee and Board.	Review and approve	Review and approve



## Budgetary Overview

The Landings Association

### *2025* Budget

This Budget is for the 2025 budget year and the 2025-2030 Long Range Financial Plan.

The Association recognizes that communication with residents is critical to the success of the organization. Therefore, a copy of this Budget Book will be posted on the Association's website ([www.landings.org](http://www.landings.org)) for community member access.

# Budgetary Overview

The Landings Association

## Tentative *2026* Budget Year Development Calendar<sup>1</sup>

### **June 2025**

#### Capital Asset Management Plan Review

- Inventory (Captured New Assets and Updated Description, Useful Life, Remaining Life, Unit Cost, and Total Cost in 2025 dollars)
- Physical Condition Assessment (site inspection)
- Financial Analysis (starting fund balance, annual reserves contribution, inflation, preventive maintenance budget, alternative reserves contribution schedules)

### **July-August**

#### Baseline Operational Budget Review

- Develop 2025 Year-End Estimates and 2026 Work Plans
- Review Previous Performance
- Research on Industry Pricing
- Departmental Reviews with General Manager/COO
- Build Baseline Operational Budget
- Finance and Board Review of Budget Assumptions

### **September-October**

- Finance Committee Departmental Reviews
- Finance Committee Reserve Reviews and Update of Reserve Study
- Finance Committee LRFP Reviews
- Finance Committee and Board Review of Overall 2026 Budget, 2026-2031 Long Range Financial Plan, and Cash Flow

### **November-December**

- Finance Committee and Board Review of Final Draft Budgets and Adoption of 2026 Budget and 2026-2031 Long Range Financial Plan

# Budgetary Overview

The Landings Association

## Budget Assumptions - 2025 - 2030

### Introduction

The Landings Association's Long Range Financial Plan projections represent a set of assumptions for decision-making purposes. These projections will be realized only if the assumptions used hold true over the forecast period. Therefore, periodic and annual reviews and revisions to these assumptions are completed in order to align them with changes that are anticipated or that occur. The following provides a summary of the assumptions that were used to develop the six-year projections:

**Overall Association and Marina Assumptions.** The following chart shows the percent change in 2025 Budgets compared to 2024 Year-End Estimates for many of the Association's and Marinas' expense and revenue accounts. It also shows the percent change from the 2025 Budget compared to each year of the LRFP thereafter. Details are provided for the change in each of these line items. To see complete comparisons vs. budget and the Long-Range Financial Plan, please see these line items in the Budget Book.

Expense by Item	2025 Budget vs 2024 YE Est	2026+	Explanation of Assumption
Utilities	4%	Varies	Georgia Power 4.5% increase in 2025 and 4.5% in future years; Utilities, Inc. increases 2.3% in 2025 and 3% in future years; GA Natural Gas decreases 10% in 2025 and increases 3% in future years.
Motor Fuel	8%	2%	\$3.40 per gallon of gasoline and \$3.80 per gallon of diesel. These estimates are from the U.S. Energy Information Administration.
Health Insurance and Medical Benefits	1%	1%	For 2025-2030, a 7% increase has been applied for health insurance and 0% for other medical benefits.
Non-Medical Benefits	9% in total	Varies	Employee-related, non-medical benefits are being reviewed for trends.
Total Salaries and Wages	(30)%	Varies	This includes all overtime, bonuses, temporary staffing, and the salary increase budget for individual employees. The 2025 budget provides for 79 Full-Time Equivalent Employees (FTE). For 2025-2030 full staff is assumed for all departments except for Security (90%) and Public Works (90%) due to their historical turnover rate. For year 2025, a 4% increase is factored in for this overall line item for individual employees, and a 3.5% increase for 2026-2030.

## Budgetary Overview

The Landings Association

Expense by Item	2025 Budget vs 2024 YE Est	2026+	Explanation of Assumption
Workers Compensation Insurance	1%	5%	For 2025, there is a 10% increase estimated for Workers Compensation due to our experience mod rating increase to 1.13 in 2024, up from 1.07 in 2023. Workers Comp premiums are projected by our insurance broker to increase by 5% per year for 2026-2030.
Property and Casualty Insurance	12%	6%	For 2025, there is a 12% overall increase for both TLA and the Marinas for Property and Casualty Insurance. For years 2026-2030, a 6% increase has been applied.
Personal and Real Property Tax	7%	5%	Proposed increase by Chatham County Assessors for 2025 is 7%. Based on historical trends, property taxes in the years 2026-2030 are estimated to increase 5% annually.
Dry Trash Pickup	2.5%	2%	Per the Federal Reserve, the projected inflation rate for 2025 is 2.5% and 2026-2030 is projected at 2%.
Marinas Dredging	9%	5%	Dredging Expense is budgeted at \$150,891 for 2025. For the years 2026-2030 a 5% increase has been applied.
Landscaping Contract	13%	2.75%	The annual expense for the landscape contract will increase to a cost of \$1,200,000 in 2025. A 2.75% increase is assumed for 2026-2030.
USDA Wildlife Management	3%	3%	The base USDA contract for Wildlife Management will increase by 3% for years 2025-2030.
Chipping Yard	(16)%	0%	The Landings Association collects 100% of the revenue from dump tickets and keeps 10% of the revenue, with the other 90% going to Evergreen. 2025-2030 is projected to remain flat.
Misc. Inflation Factor	2.5%	2%	Per the Federal Reserve, the projected inflation rate for 2025 is 2.5% and 2026-2030 is projected at 2%.

## Budgetary Overview

The Landings Association

Revenue by Item	2025 Budget vs 2024 YE Est	2026+	Explanation of Assumption
TLGAC Service Agreements - Lagoon Services	27%	3.5%	Contract for Lagoon Services will increase 3.5% in 2025. A 3.5% increase each year is assumed for 2026-2030.
Interest Earned	(14)%	0%	Interest is earned from Investments.
Chipping Yard Revenue	(16)%	0%	The Landings Association collects 100% of the revenue from dump tickets and keeps 10% of the revenue, with the other 90% going to Evergreen. 2025-2030 is projected to remain flat.
Architectural Review Fees Revenue	(32)%	Varies	An increase in permits for new construction and improvements for existing property occurred in 2024. However, we are projecting this will begin to decrease in 2025 and continue to decrease through 2030.
Vehicle Registration Revenue	0%	0%	Residential and Commercial RFID fees are projected to remain flat for 2025-2030.
Marinas Boat Storage	6%	Varies	Both marinas are operating at capacity for 2024. A 5% increase is assumed for 2025, and a 3% increase is assumed each year for 2026-2028 at LHM. Also, a 13% increase is assumed for 2025, and a 3% increase is assumed each year for 2026-2028 at DCM. Revenue is projected to remain flat in 2029 and 2030 for both marinas. The continued dry stack project is expected to make space for additional and larger boats that should positively impact revenue and customer demand.
Marinas Fuel Sales	(6)%	0%	Both marinas are operating at capacity for 2024. Fuel revenue for 2025-2030 is projected to remain flat.
Marina Merchandise Sales	(6)%	0%	2025-2030 merchandise revenue is projected to remain flat.

- ❖ The annual average of \$1,500,000 is the Board-approved minimum cash balance for the Operating Fund.
- ❖ Marinas Profit Margin Targets:
  - Based on historical trends, the profit on sales of Fuel is targeted between 25% - 30%, though this may fluctuate based on the need to charge competitive rates, following local market surveys.
  - The profit on Merchandise sales is targeted at 35% for 2025- 2030.

## Budgetary Overview

The Landings Association

The Fee Schedule on the following pages is for fees for services (user fees) outside the scope of basic Landings Association services that are covered by Assessment revenue, as well as fines for infractions or late fees. These fees help offset the overall property owner Assessment.

## The Landings Association 2025 Fee Schedule

[New or Revised Fees in Blue](#)

<b>Vehicle Fees (per vehicle):</b>		
<b>Description</b>	<b>Cost</b>	<b>Duration</b>
4 - wheel vehicle	\$200	1 Year
6 - wheel vehicle	\$300	1 Year
Vehicle > 6 wheels	\$400	1 Year
Daily Pass	\$20	1 Day
Weekly Pass	\$60	1 Week
Monthly Pass	\$100	1 Month
Domestic worker	\$50	1 Year
Realtor	\$50	1 Year
Fleet rate (4 wheels)	\$25	1 Year
Fleet rate (6 wheels)	\$50	1 Year
Fleet rate (> 6 wheels)	\$75	1 Year
Marshes and Thrive Pass	\$50	1 Year
Frequent Visitor Pass	\$50	1 Year
NPO (Non Property Owner) Club Member	\$629.50	1 Year
PPO (Previous Property Owner, longer than three years) Club Member	\$188.85	1 Year
NPOM National Club Member	\$50	1 Year
Contractor Fines (Minimum)	\$25	1 Time
Boot Device Removal	\$50	1 Time
Commercial Access Tag Replacement	\$15	1 Time
RFID Hangtag Tag Fee (payable if tag not returned)	\$50	1 Time
Gate Hit - reattachment of gate arm	\$50 minimum	Per occurrence
Gate Hit + additional damage (i.e. re-wiring)	Will determine cost according to outlined damaged	Per occurrence

<b>Association/Assessment - Related Fees:</b>		
<b>Description</b>	<b>Cost</b>	<b>Duration</b>
Late Fee	10%	1 Time
Collection Costs and Attorney Fees Incurred Once Lien Reaches \$2,000	Varies	1 Time
Access Tag Reactivation Fee (following privilege suspension)	\$75/vehicle	1 Time
Vehicle Fee for 2+year Past-Due Assessments	\$10/vehicle	Per day
Statement Request for Resale	\$10	Per Event
Resale Disclosure Package	\$240	Per Event
Credit Card Surcharge	up to 2%	Per occurrence

<b>Rental Fees:</b>		
<b>Description</b>	<b>Cost</b>	<b>Duration</b>
TLA Conference Room	\$20	Per event
TLA Conference Room (food/drinks)	\$50	Per event
Sunset Room - Monday - Tuesday	\$375	Per event
Sunset Room - Wednesday - Friday	\$450	Per event
Sunset Room - Saturday - Sunday	\$600	Per event
Facility Rental Fee - Pavilion, Athletic Field, et al (Commercial Use)	\$100	Varies
Reservation Fee – Landings Harbor Picnic Grounds (applicable when structures are requested)	\$250	Per occurrence
Reservation Fee – Landings Community Park Fields (applicable when structures are requested)	\$250	Per occurrence

<b>Mailbox Fees:</b>		
<b>Description</b>	<b>Cost</b>	<b>Duration</b>
New Installation - Small	\$420	1 Time
New Installation - Medium	\$420	1 Time
New Installation - Large	\$420	1 Time
New Installation - Multi-Post	\$155	1 Time
Upgrades / Downgrades	\$50	Per time
Damaged Mailbox Only	\$50	Per time
Damaged Full Replacement (1/2 cost, 1st replacement free of charge)	\$210	Per time

<b>Storage Yard Fees:</b>		
<b>Description</b>	<b>Cost</b>	<b>Duration</b>
10 x 20	\$572	1 Year
10 x 28	\$800	1 Year
13 x 30	\$1,210	1 Year
13 x 36	\$1,338	1 Year
13 x 51	\$1,760	1 Year
13 x 66	\$1,888	1 Year
Lost Storage Yard Key	\$250	1 Time
Beginning move to \$1.30/sq. ft., and 65% for 6 months		
TLA Parking - Daily	\$10	Per Day
TLA Parking - Weekly (7 days)	\$50	Per Week

<b>Dog Park Fees:</b>		
<b>Description</b>	<b>Cost</b>	<b>Duration</b>
First Dog	\$50	1 Year
Each Additional Dog	\$40	1 Year
September 1st - Yearly Pro-rated	\$20	4 months

## The Landings Association 2025 Fee Schedule

[New or Revised Fees in Blue](#)

### Architectural Review Fees:

Description	Cost	Duration
New Construction - Conceptual (credit towards final)	\$350	Per occurrence
New Construction - Preliminary / Final	\$2,000	Per occurrence
Under Construction Revision	\$200	Per occurrence
Addition / Major Improvement: includes all additions/modifications to the building envelope - conditioned, unconditioned, screened and/or under roof	\$750	Per occurrence
Alterations (no change to building footprint)	\$100	Per occurrence
Pools	\$1,000	Per occurrence
Spas / Hot Tubs	\$150	Per occurrence
Rapid Renovation	\$100	Per occurrence
Outdoor Living Feature: deck, fire pit, terrace, pergola, outdoor kitchen, etc. (not under roof)	\$250	Per occurrence
Landscape: improvements impacting 25% or more of the landscaped area/At grade		
Hardscape: paths, patios, pathways, etc./Exterior Lighting	\$100	Per occurrence
Playground Equipment	\$50	Per occurrence
Bush hog	\$50	Per occurrence
Demolition	\$0	Per occurrence
Re-inspection (not ready for inspection)	\$100	Per occurrence
Variance Request	\$200	Per occurrence
Dumpster, Portable Storage Unit, Portable Toilet	\$50	Per occurrence
Re-painting and re-roofing	\$0	Per occurrence
Maintenance Notification (like-for-like material/no change to footprint)	\$0	Per occurrence
Permit Extension Request	\$25	Per occurrence
Application Resubmission: Resubmissions of plans not in accordance with recommendations made by ARC upon disapproval or those which to not substantially differ from previously denied submission (per submission)	\$200	Per occurrence
<a href="#">FSBO Sign Rental</a>	<a href="#">\$55</a>	<a href="#">1 Year</a>

### Evergreen Chipping Yard Dump Ticket Fees:

Description	Cost	Duration
Pickup Truck - 1 ticket	\$25	1 load
Single Axel-Landscape Trailer - 2 tickets	\$50	1 load
<a href="#">Tandem Axel-Landscape Trailer - 4 tickets</a>	<a href="#">\$125</a>	<a href="#">1 load</a>
<a href="#">Tandem Axel-Landscape Trailer&gt;4 tires- tickets</a>	<a href="#">\$150</a>	<a href="#">1 load</a>
<a href="#">Single-Axle Dump Truck - 4 tickets</a>	<a href="#">\$125</a>	<a href="#">1 load</a>
<a href="#">Tandem-Axle Dump Truck - 6 tickets</a>	<a href="#">\$175</a>	<a href="#">1 load</a>
<a href="#">Semi Truck - 14 tickets</a>	<a href="#">\$350</a>	<a href="#">1 load</a>

### Marinas Fees:

Description	Cost	Duration
30 amp Electric at Delegal	metered	Monthly
50 amp Electric at Delegal	metered	Monthly
30 amp Daily Electric at Delegal or Landings Harbor Guest	\$5	Daily
50 amp Daily Electric at Delegal or Landings Harbor Guest	\$10	Daily
Electric Service at Landings Harbor Wet Slips	Metered	Monthly
<a href="#">Dry Rack Annual Agreement</a>	<a href="#">18.20/ft.</a>	<a href="#">Monthly</a>
Rack Fee for "Outside" Boats	\$20	Daily
Haul-Out/Trailer Fee	\$5/ft.	1 Time
<a href="#">Jet Ski Storage</a>	<a href="#">\$137.81</a>	<a href="#">Monthly</a>
Jet Ski Service Launch Fee	\$25	Per movement
<a href="#">Landings Harbor Wet Slip Dockage</a>	<a href="#">\$18.56/ft.</a>	<a href="#">Monthly</a>
<a href="#">Delegal Wet Slip Dockage Annual Agreement</a>	<a href="#">\$17.21/ft.</a>	<a href="#">Monthly</a>
Delegal or Landings Harbor Per Day Guest Rate	\$2.25/ft.	Daily
Delegal Oversize Boat Charge (Additional 50% of Monthly dockage fee)		
Guest Pump-Out Fee	\$5	Cycle
Contract Termination Fee	\$500	1 Time
Kayak Storage	\$28	Monthly
Kayak Registration Fee	\$20	Yearly
Sailing Program		
<a href="#">Racing - Resident</a>	<a href="#">\$75</a>	<a href="#">Monthly</a>
<a href="#">Racing - NPOMM</a>	<a href="#">\$95</a>	<a href="#">Monthly</a>
Unauthorized Boat Fee-Wet Slip Dockage	\$100	Initial Fee

### Fine Schedule:

**Description - The Board reserves the right to impose higher fines for egregious offenses.**

Description	Cost	Duration
Rules and Regulations, Architectural Guidelines, Covenants, and Commercial Violations unless otherwise specified (per occurrence)	\$50	Per occurrence
Unlawful Conduct	\$250	Per occurrence
<a href="#">Non-Moving Vehicle and Golf Cart Violations (unregistered golf cart, etc.)</a>	<a href="#">\$50</a>	<a href="#">Per occurrence</a>
<a href="#">Parking Violation</a>	<a href="#">up to \$50</a>	<a href="#">Per occurrence</a>
Moving Vehicle and Golf Cart Violations (hands-free, traffic control devices, etc.)	\$100	Per occurrence
Unlicensed Driver	\$150	Per occurrence
Driving with Suspended or Revoked Driver's License	\$500	Per occurrence
Habitual offenders of moving vehicle violations to include speeding	Recommendation for Board to require Defensive Driving or another appropriate course at their discretion	Per occurrence
Speeding Violations		
7-10 MPH over the posted speed limit	\$50	Per occurrence
11-15 MPH over the posted speed limit	\$100	Per occurrence
16-20 MPH over the posted speed limit	\$150	Per occurrence
21-25 MPH over the posted speed limit	\$300	Per occurrence
26+ MPH over the posted speed limit**	\$500	Per occurrence

\*\*Recommendation for suspension of driving privileges in the community for 30 days



## The Landings Association 2025 Fee Schedule

[New or Revised Fees in Blue](#)

Speeding in Construction or Men Working Zone \*\*\*

\$200 Per occurrence

\*\*\* The fine for this violation is in addition to the speeding violation.

Speeding Violations on Community Paths

3-5 MPH over 18 MPH

\$50 Per occurrence

6-9 MPH over 18 MPH

\$100 Per occurrence

10+ MPH over 18 MPH

\$300 Per occurrence

Abusive Conduct Violations (per occurrence)

1st Violation

\$250 Per occurrence

2nd Violation

\$500 Per occurrence

3rd and Subsequent Violations

\$1,000 Per occurrence

### Fine Schedule:

Description	Cost	Duration
Short-Term Rental and Partial Dwelling Violations		
1st Violation	\$250	Per day of rental
2nd Violation	\$1,000	Per day of rental
Private Property Maintenance Standards Violations (per day)	\$25	Per day
Unpermitted Construction Work	\$25	Per day
Revisions Made without ARC and/or Community Development Department Staff Approval (per item)	\$25	Per day
Unpermitted Installation of Dumpster, POJ, or POD	\$250	Per occurrence
Failure to Complete Construction within the Approved Timeframe	Up to \$1,000 Monthly Until Completion	Per month or portion thereof

# Budgetary Overview

The Landings Association

## Budget Summary by Fund

This section provides a Budget Summary by Fund for each of the next six years. It reflects the detail, in summary fashion, of the Association's Long Range Financial Plan, while illustrating the relationships between the Funds. By way of introduction to these Budget Summaries, a brief explanation of TLA's fund accounting is provided below.

## Description of Accounts and Funds

The Landings Association develops and manages its Budget in accordance with the principles of "fund" accounting. Fund accounting is a concept designed to meet the needs of not-for-profit organizations, as well as governmental and quasi-governmental entities where legal or accounting constraints require that specific receipts and disbursements be recorded. The transactions of each fund are reflected in a set of self-balancing accounts, an accounting entity which stands separate from the activities reported in other funds. A fund includes both revenue and expense accounts.

Revenues allocated to a single fund may come from one or more sources. In addition, revenue from a given source may be allocated to a single fund or may be distributed among several funds. A single fund may finance several activities and/or provide financial resources for one or more activities in conjunction with other funds. Revenue received in a given fund, to provide resources to be expended in another fund, is authorized in the budget as an "Interfund Transfer".

The operations of each fund are accounted for by providing a separate set of self-balancing accounts, which is composed of its assets, liabilities, fund equity, revenues, and expenses, as appropriate. The funds maintained by the Association are as follows:

### **General Operating Fund**

The primary source of revenue is the Annual General Purpose Assessment (Annual Dues). Non-Assessment revenue provides a secondary source of revenue, including Marinas boater fees and commercial vehicle registration.

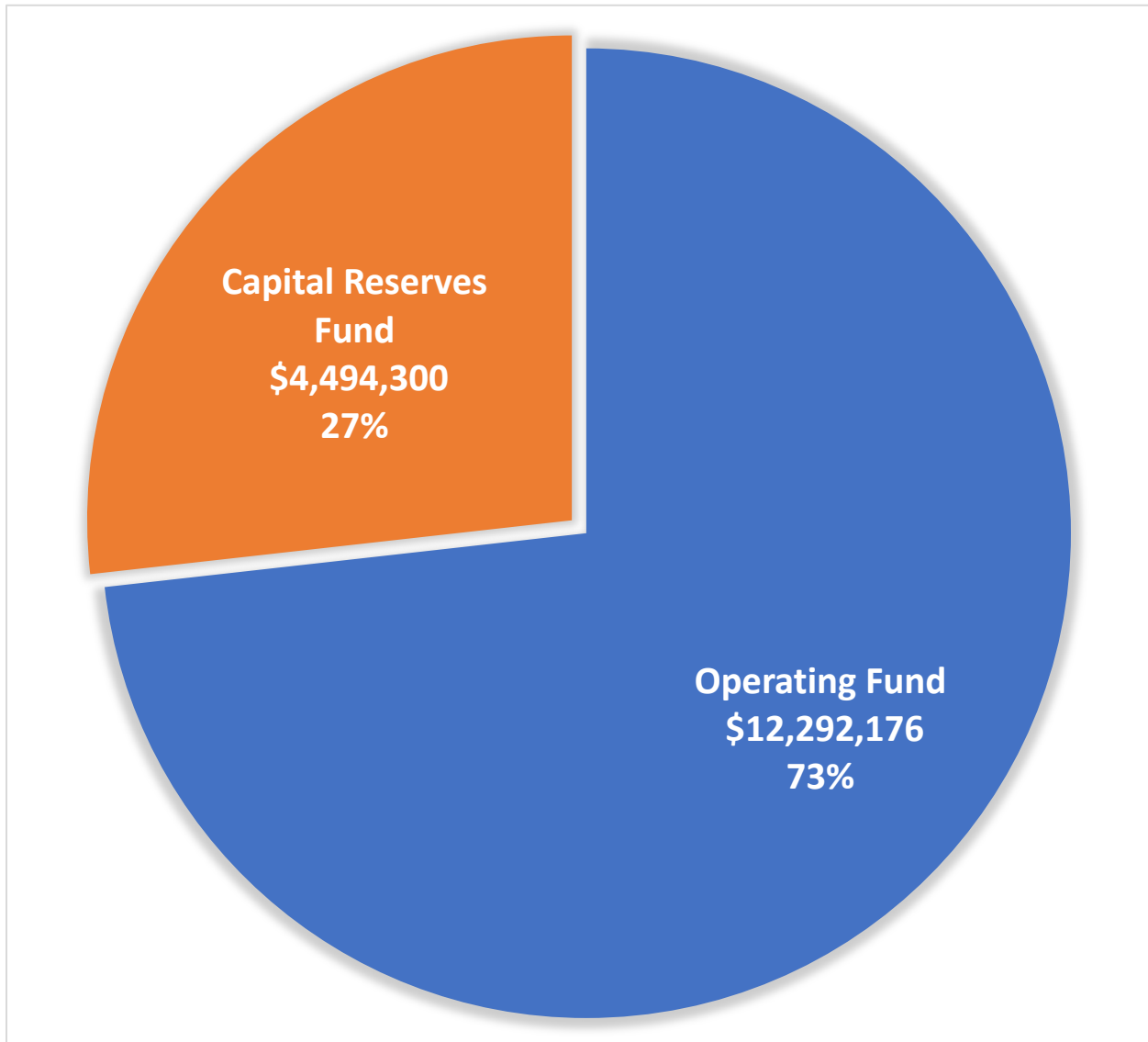
### **Capital Reserves Fund**

The Capital Reserves Fund accounts for the financial resources to be used for repair and replacement of capital assets.

## Budgetary Overview

The Landings Association

2025 *R*evenues by Fund

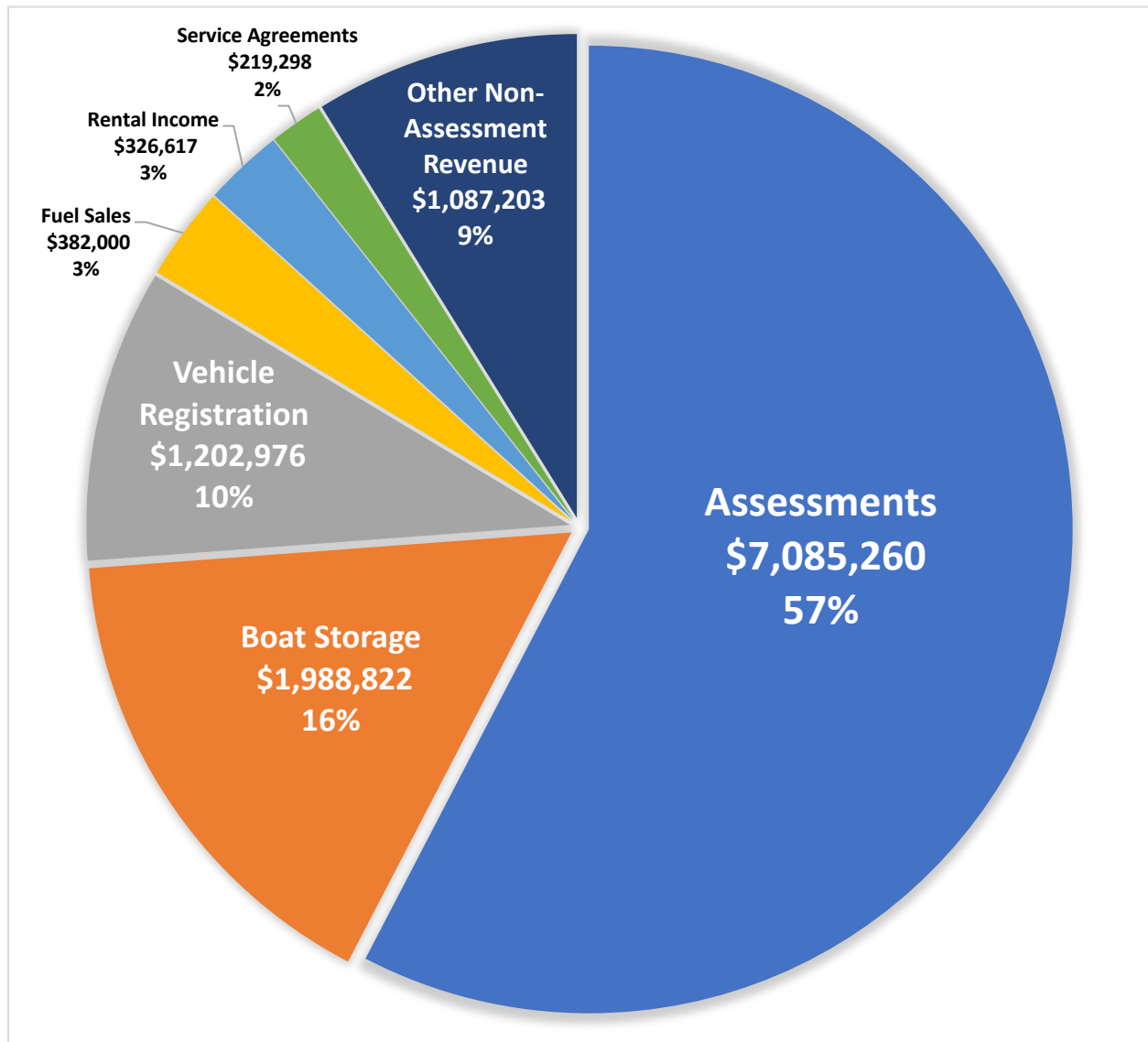


The chart above indicates most of the Association's revenue is generated in and for the Operating Fund, with 27 percent being allocated to the Capital Reserves Fund for repairs and replacements.

## Budgetary Overview

The Landings Association

2025 *R*evenues by Type – Operating Fund

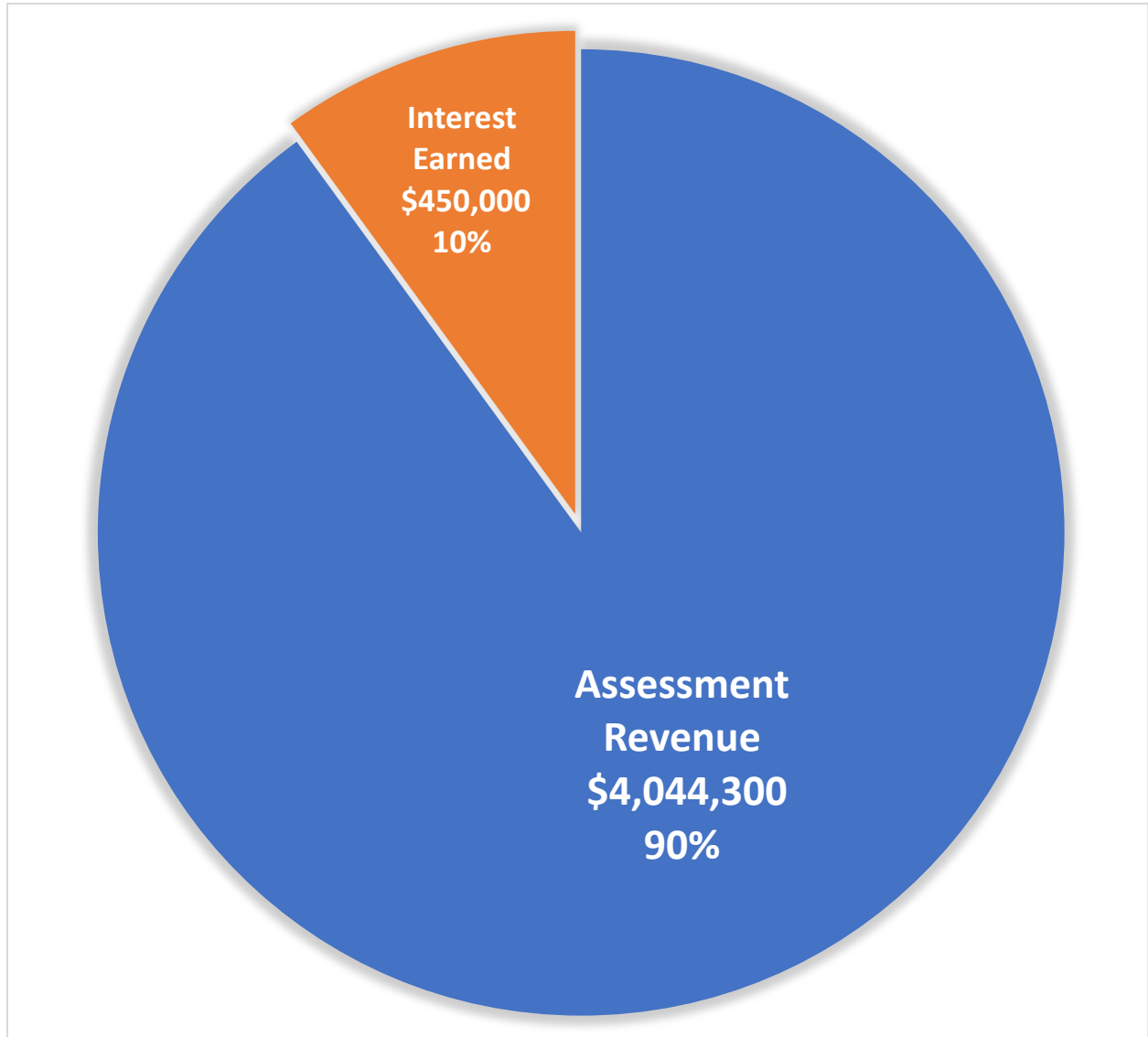


Eighty-three percent of Operating revenue generated by the Association is from three sources – Assessments, Boat Storage, and Vehicle Registration. Revenue sources that generated 17 percent of the total revenue have been classified as Fuel Sales, Rental Income, Service Agreements and Other Non-Assessment Revenue.

## Budgetary Overview

The Landings Association

2025 *R*evenues by Type – Capital Reserves Fund

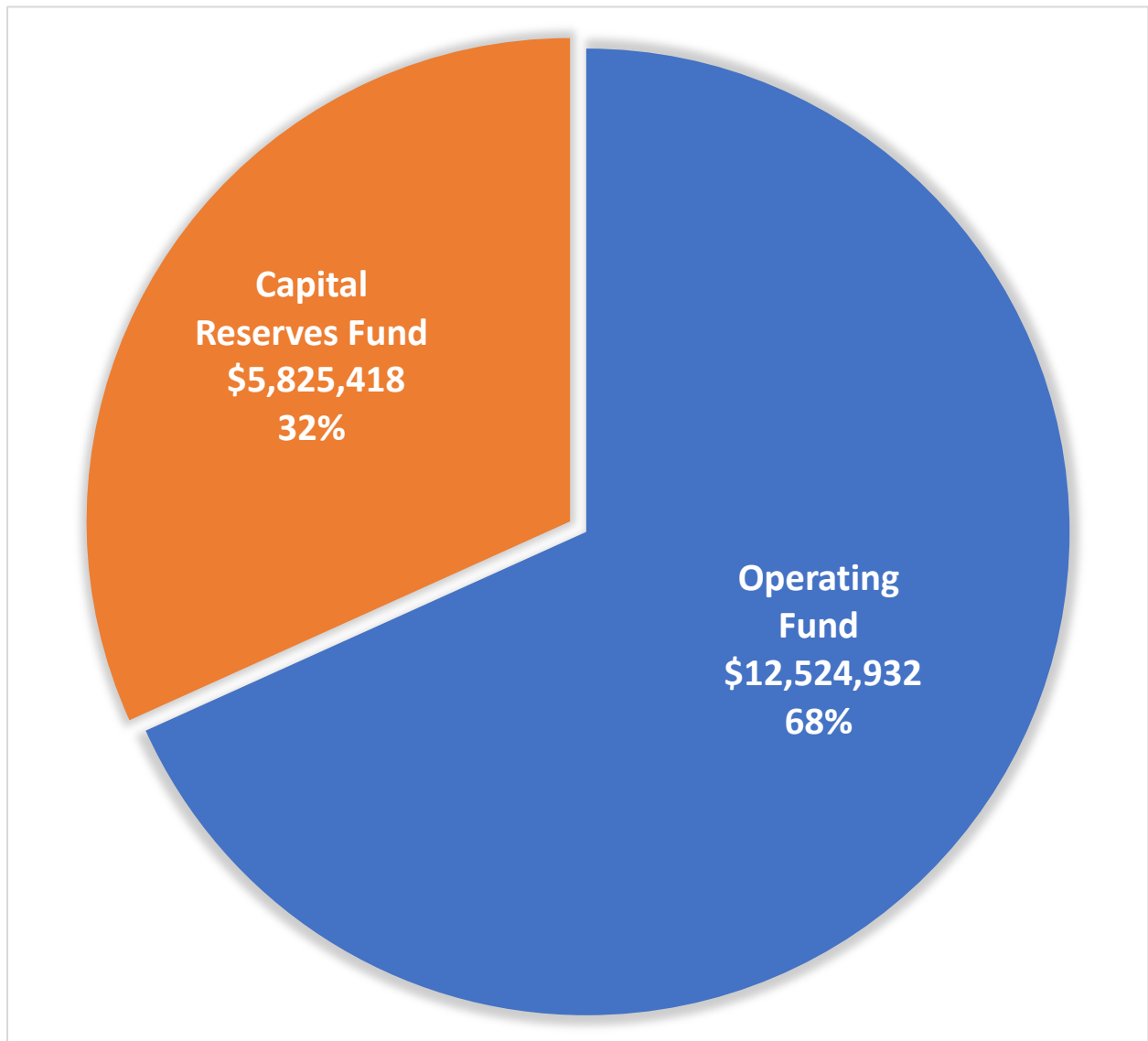


Ninety percent of Capital Reserves revenue generated by the Association comes from Assessment Allocations. Interest Earned generates 10% of the total Capital Reserves revenue.

## Budgetary Overview

The Landings Association

2025 Expenditures by Fund

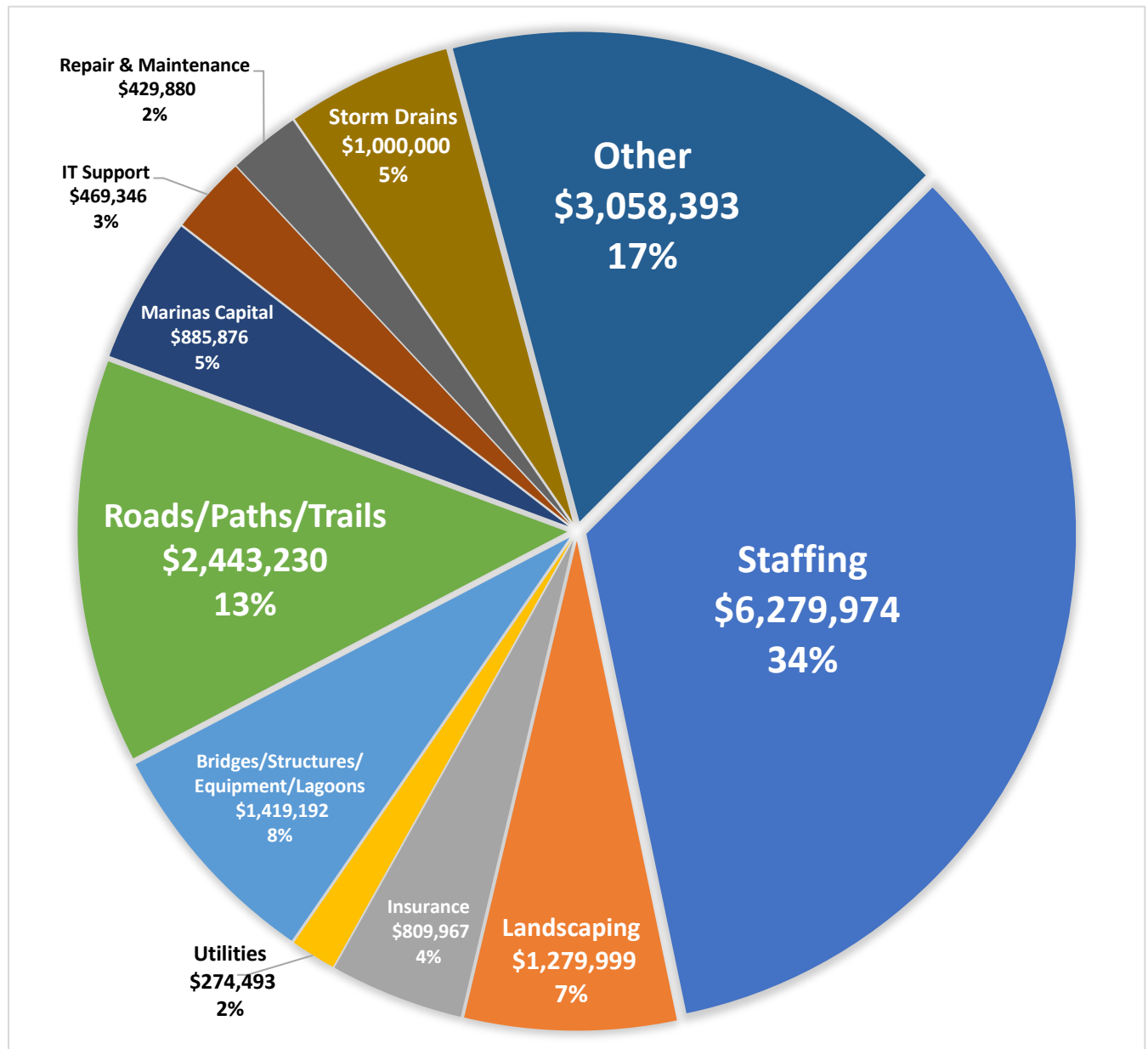


Sixty-eight percent of the Association's expenditures are for general operations in the Operating Fund. Repairs and replacements scheduled in the Capital Reserves Fund account for 32 percent of the expenditures.

## Budgetary Overview

The Landings Association

2025 Expenditures by Type – Operating and Capital Reserves Funds

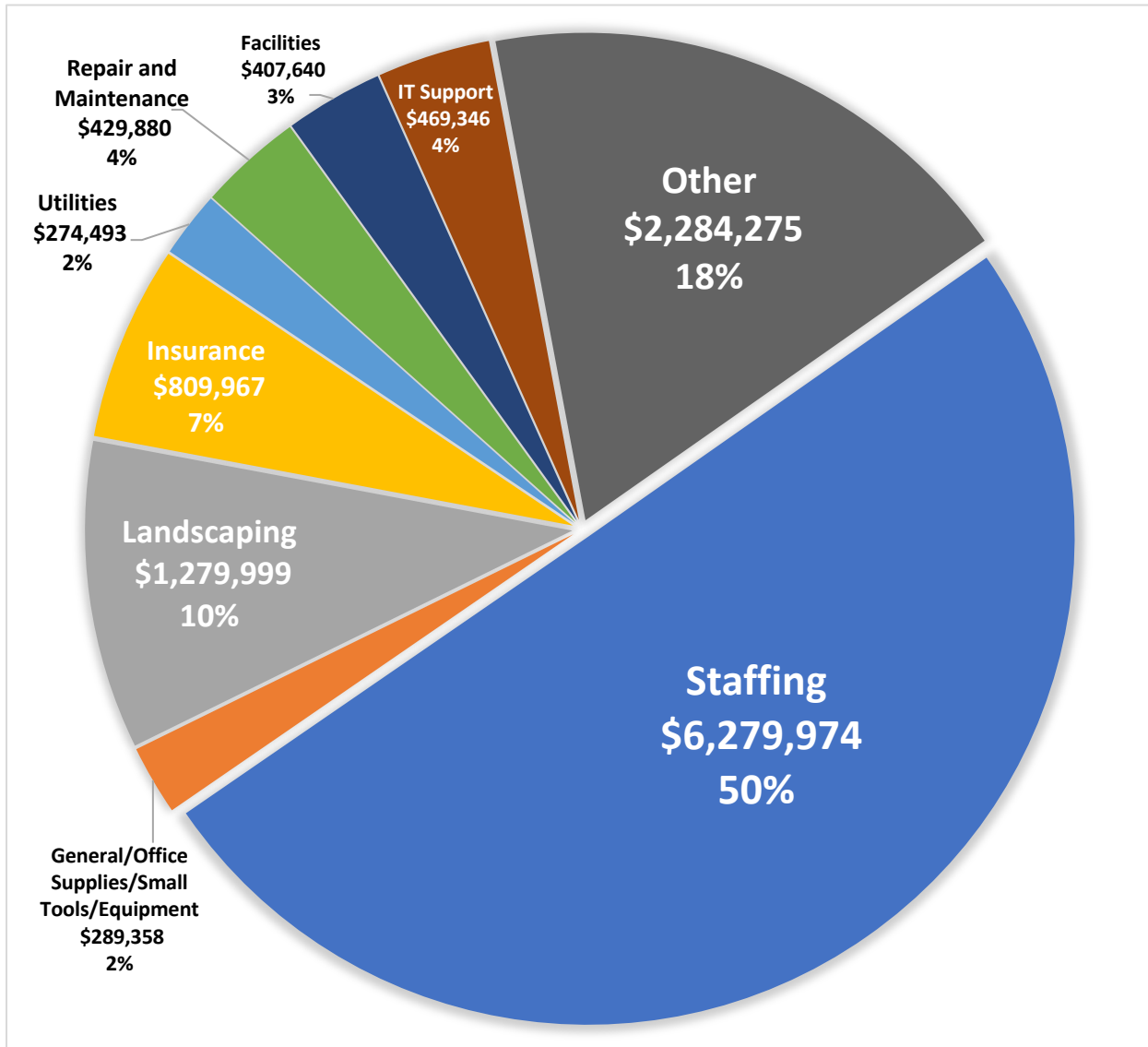


Staffing costs account for 34 percent of expenditures. 25 percent of the expenditures are related to common property maintenance (Landscaping, Storm Drains, and Roads/Paths/Trails). Marina Expenses and Bridges/Structures/Equipment/Lagoons make up 13 percent of the total. Insurance, Repair & Maintenance, IT Support, and Utility expenses are 11 percent of the total. Smaller expenditures that collectively comprise 17 percent of the total amount have been combined into Other. This includes items such as Association Capital, Supplies, Consulting Services, Facilities, Engineering Studies, Recruiting and Retention, and Legal Expense.

## Budgetary Overview

The Landings Association

2025 *E*xpenditures by Type – Operating Fund



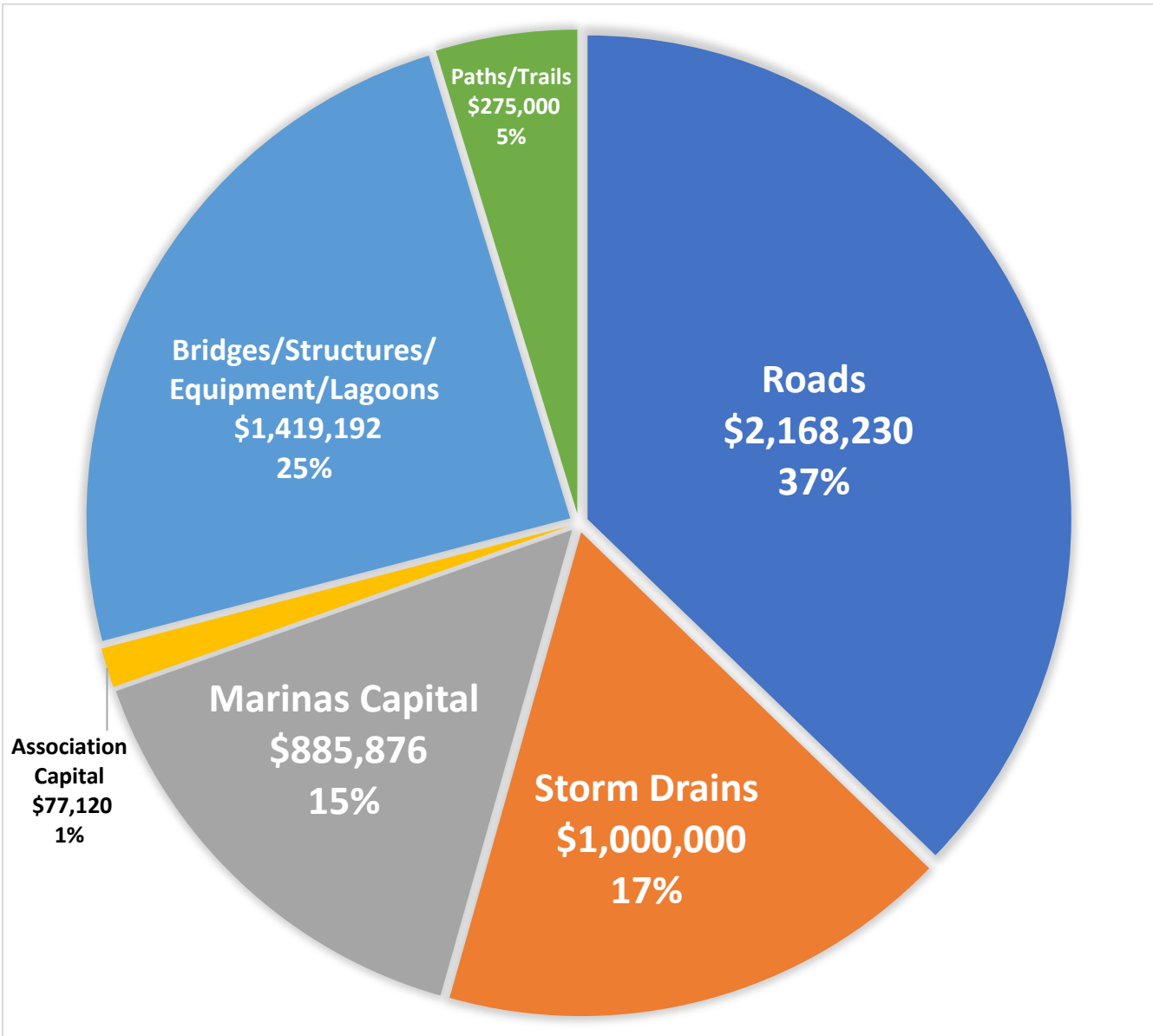
Fifty percent of the expenditures made from TLA's Operating Fund are staffing related, which is to be expected, as a property owners' association is a service delivery business. Expenditures that account for 18 percent of the total expenditures are combined into Other. This includes items such as Lagoon Expenses, Dredging Expense, Consulting Services, Engineering Studies, Recruiting and Retention, and Legal Expense. Insurance, Landscaping, Repair and Maintenance, and Utilities account for 23 percent of the total. Facilities, General/Office Supplies/Small Tools/Equipment, and IT Support combined account for 9 percent.



## Budgetary Overview

The Landings Association

2025 Expenditures by Type – Capital Reserves Fund



The primary expenditures in 2025 will be in four areas – Roads, Bridges/Structures/Equipment/Lagoons, Storm Drains, and Marinas Capital-- which account for 94 percent of the total capital expenditures.

# Budgetary Overview

The Landings Association

## 2025 Budgeted Personnel Summary

It is important to The Landings Association to have employees who reflect the mission, goals, and values of the Association and the Landings community. This requires working efficiently and effectively, constantly striving to improve service delivery and processes for our property owners. On an ongoing basis, we evaluate our total compensation package to balance market competitiveness with fiscal responsibility to enable the Association both to attract and retain quality employees. The Association will find new and innovative approaches to recruit, retain, and develop quality employees who exemplify our values and embrace our goals to serve best The Landings' property owners.

Board policy requires that "a Classification & Compensation Plan covering all employees except the General Manager shall be adopted annually by the Board of Directors and administered by the General Manager under guidelines approved by the Board."

Below is the proposed Plan for FY2025, which is an increase of one position from the 2024 Budget.

### Classification and Compensation Plan

Position Title	2025 FTE	2025 Minimum	2025 Maximum
<b><u>Exempt Positions</u></b>			
Leadership / Department Directors	7	\$99,000	\$143,000
Managerial	4	\$78,000	\$94,000
Professional	8	\$56,000	\$82,500
<b><u>Non-Exempt Positions</u></b>			
Supervisors	5	\$24.00	\$31.00
Admin Support, Acct Specialists, Prop Inspectors	8	\$20.00	\$31.00
Public Works Specialists	19	\$18.00	\$31.50
Security Officers	20	\$18.00	\$25.50
Marina Dock Attendants and Forklift Operators	7	\$16.00	\$21.00
<b>Total FTE for 2025</b>	<b>78</b>	<b>(Not including GM)</b>	

# Long Range Financial Plan

The Landings Association

## Financial Overview

The Financial Overview is designed to provide a summary of the Financial Policies that govern The Landings Association's financial management practices and to present the Association's Long Range Financial Plan (LRFP).

## Financial Policies

This section presents a summary of the policies that the Association follows in managing its financial and budgetary affairs.

### **Auditing and Financial Reporting**

- The Association requires an annual audit of the books of account, financial records, and transactions of all funds by Independent Certified Public Accountants.
- The Association produces annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP).

### **Revenue Policy**

- The Association follows an aggressive policy of collecting revenues.
- The Association typically establishes all user charges and fees at a level related to the full cost (operating, direct, indirect, and capital) of providing the service. The Association reviews fees/charges annually.

### **Investment of Idle Funds**

- The safeguarding of all Association monies shall be the highest priority. Money shall not be invested or managed in any manner that would jeopardize the safety of the principal.
- The Association manages and invests all monies to maximize net earnings consistent with the responsibility to secure the maximum, safe, investment returns possible from monies assigned to its stewardship.

### **Purchasing Policy**

- A commodity or service should be obtained at the lowest cost possible consistent with the quality required to maintain efficient operations of Association departments.
- When the Board of Directors approves a level of expenditures for any given department, that, in itself, is not a permit to expend funds, unless the need exists and the item is within the Association's budget.
- The Association maintains a control system to ensure adherence to the budget and prepares regular reports comparing expenditures to budgeted amounts.

# Long Range Financial Plan

The Landings Association

## Fixed Asset Policy

- This exists:
  - To safeguard the investment in fixed assets
  - To use the fixed asset system as a management tool for replacement of recurring items to avoid duplication and inefficient use of fixed assets
  - To provide information for preparation of financial statements in accordance with GAAP
- When disposing of fixed assets, every effort should be made to recover some of the original cost by selling and/or trading in the fixed asset.

## Capital Asset Management Plan

- The Association develops a multi-year plan for capital replacements and reserve assets and updates it annually. This Capital Asset Management Plan (CAMP) serves as a management tool for development of the projected Capital Reserves funding requirements.
- New capital projects are funded on a pay-as-you-go basis through operations or through donations made by various community organizations that desire a new asset. Examples of amenities initially funded by donation include the Athletic Field, Dog Park, Fishing Lagoon Education Pavilion, Nature Trail, Sunset Park improvements, Landlovers Benches, and interpretive signage at our Natural and Historical Sites. The eventual repairs or replacement of all major assets following their initial construction or installation is subsequently captured within the Capital Asset Management Plan.
- Capital replacements and reserve assets involve the outlay of substantial funds and represent investments with long useful lives. Therefore, numerous strategies are evaluated to enable the Association to pay for capital replacements and reserve assets over a longer period. While options include the use of Reserves, Debt, and Special Assessments, preference always is given to Reserves funding of such assets. The Community Association Institute's best practices strongly recommends Reserves funding due to its stabilizing impact and highly equitable nature.
- The Association engages an independent Professional Reserve Analyst each year to update the Reserve Study, which recommends a Capital Reserves funding plan. This plan is a guide for the Board of Directors and Finance Committee, which may or may not choose to deviate from its recommendations.

## Accounting Policy

All Association funds are accounted for using the modified accrual basis of accounting. Revenues are recognized when they become measurable and available. Assessments are considered "measurable" when received by the Association, and a monthly prorated portion is recognized as revenue. Major revenues that are not accrued because they either are not available soon enough to pay liabilities of the current period, or are not objectively measurable, include permits, fees, sales, and forfeitures in the operating fund. Expenditures generally are recognized when paid.

# Long Range Financial Plan

The Landings Association



This section represents the Association's Long Range Financial Plan for the next six years. It is based on the budget assumptions developed for both the Operating Fund and the Capital Reserves Fund, and these assumptions are reviewed and approved by the Finance Committee and the Board of Directors.

This multi-year plan attempts to look into the future and determine what effects various factors may have on the costs of delivering quality services. The information provided in this Plan informs our decision-making and planning and allows the Association to consider how actions taken today might affect our future. The specific assumptions used in the development of the Long Range Financial Plan are included in this budget document under the Budgetary Overview section.

It is important to understand the limitations of a multi-year financial Plan:

- There always will be uncertainty about the future.
- There always will be factors unknown at the time the Plan is developed.
- Formulating policy in response to a projection will change the accuracy of the projection.
- Projections are based on current knowledge, trends, expectations, and policies, any or all of which may change, affecting the accuracy of the projection.
- The viability of a set of projections decreases as the time period forecast is extended. In other words, a projection of what might happen next year is more reliable than a projection of what might happen six years from now.

The real value of these projections is not in predicting the future, but in recognizing the long-term impact today's decisions may have and providing the Association with an early warning system of potential issues. These projections prepare us to address tomorrow's opportunities and challenges in a timely manner.

# Long Range Financial Plan

The Landings Association

## Long Range Financial Plan Discussion

The chart below depicts major changes to anticipated revenues and expenses through 2029 vs. what was projected in 2024's Budget. Please note the numbers are cumulative for the five-year period.

### Major Changes from 2024 to 2025 Long Range Financial Plan

#### Projected Operating Revenue Changes compared to 2024 Plan

<b>Main Drivers:</b>	<b>2025-2029</b>
Assessment Revenue	\$3,231,020
Dump Tickets (Chipping Revenue)	\$625,000
Rack Rental - Boats LH	\$173,271
Vehicle Registration - Other	\$161,565
Service Agreement - TLGAC - Security	\$160,874
EFT Processing Fee Revenue	\$123,090
RV Storage Yard	(\$311,729)
<b>Cumulative 5-Year Operating Revenue Change from 2024 LRFP to 2025 LRFP</b>	<b>\$4,163,091</b>

#### Projected Operating Expense Changes compared to 2024 Plan

<b>Main Drivers:</b>	<b>2025-2029</b>
Total Health Insurance	\$674,505
Chipping Yard Expense	\$562,500
Landscape Contract	\$518,494
General Supplies/Equipment	\$511,541
Insurance	\$420,037
IT Maintenance Agreements	\$386,353
Software and Peripherals	\$273,200
Salary and Wages	\$190,359
EMS Support	(\$270,385)
<b>Cumulative 5-Year Operating Expense Change from 2024 LRFP to 2025 LRFP</b>	<b>\$3,266,604</b>

#### Projected CAMP Changes compared to 2024 Plan

<b>Main Drivers:</b>	<b>2025-2029</b>
Storm Drains Increase	\$1,456,000
Bridges/Strictures/Equipment Increase	\$562,930
Interest Earned Increase (Revenue)	(\$115,000)
Association Capital Decrease	(\$428,914)
<b>Cumulative 5-Year CAMP Change from 2024 LRFP to 2025 LRFP</b>	<b>\$1,475,016</b>

# Long Range Financial Plan

The Landings Association

## Other Changes

In addition, our rolling six-year Long Range Financial Plan now includes the year 2030.

We also increased the minimum asset depreciation threshold from the current state of a minimum cost of \$1,000 and 3-years useful life to, a minimum cost of \$5,000 and 3-years useful life. This means, there will be a total number of 195 assets transferred out of the Capital Reserves budget and into various expense accounts in TLA's Operating Budget, equal to a total of \$502,921.

## Capital Assessment Management Plan Major Changes

We have made the following major changes to our Capital Asset Management Plan (CAMP):

- Marsh Tower Observation Repair Allowance (2025): This project was moved from 2024 to be completed in 2025, and the cost increased from \$350,000 to \$495,000.
- Marinas Dry Stack Replacement Project (2022-2026): This project has been allocated through the year 2026. The new allocation is as follows: 2025 (\$705,232), 2026 (\$350,000).
- Storm Drains (2025-2029): The cost and scope of work has increased from \$3,322,000 to \$4,778,000. This addresses failures in some of the storm drains, and accounts for storm drain maintenance funds.
- Roads (2025-2029): The cost of work has decreased from \$9,011,157 to \$8,665,423. This will cover the resurfacing of various roads throughout the community as well as additional costs used for curb repair and replacement.
- Association Capital (2025-2029): The cost for Association Capital has decreased from \$705,530 to \$276,616 after multiple assets were moved to the Operating Fund, under the new asset depreciation threshold.
- Delegal Fixed Walkway Replacement (2029): This project was moved from 2027 to be completed in 2029 for \$562,754.
- McWhorter Bridge Redecking (2029): This project was moved from 2026 to be completed in 2029 for \$619,030.

The Cash Flows on the next page show the projected Operations and Capital Reserves expenditures over the next six years.

The Long Range Financial Plans charts on the subsequent pages show in much more detail the projected Operations and Capital Reserves expenditures over the next six years.

**Cash Flow Projection Operating**

Assessment Allocation Per Lot (4,420 lots)

General Assessment

Reserves

Total

2023 Budget	2023 Year-End Estimate	2023 Year-End Actual	2024 Budget	2024 Budget Amendment	2024 Year-End Estimate	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
1,341	1,263	1,221	1,397	1,319	1,319	1,603	1,671	1,741	1,770	1,893	2,004
929	1,007	1,049	1,048	1,126	1,126	915	923	853	824	701	590
2,270	2,270	2,270	2,445	2,445	2,445	2,518	2,594	2,594	2,594	2,594	2,594

**OPERATING FUND**

**Operating Fund Activity**

Assessment Revenue

Non-Assessment Revenue

Total Operating Expenses

Net Revenues Over Expenses

Add Back: Depreciation

Net Operating Revenues Before Depreciation

2023 Budget	2023 Year-End Estimate	2023 Year-End Actual	2024 Budget	2024 Budget Amendment	2024 Year-End Estimate	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
5,927,220	5,582,460	5,927,220	6,174,740	5,829,980	5,829,980	7,085,260	7,385,820	7,695,220	7,823,400	8,367,060	8,857,680
4,769,549	4,981,264	5,085,944	4,958,934	4,958,934	5,462,506	5,206,916	5,282,754	5,356,642	5,426,137	5,437,261	5,457,236
(11,246,358)	(11,255,675)	(11,401,127)	(12,249,467)	(12,249,467)	(12,475,073)	(13,271,509)	(13,397,965)	(13,818,507)	(14,031,176)	(14,539,989)	(15,045,865)
(549,589)	(691,951)	(387,963)	(1,115,793)	(1,460,553)	(1,182,587)	(979,333)	(729,391)	(766,645)	(781,639)	(735,668)	(730,949)
777,158	766,084	765,418	755,861	755,861	746,577	746,577	746,577	746,577	746,577	746,577	746,577
227,569	74,133	377,455	(359,932)	(704,692)	(436,010)	(232,756)	17,186	(20,068)	(35,062)	10,909	15,628

**Capital Improvement Projects**

Radio Recorder

Electronic Signs (Road Projects)

A/C Condensing Fan (Mechanic Shop)

Utility Locator

Asphalt Hot Box

Landings Harbor Picnic Pavillion

Mainsail Stormwater Backflow Preventer

John Boat

Green Island Road Community Path Gates

Gates for Community Paths

Cameras

Vacuum Trailer

Extended Gate Arms

Operating Capital Total

Subtotal

	Included in Exp	Included in Exp	Included in Exp	Included in Exp	Included in Exp	Included in Exp	Included in Exp	Included in Exp	Included in Exp	Included in Exp	Included in Exp
			(6,000)	(6,000)	0						
			(18,000)	(18,000)	0						
			(5,500)	(5,500)	(3,745)						
			(10,000)	(10,000)	(10,242)						
			(6,500)	(6,500)	0						
			(120,000)	(120,000)	0						
			(10,960)	(10,960)	0						
			(1,750)	(1,750)	(1,513)						
							(87,000)		(134,116)		
						(51,808)					
						(159,795)					
						(36,872)					
(228,900)	(118,191)	(109,852)	(178,710)	(178,710)	(15,500)	(248,475)	(87,000)	(134,116)	0	0	0
(228,900)	(118,191)	(109,852)	(178,710)	(178,710)	(15,500)	(248,475)	(87,000)	(134,116)	0	0	0

**Starting Cash & Investments**

**Projected Net Change in Cash**

**Ending Cash and Investments Total (minimum Cash Balance average of \$1,500,000)**

1,501,521	1,237,886	1,237,886	1,312,019	1,312,019	1,767,144	1,331,134	1,098,378	1,115,564	1,095,496	1,060,434	1,071,343
(1,331)	74,133	377,455	(359,932)	(704,692)	(436,010)	(232,756)	17,186	(20,068)	(35,062)	10,909	15,628
1,500,190	1,312,019	1,767,144	952,087	607,327	1,331,134	1,098,378	1,115,564	1,095,496	1,060,434	1,071,343	1,086,971



**Cash Flow Projection Capital Reserves Fund**

**CAPITAL IMPROVEMENT AND RESERVE FUND**

	2023 Budget	2023 Year-End Estimate	2023 Year-End Actual	2024 Budget	2024 Budget Amendment	2024 Year-End Estimate	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Assessment Revenues	4,106,180	4,450,940	4,636,580	4,632,160	4,976,920	4,976,920	4,044,300	4,079,660	3,770,260	3,642,080	3,098,420	2,607,800
Interest Earned	160,000	362,000	396,754	395,000	395,000	450,000	450,000	350,000	300,000	300,000	300,000	300,000
2021 Employee Retention Tax Credit	0	903,939	488,460			426,415						
Total	4,266,180	5,716,879	5,521,794	5,027,160	5,371,920	5,853,335	4,494,300	4,429,660	4,070,260	3,942,080	3,398,420	2,907,800

**CASH FLOW PROJECTIONS**

**Source / (Use) of Cash**

Projected Capital Expenditures:

Association Capital Other	(203,285)	(111,219)	(56,704)	(117,937)	(117,937)	(82,577)	(77,120)	(37,119)	(31,347)	(25,132)	(105,898)	(165,548)
Bridges/Structures/Equipment	(800,392)	(355,323)	(229,821)	(1,013,780)	(1,013,780)	(520,577)	(1,221,992)	(877,328)	(775,689)	(489,201)	(1,391,613)	(443,460)
Lagoons/Dikes/Structures	-						(197,200)	(44,290)	(73,202)	(342,569)	(303,887)	(145,200)
Marina Capital and Repair	(1,304,083)	(889,851)	(567,067)	(748,440)	(748,440)	(394,707)	(885,876)	(757,882)	(14,633)	(490,920)	(21,947)	(63,471)
Paths/Trails	(426,450)	(426,450)	(462,627)	(275,000)	(275,000)	(275,000)	(275,000)	(275,000)	(275,000)	(275,000)	(275,000)	(275,000)
Roads	(1,738,383)	(1,738,383)	(1,848,580)	(1,706,515)	(1,706,515)	(1,681,794)	(2,168,230)	(1,534,320)	(2,216,234)	(1,744,094)	(1,002,545)	(1,337,993)
Storm Drains Repairs	(733,600)	(833,600)	(617,505)	(1,064,000)	(1,064,000)	(846,589)	(1,000,000)	(964,000)	(925,000)	(925,000)	(964,000)	(925,000)
Carry Over Projects from Previous Year	0	(674,638)	(838,622)			(939,790)						
Unbudgeted Projects	0	(82,300)	(76,043)			(18,482)						
Subtotal	(5,206,193)	(5,111,764)	(4,696,969)	(4,925,672)	(4,925,672)	(4,759,516)	(5,825,418)	(4,489,939)	(4,311,105)	(4,291,916)	(4,064,890)	(3,355,672)
<b>Projected Net Change in Cash</b>	(940,013)	605,115	824,825	101,488	446,248	1,093,819	(1,331,118)	(60,279)	(240,845)	(349,836)	(666,470)	(447,872)
<b>Projected Starting Cash &amp; Investments</b>	10,061,621	9,642,323	9,642,323	10,247,438	10,247,438	10,223,582	11,317,401	9,986,283	9,926,004	9,685,159	9,335,323	8,668,853
<b>Projected Ending Cash &amp; Investments</b>	9,121,608	10,247,438	10,223,582	10,348,926	10,693,686	11,317,401	9,986,283	9,926,004	9,685,159	9,335,323	8,668,853	8,220,981
<b>Fully Funded Reserves 2024 Update</b>	31,416,486	31,416,486	31,416,486	34,702,029	34,702,029	34,702,029	32,826,690	33,456,886	33,818,260	34,055,949	33,983,458	34,215,861
<b>Percent Funded for Capital Reserves Based on 2024 Update</b>	29%	33%	33%	30%	31%	33%	30%	30%	29%	27%	26%	24%

**TOTAL RESERVES**

	2023 Budget	2023 Year-End Estimate	2023 Year-End Actual	2024 Budget	2024 Budget Amendment	2024 Year-End Estimate	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Projected Total Net Change in Current Assets	(940,013)	605,115	824,825	101,488	446,248	1,093,819	(1,331,118)	(60,279)	(240,845)	(349,836)	(666,470)	(447,872)
Projected Total Ending Current Assets	9,121,608	10,247,438	10,223,582	10,348,926	10,693,686	11,317,401	9,986,283	9,926,004	9,685,159	9,335,323	8,668,853	8,220,981

**TOTAL OPERATING CASH**

	2023 Budget	2023 Year-End Estimate	2023 Year-End Actual	2024 Budget	2024 Budget Amendment	2024 Year-End Estimate	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Operating Fund	1,500,190	1,312,019	1,767,144	952,087	607,327	1,331,134	1,098,378	1,115,564	1,095,496	1,060,434	1,071,343	1,086,971
Projected Total Ending Operating Cash & Investments	1,500,190	1,312,019	1,767,144	952,087	607,327	1,331,134	1,098,378	1,115,564	1,095,496	1,060,434	1,071,343	1,086,971

**TOTAL CURRENT ASSETS**

	2023 Budget	2023 Year-End Estimate	2023 Year-End Actual	2024 Budget	2024 Budget Amendment	2024 Year-End Estimate	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Projected Total Ending Current Assets	10,621,798	11,559,457	11,990,726	11,301,013	11,301,013	12,648,535	11,084,661	11,041,568	10,780,655	10,395,757	9,740,196	9,307,952

**Reserve Fund Contribution and Spending by Year**

Year	Beginning Equity Balance	Interest Earned on Reserves	Reserve Contribution	Capital Reserve Expenditures*	Transfers from (to) Operating**	Total Reserve Expenditures	Auditor Adjustment* **	Ending Equity Reserve Balance per audited Financials	Property Plant & Equipment/Receivables/Payables	Total Cash Balance
2009								\$ 4,753,010		
2010	\$ 4,753,010	\$ 6,926	\$ 1,432,161	\$ (940,827)	\$ (294,238)	\$ (1,235,065)		\$ 4,957,032	\$ (1,184,027)	\$ 3,773,005
2011	\$ 4,957,032	\$ 13,913	\$ 1,680,700	\$ (1,138,195)	\$ 122,403	\$ (1,015,792)		\$ 5,635,853	\$ (1,002,820)	\$ 4,633,033
2012	\$ 5,635,853	\$ 10,500	\$ 2,002,470	\$ (348,735)	\$ (1,317,117)	\$ (1,665,852)		\$ 5,982,971	\$ (941,191)	\$ 5,041,780
2013	\$ 5,982,971	\$ 19,498	\$ 1,873,020	\$ (610,186)	\$ (1,371,382)	\$ (1,981,568)		\$ 5,893,921	\$ (135,708)	\$ 5,758,213
2014	\$ 5,893,921	\$ 4,450	\$ 1,921,830	\$ (843,371)	\$ (536,668)	\$ (1,380,039)		\$ 6,440,162	\$ (267,475)	\$ 6,172,687
2015	\$ 6,440,162	\$ 7,462	\$ 1,626,560	\$ (830,388)	\$ (455,508)	\$ (1,285,896)		\$ 6,788,288	\$ (243,798)	\$ 6,544,490
2016	\$ 6,788,288	\$ 11,904	\$ 1,312,200	\$ (671,238)	\$ (1,368,425)	\$ (2,039,663)		\$ 6,072,729	\$ (218,367)	\$ 5,854,362
2017	\$ 6,072,729	\$ 18,593	\$ 3,760,797	\$ (1,051,171)	\$ (1,011,134)	\$ (2,062,305)		\$ 7,789,814	\$ (1,805,752)	\$ 5,984,062
2018	\$ 7,789,814	\$ 51,186	\$ 2,029,500	\$ (584,545)	\$ (2,718,660)	\$ (3,303,205)		\$ 6,567,295	\$ (210,649)	\$ 6,356,646
2019	\$ 6,567,295	\$ 138,814	\$ 2,246,539	\$ (1,814,396)	\$ (570,957)	\$ (2,385,353)	\$ 776,741	\$ 7,344,036		\$ 7,344,036
2020	\$ 7,344,036	\$ 82,609	\$ 2,146,395	\$ (1,791,945)	\$ (437,059)	\$ (2,229,004)	\$ 439,114	\$ 7,783,150		\$ 7,783,150
2021	\$ 7,783,150	\$ 13,510	\$ 2,955,508	\$ (2,387,122)	\$ (581,896)	\$ (2,969,018)	\$ 661,803	\$ 8,444,953		\$ 8,444,953
2022	\$ 8,444,953	\$ 110,120	\$ 3,499,326	\$ (3,151,497)	\$ (457,949)	\$ (3,609,446)	\$ 1,197,369	\$ 9,642,322		\$ 9,642,322
2023	\$ 9,642,322	\$ 464,602	\$ 3,301,101	\$ (3,054,875)	\$ (710,828)	\$ (3,765,703)	\$ 581,260	\$ 10,223,582		\$ 10,223,582
2024	\$ 10,223,582									

The amounts for 2024 will be available at the completion of the 2024 annual financial audit and will be published in the 2026 Budget Book vs. 2025.

\*This column represents expenditures for depreciable assets: Land Improvements, Buildings, Equipment, Computers, Furniture & Fixtures, Vehicles.

\*\*This number is representative to properly state the cash/CDs and deferred revenue to properly balance by transferring the excess of revenues over public works expenses to the operating fund.

This includes expenses that are paid for storm drains, roads/paths, lagoons, and bridge repairs that we treat as expenses rather than depreciable assets, as well as, newly purchased assets that are initially paid through the operating fund and later added to CAMP for future reserve funds to maintain/replace.

\*\*\*2019-FASB Adjustment to comply with GAAP. These would be for items typically presented in Column J in prior years.

## Long Range Financial Plan

### TLA and Marinas Operating

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<b>Revenues</b>									
Assessment Revenue	\$5,927,220	\$5,829,980	\$5,829,980	\$7,085,260	\$7,385,820	\$7,695,220	\$7,823,400	\$8,367,060	\$8,857,680
<b>Non-Assessment Revenue</b>									
Vehicle Registration - Annual	629,921	618,235	648,289	648,289	648,289	648,289	648,289	648,289	648,289
Vehicle Registration - Other	528,657	494,624	526,937	526,937	526,937	526,937	526,937	526,937	526,937
Vehicle Registration - Frequent Visitor	27,950	35,375	27,750	27,750	27,750	27,750	27,750	27,750	27,750
<b>Vehicle Registration</b>	<b>1,186,528</b>	<b>1,148,234</b>	<b>1,202,976</b>	<b>1,202,976</b>	<b>1,202,976</b>	<b>1,202,976</b>	<b>1,202,976</b>	<b>1,202,976</b>	<b>1,202,976</b>
Service Agreement - TLCo - Security	6,499	6,694	6,694	6,928	7,170	7,421	7,681	7,950	8,228
Service Agreement - TLGAC - Security/Lagoons	113,049	117,571	125,440	159,830	165,424	171,214	177,206	183,409	189,828
Service Agreement - Village POA	21,766	22,419	22,419	23,092	23,784	24,498	25,233	25,990	26,769
Service Agreement - Marine Service	26,710	28,045	28,045	29,448	30,920	32,466	34,089	35,794	37,584
<b>Service Agreements</b>	<b>168,024</b>	<b>174,729</b>	<b>182,598</b>	<b>219,298</b>	<b>227,298</b>	<b>235,599</b>	<b>244,209</b>	<b>253,143</b>	<b>262,409</b>
Architectural Review Fees	132,393	102,850	155,000	121,000	98,850	94,850	90,850	80,850	78,200
Contractor Forfeitures	30,441	5,000	30,000	5,000	5,000	5,000	5,000	5,000	5,000
"For Sale" Sign Rental & Return	90	175	105	220	220	220	220	220	220
<b>Architectural Fees</b>	<b>162,924</b>	<b>108,025</b>	<b>185,105</b>	<b>126,220</b>	<b>104,070</b>	<b>100,070</b>	<b>96,070</b>	<b>86,070</b>	<b>83,420</b>
Telecommunications Lease	139,424	137,843	144,412	145,049	145,049	145,049	145,049	145,049	145,049
Meeting Room Rental	670	500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Storage Yard	51,145	111,880	63,276	86,382	95,020	104,522	114,974	126,472	139,119
BrightView Rent Revenue	23,174	23,174	23,174	23,174	23,174	23,174	23,174	23,174	23,174
Cable Head-End Lease	19,335	19,915	19,915	20,512	21,128	21,762	22,414	23,087	23,779
Room Rental - Sunset	67,785	44,841	53,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Rental Income</b>	<b>301,533</b>	<b>338,153</b>	<b>305,277</b>	<b>326,617</b>	<b>335,871</b>	<b>346,007</b>	<b>357,111</b>	<b>369,282</b>	<b>382,621</b>
Interest Earned	94,946	100,000	105,000	90,000	90,000	90,000	90,000	90,000	90,000
<b>Total Interest</b>	<b>94,946</b>	<b>100,000</b>	<b>105,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>
Rack Rental - Jet Ski & Dingie	33,000	34,650	33,730	35,417	36,479	37,573	38,701	38,701	38,701
Rack Rental - Boats	1,229,080	1,343,122	1,357,000	1,424,850	1,467,596	1,511,623	1,556,972	1,556,972	1,556,972
Wet Slip Rental	450,448	472,920	464,283	509,055	524,327	540,057	556,258	556,258	556,258
Boat Movement Fee	0	0	75	0	0	0	0	0	0
Guest Slip Rental	18,033	21,000	19,600	19,500	19,500	19,500	19,500	19,500	19,500
<b>Boat Storage</b>	<b>1,730,561</b>	<b>1,871,692</b>	<b>1,874,688</b>	<b>1,988,822</b>	<b>2,047,902</b>	<b>2,108,753</b>	<b>2,171,431</b>	<b>2,171,431</b>	<b>2,171,431</b>
Rack Rental - Kayak	15,568	15,000	13,575	13,652	13,732	13,814	13,898	13,898	13,898
Sticker/Registration - Kayak	380	300	300	300	300	300	300	300	300
Rental - Kayak	3,204	3,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Kayak Revenues</b>	<b>19,152</b>	<b>18,300</b>	<b>15,375</b>	<b>15,452</b>	<b>15,532</b>	<b>15,614</b>	<b>15,698</b>	<b>15,698</b>	<b>15,698</b>
Gasoline Sales	355,915	335,000	368,000	345,000	345,000	345,000	345,000	345,000	345,000
Diesel Sales	44,825	55,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000
<b>Fuel Sales</b>	<b>400,740</b>	<b>390,000</b>	<b>405,000</b>	<b>382,000</b>	<b>382,000</b>	<b>382,000</b>	<b>382,000</b>	<b>382,000</b>	<b>382,000</b>
Merchandise Sales	105,270	96,950	93,300	88,800	88,800	88,800	88,800	88,800	88,800

## Long Range Financial Plan

### TLA and Marinas Operating

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Bait Sales	3,410	2,190	4,175	3,250	3,250	3,250	3,250	3,250	3,250
<b>Total Merchandise</b>	<b>108,680</b>	<b>99,140</b>	<b>97,475</b>	<b>92,050</b>	<b>92,050</b>	<b>92,050</b>	<b>92,050</b>	<b>92,050</b>	<b>92,050</b>
Programs-Charters	0	0	160	0	0	0	0	0	0
<b>Event Income</b>	<b>0</b>	<b>0</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Telephone Directory	65	85	85	85	85	85	85	85	85
Mail Boxes	4,140	10,000	9,365	10,000	10,000	10,000	10,000	10,000	10,000
Dog Park Fees	12,650	14,300	15,000	13,700	13,700	13,700	13,700	13,700	13,700
Recycling Revenue	284	0	524	0	0	0	0	0	0
Chipping Revenue	379,800	250,000	444,445	375,000	375,000	375,000	375,000	375,000	375,000
Reseal Disclosure	66,500	59,000	59,000	53,100	53,100	53,100	53,100	53,100	53,100
<b>Member Services</b>	<b>463,439</b>	<b>333,385</b>	<b>528,419</b>	<b>451,885</b>	<b>451,885</b>	<b>451,885</b>	<b>451,885</b>	<b>451,885</b>	<b>451,885</b>
Electric Service	7,664	8,705	4,950	5,100	5,118	5,136	5,155	5,174	5,194
Sailing Program	36,360	37,000	41,150	46,000	41,150	41,150	41,150	41,150	41,150
<b>Marina Other</b>	<b>44,024</b>	<b>45,705</b>	<b>46,100</b>	<b>51,100</b>	<b>46,268</b>	<b>46,286</b>	<b>46,305</b>	<b>46,324</b>	<b>46,344</b>
Finance Charge Revenue - TLA	16,191	15,000	38,811	33,900	33,900	33,900	33,900	33,900	33,900
EFT Processing Fee Revenue	39,996	26,000	55,552	44,618	44,618	44,618	44,618	44,618	44,618
Journal Advertising	995	0	0	0	0	0	0	0	0
Directory Advertising	17,714	19,500	17,000	12,500	11,500	10,000	10,000	10,000	10,000
Violation Fees	14,805	15,500	108,550	39,000	39,000	39,000	39,000	39,000	39,000
Security Service Fee	4,280	10,000	10,000	7,500	7,500	7,500	7,500	7,500	7,500
Boat Wash Services	8,203	6,270	6,100	6,100	6,100	6,100	6,100	6,100	6,100
<b>Other Revenue</b>	<b>102,184</b>	<b>92,270</b>	<b>236,013</b>	<b>143,618</b>	<b>142,618</b>	<b>141,118</b>	<b>141,118</b>	<b>141,118</b>	<b>141,118</b>
Special Income	303,209	239,301	278,320	116,878	144,284	144,284	135,284	135,284	135,284
<b>Special Income</b>	<b>303,209</b>	<b>239,301</b>	<b>278,320</b>	<b>116,878</b>	<b>144,284</b>	<b>144,284</b>	<b>135,284</b>	<b>135,284</b>	<b>135,284</b>
<b>Non-Assessment Revenue</b>	<b>5,085,944</b>	<b>4,958,934</b>	<b>5,462,506</b>	<b>5,206,916</b>	<b>5,282,754</b>	<b>5,356,642</b>	<b>5,426,137</b>	<b>5,437,261</b>	<b>5,457,236</b>
<b>Total Revenue</b>	<b>11,013,164</b>	<b>10,788,914</b>	<b>11,292,486</b>	<b>12,292,176</b>	<b>12,668,574</b>	<b>13,051,862</b>	<b>13,249,537</b>	<b>13,804,321</b>	<b>14,314,916</b>
Cost of Goods Sold									
Gasoline COGS	294,451	251,250	288,000	276,000	276,000	276,000	276,000	276,000	276,000
Diesel COGS	42,325	41,250	35,600	29,600	29,600	29,600	29,600	29,600	29,600
<b>Fuel COS</b>	<b>336,776</b>	<b>292,500</b>	<b>323,600</b>	<b>305,600</b>	<b>305,600</b>	<b>305,600</b>	<b>305,600</b>	<b>305,600</b>	<b>305,600</b>
Merchandise	63,095	63,018	60,645	57,769	57,820	57,871	57,924	57,977	58,032
Bait	1,889	1,424	2,138	1,788	1,788	1,788	1,788	1,788	1,788
<b>Merchandise COS</b>	<b>64,984</b>	<b>64,442</b>	<b>62,783</b>	<b>59,557</b>	<b>59,608</b>	<b>59,659</b>	<b>59,712</b>	<b>59,765</b>	<b>59,820</b>
Sailing Program expense	16,649	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
<b>Total Cost of Sales</b>	<b>418,409</b>	<b>371,942</b>	<b>401,383</b>	<b>380,157</b>	<b>380,208</b>	<b>380,259</b>	<b>380,312</b>	<b>380,365</b>	<b>380,420</b>
<b>Gross Margin</b>	<b>10,594,755</b>	<b>10,416,972</b>	<b>10,891,103</b>	<b>11,912,019</b>	<b>12,288,366</b>	<b>12,671,603</b>	<b>12,869,225</b>	<b>13,423,956</b>	<b>13,934,496</b>
Salaries & Wages	3,885,291	4,252,380	4,229,077	4,455,520	4,628,538	4,809,339	4,998,367	5,196,100	5,403,054
Training & Memberships	55,531	64,771	67,060	71,848	69,699	73,741	71,474	74,539	72,297

## Long Range Financial Plan

### TLA and Marinas Operating

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Uniforms	31,355	37,642	38,512	38,975	40,030	41,117	42,237	43,390	44,577
Overtime	127,110	88,000	120,963	87,500	87,500	87,500	87,500	87,500	87,500
Safety & Rain Gear	7,735	8,024	9,536	8,144	9,999	8,514	10,380	8,906	10,784
Temporary Personnel	31,822	0	33,685	0	0	0	0	0	0
Benefits (401(k), WC, LI, STD, LTD, Taxes)	1,404,115	1,445,550	1,463,603	1,617,987	1,703,589	1,793,966	1,890,481	1,993,649	2,104,033
<b>Total Staffing</b>	<b>5,542,959</b>	<b>5,896,367</b>	<b>5,962,436</b>	<b>6,279,974</b>	<b>6,539,355</b>	<b>6,814,177</b>	<b>7,100,439</b>	<b>7,404,084</b>	<b>7,722,245</b>
Other Expenses									
Postage	9,833	6,020	5,227	5,825	12,415	6,015	6,115	12,715	6,315
Mailing House	6,570	3,701	3,603	3,665	3,695	3,727	3,760	3,793	3,828
Printing	32,731	14,865	21,415	12,707	24,329	12,955	22,584	24,718	13,353
<b>Total Printing and Postage</b>	<b>49,134</b>	<b>24,586</b>	<b>30,245</b>	<b>22,197</b>	<b>40,439</b>	<b>22,697</b>	<b>32,459</b>	<b>41,226</b>	<b>23,496</b>
Office Supplies	18,045	17,142	33,760	16,258	16,684	16,731	16,985	17,146	17,713
Printer Supplies	1,446	1,700	2,586	3,200	3,253	3,307	3,363	3,421	3,482
General Supplies/Equipment	110,693	98,625	94,512	242,233	176,200	205,178	65,913	65,942	81,736
Small Tools	2,762	6,499	5,000	5,120	5,044	5,171	5,502	5,437	5,576
Janitorial Supplies	12,206	11,782	11,505	11,264	13,891	11,521	11,657	11,796	11,940
Janitorial Services	10,020	10,403	9,885	10,083	10,284	10,490	10,700	10,914	11,132
Kitchen Supplies	1,646	1,500	1,800	1,200	1,200	1,200	1,200	1,200	1,200
<b>Office Supplies / Small Tools</b>	<b>156,818</b>	<b>147,651</b>	<b>159,048</b>	<b>289,358</b>	<b>226,556</b>	<b>253,598</b>	<b>115,320</b>	<b>115,856</b>	<b>132,779</b>
Property Taxes	62,805	82,345	72,350	77,414	81,285	85,349	89,617	94,098	98,802
Provision for Income Taxes	4,000	65,000	4,267	65,000	65,000	65,000	10,000	10,000	10,000
<b>Total Taxes</b>	<b>66,805</b>	<b>147,345</b>	<b>76,617</b>	<b>142,414</b>	<b>146,285</b>	<b>150,349</b>	<b>99,617</b>	<b>104,098</b>	<b>108,802</b>
Professional Fees - Legal Fees	52,381	61,000	91,000	71,000	71,000	71,000	71,000	71,000	71,000
Professional Fees - ARC	0	1,500	0	500	500	500	500	500	500
Professional Fees - CPA Firm	31,290	31,000	39,026	39,000	40,000	40,000	40,000	40,000	40,000
<b>Professional Fees</b>	<b>83,671</b>	<b>93,500</b>	<b>130,026</b>	<b>110,500</b>	<b>111,500</b>	<b>111,500</b>	<b>111,500</b>	<b>111,500</b>	<b>111,500</b>
Engineering Studies	85,333	135,000	78,000	179,000	106,090	109,273	112,551	115,927	119,405
Insurance	685,768	687,789	721,903	809,967	858,565	910,079	964,684	1,022,565	1,083,919
Operating Contingency	18,069	145,000	380,000	145,000	145,000	145,000	145,000	145,000	145,000
Employee Business Reimbursement	313	790	399	550	550	550	550	550	550
Offsite Storage	1,927	1,752	2,373	2,420	2,500	2,565	2,645	2,725	2,805
Board & Committee Expense - Meetings	4,965	5,000	5,324	4,500	4,500	4,500	4,500	4,500	4,500
Fees - Licenses	25,288	33,636	31,131	31,194	31,258	31,323	31,391	31,460	31,530
Provision for Bad Debt	(60,572)	10,000	35,000	25,000	25,000	25,000	25,000	25,000	25,000
Consulting Services	2,400	14,400	2,400	6,000	3,000	3,000	3,000	3,000	3,000
Service Charges/CC Fees	86,811	80,335	110,449	115,270	116,250	116,250	116,250	116,250	116,250
Outside Services	4,321	0	0	0	0	0	0	0	0
Physical Inventory Adjustment	530	402	442	420	420	420	420	420	420
Covenant Property Litigation	396	5,000	4,500	3,000	3,000	3,000	3,000	3,000	3,000
Sustainable Skidaway Renewal	1,000	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Total Other</b>	<b>856,549</b>	<b>1,120,104</b>	<b>1,373,421</b>	<b>1,323,821</b>	<b>1,297,633</b>	<b>1,352,460</b>	<b>1,410,491</b>	<b>1,471,897</b>	<b>1,536,879</b>
Marketing Expenses	0	0	1,200	0	1,500	0	1,500	0	1,500

## Long Range Financial Plan

### TLA and Marinas Operating

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Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<b>Marketing Expenses</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>1,500</b>
Kayak Expenses	0	3,000	3,000	2,000	0	0	0	0	0
<b>Kayak Expenses</b>	<b>0</b>	<b>3,000</b>	<b>3,000</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Software and Peripherals	45,804	49,160	83,000	84,140	61,440	61,740	61,440	79,440	65,440
IT Maintenance Agreements	310,619	305,420	339,496	365,206	352,110	379,960	387,559	395,311	403,217
System Maintenance	28,351	15,000	33,307	20,000	20,000	20,000	20,000	20,000	20,000
<b>IT Support</b>	<b>384,774</b>	<b>369,580</b>	<b>455,803</b>	<b>469,346</b>	<b>433,550</b>	<b>461,700</b>	<b>468,999</b>	<b>494,751</b>	<b>488,657</b>
Recruiting	18,314	15,000	23,000	15,000	15,000	15,000	15,000	15,000	15,000
Employee Events	24,580	22,800	24,000	26,000	26,000	26,000	26,000	26,000	26,000
Team Development	9,554	13,515	12,899	12,740	12,833	12,928	13,027	13,128	13,232
Drug Free Workplace	639	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Recruiting / Retention</b>	<b>53,087</b>	<b>52,315</b>	<b>60,899</b>	<b>54,740</b>	<b>54,833</b>	<b>54,928</b>	<b>55,027</b>	<b>55,128</b>	<b>55,232</b>
Town Meetings	2,311	2,700	2,382	2,400	3,800	2,400	2,400	3,800	2,400
Special Events Expense	11,804	13,000	11,361	15,924	15,924	15,924	15,924	15,924	15,924
<b>Community Outreach</b>	<b>14,115</b>	<b>15,700</b>	<b>13,743</b>	<b>18,324</b>	<b>19,724</b>	<b>18,324</b>	<b>18,324</b>	<b>19,724</b>	<b>18,324</b>
RFID Tags - Commercial	0	14,984	27,764	28,735	29,741	30,782	31,859	32,975	34,129
RFID Tags - Residential	28,066	28,916	19,657	20,345	21,057	21,794	22,557	23,346	24,163
Gate Claims	0	2,500	1,271	2,500	2,500	2,500	2,500	2,500	2,500
EMS Support	47,714	50,938	23,228	0	0	0	0	0	0
Safety Programs	0	1,176	52	0	0	0	0	0	0
<b>Security/Police/EMS/Safety</b>	<b>75,780</b>	<b>98,514</b>	<b>71,972</b>	<b>51,580</b>	<b>53,298</b>	<b>55,076</b>	<b>56,916</b>	<b>58,821</b>	<b>60,792</b>
Communications	16,635	23,540	27,289	26,454	26,454	26,454	26,454	26,454	26,454
Utilities	92,988	103,430	101,443	109,134	113,494	118,034	122,761	127,684	132,809
Admin Utilities	24,280	24,354	28,504	28,904	29,996	31,130	32,309	33,535	34,809
Gate House Utilities	36,331	34,707	39,296	40,413	42,126	43,912	45,775	47,718	49,746
Street Lighting	65,385	68,533	68,533	69,588	72,720	75,992	79,412	82,985	86,720
<b>Utilities</b>	<b>235,619</b>	<b>254,564</b>	<b>265,065</b>	<b>274,493</b>	<b>284,790</b>	<b>295,522</b>	<b>306,711</b>	<b>318,376</b>	<b>330,538</b>
Hazard Material Registration	1,100	1,100	1,125	1,125	1,125	1,125	1,125	1,125	1,125
Landscape Contract - BrightView	1,064,429	1,064,424	1,064,424	1,200,000	1,233,000	1,266,908	1,301,747	1,337,546	1,374,328
Landscaping	11,168	18,386	12,000	18,937	19,505	20,090	20,693	21,314	21,953
Irrigation Expense	7,767	6,060	6,060	6,242	6,429	6,622	6,821	7,025	7,236
Tree Removal	52,301	45,900	45,900	48,195	50,605	53,135	55,792	58,581	61,510
Tree Replacement	0	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
<b>Landscaping</b>	<b>1,136,765</b>	<b>1,141,370</b>	<b>1,135,009</b>	<b>1,279,999</b>	<b>1,316,164</b>	<b>1,353,380</b>	<b>1,391,678</b>	<b>1,431,091</b>	<b>1,471,652</b>
Median Refurbishment	156,794	150,000	164,431	150,000	150,000	150,000	150,000	150,000	150,000
<b>Total Median Refurbishment</b>	<b>156,794</b>	<b>150,000</b>	<b>164,431</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
Algaecide/Herbicide Plant Control	78,761	77,250	45,000	79,568	81,955	84,413	86,946	89,554	92,241
Aerator Expense	6,098	7,350	7,350	7,571	7,798	8,032	8,272	8,521	8,776
Lab Testing	338	1,530	1,530	2,500	2,500	2,500	2,500	2,500	2,500

## Long Range Financial Plan

### TLA and Marinas Operating

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Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Stocking Plant Control	3,696	3,811	3,811	3,925	4,043	4,164	4,289	4,418	4,551
Aquatic Midge Control	13,359	13,759	13,359	14,447	15,170	15,928	16,725	17,561	18,439
Angler's Support	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Lagoon Dredging	51,805	57,750	52,000	57,750	59,483	61,267	63,105	64,998	66,948
Lagoon Beautification	0	5,500	1,500	5,500	5,500	5,500	5,500	5,500	5,500
<b>Lagoon Related</b>	<b>154,057</b>	<b>167,950</b>	<b>125,550</b>	<b>172,261</b>	<b>177,449</b>	<b>182,804</b>	<b>188,337</b>	<b>194,052</b>	<b>199,955</b>
Auto Gate Maintenance	20,672	21,244	22,300	59,841	23,428	23,897	24,375	24,862	25,360
Gatehouse Maintenance	5,636	12,240	12,240	12,607	12,859	26,825	13,379	17,881	13,919
PW Buildings Maintenance	39,883	49,007	36,000	35,620	40,612	36,615	41,921	37,649	41,782
Admin Buildings Maintenance	6,413	16,068	10,000	10,200	14,469	10,612	10,824	15,276	15,462
Boat Service Expense	383	400	491	420	441	463	486	511	0
Member Boat Damage	1,652	5,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Radio/Phone/Repair&Maintenance	0	750	0	750	750	750	20,190	750	750
Cameras/License/Maintenance	19,949	20,917	26,794	86,098	72,574	38,915	18,253	51,695	29,798
Equipment Maintenance	82,637	80,015	81,465	84,594	87,087	89,657	92,306	95,037	97,852
Repair & Maint - Wiggins	46,318	35,000	35,000	36,750	38,588	40,517	42,543	44,670	46,903
Repair & Maint - Docks & Grounds	74,273	22,240	36,724	35,000	35,000	35,000	35,000	35,000	47,000
Repair & Maint- Seawall	17,998	125,000	50,000	65,000	0	25,000	0	0	50,000
Channel Markers	1,557	350	10,750	1,000	0	1,000	0	1,000	0
<b>Total Repair &amp; Maintenance</b>	<b>317,371</b>	<b>388,231</b>	<b>323,764</b>	<b>429,880</b>	<b>327,808</b>	<b>331,251</b>	<b>301,277</b>	<b>326,331</b>	<b>370,826</b>
Dredging Expense	147,577	130,000	138,205	150,891	158,435	166,357	174,675	183,409	192,579
<b>Total Dredging Expense</b>	<b>147,577</b>	<b>130,000</b>	<b>138,205</b>	<b>150,891</b>	<b>158,435</b>	<b>166,357</b>	<b>174,675</b>	<b>183,409</b>	<b>192,579</b>
Signs/Mailbox/Fence Maintenance	97,443	110,000	75,000	113,300	115,566	123,877	120,235	124,640	127,592
Mailbox and Signs - Contract	0	50,000	40,000	51,500	52,530	53,581	54,652	55,745	56,860
<b>Signs &amp; Mailboxes</b>	<b>97,443</b>	<b>160,000</b>	<b>115,000</b>	<b>164,800</b>	<b>168,096</b>	<b>177,458</b>	<b>174,887</b>	<b>180,385</b>	<b>184,452</b>
Dry Trash Pickup	20,672	22,240	19,572	20,061	20,463	20,872	21,289	21,715	22,149
Chipping Yard Expense	385,088	225,000	400,001	337,500	337,500	337,500	337,500	337,500	337,500
Storage Yard Repair	2,516	2,575	2,575	2,652	2,705	2,759	2,815	2,871	2,928
Dog Park Expense	6,661	7,308	7,308	7,527	7,678	7,831	7,988	8,148	8,311
Athletic Facility	42,934	38,738	38,738	39,900	40,698	41,512	42,342	43,189	44,053
<b>Total Facilities</b>	<b>457,871</b>	<b>295,861</b>	<b>468,194</b>	<b>407,640</b>	<b>409,044</b>	<b>410,474</b>	<b>411,934</b>	<b>413,423</b>	<b>414,941</b>
Ad Valorem Taxes	1,268	2,730	1,268	1,357	1,424	1,496	1,571	1,649	1,731
Fuel & Lube	88,296	89,579	83,785	90,359	92,166	94,010	95,890	97,808	99,764
Vehicle Maintenance	11,459	12,994	12,994	13,384	13,785	14,199	14,625	15,064	15,516
Vehicle Damage	4,000	1,500	365	1,500	1,500	1,500	1,500	1,500	1,500
Auto Expense	3,452	4,068	3,556	7,232	7,232	7,232	7,232	7,232	7,232
<b>Fleet Maintenance</b>	<b>108,475</b>	<b>110,871</b>	<b>101,968</b>	<b>113,832</b>	<b>116,107</b>	<b>118,437</b>	<b>120,818</b>	<b>123,253</b>	<b>125,743</b>
Pavement Restriping	18,315	33,500	27,000	33,500	33,500	33,500	33,500	33,500	33,500
<b>Road Paving/Striping/Cleaning</b>	<b>18,315</b>	<b>33,500</b>	<b>27,000</b>	<b>33,500</b>	<b>33,500</b>	<b>33,500</b>	<b>33,500</b>	<b>33,500</b>	<b>33,500</b>
Herd Management Contract	59,680	60,874	60,874	62,700	64,581	66,518	68,514	70,569	72,686



## Long Range Financial Plan

### TLA and Marinas Operating

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Meat Processing	576	5,100	3,800	5,000	5,000	5,000	5,000	5,000	5,000
TLA Animal Control	2,319	3,090	4,000	4,120	4,244	4,371	4,502	4,637	4,776
<b>Wildlife Management</b>	<b>62,575</b>	<b>69,064</b>	<b>68,674</b>	<b>71,820</b>	<b>73,825</b>	<b>75,889</b>	<b>78,016</b>	<b>80,206</b>	<b>82,462</b>
Strategic Plan	44,500	55,000	30,000	50,000	50,000	50,000	50,000	50,000	50,000
Special Project - Nature Trail	0	121,591	24,129	4,155	1,721	1,790	1,862	1,936	2,014
<b>Special Projects</b>	<b>44,500</b>	<b>176,591</b>	<b>54,129</b>	<b>54,155</b>	<b>51,721</b>	<b>51,790</b>	<b>51,862</b>	<b>51,936</b>	<b>52,014</b>
Bridge Repair / Fixed Pier Repair	20,646	75,000	35,000	77,250	79,568	50,000	50,000	50,000	50,000
<b>Other Infrastructure Repairs</b>	<b>20,646</b>	<b>75,000</b>	<b>35,000</b>	<b>77,250</b>	<b>79,568</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
Gain or Loss on Asset Disposal	(24,400)	0	(33,286)	0	0	0	0	0	0
<b>Total Other Expenses</b>	<b>4,674,341</b>	<b>5,225,297</b>	<b>5,364,677</b>	<b>5,864,801</b>	<b>5,731,825</b>	<b>5,877,494</b>	<b>5,803,848</b>	<b>6,008,963</b>	<b>6,196,623</b>
<b>Total Expenses</b>	<b>10,217,300</b>	<b>11,121,664</b>	<b>11,327,113</b>	<b>12,144,775</b>	<b>12,271,180</b>	<b>12,691,671</b>	<b>12,904,287</b>	<b>13,413,047</b>	<b>13,918,868</b>
<b>Net Revenue Before Depreciation</b>	<b>377,455</b>	<b>(704,692)</b>	<b>(436,010)</b>	<b>(232,756)</b>	<b>17,186</b>	<b>(20,068)</b>	<b>(35,062)</b>	<b>10,909</b>	<b>15,628</b>
Depreciation	765,418	755,861	746,577	746,577	746,577	746,577	746,577	746,577	746,577
<b>Net Revenues Over Expenses</b>	<b>(387,963)</b>	<b>(1,460,553)</b>	<b>(1,182,587)</b>	<b>(979,333)</b>	<b>(729,391)</b>	<b>(766,645)</b>	<b>(781,639)</b>	<b>(735,668)</b>	<b>(730,949)</b>

## Long Range Financial Plan

### TLA Operating Fund

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<b>Revenues</b>									
Assessment Revenue	\$5,927,220	\$5,829,980	\$5,829,980	\$7,085,260	\$7,385,820	\$7,695,220	\$7,823,400	\$8,367,060	\$8,857,680
<b>Non-Assessment Revenue</b>									
Vehicle Registration - Annual	629,921	618,235	648,289	648,289	648,289	648,289	648,289	648,289	648,289
Vehicle Registration - Other	528,657	494,624	526,937	526,937	526,937	526,937	526,937	526,937	526,937
Vehicle Registration - Frequent Visitor	27,950	35,375	27,750	27,750	27,750	27,750	27,750	27,750	27,750
<b>Vehicle Registration</b>	<b>1,186,528</b>	<b>1,148,234</b>	<b>1,202,976</b>	<b>1,202,976</b>	<b>1,202,976</b>	<b>1,202,976</b>	<b>1,202,976</b>	<b>1,202,976</b>	<b>1,202,976</b>
Service Agreement - TLCo - Security	6,499	6,694	6,694	6,928	7,170	7,421	7,681	7,950	8,228
Service Agreement - TLGAC - Security/Lagoons	113,049	117,571	125,440	159,830	165,424	171,214	177,206	183,409	189,828
Service Agreement - Village POA	21,766	22,419	22,419	23,092	23,784	24,498	25,233	25,990	26,769
<b>Service Agreements</b>	<b>141,314</b>	<b>146,684</b>	<b>154,553</b>	<b>189,850</b>	<b>196,378</b>	<b>203,133</b>	<b>210,120</b>	<b>217,349</b>	<b>224,825</b>
Architectural Review Fees	132,393	102,850	155,000	121,000	98,850	94,850	90,850	80,850	78,200
Contractor Forfeitures	30,441	5,000	30,000	5,000	5,000	5,000	5,000	5,000	5,000
"For Sale" Sign Rental & Return	90	175	105	220	220	220	220	220	220
<b>Architectural Fees</b>	<b>162,924</b>	<b>108,025</b>	<b>185,105</b>	<b>126,220</b>	<b>104,070</b>	<b>100,070</b>	<b>96,070</b>	<b>86,070</b>	<b>83,420</b>
Telecommunications Lease	119,375	117,794	124,364	125,000	125,000	125,000	125,000	125,000	125,000
Meeting Room Rental	670	500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Storage Yard	51,145	111,880	63,276	86,382	95,020	104,522	114,974	126,472	139,119
BrightView Rent Revenue	23,174	23,174	23,174	23,174	23,174	23,174	23,174	23,174	23,174
Cable Head-End Lease	19,335	19,915	19,915	20,512	21,128	21,762	22,414	23,087	23,779
Room Rental - Sunset	67,785	44,841	53,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Rental Income</b>	<b>281,484</b>	<b>318,104</b>	<b>285,229</b>	<b>306,568</b>	<b>315,822</b>	<b>325,958</b>	<b>337,062</b>	<b>349,233</b>	<b>362,572</b>
Interest Earned	94,946	100,000	105,000	90,000	90,000	90,000	90,000	90,000	90,000
<b>Total Interest</b>	<b>94,946</b>	<b>100,000</b>	<b>105,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>
Telephone Directory	65	85	85	85	85	85	85	85	85
Mail Boxes	4,140	10,000	9,365	10,000	10,000	10,000	10,000	10,000	10,000
Dog Park Fees	12,650	14,300	15,000	13,700	13,700	13,700	13,700	13,700	13,700
Recycling Revenue	284	0	524	0	0	0	0	0	0
Chipping Revenue	379,800	250,000	444,445	375,000	375,000	375,000	375,000	375,000	375,000
Reseale Disclosure	66,500	59,000	59,000	53,100	53,100	53,100	53,100	53,100	53,100
<b>Member Services</b>	<b>463,439</b>	<b>333,385</b>	<b>528,419</b>	<b>451,885</b>	<b>451,885</b>	<b>451,885</b>	<b>451,885</b>	<b>451,885</b>	<b>451,885</b>
Finance Charge Revenue - TLA	16,191	15,000	38,811	33,900	33,900	33,900	33,900	33,900	33,900
EFT Processing Fee Revenue	39,996	26,000	55,552	44,618	44,618	44,618	44,618	44,618	44,618
Journal Advertising	995	0	0	0	0	0	0	0	0

## Long Range Financial Plan

### TLA Operating Fund

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Directory Advertising	17,714	19,500	17,000	12,500	11,500	10,000	10,000	10,000	10,000
Violation Fees	14,805	15,500	108,550	39,000	39,000	39,000	39,000	39,000	39,000
Security Service Fee	4,280	10,000	10,000	7,500	7,500	7,500	7,500	7,500	7,500
Other Revenue	93,981	86,000	229,913	137,518	136,518	135,018	135,018	135,018	135,018
Special Income	303,209	239,301	278,320	116,878	144,284	144,284	135,284	135,284	135,284
Special Income	303,209	239,301	278,320	116,878	144,284	144,284	135,284	135,284	135,284
Non-Assessment Revenue	2,727,825	2,479,733	2,969,515	2,621,895	2,641,933	2,653,324	2,658,415	2,667,815	2,685,980
Total Revenue	8,655,045	8,309,713	8,799,495	9,707,155	10,027,753	10,348,544	10,481,815	11,034,875	11,543,660
Cost of Goods Sold									
<b>Gross Margin</b>	<b>8,655,045</b>	<b>8,309,713</b>	<b>8,799,495</b>	<b>9,707,155</b>	<b>10,027,753</b>	<b>10,348,544</b>	<b>10,481,815</b>	<b>11,034,875</b>	<b>11,543,660</b>
Salaries & Wages	3,433,100	3,714,884	3,716,981	3,886,092	4,039,448	4,199,905	4,367,886	4,543,844	4,728,269
Training & Memberships	53,891	60,676	58,560	65,848	63,699	66,741	64,474	67,539	65,297
Uniforms	29,129	34,786	34,812	35,775	36,830	37,917	39,037	40,190	41,377
Overtime	104,925	71,500	104,463	71,500	71,500	71,500	71,500	71,500	71,500
Safety & Rain Gear	7,479	7,718	9,286	7,894	9,749	8,264	10,130	8,656	10,534
Temporary Personnel	31,822	0	33,685	0	0	0	0	0	0
Benefits (401(k), WC, LI, STD, LTD, Taxes)	1,233,125	1,265,095	1,294,818	1,427,165	1,503,712	1,584,656	1,671,203	1,763,830	1,863,060
Total Staffing	4,893,471	5,154,659	5,252,605	5,494,274	5,724,938	5,968,983	6,224,230	6,495,559	6,780,037
Other Expenses									
Postage	9,833	6,020	5,227	5,825	12,415	6,015	6,115	12,715	6,315
Mailing House	4,036	845	996	1,025	1,055	1,087	1,120	1,153	1,188
Printing	32,731	14,865	21,415	12,707	24,329	12,955	22,584	24,718	13,353
Total Printing and Postage	46,600	21,730	27,638	19,557	37,799	20,057	29,819	38,586	20,856
Office Supplies	16,578	15,816	31,760	14,883	15,159	15,356	15,560	15,771	15,988
Printer Supplies	1,446	1,700	2,586	3,200	3,253	3,307	3,363	3,421	3,482
General Supplies/Equipment	106,338	95,769	90,306	238,849	170,729	201,618	62,261	62,196	77,893
Small Tools	2,071	5,091	4,000	4,120	4,244	4,371	4,502	4,637	4,776
Janitorial Supplies	10,674	10,262	9,605	9,713	12,287	9,863	9,940	10,019	10,100
Janitorial Services	10,020	10,403	9,885	10,083	10,284	10,490	10,700	10,914	11,132
Kitchen Supplies	1,646	1,500	1,800	1,200	1,200	1,200	1,200	1,200	1,200
Office Supplies / Small Tools	148,773	140,541	149,942	282,048	217,156	246,205	107,526	108,158	124,571
Property Taxes	30,408	46,995	37,000	39,590	41,570	43,648	45,830	48,122	50,528
Provision for Income Taxes	4,000	65,000	4,267	65,000	65,000	65,000	10,000	10,000	10,000
Total Taxes	34,408	111,995	41,267	104,590	106,570	108,648	55,830	58,122	60,528
Professional Fees - Legal Fees	52,381	61,000	91,000	71,000	71,000	71,000	71,000	71,000	71,000
Professional Fees - ARC	0	1,500	0	500	500	500	500	500	500
Professional Fees - CPA Firm	31,290	31,000	39,026	39,000	40,000	40,000	40,000	40,000	40,000
Professional Fees	83,671	93,500	130,026	110,500	111,500	111,500	111,500	111,500	111,500
Engineering Studies	80,173	130,000	75,000	173,000	106,090	109,273	112,551	115,927	119,405

## Long Range Financial Plan

### TLA Operating Fund

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Insurance	249,285	220,302	250,301	282,700	299,662	317,642	336,700	356,902	378,317
Operating Contingency	8,450	100,000	350,000	100,000	100,000	100,000	100,000	100,000	100,000
Employee Business Reimbursement	313	688	399	550	550	550	550	550	550
Offsite Storage	1,927	1,752	2,373	2,420	2,500	2,565	2,645	2,725	2,805
Board & Committee Expense - Meetings	4,965	5,000	5,324	4,500	4,500	4,500	4,500	4,500	4,500
Fees - Licenses	13,806	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500
Provision for Bad Debt	(60,572)	10,000	35,000	25,000	25,000	25,000	25,000	25,000	25,000
Consulting Services	2,400	14,400	2,400	6,000	3,000	3,000	3,000	3,000	3,000
Service Charges/CC Fees	86,712	80,235	110,199	115,020	116,000	116,000	116,000	116,000	116,000
Outside Services	4,321	0	0	0	0	0	0	0	0
Physical Inventory Adjustment	0	0	5	0	0	0	0	0	0
Covenant Property Litigation	396	5,000	4,500	3,000	3,000	3,000	3,000	3,000	3,000
Sustainable Skidaway Renewal	1,000	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Total Other</b>	<b>393,176</b>	<b>584,877</b>	<b>853,501</b>	<b>730,190</b>	<b>678,302</b>	<b>699,530</b>	<b>721,946</b>	<b>745,604</b>	<b>770,577</b>
Software and Peripherals	45,804	49,160	83,000	84,140	61,440	61,740	61,440	79,440	65,440
IT Maintenance Agreements	310,619	305,420	339,496	365,206	352,110	379,960	387,559	395,311	403,217
System Maintenance	28,351	15,000	33,307	20,000	20,000	20,000	20,000	20,000	20,000
<b>IT Support</b>	<b>384,774</b>	<b>369,580</b>	<b>455,803</b>	<b>469,346</b>	<b>433,550</b>	<b>461,700</b>	<b>468,999</b>	<b>494,751</b>	<b>488,657</b>
Recruiting	18,314	15,000	23,000	15,000	15,000	15,000	15,000	15,000	15,000
Employee Events	24,580	22,800	24,000	26,000	26,000	26,000	26,000	26,000	26,000
Team Development	8,739	12,765	12,122	11,990	12,083	12,178	12,277	12,378	12,482
Drug Free Workplace	639	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Recruiting / Retention</b>	<b>52,272</b>	<b>51,565</b>	<b>60,122</b>	<b>53,990</b>	<b>54,083</b>	<b>54,178</b>	<b>54,277</b>	<b>54,378</b>	<b>54,482</b>
Town Meetings	2,311	2,700	2,382	2,400	3,800	2,400	2,400	3,800	2,400
Special Events Expense	11,804	13,000	11,361	15,924	15,924	15,924	15,924	15,924	15,924
<b>Community Outreach</b>	<b>14,115</b>	<b>15,700</b>	<b>13,743</b>	<b>18,324</b>	<b>19,724</b>	<b>18,324</b>	<b>18,324</b>	<b>19,724</b>	<b>18,324</b>
RFID Tags - Commercial	0	14,984	27,764	28,735	29,741	30,782	31,859	32,975	34,129
RFID Tags - Residential	28,066	28,916	19,657	20,345	21,057	21,794	22,557	23,346	24,163
Gate Claims	0	2,500	1,271	2,500	2,500	2,500	2,500	2,500	2,500
EMS Support	47,714	50,938	23,228	0	0	0	0	0	0
Safety Programs	0	1,176	52	0	0	0	0	0	0
<b>Security/Police/EMS/Safety</b>	<b>75,780</b>	<b>98,514</b>	<b>71,972</b>	<b>51,580</b>	<b>53,298</b>	<b>55,076</b>	<b>56,916</b>	<b>58,821</b>	<b>60,792</b>
Communications	15,322	22,231	25,123	24,534	24,534	24,534	24,534	24,534	24,534
Utilities	49,007	58,436	53,521	59,400	61,757	64,211	66,765	69,425	72,194
Admin Utilities	24,280	24,354	28,504	28,904	29,996	31,130	32,309	33,535	34,809
Gate House Utilities	36,331	34,707	39,296	40,413	42,126	43,912	45,775	47,718	49,746
Street Lighting	65,385	68,533	68,533	69,588	72,720	75,992	79,412	82,985	86,720
<b>Utilities</b>	<b>190,325</b>	<b>208,261</b>	<b>214,977</b>	<b>222,839</b>	<b>231,133</b>	<b>239,779</b>	<b>248,795</b>	<b>258,197</b>	<b>268,003</b>
Hazard Material Registration	1,100	1,100	1,125	1,125	1,125	1,125	1,125	1,125	1,125
Landscape Contract - BrightView	1,064,429	1,064,424	1,064,424	1,200,000	1,233,000	1,266,908	1,301,747	1,337,546	1,374,328

## Long Range Financial Plan

### TLA Operating Fund

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Landscaping	11,168	18,386	12,000	18,937	19,505	20,090	20,693	21,314	21,953
Irrigation Expense	7,767	6,060	6,060	6,242	6,429	6,622	6,821	7,025	7,236
Tree Removal	52,301	45,900	45,900	48,195	50,605	53,135	55,792	58,581	61,510
Tree Replacement	0	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
<b>Landscaping</b>	<b>1,136,765</b>	<b>1,141,370</b>	<b>1,135,009</b>	<b>1,279,999</b>	<b>1,316,164</b>	<b>1,353,380</b>	<b>1,391,678</b>	<b>1,431,091</b>	<b>1,471,652</b>
Median Refurbishment	156,794	150,000	164,431	150,000	150,000	150,000	150,000	150,000	150,000
<b>Total Median Refurbishment</b>	<b>156,794</b>	<b>150,000</b>	<b>164,431</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
Algaecide/Herbicide Plant Control	78,761	77,250	45,000	79,568	81,955	84,413	86,946	89,554	92,241
Aerator Expense	6,098	7,350	7,350	7,571	7,798	8,032	8,272	8,521	8,776
Lab Testing	338	1,530	1,530	2,500	2,500	2,500	2,500	2,500	2,500
Stocking Plant Control	3,696	3,811	3,811	3,925	4,043	4,164	4,289	4,418	4,551
Aquatic Midge Control	13,359	13,759	13,359	14,447	15,170	15,928	16,725	17,561	18,439
Angler's Support	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Lagoon Dredging	51,805	57,750	52,000	57,750	59,483	61,267	63,105	64,998	66,948
Lagoon Beautification	0	5,500	1,500	5,500	5,500	5,500	5,500	5,500	5,500
<b>Lagoon Related</b>	<b>154,057</b>	<b>167,950</b>	<b>125,550</b>	<b>172,261</b>	<b>177,449</b>	<b>182,804</b>	<b>188,337</b>	<b>194,052</b>	<b>199,955</b>
Auto Gate Maintenance	20,672	21,244	22,300	59,841	23,428	23,897	24,375	24,862	25,360
Gatehouse Maintenance	5,636	12,240	12,240	12,607	12,859	26,825	13,379	17,881	13,919
PW Buildings Maintenance	31,070	38,007	24,000	24,620	29,612	25,615	30,921	26,649	30,782
Admin Buildings Maintenance	6,413	16,068	10,000	10,200	14,469	10,612	10,824	15,276	15,462
Radio/Phone/Repair&Maintenance	0	750	0	750	750	750	20,190	750	750
Cameras/License/Maintenance	19,949	20,917	26,794	86,098	72,574	38,915	18,253	51,695	29,798
Equipment Maintenance	81,881	77,875	78,625	81,693	84,081	86,540	89,074	91,683	94,370
<b>Total Repair &amp; Maintenance</b>	<b>165,621</b>	<b>187,101</b>	<b>173,959</b>	<b>275,809</b>	<b>237,773</b>	<b>213,154</b>	<b>207,016</b>	<b>228,796</b>	<b>210,441</b>
Signs/Mailbox/Fence Maintenance	97,443	110,000	75,000	113,300	115,566	123,877	120,235	124,640	127,592
Mailbox and Signs - Contract	0	50,000	40,000	51,500	52,530	53,581	54,652	55,745	56,860
<b>Signs &amp; Mailboxes</b>	<b>97,443</b>	<b>160,000</b>	<b>115,000</b>	<b>164,800</b>	<b>168,096</b>	<b>177,458</b>	<b>174,887</b>	<b>180,385</b>	<b>184,452</b>
Dry Trash Pickup	7,709	9,013	6,022	6,173	6,296	6,422	6,550	6,681	6,815
Chipping Yard Expense	385,088	225,000	400,001	337,500	337,500	337,500	337,500	337,500	337,500
Storage Yard Repair	2,516	2,575	2,575	2,652	2,705	2,759	2,815	2,871	2,928
Dog Park Expense	6,661	7,308	7,308	7,527	7,678	7,831	7,988	8,148	8,311
Athletic Facility	42,934	38,738	38,738	39,900	40,698	41,512	42,342	43,189	44,053
<b>Total Facilities</b>	<b>444,908</b>	<b>282,634</b>	<b>454,644</b>	<b>393,752</b>	<b>394,877</b>	<b>396,024</b>	<b>397,195</b>	<b>398,389</b>	<b>399,607</b>
Ad Valorem Taxes	1,268	2,730	1,268	1,357	1,424	1,496	1,571	1,649	1,731
Fuel & Lube	78,999	78,769	73,745	80,319	81,925	83,564	85,235	86,940	88,679
Vehicle Maintenance	11,459	12,994	12,994	13,384	13,785	14,199	14,625	15,064	15,516
Vehicle Damage	4,000	1,500	365	1,500	1,500	1,500	1,500	1,500	1,500
Auto Expense	3,452	4,068	3,556	7,232	7,232	7,232	7,232	7,232	7,232
<b>Fleet Maintenance</b>	<b>99,178</b>	<b>100,061</b>	<b>91,928</b>	<b>103,792</b>	<b>105,866</b>	<b>107,991</b>	<b>110,163</b>	<b>112,385</b>	<b>114,658</b>

## Long Range Financial Plan

TLA Operating Fund  
10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Pavement Restriping	18,315	33,500	27,000	33,500	33,500	33,500	33,500	33,500	33,500
Road Paving/Striping/Cleaning	18,315	33,500	27,000	33,500	33,500	33,500	33,500	33,500	33,500
Herd Management Contract	59,680	60,874	60,874	62,700	64,581	66,518	68,514	70,569	72,686
Meat Processing	576	5,100	3,800	5,000	5,000	5,000	5,000	5,000	5,000
TLA Animal Control	2,319	3,090	4,000	4,120	4,244	4,371	4,502	4,637	4,776
Wildlife Management	62,575	69,064	68,674	71,820	73,825	75,889	78,016	80,206	82,462
Strategic Plan	44,500	55,000	30,000	50,000	50,000	50,000	50,000	50,000	50,000
Special Project - Nature Trail	0	121,591	24,129	4,155	1,721	1,790	1,862	1,936	2,014
Special Projects	44,500	176,591	54,129	54,155	51,721	51,790	51,862	51,936	52,014
Bridge Repair / Fixed Pier Repair	20,646	75,000	35,000	77,250	79,568	50,000	50,000	50,000	50,000
Other Infrastructure Repairs	20,646	75,000	35,000	77,250	79,568	50,000	50,000	50,000	50,000
Gain or Loss on Asset Disposal	(24,400)	0	(33,286)	0	0	0	0	0	0
<b>Total Other Expenses</b>	<b>3,800,296</b>	<b>4,239,534</b>	<b>4,431,029</b>	<b>4,840,102</b>	<b>4,731,954</b>	<b>4,806,987</b>	<b>4,706,586</b>	<b>4,858,581</b>	<b>4,927,031</b>
<b>Total Expenses</b>	<b>8,693,767</b>	<b>9,394,193</b>	<b>9,683,634</b>	<b>10,334,376</b>	<b>10,456,892</b>	<b>10,775,970</b>	<b>10,930,816</b>	<b>11,354,140</b>	<b>11,707,068</b>
<b>Net Revenue Before Depreciation</b>	<b>(38,722)</b>	<b>(1,084,480)</b>	<b>(884,139)</b>	<b>(627,221)</b>	<b>(429,139)</b>	<b>(427,426)</b>	<b>(449,001)</b>	<b>(319,265)</b>	<b>(163,408)</b>
Depreciation	528,182	530,831	526,089	526,089	526,089	526,089	526,089	526,089	526,089
<b>Net Revenues Over Expenses</b>	<b>(566,904)</b>	<b>(1,615,311)</b>	<b>(1,410,228)</b>	<b>(1,153,310)</b>	<b>(955,228)</b>	<b>(953,515)</b>	<b>(975,090)</b>	<b>(845,354)</b>	<b>(689,497)</b>

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## Long Range Financial Plan

### Marinas Operating Rollup

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<b>Non-Assessment Revenue</b>									
Service Agreement - Marine Service	\$26,710	\$28,045	\$28,045	\$29,448	\$30,920	\$32,466	\$34,089	\$35,794	\$37,584
<b>Service Agreements</b>	<b>26,710</b>	<b>28,045</b>	<b>28,045</b>	<b>29,448</b>	<b>30,920</b>	<b>32,466</b>	<b>34,089</b>	<b>35,794</b>	<b>37,584</b>
Telecommunications Lease	20,049	20,049	20,049	20,049	20,049	20,049	20,049	20,049	20,049
<b>Rental Income</b>	<b>20,049</b>	<b>20,049</b>	<b>20,049</b>	<b>20,049</b>	<b>20,049</b>	<b>20,049</b>	<b>20,049</b>	<b>20,049</b>	<b>20,049</b>
Rack Rental - Jet Ski & Dingie	33,000	34,650	33,730	35,417	36,479	37,573	38,701	38,701	38,701
Rack Rental - Boats	1,229,080	1,343,122	1,357,000	1,424,850	1,467,596	1,511,623	1,556,972	1,556,972	1,556,972
Wet Slip Rental	450,448	472,920	464,283	509,055	524,327	540,057	556,258	556,258	556,258
Boat Movement Fee	0	0	75	0	0	0	0	0	0
Guest Slip Rental	18,033	21,000	19,600	19,500	19,500	19,500	19,500	19,500	19,500
<b>Boat Storage</b>	<b>1,730,561</b>	<b>1,871,692</b>	<b>1,874,688</b>	<b>1,988,822</b>	<b>2,047,902</b>	<b>2,108,753</b>	<b>2,171,431</b>	<b>2,171,431</b>	<b>2,171,431</b>
Rack Rental - Kayak	15,568	15,000	13,575	13,652	13,732	13,814	13,898	13,898	13,898
Sticker/Registration - Kayak	380	300	300	300	300	300	300	300	300
Rental - Kayak	3,204	3,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Kayak Revenues</b>	<b>19,152</b>	<b>18,300</b>	<b>15,375</b>	<b>15,452</b>	<b>15,532</b>	<b>15,614</b>	<b>15,698</b>	<b>15,698</b>	<b>15,698</b>
Gasoline Sales	355,915	335,000	368,000	345,000	345,000	345,000	345,000	345,000	345,000
Diesel Sales	44,825	55,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000
<b>Fuel Sales</b>	<b>400,740</b>	<b>390,000</b>	<b>405,000</b>	<b>382,000</b>	<b>382,000</b>	<b>382,000</b>	<b>382,000</b>	<b>382,000</b>	<b>382,000</b>
Merchandise Sales	105,270	96,950	93,300	88,800	88,800	88,800	88,800	88,800	88,800
Bait Sales	3,410	2,190	4,175	3,250	3,250	3,250	3,250	3,250	3,250
<b>Total Merchandise</b>	<b>108,680</b>	<b>99,140</b>	<b>97,475</b>	<b>92,050</b>	<b>92,050</b>	<b>92,050</b>	<b>92,050</b>	<b>92,050</b>	<b>92,050</b>
Programs-Charters	0	0	160	0	0	0	0	0	0
<b>Event Income</b>	<b>0</b>	<b>0</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Electric Service	7,664	8,705	4,950	5,100	5,118	5,136	5,155	5,174	5,194
Sailing Program	36,360	37,000	41,150	46,000	41,150	41,150	41,150	41,150	41,150
<b>Marina Other</b>	<b>44,024</b>	<b>45,705</b>	<b>46,100</b>	<b>51,100</b>	<b>46,268</b>	<b>46,286</b>	<b>46,305</b>	<b>46,324</b>	<b>46,344</b>
Boat Wash Services	8,203	6,270	6,100	6,100	6,100	6,100	6,100	6,100	6,100
<b>Other Revenue</b>	<b>8,203</b>	<b>6,270</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>
<b>Non-Assessment Revenue</b>	<b>2,358,119</b>	<b>2,479,201</b>	<b>2,492,992</b>	<b>2,585,021</b>	<b>2,640,821</b>	<b>2,703,318</b>	<b>2,767,722</b>	<b>2,769,446</b>	<b>2,771,256</b>
<b>Total Revenue</b>	<b>2,358,119</b>	<b>2,479,201</b>	<b>2,492,992</b>	<b>2,585,021</b>	<b>2,640,821</b>	<b>2,703,318</b>	<b>2,767,722</b>	<b>2,769,446</b>	<b>2,771,256</b>
Cost of Goods Sold									
Gasoline COGS	294,451	251,250	288,000	276,000	276,000	276,000	276,000	276,000	276,000
Diesel COGS	42,325	41,250	35,600	29,600	29,600	29,600	29,600	29,600	29,600



## Long Range Financial Plan

### Marinas Operating Rollup

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<b>Fuel COS</b>	<b>336,776</b>	<b>292,500</b>	<b>323,600</b>	<b>305,600</b>	<b>305,600</b>	<b>305,600</b>	<b>305,600</b>	<b>305,600</b>	<b>305,600</b>
Merchandise	63,095	63,018	60,645	57,769	57,820	57,871	57,924	57,977	58,032
Bait	1,889	1,424	2,138	1,788	1,788	1,788	1,788	1,788	1,788
<b>Merchandise COS</b>	<b>64,984</b>	<b>64,442</b>	<b>62,783</b>	<b>59,557</b>	<b>59,608</b>	<b>59,659</b>	<b>59,712</b>	<b>59,765</b>	<b>59,820</b>
Sailing Program expense	16,649	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
<b>Total Cost of Sales</b>	<b>418,409</b>	<b>371,942</b>	<b>401,383</b>	<b>380,157</b>	<b>380,208</b>	<b>380,259</b>	<b>380,312</b>	<b>380,365</b>	<b>380,420</b>
<b>Gross Margin</b>	<b>1,939,710</b>	<b>2,107,259</b>	<b>2,091,609</b>	<b>2,204,864</b>	<b>2,260,613</b>	<b>2,323,059</b>	<b>2,387,410</b>	<b>2,389,081</b>	<b>2,390,836</b>
Salaries & Wages	452,191	537,496	512,096	569,427	589,091	609,434	630,481	652,256	674,785
Training & Memberships	1,640	4,095	8,500	6,000	6,000	7,000	7,000	7,000	7,000
Uniforms	2,225	2,856	3,700	3,200	3,200	3,200	3,200	3,200	3,200
Overtime	22,186	16,500	16,500	16,000	16,000	16,000	16,000	16,000	16,000
Safety & Rain Gear	257	306	250	250	250	250	250	250	250
Benefits (401(k), WC, LI, STD, LTD, Taxes)	170,989	180,458	168,785	190,822	199,876	209,306	219,276	229,818	240,972
<b>Total Staffing</b>	<b>649,488</b>	<b>741,711</b>	<b>709,831</b>	<b>785,699</b>	<b>814,417</b>	<b>845,190</b>	<b>876,207</b>	<b>908,524</b>	<b>942,207</b>
Other Expenses									
Mailing House	2,534	2,856	2,607	2,640	2,640	2,640	2,640	2,640	2,640
<b>Total Printing and Postage</b>	<b>2,534</b>	<b>2,856</b>	<b>2,607</b>	<b>2,640</b>	<b>2,640</b>	<b>2,640</b>	<b>2,640</b>	<b>2,640</b>	<b>2,640</b>
Office Supplies	1,467	1,326	2,000	1,375	1,525	1,375	1,425	1,375	1,725
General Supplies/Equipment	4,355	2,856	4,206	3,384	5,471	3,560	3,651	3,746	3,843
Small Tools	692	1,408	1,000	1,000	800	800	1,000	800	800
Janitorial Supplies	1,532	1,520	1,900	1,551	1,603	1,658	1,716	1,777	1,841
<b>Office Supplies / Small Tools</b>	<b>8,046</b>	<b>7,110</b>	<b>9,106</b>	<b>7,310</b>	<b>9,399</b>	<b>7,393</b>	<b>7,792</b>	<b>7,698</b>	<b>8,209</b>
Property Taxes	32,396	35,350	35,350	37,824	39,716	41,701	43,786	45,976	48,274
<b>Total Taxes</b>	<b>32,396</b>	<b>35,350</b>	<b>35,350</b>	<b>37,824</b>	<b>39,716</b>	<b>41,701</b>	<b>43,786</b>	<b>45,976</b>	<b>48,274</b>
Engineering Studies	5,160	5,000	3,000	6,000	0	0	0	0	0
Insurance	436,483	467,487	471,603	527,267	558,903	592,437	627,984	665,663	705,602
Operating Contingency	9,619	45,000	30,000	45,000	45,000	45,000	45,000	45,000	45,000
Employee Business Reimbursement	0	102	0	0	0	0	0	0	0
Fees - Licenses	11,482	17,136	14,631	14,694	14,758	14,823	14,891	14,960	15,030
Service Charges/CC Fees	99	100	250	250	250	250	250	250	250
Physical Inventory Adjustment	530	402	437	420	420	420	420	420	420
<b>Total Other</b>	<b>463,373</b>	<b>535,227</b>	<b>519,921</b>	<b>593,631</b>	<b>619,331</b>	<b>652,930</b>	<b>688,545</b>	<b>726,293</b>	<b>766,302</b>
Marketing Expenses	0	0	1,200	0	1,500	0	1,500	0	1,500
<b>Marketing Expenses</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>1,500</b>
Kayak Expenses	0	3,000	3,000	2,000	0	0	0	0	0
<b>Kayak Expenses</b>	<b>0</b>	<b>3,000</b>	<b>3,000</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Long Range Financial Plan

### Marinas Operating Rollup

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Team Development	815	750	777	750	750	750	750	750	750
Recruiting / Retention	815	750	777	750	750	750	750	750	750
Communications	1,313	1,309	2,165	1,920	1,920	1,920	1,920	1,920	1,920
Utilities	43,981	44,994	47,922	49,735	51,737	53,823	55,996	58,259	60,616
Utilities	45,294	46,303	50,087	51,655	53,657	55,743	57,916	60,179	62,536
PW Buildings Maintenance	8,813	11,000	12,000	11,000	11,000	11,000	11,000	11,000	11,000
Boat Service Expense	383	400	491	420	441	463	486	511	0
Member Boat Damage	1,652	5,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Equipment Maintenance	756	2,140	2,840	2,901	3,006	3,117	3,232	3,354	3,482
Repair & Maint - Wiggins	46,318	35,000	35,000	36,750	38,588	40,517	42,543	44,670	46,903
Repair & Maint - Docks & Grounds	74,273	22,240	36,724	35,000	35,000	35,000	35,000	35,000	47,000
Repair & Maint- Seawall	17,998	125,000	50,000	65,000	0	25,000	0	0	50,000
Channel Markers	1,557	350	10,750	1,000	0	1,000	0	1,000	0
Total Repair & Maintenance	151,750	201,130	149,805	154,071	90,035	118,097	94,261	97,535	160,385
Dredging Expense	147,577	130,000	138,205	150,891	158,435	166,357	174,675	183,409	192,579
Total Dredging Expense	147,577	130,000	138,205	150,891	158,435	166,357	174,675	183,409	192,579
Dry Trash Pickup	12,963	13,228	13,550	13,889	14,167	14,450	14,739	15,034	15,334
Total Facilities	12,963	13,228	13,550	13,889	14,167	14,450	14,739	15,034	15,334
Fuel & Lube	9,297	10,810	10,040	10,040	10,241	10,446	10,655	10,868	11,085
Fleet Maintenance	9,297	10,810	10,040	10,040	10,241	10,446	10,655	10,868	11,085
<b>Total Other Expenses</b>	<b>874,045</b>	<b>985,764</b>	<b>933,648</b>	<b>1,024,701</b>	<b>999,871</b>	<b>1,070,507</b>	<b>1,097,259</b>	<b>1,150,382</b>	<b>1,269,594</b>
<b>Total Expenses</b>	<b>1,523,533</b>	<b>1,727,475</b>	<b>1,643,479</b>	<b>1,810,400</b>	<b>1,814,288</b>	<b>1,915,697</b>	<b>1,973,466</b>	<b>2,058,906</b>	<b>2,211,801</b>
<b>Net Revenue Before Depreciation</b>	<b>416,177</b>	<b>379,784</b>	<b>448,130</b>	<b>394,464</b>	<b>446,325</b>	<b>407,362</b>	<b>413,944</b>	<b>330,175</b>	<b>179,035</b>
Depreciation	237,236	225,031	220,488	220,488	220,488	220,488	220,488	220,488	220,488
<b>Net Revenues Over Expenses</b>	<b>178,941</b>	<b>154,753</b>	<b>227,642</b>	<b>173,976</b>	<b>225,837</b>	<b>186,874</b>	<b>193,456</b>	<b>109,687</b>	<b>(41,453)</b>

## Department Budgets

### TLA and Marinas Operating

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
<b>Revenues</b>								
5000	Assessment Revenue	\$5,927,220	\$5,829,980	\$4,800,857	\$5,829,980	\$0	\$7,085,260	\$1,255,280
<b>Non-Assessment Revenue</b>								
5200	Vehicle Registration - Annual	629,921	618,235	566,456	648,289	30,054	648,289	0
5210	Vehicle Registration - Other	528,657	494,624	447,748	526,937	32,313	526,937	0
5220	Vehicle Registration - Frequent Visitor	27,950	35,375	23,900	27,750	(7,625)	27,750	0
	<b>Vehicle Registration</b>	<b>1,186,528</b>	<b>1,148,234</b>	<b>1,038,104</b>	<b>1,202,976</b>	<b>54,742</b>	<b>1,202,976</b>	<b>0</b>
5100	Service Agreement - TLCO - Security	6,499	6,694	5,021	6,694	0	6,928	234
5110	Service Agreement - TLGAC - Security/Lagoons	113,049	117,571	104,533	125,440	7,869	159,830	34,390
5130	Service Agreement - Village POA	21,766	22,419	22,419	22,419	0	23,092	673
5140	Service Agreement - Marine Service	26,710	28,045	23,371	28,045	0	29,448	1,403
	<b>Service Agreements</b>	<b>168,024</b>	<b>174,729</b>	<b>155,344</b>	<b>182,598</b>	<b>7,869</b>	<b>219,298</b>	<b>36,700</b>
5240	Architectural Review Fees	132,393	102,850	119,840	155,000	52,150	121,000	(34,000)
5270	Contractor Forfeitures	30,441	5,000	20,898	30,000	25,000	5,000	(25,000)
5290	"For Sale" Sign Rental & Return	90	175	85	105	(70)	220	115
	<b>Architectural Fees</b>	<b>162,924</b>	<b>108,025</b>	<b>140,823</b>	<b>185,105</b>	<b>77,080</b>	<b>126,220</b>	<b>(58,885)</b>
5520	Telecommunications Lease	139,424	137,843	122,573	144,412	6,569	145,049	637
5560	Meeting Room Rental	670	500	1,300	1,500	1,000	1,500	0
5590	Storage Yard	51,145	111,880	58,426	63,276	(48,604)	86,382	23,106
5600	BrightView Rent Revenue	23,174	23,174	19,311	23,174	0	23,174	0
5610	Cable Head-End Lease	19,335	19,915	16,538	19,915	0	20,512	597
5620	Room Rental - Sunset	67,785	44,841	50,693	53,000	8,159	50,000	(3,000)
	<b>Rental Income</b>	<b>301,533</b>	<b>338,153</b>	<b>268,841</b>	<b>305,277</b>	<b>(32,876)</b>	<b>326,617</b>	<b>21,340</b>
5440	Interest Earned	94,946	100,000	79,507	105,000	5,000	90,000	(15,000)
	<b>Total Interest</b>	<b>94,946</b>	<b>100,000</b>	<b>79,507</b>	<b>105,000</b>	<b>5,000</b>	<b>90,000</b>	<b>(15,000)</b>
5030	Rack Rental - Jet Ski & Dingie	33,000	34,650	28,088	33,730	(920)	35,417	1,687
5031	Rack Rental - Boats	1,229,080	1,343,122	1,125,535	1,357,000	13,878	1,424,850	67,850
5032	Wet Slip Rental	450,448	472,920	386,641	464,283	(8,637)	509,055	44,772
5035	Boat Movement Fee	0	0	75	75	75	0	(75)
5033	Guest Slip Rental	18,033	21,000	14,218	19,600	(1,400)	19,500	(100)
	<b>Boat Storage</b>	<b>1,730,561</b>	<b>1,871,692</b>	<b>1,554,557</b>	<b>1,874,688</b>	<b>2,996</b>	<b>1,988,822</b>	<b>114,134</b>
5025	Rack Rental - Kayak	15,568	15,000	11,564	13,575	(1,425)	13,652	77
5026	Sticker/Registration - Kayak	380	300	140	300	0	300	0
5027	Rental - Kayak	3,204	3,000	1,122	1,500	(1,500)	1,500	0
	<b>Kayak Revenues</b>	<b>19,152</b>	<b>18,300</b>	<b>12,826</b>	<b>15,375</b>	<b>(2,925)</b>	<b>15,452</b>	<b>77</b>
5320	Gasoline Sales	355,915	335,000	360,028	368,000	33,000	345,000	(23,000)
5321	Diesel Sales	44,825	55,000	23,328	37,000	(18,000)	37,000	0

## Department Budgets

### TLA and Marinas Operating

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
	<b>Fuel Sales</b>	<b>400,740</b>	<b>390,000</b>	<b>383,356</b>	<b>405,000</b>	<b>15,000</b>	<b>382,000</b>	<b>(23,000)</b>
5300 + 9200	Merchandise Sales	105,270	96,950	88,023	93,300	(3,650)	88,800	(4,500)
5310	Bait Sales	3,410	2,190	4,118	4,175	1,985	3,250	(925)
	<b>Total Merchandise</b>	<b>108,680</b>	<b>99,140</b>	<b>92,141</b>	<b>97,475</b>	<b>(1,665)</b>	<b>92,050</b>	<b>(5,425)</b>
5553	Programs-Charters	0	0	160	160	160	0	(160)
	<b>Event Income</b>	<b>0</b>	<b>0</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>0</b>	<b>(160)</b>
5550	Telephone Directory	65	85	45	85	0	85	0
5570	Mail Boxes	4,140	10,000	9,365	9,365	(635)	10,000	635
5580	Dog Park Fees	12,650	14,300	14,940	15,000	700	13,700	(1,300)
5670	Recycling Revenue	284	0	524	524	524	0	(524)
5675	Chipping Revenue	379,800	250,000	354,750	444,445	194,445	375,000	(69,445)
5002	Reseale Disclosure	66,500	59,000	58,500	59,000	0	53,100	(5,900)
	<b>Member Services</b>	<b>463,439</b>	<b>333,385</b>	<b>438,124</b>	<b>528,419</b>	<b>195,034</b>	<b>451,885</b>	<b>(76,534)</b>
5040	Electric Service	7,664	8,705	4,103	4,950	(3,755)	5,100	150
5370	Sailing Program	36,360	37,000	34,835	41,150	4,150	46,000	4,850
	<b>Marina Other</b>	<b>44,024</b>	<b>45,705</b>	<b>38,938</b>	<b>46,100</b>	<b>395</b>	<b>51,100</b>	<b>5,000</b>
5005	Finance Charge Revenue - TLA	16,191	15,000	37,043	38,811	23,811	33,900	(4,911)
5006	EFT Processing Fee Revenue	39,996	26,000	41,475	55,552	29,552	44,618	(10,934)
5510	Journal Advertising	995	0	0	0	0	0	0
5540	Directory Advertising	17,714	19,500	16,114	17,000	(2,500)	12,500	(4,500)
5660	Violation Fees	14,805	15,500	96,547	108,550	93,050	39,000	(69,550)
5665	Security Service Fee	4,280	10,000	3,858	10,000	0	7,500	(2,500)
5036	Boat Wash Services	8,203	6,270	5,184	6,100	(170)	6,100	0
	<b>Other Revenue</b>	<b>102,184</b>	<b>92,270</b>	<b>200,221</b>	<b>236,013</b>	<b>143,743</b>	<b>143,618</b>	<b>(92,395)</b>
5676	Special Income	303,209	239,301	261,384	278,320	39,019	116,878	(161,442)
	<b>Special Income</b>	<b>303,209</b>	<b>239,301</b>	<b>261,384</b>	<b>278,320</b>	<b>39,019</b>	<b>116,878</b>	<b>(161,442)</b>
	<b>Non-Assessment Revenue</b>	<b>5,085,944</b>	<b>4,958,934</b>	<b>4,664,326</b>	<b>5,462,506</b>	<b>503,572</b>	<b>5,206,916</b>	<b>(255,590)</b>
	<b>Total Revenue</b>	<b>11,013,164</b>	<b>10,788,914</b>	<b>9,465,183</b>	<b>11,292,486</b>	<b>503,572</b>	<b>12,292,176</b>	<b>999,690</b>
	Cost of Goods Sold							
5920	Gasoline COGS	294,451	251,250	246,423	288,000	(36,750)	276,000	12,000
5921	Diesel COGS	42,325	41,250	22,390	35,600	5,650	29,600	6,000
	<b>Fuel COS</b>	<b>336,776</b>	<b>292,500</b>	<b>268,813</b>	<b>323,600</b>	<b>(31,100)</b>	<b>305,600</b>	<b>18,000</b>
5900	Merchandise	63,095	63,018	55,986	60,645	2,373	57,769	2,876
5910	Bait	1,889	1,424	1,872	2,138	(714)	1,788	350
	<b>Merchandise COS</b>	<b>64,984</b>	<b>64,442</b>	<b>57,858</b>	<b>62,783</b>	<b>1,659</b>	<b>59,557</b>	<b>3,226</b>

## Department Budgets

### TLA and Marinas Operating

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
5970	Sailing Program expense	16,649	15,000	10,687	15,000	0	15,000	0
	<b>Total Cost of Sales</b>	<b>418,409</b>	<b>371,942</b>	<b>337,358</b>	<b>401,383</b>	<b>(29,441)</b>	<b>380,157</b>	<b>21,226</b>
	<b>Gross Margin</b>	<b>10,594,755</b>	<b>10,416,972</b>	<b>9,127,825</b>	<b>10,891,103</b>	<b>474,131</b>	<b>11,912,019</b>	<b>1,020,916</b>
6000 + 6010 + 60...	Salaries & Wages	3,885,291	4,252,380	3,412,702	4,229,077	23,303	4,455,520	(226,443)
6200	Training & Memberships	55,531	64,771	56,227	67,060	(2,289)	71,848	(4,788)
6210	Uniforms	31,355	37,642	31,928	38,512	(870)	38,975	(463)
6020	Overtime	127,110	88,000	117,752	120,963	(32,963)	87,500	33,463
6211	Safety & Rain Gear	7,735	8,024	5,069	9,536	(1,512)	8,144	1,392
6050	Temporary Personnel	31,822	0	21,994	33,685	(33,685)	0	33,685
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	1,404,115	1,445,550	1,224,372	1,463,603	(18,053)	1,617,987	(154,384)
	<b>Total Staffing</b>	<b>5,542,959</b>	<b>5,896,367</b>	<b>4,870,044</b>	<b>5,962,436</b>	<b>(66,069)</b>	<b>6,279,974</b>	<b>(317,538)</b>
	Other Expenses							
7000	Postage	9,833	6,020	4,029	5,227	793	5,825	(598)
7010	Mailing House	6,570	3,701	2,734	3,603	98	3,665	(62)
7020	Printing	32,731	14,865	19,829	21,415	(6,550)	12,707	8,708
	<b>Total Printing and Postage</b>	<b>49,134</b>	<b>24,586</b>	<b>26,592</b>	<b>30,245</b>	<b>(5,659)</b>	<b>22,197</b>	<b>8,048</b>
7030	Office Supplies	18,045	17,142	29,930	33,760	(16,618)	16,258	17,502
7031	Printer Supplies	1,446	1,700	2,586	2,586	(886)	3,200	(614)
7740	General Supplies/Equipment	110,693	98,625	52,277	94,512	4,113	242,233	(147,721)
7800	Small Tools	2,762	6,499	2,914	5,000	1,499	5,120	(120)
8110	Janitorial Supplies	12,206	11,782	9,026	11,505	277	11,264	241
8120	Janitorial Services	10,020	10,403	5,710	9,885	518	10,083	(198)
7035	Kitchen Supplies	1,646	1,500	1,590	1,800	(300)	1,200	600
	<b>Office Supplies / Small Tools</b>	<b>156,818</b>	<b>147,651</b>	<b>104,033</b>	<b>159,048</b>	<b>(11,397)</b>	<b>289,358</b>	<b>(130,310)</b>
7112 + 7113	Property Taxes	62,805	82,345	17,455	72,350	9,995	77,414	(5,064)
7120	Provision for Income Taxes	4,000	65,000	4,267	4,267	60,733	65,000	(60,733)
	<b>Total Taxes</b>	<b>66,805</b>	<b>147,345</b>	<b>21,722</b>	<b>76,617</b>	<b>70,728</b>	<b>142,414</b>	<b>(65,797)</b>
7130	Professional Fees - Legal Fees	52,381	61,000	68,548	91,000	(30,000)	71,000	20,000
7132	Professional Fees - ARC	0	1,500	0	0	1,500	500	(500)
7135	Professional Fees - CPA Firm	31,290	31,000	33,776	39,026	(8,026)	39,000	26
	<b>Professional Fees</b>	<b>83,671</b>	<b>93,500</b>	<b>102,324</b>	<b>130,026</b>	<b>(36,526)</b>	<b>110,500</b>	<b>19,526</b>
7315	Engineering Studies	85,333	135,000	61,113	78,000	57,000	179,000	(101,000)
7100	Insurance	685,768	687,789	604,777	721,903	(34,114)	809,967	(88,064)
7350	Operating Contingency	18,069	145,000	269,733	380,000	(235,000)	145,000	235,000
7040	Employee Business Reimbursement	313	790	223	399	391	550	(151)
7070	Offsite Storage	1,927	1,752	2,058	2,373	(621)	2,420	(47)
7150	Board & Committee Expense - Meetings	4,965	5,000	5,324	5,324	(324)	4,500	824
7170	Fees - Licenses	25,288	33,636	5,493	31,131	2,505	31,194	(63)
7180	Provision for Bad Debt	(60,572)	10,000	45,414	35,000	(25,000)	25,000	10,000
7300	Consulting Services	2,400	14,400	2,400	2,400	12,000	6,000	(3,600)

## Department Budgets

### TLA and Marinas Operating

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
7410	Service Charges/CC Fees	86,811	80,335	83,336	110,449	(30,114)	115,270	(4,821)
7011	Outside Services	4,321	0	0	0	0	0	0
7181	Physical Inventory Adjustment	530	402	437	442	(40)	420	22
7247	Covenant Property Litigation	396	5,000	2,681	4,500	500	3,000	1,500
7319	Sustainable Skidaway Renewal	1,000	1,000	1,000	1,500	(500)	1,500	0
	<b>Total Other</b>	<b>856,549</b>	<b>1,120,104</b>	<b>1,083,989</b>	<b>1,373,421</b>	<b>(253,317)</b>	<b>1,323,821</b>	<b>49,600</b>
7005	Marketing Expenses	0	0	1,200	1,200	(1,200)	0	1,200
	<b>Marketing Expenses</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>1,200</b>	<b>(1,200)</b>	<b>0</b>	<b>1,200</b>
8105	Kayak Expenses	0	3,000	38	3,000	0	2,000	1,000
	<b>Kayak Expenses</b>	<b>0</b>	<b>3,000</b>	<b>38</b>	<b>3,000</b>	<b>0</b>	<b>2,000</b>	<b>1,000</b>
7260	Software and Peripherals	45,804	49,160	76,187	83,000	(33,840)	84,140	(1,140)
7261	IT Maintenance Agreements	310,619	305,420	293,002	339,496	(34,076)	365,206	(25,710)
7264	System Maintenance	28,351	15,000	28,832	33,307	(18,307)	20,000	13,307
	<b>IT Support</b>	<b>384,774</b>	<b>369,580</b>	<b>398,021</b>	<b>455,803</b>	<b>(86,223)</b>	<b>469,346</b>	<b>(13,543)</b>
7200:7210	Recruiting	18,314	15,000	22,308	23,000	(8,000)	15,000	8,000
7230	Employee Events	24,580	22,800	13,891	24,000	(1,200)	26,000	(2,000)
7240	Team Development	9,554	13,515	8,120	12,899	616	12,740	159
7251	Drug Free Workplace	639	1,000	119	1,000	0	1,000	0
	<b>Recruiting / Retention</b>	<b>53,087</b>	<b>52,315</b>	<b>44,438</b>	<b>60,899</b>	<b>(8,584)</b>	<b>54,740</b>	<b>6,159</b>
7440	Town Meetings	2,311	2,700	2,382	2,382	318	2,400	(18)
7451	Special Events Expense	11,804	13,000	11,361	11,361	1,639	15,924	(4,563)
	<b>Community Outreach</b>	<b>14,115</b>	<b>15,700</b>	<b>13,743</b>	<b>13,743</b>	<b>1,957</b>	<b>18,324</b>	<b>(4,581)</b>
7600	RFID Tags - Commercial	0	14,984	18,590	27,764	(12,780)	28,735	(971)
7601	RFID Tags - Residential	28,066	28,916	19,657	19,657	9,259	20,345	(688)
7610	Gate Claims	0	2,500	1,271	1,271	1,229	2,500	(1,229)
7630	EMS Support	47,714	50,938	23,228	23,228	27,710	0	23,228
7640	Safety Programs	0	1,176	52	52	1,124	0	52
	<b>Security/Police/EMS/Safety</b>	<b>75,780</b>	<b>98,514</b>	<b>62,798</b>	<b>71,972</b>	<b>26,542</b>	<b>51,580</b>	<b>20,392</b>
7050	Communications	16,635	23,540	23,230	27,289	(3,749)	26,454	835
7060	Utilities	92,988	103,430	82,800	101,443	1,987	109,134	(7,691)
7061	Admin Utilities	24,280	24,354	20,529	28,504	(4,150)	28,904	(400)
7062	Gate House Utilities	36,331	34,707	31,752	39,296	(4,589)	40,413	(1,117)
8550	Street Lighting	65,385	68,533	57,372	68,533	0	69,588	(1,055)
	<b>Utilities</b>	<b>235,619</b>	<b>254,564</b>	<b>215,683</b>	<b>265,065</b>	<b>(10,501)</b>	<b>274,493</b>	<b>(9,428)</b>
8180	Hazard Material Registration	1,100	1,100	1,125	1,125	(25)	1,125	0
8200	Landscape Contract - BrightView	1,064,429	1,064,424	887,024	1,064,424	0	1,200,000	(135,576)
8202	Landscaping	11,168	18,386	5,139	12,000	6,386	18,937	(6,937)

## Department Budgets

### TLA and Marinas Operating

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
8203	Irrigation Expense	7,767	6,060	3,952	6,060	0	6,242	(182)
8210	Tree Removal	52,301	45,900	39,425	45,900	0	48,195	(2,295)
8211	Tree Replacement	0	5,500	0	5,500	0	5,500	0
	<b>Landscaping</b>	<b>1,136,765</b>	<b>1,141,370</b>	<b>936,665</b>	<b>1,135,009</b>	<b>6,361</b>	<b>1,279,999</b>	<b>(144,990)</b>
8240	Median Refurbishment	156,794	150,000	164,431	164,431	(14,431)	150,000	14,431
	<b>Total Median Refurbishment</b>	<b>156,794</b>	<b>150,000</b>	<b>164,431</b>	<b>164,431</b>	<b>(14,431)</b>	<b>150,000</b>	<b>14,431</b>
8400	Algaecide/Herbicide Plant Control	78,761	77,250	23,535	45,000	32,250	79,568	(34,568)
8410	Aerator Expense	6,098	7,350	4,384	7,350	0	7,571	(221)
8430	Lab Testing	338	1,530	366	1,530	0	2,500	(970)
8440	Stocking Plant Control	3,696	3,811	0	3,811	0	3,925	(114)
8450	Aquatic Midge Control	13,359	13,759	13,359	13,359	400	14,447	(1,088)
8470	Angler's Support	0	1,000	631	1,000	0	1,000	0
8480	Lagoon Dredging	51,805	57,750	51,600	52,000	5,750	57,750	(5,750)
8490	Lagoon Beautification	0	5,500	0	1,500	4,000	5,500	(4,000)
	<b>Lagoon Related</b>	<b>154,057</b>	<b>167,950</b>	<b>93,875</b>	<b>125,550</b>	<b>42,400</b>	<b>172,261</b>	<b>(46,711)</b>
8000	Auto Gate Maintenance	20,672	21,244	21,108	22,300	(1,056)	59,841	(37,541)
8010	Gatehouse Maintenance	5,636	12,240	5,548	12,240	0	12,607	(367)
8100	PW Buildings Maintenance	39,883	49,007	25,103	36,000	13,007	35,620	380
8101	Admin Buildings Maintenance	6,413	16,068	7,010	10,000	6,068	10,200	(200)
7750	Boat Service Expense	383	400	491	491	(91)	420	71
8130	Member Boat Damage	1,652	5,000	1,103	2,000	3,000	2,000	0
8135	Radio/Phone/Repair&Maintenance	0	750	0	0	750	750	(750)
8137	Cameras/License/Maintenance	19,949	20,917	25,165	26,794	(5,877)	86,098	(59,304)
8140	Equipment Maintenance	82,637	80,015	61,581	81,465	(1,450)	84,594	(3,129)
8141	Repair & Maint - Wiggins	46,318	35,000	33,978	35,000	0	36,750	(1,750)
8142	Repair & Maint - Docks & Grounds	74,273	22,240	36,598	36,724	(14,484)	35,000	1,724
8151	Repair & Maint- Seawall	17,998	125,000	26,539	50,000	75,000	65,000	(15,000)
8154	Channel Markers	1,557	350	10,750	10,750	(10,400)	1,000	9,750
	<b>Total Repair &amp; Maintenance</b>	<b>317,371</b>	<b>388,231</b>	<b>254,974</b>	<b>323,764</b>	<b>64,467</b>	<b>429,880</b>	<b>(106,116)</b>
8152	Dredging Expense	147,577	130,000	138,205	138,205	(8,205)	150,891	(12,686)
	<b>Total Dredging Expense</b>	<b>147,577</b>	<b>130,000</b>	<b>138,205</b>	<b>138,205</b>	<b>(8,205)</b>	<b>150,891</b>	<b>(12,686)</b>
8700	Signs/Mailbox/Fence Maintenance	97,443	110,000	51,186	75,000	35,000	113,300	(38,300)
8710	Mailbox and Signs - Contract	0	50,000	17,020	40,000	10,000	51,500	(11,500)
	<b>Signs &amp; Mailboxes</b>	<b>97,443</b>	<b>160,000</b>	<b>68,206</b>	<b>115,000</b>	<b>45,000</b>	<b>164,800</b>	<b>(49,800)</b>
8230	Dry Trash Pickup	20,672	22,240	16,174	19,572	2,668	20,061	(489)
8232	Chipping Yard Expense	385,088	225,000	369,290	400,001	(175,001)	337,500	62,501
8720	Storage Yard Repair	2,516	2,575	829	2,575	0	2,652	(77)
8730	Dog Park Expense	6,661	7,308	3,987	7,308	0	7,527	(219)

## Department Budgets

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Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
8740	Athletic Facility	42,934	38,738	32,061	38,738	0	39,900	(1,162)
	<b>Total Facilities</b>	<b>457,871</b>	<b>295,861</b>	<b>422,341</b>	<b>468,194</b>	<b>(172,333)</b>	<b>407,640</b>	<b>60,554</b>
7111	Ad Valorem Taxes	1,268	2,730	1,215	1,268	1,462	1,357	(89)
8300	Fuel & Lube	88,296	89,579	61,921	83,785	5,794	90,359	(6,574)
8310	Vehicle Maintenance	11,459	12,994	2,783	12,994	0	13,384	(390)
8315	Vehicle Damage	4,000	1,500	365	365	1,135	1,500	(1,135)
8320	Auto Expense	3,452	4,068	2,942	3,556	512	7,232	(3,676)
	<b>Fleet Maintenance</b>	<b>108,475</b>	<b>110,871</b>	<b>69,226</b>	<b>101,968</b>	<b>8,903</b>	<b>113,832</b>	<b>(11,864)</b>
8540	Pavement Restriping	18,315	33,500	17,659	27,000	6,500	33,500	(6,500)
	<b>Road Paving/Striping/Cleaning</b>	<b>18,315</b>	<b>33,500</b>	<b>17,659</b>	<b>27,000</b>	<b>6,500</b>	<b>33,500</b>	<b>(6,500)</b>
8600	Herd Management Contract	59,680	60,874	60,129	60,874	0	62,700	(1,826)
8610	Meat Processing	576	5,100	0	3,800	1,300	5,000	(1,200)
8620	TLA Animal Control	2,319	3,090	3,460	4,000	(910)	4,120	(120)
	<b>Wildlife Management</b>	<b>62,575</b>	<b>69,064</b>	<b>63,589</b>	<b>68,674</b>	<b>390</b>	<b>71,820</b>	<b>(3,146)</b>
7316	Strategic Plan	44,500	55,000	3,000	30,000	25,000	50,000	(20,000)
8245	Special Project - Nature Trail	0	121,591	22,537	24,129	97,462	4,155	19,974
	<b>Special Projects</b>	<b>44,500</b>	<b>176,591</b>	<b>25,537</b>	<b>54,129</b>	<b>122,462</b>	<b>54,155</b>	<b>(26)</b>
8520	Bridge Repair / Fixed Pier Repair	20,646	75,000	5,529	35,000	40,000	77,250	(42,250)
	<b>Other Infrastructure Repairs</b>	<b>20,646</b>	<b>75,000</b>	<b>5,529</b>	<b>35,000</b>	<b>40,000</b>	<b>77,250</b>	<b>(42,250)</b>
9000	Gain or Loss on Asset Disposal	(24,400)	0	(33,286)	(33,286)	33,286	0	(33,286)
	<b>Total Other Expenses</b>	<b>4,674,341</b>	<b>5,225,297</b>	<b>4,301,532</b>	<b>5,364,677</b>	<b>(139,380)</b>	<b>5,864,801</b>	<b>(500,124)</b>
	<b>Total Expenses</b>	<b>10,217,300</b>	<b>11,121,664</b>	<b>9,171,576</b>	<b>11,327,113</b>	<b>(205,449)</b>	<b>12,144,775</b>	<b>(817,662)</b>
	<b>Net Revenue Before Depreciation</b>	<b>377,455</b>	<b>(704,692)</b>	<b>(43,751)</b>	<b>(436,010)</b>	<b>268,682</b>	<b>(232,756)</b>	<b>203,254</b>
9100	Depreciation	765,418	755,861	559,827	746,577	9,284	746,577	0
	<b>Net Revenues Over Expenses</b>	<b>(387,963)</b>	<b>(1,460,553)</b>	<b>(603,578)</b>	<b>(1,182,587)</b>	<b>277,966</b>	<b>(979,333)</b>	<b>203,254</b>





## Department Budgets

### TLA Operating Fund

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
<b>Revenues</b>								
5000	Assessment Revenue	\$5,927,220	\$5,829,980	\$4,800,857	\$5,829,980	\$0	\$7,085,260	\$1,255,280
<b>Non-Assessment Revenue</b>								
5200	Vehicle Registration - Annual	629,921	618,235	566,456	648,289	30,054	648,289	0
5210	Vehicle Registration - Other	528,657	494,624	447,748	526,937	32,313	526,937	0
5220	Vehicle Registration - Frequent Visitor	27,950	35,375	23,900	27,750	(7,625)	27,750	0
	<b>Vehicle Registration</b>	<b>1,186,528</b>	<b>1,148,234</b>	<b>1,038,104</b>	<b>1,202,976</b>	<b>54,742</b>	<b>1,202,976</b>	<b>0</b>
5100	Service Agreement - TLC - Security	6,499	6,694	5,021	6,694	0	6,928	234
5110	Service Agreement - TLGAC - Security/Lagoons	113,049	117,571	104,533	125,440	7,869	159,830	34,390
5130	Service Agreement - Village POA	21,766	22,419	22,419	22,419	0	23,092	673
	<b>Service Agreements</b>	<b>141,314</b>	<b>146,684</b>	<b>131,973</b>	<b>154,553</b>	<b>7,869</b>	<b>189,850</b>	<b>35,297</b>
5240	Architectural Review Fees	132,393	102,850	119,840	155,000	52,150	121,000	(34,000)
5270	Contractor Forfeitures	30,441	5,000	20,898	30,000	25,000	5,000	(25,000)
5290	"For Sale" Sign Rental & Return	90	175	85	105	(70)	220	115
	<b>Architectural Fees</b>	<b>162,924</b>	<b>108,025</b>	<b>140,823</b>	<b>185,105</b>	<b>77,080</b>	<b>126,220</b>	<b>(58,885)</b>
5520	Telecommunications Lease	119,375	117,794	105,865	124,364	6,570	125,000	636
5560	Meeting Room Rental	670	500	1,300	1,500	1,000	1,500	0
5590	Storage Yard	51,145	111,880	58,426	63,276	(48,604)	86,382	23,106
5600	BrightView Rent Revenue	23,174	23,174	19,311	23,174	0	23,174	0
5610	Cable Head-End Lease	19,335	19,915	16,538	19,915	0	20,512	597
5620	Room Rental - Sunset	67,785	44,841	50,693	53,000	8,159	50,000	(3,000)
	<b>Rental Income</b>	<b>281,484</b>	<b>318,104</b>	<b>252,133</b>	<b>285,229</b>	<b>(32,875)</b>	<b>306,568</b>	<b>21,339</b>
5440	Interest Earned	94,946	100,000	79,507	105,000	5,000	90,000	(15,000)
	<b>Total Interest</b>	<b>94,946</b>	<b>100,000</b>	<b>79,507</b>	<b>105,000</b>	<b>5,000</b>	<b>90,000</b>	<b>(15,000)</b>
5550	Telephone Directory	65	85	45	85	0	85	0
5570	Mail Boxes	4,140	10,000	9,365	9,365	(635)	10,000	635
5580	Dog Park Fees	12,650	14,300	14,940	15,000	700	13,700	(1,300)
5670	Recycling Revenue	284	0	524	524	524	0	(524)
5675	Chipping Revenue	379,800	250,000	354,750	444,445	194,445	375,000	(69,445)
5002	Reseal Disclosure	66,500	59,000	58,500	59,000	0	53,100	(5,900)
	<b>Member Services</b>	<b>463,439</b>	<b>333,385</b>	<b>438,124</b>	<b>528,419</b>	<b>195,034</b>	<b>451,885</b>	<b>(76,534)</b>

## Department Budgets

### TLA Operating Fund

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
5005	Finance Charge Revenue - TLA	16,191	15,000	37,043	38,811	23,811	33,900	(4,911)
5006	EFT Processing Fee Revenue	39,996	26,000	41,475	55,552	29,552	44,618	(10,934)
5510	Journal Advertising	995	0	0	0	0	0	0
5540	Directory Advertising	17,714	19,500	16,114	17,000	(2,500)	12,500	(4,500)
5660	Violation Fees	14,805	15,500	96,547	108,550	93,050	39,000	(69,550)
5665	Security Service Fee	4,280	10,000	3,858	10,000	0	7,500	(2,500)
	<b>Other Revenue</b>	<b>93,981</b>	<b>86,000</b>	<b>195,037</b>	<b>229,913</b>	<b>143,913</b>	<b>137,518</b>	<b>(92,395)</b>
5676	Special Income	303,209	239,301	261,384	278,320	39,019	116,878	(161,442)
	<b>Special Income</b>	<b>303,209</b>	<b>239,301</b>	<b>261,384</b>	<b>278,320</b>	<b>39,019</b>	<b>116,878</b>	<b>(161,442)</b>
	<b>Non-Assessment Revenue</b>	<b>2,727,825</b>	<b>2,479,733</b>	<b>2,537,085</b>	<b>2,969,515</b>	<b>489,782</b>	<b>2,621,895</b>	<b>(347,620)</b>
	<b>Total Revenue</b>	<b>8,655,045</b>	<b>8,309,713</b>	<b>7,337,942</b>	<b>8,799,495</b>	<b>489,782</b>	<b>9,707,155</b>	<b>907,660</b>
	Cost of Goods Sold							
	<b>Gross Margin</b>	<b>8,655,045</b>	<b>8,309,713</b>	<b>7,337,942</b>	<b>8,799,495</b>	<b>489,782</b>	<b>9,707,155</b>	<b>907,660</b>
6000 + 6010 + 60...	Salaries & Wages	3,433,100	3,714,884	2,987,864	3,716,981	(2,097)	3,886,092	(169,111)
6200	Training & Memberships	53,891	60,676	50,549	58,560	2,116	65,848	(7,288)
6210	Uniforms	29,129	34,786	28,552	34,812	(26)	35,775	(963)
6020	Overtime	104,925	71,500	102,102	104,463	(32,963)	71,500	32,963
6211	Safety & Rain Gear	7,479	7,718	5,019	9,286	(1,568)	7,894	1,392
6050	Temporary Personnel	31,822	0	21,994	33,685	(33,685)	0	33,685
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	1,233,125	1,265,095	1,081,572	1,294,818	(29,723)	1,427,165	(132,347)
	<b>Total Staffing</b>	<b>4,893,471</b>	<b>5,154,659</b>	<b>4,277,652</b>	<b>5,252,605</b>	<b>(97,946)</b>	<b>5,494,274</b>	<b>(241,669)</b>
	Other Expenses							
7000	Postage	9,833	6,020	4,029	5,227	793	5,825	(598)
7010	Mailing House	4,036	845	996	996	(151)	1,025	(29)
7020	Printing	32,731	14,865	19,829	21,415	(6,550)	12,707	8,708
	<b>Total Printing and Postage</b>	<b>46,600</b>	<b>21,730</b>	<b>24,854</b>	<b>27,638</b>	<b>(5,908)</b>	<b>19,557</b>	<b>8,081</b>
7030	Office Supplies	16,578	15,816	28,542	31,760	(15,944)	14,883	16,877
7031	Printer Supplies	1,446	1,700	2,586	2,586	(886)	3,200	(614)
7740	General Supplies/Equipment	106,338	95,769	48,071	90,306	5,463	238,849	(148,543)
7800	Small Tools	2,071	5,091	2,251	4,000	1,091	4,120	(120)
8110	Janitorial Supplies	10,674	10,262	7,358	9,605	657	9,713	(108)
8120	Janitorial Services	10,020	10,403	5,710	9,885	518	10,083	(198)
7035	Kitchen Supplies	1,646	1,500	1,590	1,800	(300)	1,200	600
	<b>Office Supplies / Small Tools</b>	<b>148,773</b>	<b>140,541</b>	<b>96,108</b>	<b>149,942</b>	<b>(9,401)</b>	<b>282,048</b>	<b>(132,106)</b>
7112 + 7113	Property Taxes	30,408	46,995	4,780	37,000	9,995	39,590	(2,590)
7120	Provision for Income Taxes	4,000	65,000	4,267	4,267	60,733	65,000	(60,733)
	<b>Total Taxes</b>	<b>34,408</b>	<b>111,995</b>	<b>9,047</b>	<b>41,267</b>	<b>70,728</b>	<b>104,590</b>	<b>(63,323)</b>

## Department Budgets

### TLA Operating Fund

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
7130	Professional Fees - Legal Fees	52,381	61,000	68,548	91,000	(30,000)	71,000	20,000
7132	Professional Fees - ARC	0	1,500	0	0	1,500	500	(500)
7135	Professional Fees - CPA Firm	31,290	31,000	33,776	39,026	(8,026)	39,000	26
	<b>Professional Fees</b>	<b>83,671</b>	<b>93,500</b>	<b>102,324</b>	<b>130,026</b>	<b>(36,526)</b>	<b>110,500</b>	<b>19,526</b>
7315	Engineering Studies	80,173	130,000	58,113	75,000	55,000	173,000	(98,000)
7100	Insurance	249,285	220,302	213,854	250,301	(29,999)	282,700	(32,399)
7350	Operating Contingency	8,450	100,000	242,073	350,000	(250,000)	100,000	250,000
7040	Employee Business Reimbursement	313	688	223	399	289	550	(151)
7070	Offsite Storage	1,927	1,752	2,058	2,373	(621)	2,420	(47)
7150	Board & Committee Expense - Meetings	4,965	5,000	5,324	5,324	(324)	4,500	824
7170	Fees - Licenses	13,806	16,500	1,755	16,500	0	16,500	0
7180	Provision for Bad Debt	(60,572)	10,000	45,414	35,000	(25,000)	25,000	10,000
7300	Consulting Services	2,400	14,400	2,400	2,400	12,000	6,000	(3,600)
7410	Service Charges/CC Fees	86,712	80,235	83,106	110,199	(29,964)	115,020	(4,821)
7011	Outside Services	4,321	0	0	0	0	0	0
7181	Physical Inventory Adjustment	0	0	5	5	(5)	0	5
7247	Covenant Property Litigation	396	5,000	2,681	4,500	500	3,000	1,500
7319	Sustainable Skidaway Renewal	1,000	1,000	1,000	1,500	(500)	1,500	0
	<b>Total Other</b>	<b>393,176</b>	<b>584,877</b>	<b>658,006</b>	<b>853,501</b>	<b>(268,624)</b>	<b>730,190</b>	<b>123,311</b>
7260	Software and Peripherals	45,804	49,160	76,187	83,000	(33,840)	84,140	(1,140)
7261	IT Maintenance Agreements	310,619	305,420	293,002	339,496	(34,076)	365,206	(25,710)
7264	System Maintenance	28,351	15,000	28,832	33,307	(18,307)	20,000	13,307
	<b>IT Support</b>	<b>384,774</b>	<b>369,580</b>	<b>398,021</b>	<b>455,803</b>	<b>(86,223)</b>	<b>469,346</b>	<b>(13,543)</b>
7200:7210	Recruiting	18,314	15,000	22,308	23,000	(8,000)	15,000	8,000
7230	Employee Events	24,580	22,800	13,891	24,000	(1,200)	26,000	(2,000)
7240	Team Development	8,739	12,765	7,592	12,122	643	11,990	132
7251	Drug Free Workplace	639	1,000	119	1,000	0	1,000	0
	<b>Recruiting / Retention</b>	<b>52,272</b>	<b>51,565</b>	<b>43,910</b>	<b>60,122</b>	<b>(8,557)</b>	<b>53,990</b>	<b>6,132</b>
7440	Town Meetings	2,311	2,700	2,382	2,382	318	2,400	(18)
7451	Special Events Expense	11,804	13,000	11,361	11,361	1,639	15,924	(4,563)
	<b>Community Outreach</b>	<b>14,115</b>	<b>15,700</b>	<b>13,743</b>	<b>13,743</b>	<b>1,957</b>	<b>18,324</b>	<b>(4,581)</b>
7600	RFID Tags - Commercial	0	14,984	18,590	27,764	(12,780)	28,735	(971)
7601	RFID Tags - Residential	28,066	28,916	19,657	19,657	9,259	20,345	(688)
7610	Gate Claims	0	2,500	1,271	1,271	1,229	2,500	(1,229)
7630	EMS Support	47,714	50,938	23,228	23,228	27,710	0	23,228
7640	Safety Programs	0	1,176	52	52	1,124	0	52
	<b>Security/Police/EMS/Safety</b>	<b>75,780</b>	<b>98,514</b>	<b>62,798</b>	<b>71,972</b>	<b>26,542</b>	<b>51,580</b>	<b>20,392</b>

## Department Budgets

TLA Operating Fund  
10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
7050	Communications	15,322	22,231	21,384	25,123	(2,892)	24,534	589
7060	Utilities	49,007	58,436	43,473	53,521	4,915	59,400	(5,879)
7061	Admin Utilities	24,280	24,354	20,529	28,504	(4,150)	28,904	(400)
7062	Gate House Utilities	36,331	34,707	31,752	39,296	(4,589)	40,413	(1,117)
8550	Street Lighting	65,385	68,533	57,372	68,533	0	69,588	(1,055)
	<b>Utilities</b>	<b>190,325</b>	<b>208,261</b>	<b>174,510</b>	<b>214,977</b>	<b>(6,716)</b>	<b>222,839</b>	<b>(7,862)</b>
8180	Hazard Material Registration	1,100	1,100	1,125	1,125	(25)	1,125	0
8200	Landscape Contract - BrightView	1,064,429	1,064,424	887,024	1,064,424	0	1,200,000	(135,576)
8202	Landscaping	11,168	18,386	5,139	12,000	6,386	18,937	(6,937)
8203	Irrigation Expense	7,767	6,060	3,952	6,060	0	6,242	(182)
8210	Tree Removal	52,301	45,900	39,425	45,900	0	48,195	(2,295)
8211	Tree Replacement	0	5,500	0	5,500	0	5,500	0
	<b>Landscaping</b>	<b>1,136,765</b>	<b>1,141,370</b>	<b>936,665</b>	<b>1,135,009</b>	<b>6,361</b>	<b>1,279,999</b>	<b>(144,990)</b>
8240	Median Refurbishment	156,794	150,000	164,431	164,431	(14,431)	150,000	14,431
	<b>Total Median Refurbishment</b>	<b>156,794</b>	<b>150,000</b>	<b>164,431</b>	<b>164,431</b>	<b>(14,431)</b>	<b>150,000</b>	<b>14,431</b>
8400	Algaecide/Herbicide Plant Control	78,761	77,250	23,535	45,000	32,250	79,568	(34,568)
8410	Aerator Expense	6,098	7,350	4,384	7,350	0	7,571	(221)
8430	Lab Testing	338	1,530	366	1,530	0	2,500	(970)
8440	Stocking Plant Control	3,696	3,811	0	3,811	0	3,925	(114)
8450	Aquatic Midge Control	13,359	13,759	13,359	13,359	400	14,447	(1,088)
8470	Angler's Support	0	1,000	631	1,000	0	1,000	0
8480	Lagoon Dredging	51,805	57,750	51,600	52,000	5,750	57,750	(5,750)
8490	Lagoon Beautification	0	5,500	0	1,500	4,000	5,500	(4,000)
	<b>Lagoon Related</b>	<b>154,057</b>	<b>167,950</b>	<b>93,875</b>	<b>125,550</b>	<b>42,400</b>	<b>172,261</b>	<b>(46,711)</b>
8000	Auto Gate Maintenance	20,672	21,244	21,108	22,300	(1,056)	59,841	(37,541)
8010	Gatehouse Maintenance	5,636	12,240	5,548	12,240	0	12,607	(367)
8100	PW Buildings Maintenance	31,070	38,007	15,686	24,000	14,007	24,620	(620)
8101	Admin Buildings Maintenance	6,413	16,068	7,010	10,000	6,068	10,200	(200)
8135	Radio/Phone/Repair&Maintenance	0	750	0	0	750	750	(750)
8137	Cameras/License/Maintenance	19,949	20,917	25,165	26,794	(5,877)	86,098	(59,304)
8140	Equipment Maintenance	81,881	77,875	59,102	78,625	(750)	81,693	(3,068)
	<b>Total Repair &amp; Maintenance</b>	<b>165,621</b>	<b>187,101</b>	<b>133,619</b>	<b>173,959</b>	<b>13,142</b>	<b>275,809</b>	<b>(101,850)</b>
8700	Signs/Mailbox/Fence Maintenance	97,443	110,000	51,186	75,000	35,000	113,300	(38,300)
8710	Mailbox and Signs - Contract	0	50,000	17,020	40,000	10,000	51,500	(11,500)
	<b>Signs &amp; Mailboxes</b>	<b>97,443</b>	<b>160,000</b>	<b>68,206</b>	<b>115,000</b>	<b>45,000</b>	<b>164,800</b>	<b>(49,800)</b>
8230	Dry Trash Pickup	7,709	9,013	5,414	6,022	2,991	6,173	(151)

## Department Budgets

### TLA Operating Fund

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
8232	Chipping Yard Expense	385,088	225,000	369,290	400,001	(175,001)	337,500	62,501
8720	Storage Yard Repair	2,516	2,575	829	2,575	0	2,652	(77)
8730	Dog Park Expense	6,661	7,308	3,987	7,308	0	7,527	(219)
8740	Athletic Facility	42,934	38,738	32,061	38,738	0	39,900	(1,162)
	<b>Total Facilities</b>	<b>444,908</b>	<b>282,634</b>	<b>411,581</b>	<b>454,644</b>	<b>(172,010)</b>	<b>393,752</b>	<b>60,892</b>
7111	Ad Valorem Taxes	1,268	2,730	1,215	1,268	1,462	1,357	(89)
8300	Fuel & Lube	78,999	78,769	56,658	73,745	5,024	80,319	(6,574)
8310	Vehicle Maintenance	11,459	12,994	2,783	12,994	0	13,384	(390)
8315	Vehicle Damage	4,000	1,500	365	365	1,135	1,500	(1,135)
8320	Auto Expense	3,452	4,068	2,942	3,556	512	7,232	(3,676)
	<b>Fleet Maintenance</b>	<b>99,178</b>	<b>100,061</b>	<b>63,963</b>	<b>91,928</b>	<b>8,133</b>	<b>103,792</b>	<b>(11,864)</b>
8540	Pavement Restriping	18,315	33,500	17,659	27,000	6,500	33,500	(6,500)
	<b>Road Paving/Striping/Cleaning</b>	<b>18,315</b>	<b>33,500</b>	<b>17,659</b>	<b>27,000</b>	<b>6,500</b>	<b>33,500</b>	<b>(6,500)</b>
8600	Herd Management Contract	59,680	60,874	60,129	60,874	0	62,700	(1,826)
8610	Meat Processing	576	5,100	0	3,800	1,300	5,000	(1,200)
8620	TLA Animal Control	2,319	3,090	3,460	4,000	(910)	4,120	(120)
	<b>Wildlife Management</b>	<b>62,575</b>	<b>69,064</b>	<b>63,589</b>	<b>68,674</b>	<b>390</b>	<b>71,820</b>	<b>(3,146)</b>
7316	Strategic Plan	44,500	55,000	3,000	30,000	25,000	50,000	(20,000)
8245	Special Project - Nature Trail	0	121,591	22,537	24,129	97,462	4,155	19,974
	<b>Special Projects</b>	<b>44,500</b>	<b>176,591</b>	<b>25,537</b>	<b>54,129</b>	<b>122,462</b>	<b>54,155</b>	<b>(26)</b>
8520	Bridge Repair / Fixed Pier Repair	20,646	75,000	5,529	35,000	40,000	77,250	(42,250)
	<b>Other Infrastructure Repairs</b>	<b>20,646</b>	<b>75,000</b>	<b>5,529</b>	<b>35,000</b>	<b>40,000</b>	<b>77,250</b>	<b>(42,250)</b>
9000	Gain or Loss on Asset Disposal	(24,400)	0	(33,286)	(33,286)	33,286	0	(33,286)
	<b>Total Other Expenses</b>	<b>3,800,296</b>	<b>4,239,534</b>	<b>3,534,689</b>	<b>4,431,029</b>	<b>(191,495)</b>	<b>4,840,102</b>	<b>(409,073)</b>
	<b>Total Expenses</b>	<b>8,693,767</b>	<b>9,394,193</b>	<b>7,812,341</b>	<b>9,683,634</b>	<b>(289,441)</b>	<b>10,334,376</b>	<b>(650,742)</b>
	<b>Net Revenue Before Depreciation</b>	<b>(38,722)</b>	<b>(1,084,480)</b>	<b>(474,399)</b>	<b>(884,139)</b>	<b>200,341</b>	<b>(627,221)</b>	<b>256,918</b>
9100	Depreciation	528,182	530,831	394,353	526,089	4,742	526,089	0
	<b>Net Revenues Over Expenses</b>	<b>(566,904)</b>	<b>(1,615,311)</b>	<b>(868,752)</b>	<b>(1,410,228)</b>	<b>205,083</b>	<b>(1,153,310)</b>	<b>256,918</b>

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## Department Budgets

### Marinas Operating Rollup

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
	<b>Non-Assessment Revenue</b>							
5140	Service Agreement - Marine Service Service Agreements	\$26,710 26,710	\$28,045 28,045	\$23,371 23,371	\$28,045 28,045	\$0 0	\$29,448 29,448	\$1,403 1,403
5520	Telecommunications Lease Rental Income	20,049 20,049	20,049 20,049	16,707 16,707	20,049 20,049	0 0	20,049 20,049	0 0
5030	Rack Rental - Jet Ski & Dingie	33,000	34,650	28,088	33,730	(920)	35,417	1,687
5031	Rack Rental - Boats	1,229,080	1,343,122	1,125,535	1,357,000	13,878	1,424,850	67,850
5032	Wet Slip Rental	450,448	472,920	386,641	464,283	(8,637)	509,055	44,772
5035	Boat Movement Fee	0	0	75	75	75	0	(75)
5033	Guest Slip Rental Boat Storage	18,033 1,730,561	21,000 1,871,692	14,218 1,554,557	19,600 1,874,688	(1,400) 2,996	19,500 1,988,822	(100) 114,134
5025	Rack Rental - Kayak	15,568	15,000	11,564	13,575	(1,425)	13,652	77
5026	Sticker/Registration - Kayak	380	300	140	300	0	300	0
5027	Rental - Kayak Kayak Revenues	3,204 19,152	3,000 18,300	1,122 12,826	1,500 15,375	(1,500) (2,925)	1,500 15,452	0 77
5320	Gasoline Sales	355,915	335,000	360,028	368,000	33,000	345,000	(23,000)
5321	Diesel Sales Fuel Sales	44,825 400,740	55,000 390,000	23,328 383,356	37,000 405,000	(18,000) 15,000	37,000 382,000	0 (23,000)
5300 + 9200	Merchandise Sales	105,270	96,950	88,023	93,300	(3,650)	88,800	(4,500)
5310	Bait Sales Total Merchandise	3,410 108,680	2,190 99,140	4,118 92,141	4,175 97,475	1,985 (1,665)	3,250 92,050	(925) (5,425)
5553	Programs-Charters Event Income	0 0	0 0	160 160	160 160	160 160	0 0	(160) (160)
5040	Electric Service	7,664	8,705	4,103	4,950	(3,755)	5,100	150
5370	Sailing Program Marina Other	36,360 44,024	37,000 45,705	34,835 38,938	41,150 46,100	4,150 395	46,000 51,100	4,850 5,000
5036	Boat Wash Services Other Revenue	8,203 8,203	6,270 6,270	5,184 5,184	6,100 6,100	(170) (170)	6,100 6,100	0 0
	<b>Non-Assessment Revenue</b>	<b>2,358,119</b>	<b>2,479,201</b>	<b>2,127,240</b>	<b>2,492,992</b>	<b>13,791</b>	<b>2,585,021</b>	<b>92,029</b>



## Department Budgets

### Marinas Operating Rollup

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
	<b>Total Revenue</b>	<b>2,358,119</b>	<b>2,479,201</b>	<b>2,127,240</b>	<b>2,492,992</b>	<b>13,791</b>	<b>2,585,021</b>	<b>92,029</b>
	<i>Cost of Goods Sold</i>							
5920	Gasoline COGS	294,451	251,250	246,423	288,000	(36,750)	276,000	12,000
5921	Diesel COGS	42,325	41,250	22,390	35,600	5,650	29,600	6,000
	<b>Fuel COS</b>	<b>336,776</b>	<b>292,500</b>	<b>268,813</b>	<b>323,600</b>	<b>(31,100)</b>	<b>305,600</b>	<b>18,000</b>
5900	Merchandise	63,095	63,018	55,986	60,645	2,373	57,769	2,876
5910	Bait	1,889	1,424	1,872	2,138	(714)	1,788	350
	<b>Merchandise COS</b>	<b>64,984</b>	<b>64,442</b>	<b>57,858</b>	<b>62,783</b>	<b>1,659</b>	<b>59,557</b>	<b>3,226</b>
5970	Sailing Program expense	16,649	15,000	10,687	15,000	0	15,000	0
	<b>Total Cost of Sales</b>	<b>418,409</b>	<b>371,942</b>	<b>337,358</b>	<b>401,383</b>	<b>(29,441)</b>	<b>380,157</b>	<b>21,226</b>
	<b>Gross Margin</b>	<b>1,939,710</b>	<b>2,107,259</b>	<b>1,789,882</b>	<b>2,091,609</b>	<b>(15,650)</b>	<b>2,204,864</b>	<b>113,255</b>
6000 + 6010 + 60...	Salaries & Wages	452,191	537,496	424,838	512,096	25,400	569,427	(57,331)
6200	Training & Memberships	1,640	4,095	5,679	8,500	(4,405)	6,000	2,500
6210	Uniforms	2,225	2,856	3,376	3,700	(844)	3,200	500
6020	Overtime	22,186	16,500	15,650	16,500	0	16,000	500
6211	Safety & Rain Gear	257	306	50	250	56	250	0
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	170,989	180,458	142,800	168,785	11,673	190,822	(22,037)
	<b>Total Staffing</b>	<b>649,488</b>	<b>741,711</b>	<b>592,393</b>	<b>709,831</b>	<b>31,880</b>	<b>785,699</b>	<b>(75,868)</b>
	<i>Other Expenses</i>							
7010	Mailing House	2,534	2,856	1,738	2,607	249	2,640	(33)
	<b>Total Printing and Postage</b>	<b>2,534</b>	<b>2,856</b>	<b>1,738</b>	<b>2,607</b>	<b>249</b>	<b>2,640</b>	<b>(33)</b>
7030	Office Supplies	1,467	1,326	1,388	2,000	(674)	1,375	625
7740	General Supplies/Equipment	4,355	2,856	4,206	4,206	(1,350)	3,384	822
7800	Small Tools	692	1,408	663	1,000	408	1,000	0
8110	Janitorial Supplies	1,532	1,520	1,668	1,900	(380)	1,551	349
	<b>Office Supplies / Small Tools</b>	<b>8,046</b>	<b>7,110</b>	<b>7,925</b>	<b>9,106</b>	<b>(1,996)</b>	<b>7,310</b>	<b>1,796</b>
7112 + 7113	Property Taxes	32,396	35,350	12,676	35,350	0	37,824	(2,474)
	<b>Total Taxes</b>	<b>32,396</b>	<b>35,350</b>	<b>12,676</b>	<b>35,350</b>	<b>0</b>	<b>37,824</b>	<b>(2,474)</b>
7315	Engineering Studies	5,160	5,000	3,000	3,000	2,000	6,000	(3,000)
7100	Insurance	436,483	467,487	390,923	471,603	(4,116)	527,267	(55,664)
7350	Operating Contingency	9,619	45,000	27,660	30,000	15,000	45,000	(15,000)
7040	Employee Business Reimbursement	0	102	0	0	102	0	0
7170	Fees - Licenses	11,482	17,136	3,738	14,631	2,505	14,694	(63)
7410	Service Charges/CC Fees	99	100	229	250	(150)	250	0
7181	Physical Inventory Adjustment	530	402	432	437	(35)	420	17
	<b>Total Other</b>	<b>463,373</b>	<b>535,227</b>	<b>425,982</b>	<b>519,921</b>	<b>15,306</b>	<b>593,631</b>	<b>(73,710)</b>

## Department Budgets

### Marinas Operating Rollup

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
7005	Marketing Expenses	0	0	1,200	1,200	(1,200)	0	1,200
	Marketing Expenses	0	0	1,200	1,200	(1,200)	0	1,200
8105	Kayak Expenses	0	3,000	38	3,000	0	2,000	1,000
	Kayak Expenses	0	3,000	38	3,000	0	2,000	1,000
7240	Team Development	815	750	527	777	(27)	750	27
	Recruiting / Retention	815	750	527	777	(27)	750	27
7050	Communications	1,313	1,309	1,846	2,165	(856)	1,920	245
7060	Utilities	43,981	44,994	39,327	47,922	(2,928)	49,735	(1,813)
	Utilities	45,294	46,303	41,173	50,087	(3,784)	51,655	(1,568)
8100	PW Buildings Maintenance	8,813	11,000	9,417	12,000	(1,000)	11,000	1,000
7750	Boat Service Expense	383	400	491	491	(91)	420	71
8130	Member Boat Damage	1,652	5,000	1,103	2,000	3,000	2,000	0
8140	Equipment Maintenance	756	2,140	2,480	2,840	(700)	2,901	(61)
8141	Repair & Maint - Wiggins	46,318	35,000	33,978	35,000	0	36,750	(1,750)
8142	Repair & Maint - Docks & Grounds	74,273	22,240	36,598	36,724	(14,484)	35,000	1,724
8151	Repair & Maint- Seawall	17,998	125,000	26,539	50,000	75,000	65,000	(15,000)
8154	Channel Markers	1,557	350	10,750	10,750	(10,400)	1,000	9,750
	Total Repair & Maintenance	151,750	201,130	121,356	149,805	51,325	154,071	(4,266)
8152	Dredging Expense	147,577	130,000	138,205	138,205	(8,205)	150,891	(12,686)
	Total Dredging Expense	147,577	130,000	138,205	138,205	(8,205)	150,891	(12,686)
8230	Dry Trash Pickup	12,963	13,228	10,760	13,550	(322)	13,889	(339)
	Total Facilities	12,963	13,228	10,760	13,550	(322)	13,889	(339)
8300	Fuel & Lube	9,297	10,810	5,262	10,040	770	10,040	0
	Fleet Maintenance	9,297	10,810	5,262	10,040	770	10,040	0

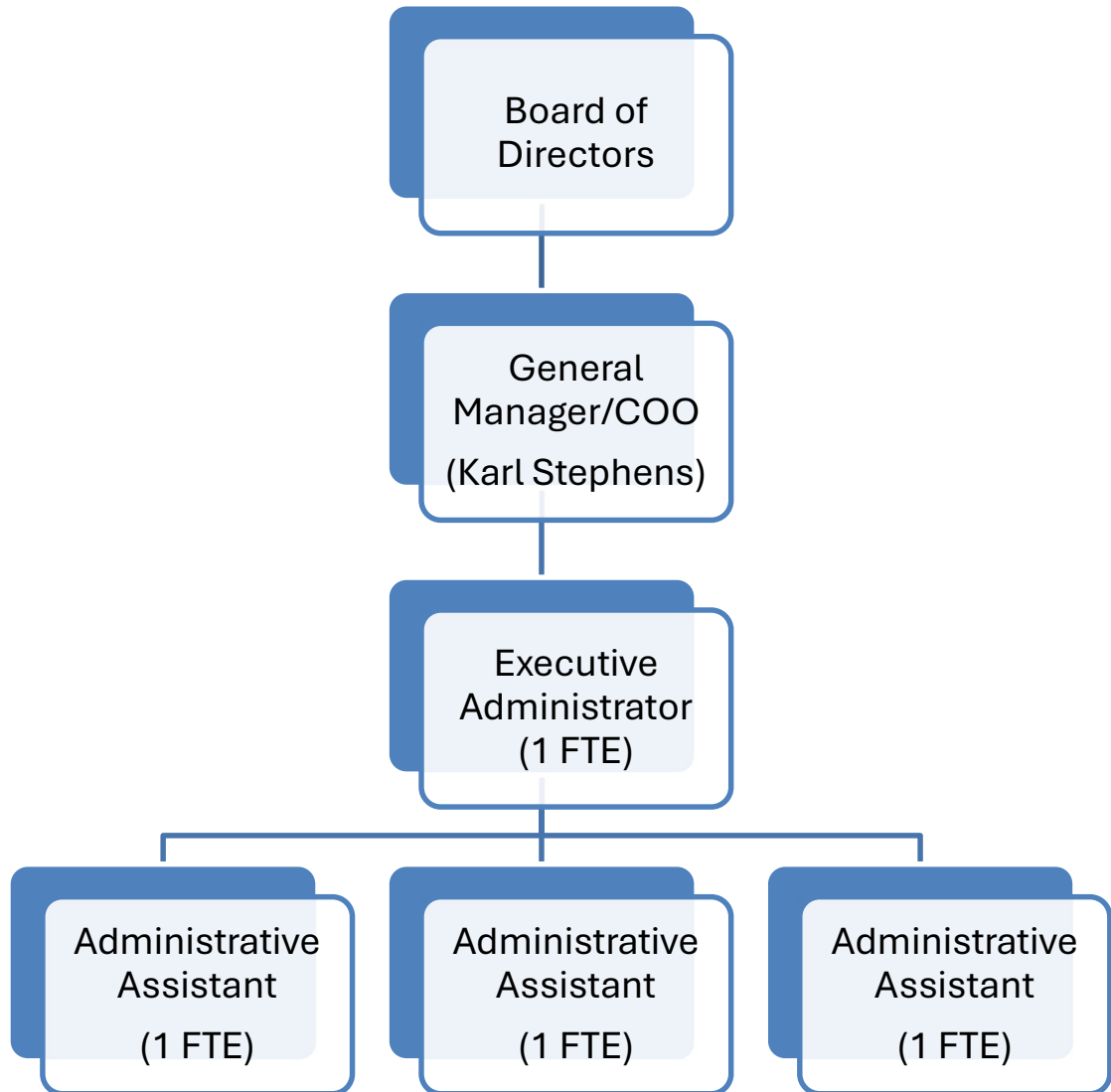
## **Department Budgets**

### **Marinas Operating Rollup**

10/30/2024

<b>Account</b>	<b>Description</b>	<b>2023 Actual</b>	<b>2024 Budget</b>	<b>2024 YTD</b>	<b>2024 YE EST</b>	<b>2024 YE EST vs. 2024 Budget</b>	<b>2025 Budget</b>	<b>2025 Budget vs. 2024 YE EST</b>
	<b>Total Other Expenses</b>	<b>874,045</b>	<b>985,764</b>	<b>766,842</b>	<b>933,648</b>	<b>52,116</b>	<b>1,024,701</b>	<b>(91,053)</b>
	<b>Total Expenses</b>	<b>1,523,533</b>	<b>1,727,475</b>	<b>1,359,235</b>	<b>1,643,479</b>	<b>83,996</b>	<b>1,810,400</b>	<b>(166,921)</b>
	<b>Net Revenue Before Depreciation</b>	<b>416,177</b>	<b>379,784</b>	<b>430,647</b>	<b>448,130</b>	<b>68,346</b>	<b>394,464</b>	<b>(53,666)</b>
9100	<i>Depreciation</i>	237,236	225,031	165,474	220,488	4,543	220,488	0
	<b>Net Revenues Over Expenses</b>	<b>178,941</b>	<b>154,753</b>	<b>265,173</b>	<b>227,642</b>	<b>72,889</b>	<b>173,976</b>	<b>(53,666)</b>





Total FTE - 4

## xecutive Management Work Plan

2025 Operating Revenues:	\$7,489,649
2025 Operating Expenditures:	\$1,753,614
2025 Net Income Before Depreciation:	\$5,736,035

### **2025 Work Plan**

The nine-member Board of Directors sets policy and strategic direction for The Landings Association and appoints a General Manager/Chief Operating Officer, who is responsible for day-to-day management and operations of the organization. The Board of Directors and the General Manager's Office comprise the Executive Management team of the Association. The General Manager works closely with the Board of Directors, helping the Board formulate objectives and policies that are important to property owners, and provides leadership, direction, and support to the operating departments in the implementation of the Board goals and policies. The Association's 78 Fulltime Equivalent Employees are guided in their daily work by an employee-developed organizational vision of "*Leading our community to excellence through continuous improvement*".

The mission of the General Manager's Office is to enhance the quality of The Landings, increase property owner satisfaction with the community, and accomplish the goals of the Board of Directors. This mission is achieved by providing operational leadership that encourages property owner and employee input and involvement, preserves and improves the Association's fiscal stability, produces effective and efficient services and programs, plans for the future, and represents community needs and desires before local, state, and federal levels of government.

The 2025 Work Plan places highest priority on the following projects and initiatives.

### **Progress Against the Strategic Plan Implementation**

During 2021, the Board and staff developed a new multi-year Strategic Plan to chart the course for TLA reflecting the needs, desires, and aspirations of The Landings' property owners, which is so necessary to the future success of the Association. The updated Strategic Plan includes 35 actions that are designed to accomplish five key goals over a three-year period (2022-2024). The goals involve Community Governance; Environmental Opportunities and Challenges (Water and Land Use); Updates of Facilities, Amenities, and Services; Technology; and Communications. The implementation and monitoring of goals, strategies, and measures to execute the Strategic Plan Objectives constitutes a major focus of the Executive Management Work Plan each year. Updates against these objectives are provided in our Enews and on our website. In 2025, work will begin to complete the objectives of the next Strategic Plan.

### **Infrastructure Repair and Replacement**

Following a successful Annual Dues Vote in 2023, more funding is available to repair and replace our critical infrastructure, including roads, paths, and storm drains. Annual Dues will be \$2,518 in 2025 and \$2,594 in 2026.

### **Community Survey**

In the fall of 2023, the Association conducted its first Community Survey in four years, as COVID-19 prevented the face-to-face focus groups critical to this effort. One key finding was the need to

improve customer service and responsiveness of the Security Department. Updated training is now underway, as described more fully in the Human Resources Work Plan.

### **Administrative Support Team**

The Executive Administrator supervises a team of three Administrative Assistants. The purpose of this function is to ensure timely, accurate, quality service to our external and internal customers in activities such as promptly answering phones; helping walk-ins to meet their needs; processing vehicle decals in a timely, accurate, and courteous manner; and providing overall administrative and clerical support. The administrative assistants continue to cross-train in the specific administrative duties for individual departments, as well as being fully trained in the customer relations duties as part of the front desk staff.

Specific functions of the Administrative Assistants are highlighted below.

### **New Resident Orientation**

From January through September, the team provided 232 new property owners and 29 renters with a brief orientation of services and a review of Covenants and other information important for a successful transition into the community. This is a two-part session initiated when new residents visit the Association offices to register for vehicle access, followed up with a Virtual Orientation. We highlight opportunities to learn about The Landings Association with the “New to The Landings” page on our website, that we will continue to enhance with the addition of a “Landings 101” section with videos and information on residents’ most frequent requests.

### **Vehicle Access**

To support the Security Department in maintaining a secure community, this team processes and issues access passes for residents, frequent visitors, commercial vendors, and other visitors. A total of 1,891 passes were issued through September 2024.

### **General Support**

Support is offered to external and internal customers on an as-needed basis through answering callers’/walk-ins’/emailers’ questions and also referring them to the proper resources as needed. Additional support services include serving as Notaries Public, ordering office supplies, updating community message boards, distributing mail, providing clerical assistance for several departments, and operating the phone system switchboard. This group also supports facility rental calendars and storage facility lease agreements.

### **2025 Staff Plan**

The General Manager’s role is focused on operational leadership, including direct supervision of the Department Directors, and execution of TLA-wide strategic direction established by the Board of Directors. The Executive Administrator’s role is to provide administrative support to the General Manager, the Board of Directors, and the department managers; attend all official meetings of the elected Board; prepare and manage records of actions; and supervise the Administrative Support Team. Legal and other professional services beyond the capacity of staff are provided through service agreements or consulting services.

In 2025, we will continue our cross training of the Administrative Support Team and focus on improving our customer service skills to include ways to educate residents on various process improvements that may come.

### **Service Levels and Budget Explanation**

The Executive Management budget includes expenditures for Board-level projects and expenses; the operating expenses of the General Manager's Office; and organization-wide expenses such as property taxes, property and casualty insurance, legal expenses, Strategic Plan projects, the Community Relations function, and the Association Operating Contingency.

The 2024 year-end estimate for Executive Management operating expenses is \$1,850,637, an increase of \$164,481 compared to the 2024 budget of \$1,686,156. Expenses are higher than budgeted mainly due to higher operating contingency expenses than budgeted given the impact of Hurricane Helene.

The department's budget for 2025 totals \$1,753,614 in operating expenses, an increase of \$67,458 compared to the 2024 budget and a decrease of \$97,023 compared to 2024 year-end estimates. The increase compared to the 2024 Budget is mainly due to a planned increase in staffing expenses, property and casualty insurance premiums, and professional fees.

As with expenditures, significant organization-wide revenue is also reflected in the Executive Management budget. The budget for 2025 totals \$7,489,649 in operating revenues, an increase of \$1,278,701 compared to the 2024 budget and an increase of \$1,215,268 compared to 2024 year-end estimate. \$404,389 of the total 2025 revenue is from non-assessment sources, including interest earned, telecommunications lease, resale disclosure package, meeting room rentals, finance charges, and advertising revenue. The increase in revenue from the 2025 budget to the 2024 year-end estimate of \$1,215,268 is primarily due to the increase in assessment revenue in 2025.



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## Department Budgets

### Executive Mgmt Rollup

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
	<b>Revenues</b>							
5000	Assessment Revenue	\$5,927,220	\$5,829,980	\$4,800,857	\$5,829,980	\$0	\$7,085,260	\$1,255,280
	<b>Non-Assessment Revenue</b>							
5520	Telecommunications Lease	119,375	117,794	105,865	124,364	6,570	125,000	636
5560	Meeting Room Rental	670	500	1,300	1,500	1,000	1,500	0
5600	BrightView Rent Revenue	23,174	23,174	19,311	23,174	0	23,174	0
5610	Cable Head-End Lease	19,335	19,915	16,538	19,915	0	20,512	597
	<b>Rental Income</b>	<b>162,554</b>	<b>161,383</b>	<b>143,014</b>	<b>168,953</b>	<b>7,570</b>	<b>170,186</b>	<b>1,233</b>
5440	Interest Earned	94,946	100,000	79,507	105,000	5,000	90,000	(15,000)
	<b>Total Interest</b>	<b>94,946</b>	<b>100,000</b>	<b>79,507</b>	<b>105,000</b>	<b>5,000</b>	<b>90,000</b>	<b>(15,000)</b>
5550	Telephone Directory	65	85	45	85	0	85	0
5002	Reseale Disclosure	66,500	59,000	58,500	59,000	0	53,100	(5,900)
	<b>Member Services</b>	<b>66,565</b>	<b>59,085</b>	<b>58,545</b>	<b>59,085</b>	<b>0</b>	<b>53,185</b>	<b>(5,900)</b>
5005	Finance Charge Revenue - TLA	16,191	15,000	37,043	38,811	23,811	33,900	(4,911)
5006	EFT Processing Fee Revenue	39,996	26,000	41,475	55,552	29,552	44,618	(10,934)
5510	Journal Advertising	995	0	0	0	0	0	0
5540	Directory Advertising	17,714	19,500	16,114	17,000	(2,500)	12,500	(4,500)
	<b>Other Revenue</b>	<b>74,896</b>	<b>60,500</b>	<b>94,632</b>	<b>111,363</b>	<b>50,863</b>	<b>91,018</b>	<b>(20,345)</b>
	<b>Non-Assessment Revenue</b>	<b>398,961</b>	<b>380,968</b>	<b>375,698</b>	<b>444,401</b>	<b>63,433</b>	<b>404,389</b>	<b>(40,012)</b>
	<b>Total Revenue</b>	<b>6,326,181</b>	<b>6,210,948</b>	<b>5,176,555</b>	<b>6,274,381</b>	<b>63,433</b>	<b>7,489,649</b>	<b>1,215,268</b>
	Cost of Goods Sold							
	<b>Gross Margin</b>	<b>6,326,181</b>	<b>6,210,948</b>	<b>5,176,555</b>	<b>6,274,381</b>	<b>63,433</b>	<b>7,489,649</b>	<b>1,215,268</b>
6000 + 6010 + 60...	Salaries & Wages	657,241	745,155	553,559	688,619	56,536	739,757	(51,138)
6200	Training & Memberships	17,658	23,500	28,468	28,895	(5,395)	30,500	(1,605)

## Department Budgets

### Executive Mgmt Rollup

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
6020	Overtime	5,898	4,500	3,558	4,500	0	4,500	0
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	250,765	275,514	206,589	251,084	24,430	289,275	(38,191)
	<b>Total Staffing</b>	<b>931,562</b>	<b>1,048,669</b>	<b>792,174</b>	<b>973,098</b>	<b>75,571</b>	<b>1,064,032</b>	<b>(90,934)</b>
	Other Expenses							
7000	Postage	6,535	2,250	105	250	2,000	250	0
7010	Mailing House	3,225	0	0	0	0	0	0
7020	Printing	19,526	500	9,280	9,280	(8,780)	0	9,280
	<b>Total Printing and Postage</b>	<b>29,286</b>	<b>2,750</b>	<b>9,385</b>	<b>9,530</b>	<b>(6,780)</b>	<b>250</b>	<b>9,280</b>
7030	Office Supplies	8,544	7,400	7,395	8,400	(1,000)	6,300	2,100
7031	Printer Supplies	1,446	1,700	2,586	2,586	(886)	1,700	886
7035	Kitchen Supplies	1,646	1,500	1,590	1,800	(300)	1,200	600
	<b>Office Supplies / Small Tools</b>	<b>11,636</b>	<b>10,600</b>	<b>11,571</b>	<b>12,786</b>	<b>(2,186)</b>	<b>9,200</b>	<b>3,586</b>
7112 + 7113	Property Taxes	30,408	46,995	4,780	37,000	9,995	39,590	(2,590)
7120	Provision for Income Taxes	4,000	65,000	4,267	4,267	60,733	65,000	(60,733)
	<b>Total Taxes</b>	<b>34,408</b>	<b>111,995</b>	<b>9,047</b>	<b>41,267</b>	<b>70,728</b>	<b>104,590</b>	<b>(63,323)</b>
7130	Professional Fees - Legal Fees	52,381	61,000	68,548	91,000	(30,000)	71,000	20,000
	<b>Professional Fees</b>	<b>52,381</b>	<b>61,000</b>	<b>68,548</b>	<b>91,000</b>	<b>(30,000)</b>	<b>71,000</b>	<b>20,000</b>
7100	Insurance	207,516	185,054	178,028	209,826	(24,772)	237,468	(27,642)
7350	Operating Contingency	8,450	100,000	242,073	350,000	(250,000)	100,000	250,000
7040	Employee Business Reimbursement	173	338	115	250	88	250	0
7150	Board & Committee Expense - Meetings	4,965	5,000	5,324	5,324	(324)	4,500	824
7170	Fees - Licenses	13,806	16,500	1,755	16,500	0	16,500	0
7180	Provision for Bad Debt	(60,572)	10,000	45,414	35,000	(25,000)	25,000	10,000
7300	Consulting Services	0	12,000	0	0	12,000	0	0
7011	Outside Services	4,321	0	0	0	0	0	0
7181	Physical Inventory Adjustment	0	0	5	5	(5)	0	5
7247	Covenant Property Litigation	396	5,000	2,681	4,500	500	3,000	1,500
	<b>Total Other</b>	<b>179,055</b>	<b>333,892</b>	<b>475,395</b>	<b>621,405</b>	<b>(287,513)</b>	<b>386,718</b>	<b>234,687</b>
7200:7210	Recruiting	18,314	15,000	22,308	23,000	(8,000)	15,000	8,000
7230	Employee Events	24,580	22,800	13,891	24,000	(1,200)	26,000	(2,000)
7240	Team Development	5,275	5,350	3,883	5,350	0	5,100	250
7251	Drug Free Workplace	639	1,000	119	1,000	0	1,000	0
	<b>Recruiting / Retention</b>	<b>48,808</b>	<b>44,150</b>	<b>40,201</b>	<b>53,350</b>	<b>(9,200)</b>	<b>47,100</b>	<b>6,250</b>

## Department Budgets

### Executive Mgmt Rollup

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
7440	Town Meetings	2,311	2,700	2,382	2,382	318	2,400	(18)
7451	Special Events Expense	11,804	13,000	11,361	11,361	1,639	15,924	(4,563)
	Community Outreach	14,115	15,700	13,743	13,743	1,957	18,324	(4,581)
7050	Communications	2,400	2,400	2,300	2,700	(300)	2,400	300
	Utilities	2,400	2,400	2,300	2,700	(300)	2,400	300
7316	Strategic Plan	44,500	55,000	3,000	30,000	25,000	50,000	(20,000)
	Special Projects	44,500	55,000	3,000	30,000	25,000	50,000	(20,000)
9000	Gain or Loss on Asset Disposal	0	0	1,758	1,758	(1,758)	0	1,758
	<b>Total Other Expenses</b>	<b>416,589</b>	<b>637,487</b>	<b>634,948</b>	<b>877,539</b>	<b>(240,052)</b>	<b>689,582</b>	<b>187,957</b>
	<b>Total Expenses</b>	<b>1,348,151</b>	<b>1,686,156</b>	<b>1,427,122</b>	<b>1,850,637</b>	<b>(164,481)</b>	<b>1,753,614</b>	<b>97,023</b>
	<b>Net Revenue Before Depreciation</b>	<b>4,978,030</b>	<b>4,524,792</b>	<b>3,749,433</b>	<b>4,423,744</b>	<b>(101,048)</b>	<b>5,736,035</b>	<b>1,312,291</b>
9100	Depreciation	170,382	170,334	176,747	234,105	(63,771)	234,105	0
	<b>Net Revenues Over Expenses</b>	<b>4,807,648</b>	<b>4,354,458</b>	<b>3,572,686</b>	<b>4,189,639</b>	<b>(164,819)</b>	<b>5,501,930</b>	<b>1,312,291</b>

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## Long Range Financial Plan

### Executive Mgmt Rollup

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<b>Revenues</b>									
Assessment Revenue	\$5,927,220	\$5,829,980	\$5,829,980	\$7,085,260	\$7,385,820	\$7,695,220	\$7,823,400	\$8,367,060	\$8,857,680
<b>Non-Assessment Revenue</b>									
Telecommunications Lease	119,375	117,794	124,364	125,000	125,000	125,000	125,000	125,000	125,000
Meeting Room Rental	670	500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
BrightView Rent Revenue	23,174	23,174	23,174	23,174	23,174	23,174	23,174	23,174	23,174
Cable Head-End Lease	19,335	19,915	19,915	20,512	21,128	21,762	22,414	23,087	23,779
<b>Rental Income</b>	<b>162,554</b>	<b>161,383</b>	<b>168,953</b>	<b>170,186</b>	<b>170,802</b>	<b>171,436</b>	<b>172,088</b>	<b>172,761</b>	<b>173,453</b>
Interest Earned	94,946	100,000	105,000	90,000	90,000	90,000	90,000	90,000	90,000
<b>Total Interest</b>	<b>94,946</b>	<b>100,000</b>	<b>105,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>
Telephone Directory	65	85	85	85	85	85	85	85	85
Reseale Disclosure	66,500	59,000	59,000	53,100	53,100	53,100	53,100	53,100	53,100
<b>Member Services</b>	<b>66,565</b>	<b>59,085</b>	<b>59,085</b>	<b>53,185</b>	<b>53,185</b>	<b>53,185</b>	<b>53,185</b>	<b>53,185</b>	<b>53,185</b>
Finance Charge Revenue - TLA	16,191	15,000	38,811	33,900	33,900	33,900	33,900	33,900	33,900
EFT Processing Fee Revenue	39,996	26,000	55,552	44,618	44,618	44,618	44,618	44,618	44,618
Journal Advertising	995	0	0	0	0	0	0	0	0
Directory Advertising	17,714	19,500	17,000	12,500	11,500	10,000	10,000	10,000	10,000
<b>Other Revenue</b>	<b>74,896</b>	<b>60,500</b>	<b>111,363</b>	<b>91,018</b>	<b>90,018</b>	<b>88,518</b>	<b>88,518</b>	<b>88,518</b>	<b>88,518</b>
<b>Non-Assessment Revenue</b>	<b>398,961</b>	<b>380,968</b>	<b>444,401</b>	<b>404,389</b>	<b>404,005</b>	<b>403,139</b>	<b>403,791</b>	<b>404,464</b>	<b>405,156</b>
<b>Total Revenue</b>	<b>6,326,181</b>	<b>6,210,948</b>	<b>6,274,381</b>	<b>7,489,649</b>	<b>7,789,825</b>	<b>8,098,359</b>	<b>8,227,191</b>	<b>8,771,524</b>	<b>9,262,836</b>
Cost of Goods Sold									
<b>Gross Margin</b>	<b>6,326,181</b>	<b>6,210,948</b>	<b>6,274,381</b>	<b>7,489,649</b>	<b>7,789,825</b>	<b>8,098,359</b>	<b>8,227,191</b>	<b>8,771,524</b>	<b>9,262,836</b>
Salaries & Wages	657,241	745,155	688,619	739,757	782,991	829,472	879,488	933,352	991,411
Training & Memberships	17,658	23,500	28,895	30,500	30,500	30,500	30,500	30,500	30,500
Overtime	5,898	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Benefits (401(k), WC, LI, STD, LTD, Taxes)	250,765	275,514	251,084	289,275	310,583	333,837	359,358	387,406	418,273
<b>Total Staffing</b>	<b>931,562</b>	<b>1,048,669</b>	<b>973,098</b>	<b>1,064,032</b>	<b>1,128,574</b>	<b>1,198,309</b>	<b>1,273,846</b>	<b>1,355,758</b>	<b>1,444,684</b>

## Long Range Financial Plan

### Executive Mgmt Rollup

10/30/2024

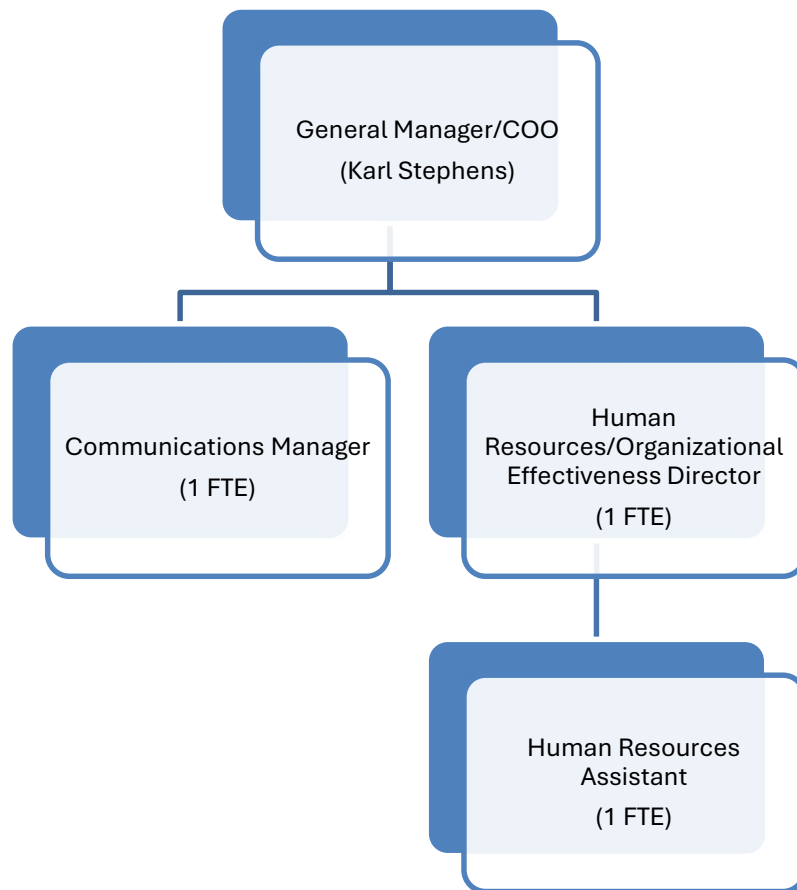
Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<i>Other Expenses</i>									
Postage	6,535	2,250	250	250	6,750	250	250	6,750	250
Mailing House	3,225	0	0	0	0	0	0	0	0
Printing	19,526	500	9,280	0	11,500	0	9,500	11,500	0
<b>Total Printing and Postage</b>	<b>29,286</b>	<b>2,750</b>	<b>9,530</b>	<b>250</b>	<b>18,250</b>	<b>250</b>	<b>9,750</b>	<b>18,250</b>	<b>250</b>
<i>Office Supplies</i>	8,544	7,400	8,400	6,300	6,300	6,300	6,300	6,300	6,300
Printer Supplies	1,446	1,700	2,586	1,700	1,700	1,700	1,700	1,700	1,700
Kitchen Supplies	1,646	1,500	1,800	1,200	1,200	1,200	1,200	1,200	1,200
<b>Office Supplies / Small Tools</b>	<b>11,636</b>	<b>10,600</b>	<b>12,786</b>	<b>9,200</b>	<b>9,200</b>	<b>9,200</b>	<b>9,200</b>	<b>9,200</b>	<b>9,200</b>
<i>Property Taxes</i>	30,408	46,995	37,000	39,590	41,570	43,648	45,830	48,122	50,528
Provision for Income Taxes	4,000	65,000	4,267	65,000	65,000	65,000	10,000	10,000	10,000
<b>Total Taxes</b>	<b>34,408</b>	<b>111,995</b>	<b>41,267</b>	<b>104,590</b>	<b>106,570</b>	<b>108,648</b>	<b>55,830</b>	<b>58,122</b>	<b>60,528</b>
<i>Professional Fees - Legal Fees</i>	52,381	61,000	91,000	71,000	71,000	71,000	71,000	71,000	71,000
<b>Professional Fees</b>	<b>52,381</b>	<b>61,000</b>	<b>91,000</b>	<b>71,000</b>	<b>71,000</b>	<b>71,000</b>	<b>71,000</b>	<b>71,000</b>	<b>71,000</b>
<i>Insurance</i>	207,516	185,054	209,826	237,468	251,716	266,819	282,828	299,798	317,786
Operating Contingency	8,450	100,000	350,000	100,000	100,000	100,000	100,000	100,000	100,000
Employee Business Reimbursement	173	338	250	250	250	250	250	250	250
Board & Committee Expense - Meetings	4,965	5,000	5,324	4,500	4,500	4,500	4,500	4,500	4,500
Fees - Licenses	13,806	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500
Provision for Bad Debt	(60,572)	10,000	35,000	25,000	25,000	25,000	25,000	25,000	25,000
Consulting Services	0	12,000	0	0	0	0	0	0	0
Outside Services	4,321	0	0	0	0	0	0	0	0
Physical Inventory Adjustment	0	0	5	0	0	0	0	0	0
Covenant Property Litigation	396	5,000	4,500	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Other</b>	<b>179,055</b>	<b>333,892</b>	<b>621,405</b>	<b>386,718</b>	<b>400,966</b>	<b>416,069</b>	<b>432,078</b>	<b>449,048</b>	<b>467,036</b>
<i>Recruiting</i>	18,314	15,000	23,000	15,000	15,000	15,000	15,000	15,000	15,000
Employee Events	24,580	22,800	24,000	26,000	26,000	26,000	26,000	26,000	26,000
Team Development	5,275	5,350	5,350	5,100	5,100	5,100	5,100	5,100	5,100
Drug Free Workplace	639	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Recruiting / Retention</b>	<b>48,808</b>	<b>44,150</b>	<b>53,350</b>	<b>47,100</b>	<b>47,100</b>	<b>47,100</b>	<b>47,100</b>	<b>47,100</b>	<b>47,100</b>
<i>Town Meetings</i>	2,311	2,700	2,382	2,400	3,800	2,400	2,400	3,800	2,400
Special Events Expense	11,804	13,000	11,361	15,924	15,924	15,924	15,924	15,924	15,924
<b>Community Outreach</b>	<b>14,115</b>	<b>15,700</b>	<b>13,743</b>	<b>18,324</b>	<b>19,724</b>	<b>18,324</b>	<b>18,324</b>	<b>19,724</b>	<b>18,324</b>
<i>Communications</i>	2,400	2,400	2,700	2,400	2,400	2,400	2,400	2,400	2,400
<b>Utilities</b>	<b>2,400</b>	<b>2,400</b>	<b>2,700</b>	<b>2,400</b>	<b>2,400</b>	<b>2,400</b>	<b>2,400</b>	<b>2,400</b>	<b>2,400</b>

## Long Range Financial Plan

Executive Mgmt Rollup  
10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Strategic Plan	44,500	55,000	30,000	50,000	50,000	50,000	50,000	50,000	50,000
Special Projects	44,500	55,000	30,000	50,000	50,000	50,000	50,000	50,000	50,000
Gain or Loss on Asset Disposal	0	0	1,758	0	0	0	0	0	0
Total Other Expenses	416,589	637,487	877,539	689,582	725,210	722,991	695,682	724,844	725,838
Total Expenses	1,348,151	1,686,156	1,850,637	1,753,614	1,853,784	1,921,300	1,969,528	2,080,602	2,170,522
Net Revenue Before Depreciation	4,978,030	4,524,792	4,423,744	5,736,035	5,936,041	6,177,059	6,257,663	6,690,922	7,092,314
Depreciation	170,382	170,334	234,105	234,105	234,105	234,105	234,105	234,105	234,105
Net Revenues Over Expenses	4,807,648	4,354,458	4,189,639	5,501,930	5,701,936	5,942,954	6,023,558	6,456,817	6,858,209





Total FTE - 3

## Communications and Human Resources Work Plan

### **2025 Work Plan**

The mission of the Communications and Community Outreach (CCO) Department is to provide timely and effective communications and internal human resources. The department consists of the Communications program and Human Resources/Organizational Effectiveness program.

### **Communications**

The purpose of the Communications program is to provide pertinent and timely information to residents through such media as The Landings Association's website ([www.landings.org](http://www.landings.org)), a smartphone app (Landings Association), Email Bulletins, a podcast (*Talking TLA*), *The Landings Journal* digital newsletter, and other media (including Facebook, Twitter, YouTube, and Instagram), by highlighting Association accomplishments and issues, explaining procedures, and informing residents of the community's governing documents, while gathering feedback. The department works closely on these items with the Communications Committee of volunteer residents as well as the Association's Internal Communications Team, composed of staff from all departments. In addition, the team works with its counterparts at The Landings Company and The Landings Golf & Athletic Club to ensure consistent community communications. The Communications staff promote the use of all Association amenities. Staff also advocate for the Association and community by serving as intergovernmental liaisons with elected and appointed officials and serving as media liaisons.

Overall communications remain a focus area of our Strategic Plan, and much attention has been devoted to meeting residents where they want to be met in terms of the types of communications they wish to receive. In 2024, we continued providing short videos and converting those videos to audio files, which were posted as podcasts. Our phone app, which launched in 2023, continues growing in popularity. The app allows users to receive push notifications on timely issues, report a maintenance request, view maps and directions to our various amenities, see a schedule of meetings, learn about the history of The Landings, apply for committee membership, read a list of Frequently Asked Questions, and much more. The app was a strategy to reach younger residents and those who are still in the workforce and has proven to be a welcome addition to our communications offerings.

Current functions of the Communications program area are highlighted below:

### **Landings Association Website ([www.landings.org](http://www.landings.org)) and Social Media Sites**

We continue to modify the look and organization of our website to ensure it is user-friendly, relevant, and fresh. In 2024, we reminded residents of the discussion and lost and found forums that are available on the site. We also hosted several contests to increase our Instagram following. The Landings Association's Facebook Group continues to be our most popular social media platform.

- 2025 Operating Expenditures: \$1,200 (Website Hosting) (Reflected in IT Maintenance Budget)

### **The Landings Journal**

*The Landings Journal* is the publication-of-record for The Landings Association, providing a monthly update on Landings Association Board issues, department progress, Capital Reserve Projects, community announcements, and future events.

*The Landings Journal* is a digital publication as of 2023 and uses the FlippingBook platform to create a PDF booklet of each document with the ability to share videos and live hyperlinks. FlippingBook also provides easy distribution of created documents through a sharable link with trackable analytics. Work to improve communications across all platforms will continue in 2025.

- 2025 Operating Expenditures: \$1,070 (Digital Platform FlippingBook) (Reflected in IT Maintenance Budget)

### **Community Communications**

Community Communications includes production and/or publication of voting packets, the Annual Report, and the Residential Directory. These media inform residents in a timely manner and fulfill the legal requirements of the Association.

Over the past few years, the Communications Department continued efforts to decrease printing costs across the organization, resulting in a number of cost saving changes, including transitioning from paper business cards to digital business cards and hosting an all-electronic Board Candidate Election. Additionally, more forms continue to be placed on the Association's website rather than printed, and other documents, such as the Annual Dues (Assessment) invoice mailing is evaluated annually to determine if there is an opportunity to streamline and reduce costs.

The department coordinates governmental outreach, such as an Annual Landings Roundtable, as well as other meetings and encounters with elected and appointed officials and includes such activities as Chamber of Commerce functions. This outreach helps The Landings when support from elected or appointed officials is required and promotes the community in the regional public eye for community goodwill and marketing.

- 2025 Operating Revenues: \$12,585 (Residential Directory Advertising, Telephone Directory)
- 2025 Operating Expenditures: \$4,200 (Communications, Team Development, and Town Meetings)
- 2025 Net Income (Loss): \$8,385

### **Human Resources/Organizational Effectiveness**

The purpose of the Human Resources/Organizational Effectiveness program is to ensure organizational compliance with employment laws and best practices; maintain accurate workforce data and generate needed reports; oversee employee benefit programs and worker's compensation administration; and lead an effective and efficient hiring and retention process to meet the needs of various departments.

The Human Resources/Organizational Effectiveness Director supports organizational development efforts through regular communication of strategic updates; scheduling periodic inter-departmental meetings; gathering feedback regarding professional development needs; and serving as a knowledgeable asset to employees as they navigate available HR programs, tools, and benefits.

#### **Organizational Effectiveness**

Individual department analyses have been an ongoing project since 2022 and continued in 2024. The primary focus for 2024 was the Security Department. Although there is a core group of long-term employees in Security, turnover is high with new hires, and the 18-month retention rate is less than 50%. This is partially attributed to the Security Officer role being an entry-level position with little room for advancement. To address this, the HR/OE Director and the Security Director have developed a "Pathway to Advancement" plan to clearly define opportunities for employees to develop their skills and increase their pay by completing pre-determined training modules and passing the appropriate assessments. To assist with the development of the program, an ad-hoc Training Task Force was created, composed of tenured Security Officers as well as volunteer members of the Security Committee. The Task Force helped build the foundation for the new program by reviewing the competencies and skills for Security Officers and providing feedback on realistic training expectations. This project will continue to be in development through the remainder of 2024, to be fully implemented before 2025.

The Department added an additional FTE in 2024. The addition of the HR Assistant role has allowed the HR/OE Director to focus on the "effectiveness" portion of the role. Aside from the Security Department project noted above, we also reviewed HR policies and procedures, finding more efficient ways to onboard and cost-saving solutions to the pre-employment process. In 2025, the department will continue to find ways to support the operational departments by improving recruiting, onboarding, and employee communication and engagement.

The Operations Leadership Team continued its monthly "Quad II" meetings in 2024. Quad II is a reference to a time management tool in which tasks are divided into four quadrants based on urgency and importance. The second quadrant refers to issues that are important, but not necessarily urgent. These issues often get delayed to address urgent operational issues. Dedicating a few hours each month to discuss employee values, employee retention, and trends in the workforce has allowed the team to recognize potential issues, particularly in staffing and retention, and proactively make decisions to change course.

The overall organizational turnover rate as of October 2024 is 35.4%. Through exit interviews and questionnaires, we continue to review the contributing factors to an employee's exit and adjust accordingly.

## **Training and Development**

In 2024, a new Learning Management System was implemented. The new system integrates with the existing employee portal and offers a phone app so non-desk/field workers can easily access the training. The previous LMS was designed for companies with dedicated training developers who can quickly produce in-house training and videos, which meant the off-the-shelf video library was very limited. The new system is a simpler platform and, therefore, less expensive, allowing us to subscribe to a larger, more comprehensive video library. These training videos are more relevant to our positions and can be used for compliance requirements and to supplement learning paths while job-specific, in-house training courses are being developed. Because the original LMS system was primarily a software program, it was budgeted in IT. The primary cost of the new system is the actual training; therefore, the expense was moved from IT to Training and Memberships.

The monthly Lunch-n-Learn series continued in 2024. Each session featured different topics and guest speakers, covering a variety of topics for professional and personal development as well as health and wellness topics. The Lunch-n-Learn series will continue in 2025, offering new topics to engage employees.

Other budget considerations for this department include:

## **Consulting/Legal Fees**

The department allocates \$1,000 to allow for consultations with a labor law attorney as needed.

## **Recruiting**

The recruitment budget is \$15,000 and is spent on advertising as well as pre-employment screenings. Although this line has been increasing over the last two years, we are expecting to reduce costs in 2025 by working with our workers' compensation insurance company to update the SOP for pre-employment screenings, requiring pre-employment physical exams only for specified jobs rather than every position. We will also be exploring other background check and drug testing providers.

## **Employee Engagement and Events**

The Association has an internal Employee Engagement and Events (E3) Committee that oversees organization-wide employee engagement activities, events, and recognition gifts. We are requesting a budget of \$26,000 for 2025, an increase of \$3,200 from 2024.

The primary reason for the requested increase is to engage a new company to manage our Employee Assistance Program (EAP). For the past several years, we have been using a local in-person counseling service organization. However, we have seen a decline in the service level provided, as well as the number of employees who use the service. Employees who have shared their experience have reported that scheduling is difficult, and the choice of counselors is limited. With an increased focus on mental health in the workplace in recent years, there are now several virtual and online options that offer a larger pool of therapists as well as convenient virtual appointments.

Also new for 2025 will be the formation of subcommittees within the E3 committee. As new employees join the committee it has become increasingly difficult to ensure all voices are heard. Also, the committee has a broad scope, and areas such as wellness and recognition tend to take a back seat to event planning. Creating three small working groups or subcommittees (Events,

Wellness, and Recognition) will allow a dedicated group to develop new ideas and programs. Each subcommittee will have a chair, who will then report back to the main committee. The HR/OE Director will still have final approval of programs and spending. Below is an estimate of the amount that will be earmarked for each area.

Employee Engagement Budget Breakdown (estimated)		
Social Events (cookouts, food trucks)	\$	3,000
Recognition (anniversaries/birthdays)	\$	5,000
Wellness Program	\$	8,000
Holiday Party	\$	10,000
Total	\$	26,000

### Team Development

This budget is used primarily for expenses relating to team training, including books and other learning resources.

### Drug Free workplace

The Association participates in the Drug Free Workplace program, which requires an annual recertification fee. This is also where post-accident drug screens are coded.

### 2025 Staff Plan

The Communications and Community Outreach Department Staff Plan for 2025 consists of the Communications Manager, the Human Resources/Organizational Effectiveness Director, and the Human Resources Assistant.

Performance Measures	2023 Actual	2024 Target	2024 YTD	2025 Target
Videos Posted	36	N/A	15	N/A
Facebook Group Members	2,280	2,500	2,518	2,700
Workers Comp mod rating	1.07	<1.0	1.13	<1.0
Organizational Turnover Rate	39%	<28%	24.7%	<25%
Communications and Community Outreach Turnover Rate *	0	0	33%	0

\* No turnover is anticipated for 2025.

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## Department Budgets

### HR & Org Effectiveness - 230

10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
<i>Cost of Goods Sold</i>								
6200	Training & Memberships	\$3,555	\$6,000	\$13,312	\$13,312	(\$7,312)	\$13,000	\$312
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	4,118	0	3,880	4,640	(4,640)	4,640	0
	<b>Total Staffing</b>	<b>7,673</b>	<b>6,000</b>	<b>17,192</b>	<b>17,952</b>	<b>(11,952)</b>	<b>17,640</b>	<b>312</b>
<i>Other Expenses</i>								
7130	Professional Fees - Legal Fees	0	1,000	343	1,000	0	1,000	0
	<b>Professional Fees</b>	<b>0</b>	<b>1,000</b>	<b>343</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>	<b>0</b>
7300	Consulting Services	0	12,000	0	0	12,000	0	0
	<b>Total Other</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>
7200:7210	Recruiting	18,314	15,000	22,308	23,000	(8,000)	15,000	8,000
7230	Employee Events	24,580	22,800	13,891	24,000	(1,200)	26,000	(2,000)
7240	Team Development	3,727	4,000	3,338	4,000	0	4,000	0
7251	Drug Free Workplace	639	1,000	119	1,000	0	1,000	0
	<b>Recruiting / Retention</b>	<b>47,260</b>	<b>42,800</b>	<b>39,656</b>	<b>52,000</b>	<b>(9,200)</b>	<b>46,000</b>	<b>6,000</b>



## Department Budgets

**HR & Org Effectiveness - 230**

10/30/2024

<i>Account</i>	<i>Description</i>	<i>2023 Actual</i>	<i>2024 Budget</i>	<i>2024 YTD</i>	<i>2024 YE EST</i>	<i>2024 YE EST vs. 2024 Budget</i>	<i>2025 Budget</i>	<i>2025 Budget vs. 2024 YE EST</i>
	Total Other Expenses	47,260	55,800	39,999	53,000	2,800	47,000	6,000
	Total Expenses	54,933	61,800	57,191	70,952	(9,152)	64,640	6,312
	Net Revenue Before Depreciation	(54,933)	(61,800)	(57,191)	(70,952)	(9,152)	(64,640)	6,312
	Net Revenues Over Expenses	(54,933)	(61,800)	(57,191)	(70,952)	(9,152)	(64,640)	6,312

# **Department Budgets**

Community Programs - 340  
10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
	Cost of Goods Sold							
	Other Expenses							
7451	Special Events Expense	\$11,804	\$13,000	\$11,361	\$11,361	\$1,639	\$0	\$11,361
	Community Outreach	11,804	13,000	11,361	11,361	1,639	0	11,361

# **Department Budgets**

Community Programs - 340  
10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
	Total Other Expenses	11,804	13,000	11,361	11,361	1,639	0	11,361
	Total Expenses	11,804	13,000	11,361	11,361	1,639	0	11,361
	Net Revenue Before Depreciation	(11,804)	(13,000)	(11,361)	(11,361)	1,639	0	11,361
	Net Revenues Over Expenses	(11,804)	(13,000)	(11,361)	(11,361)	1,639	0	11,361

## Long Range Financial Plan

HR & Org Effectiveness - 230  
10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<i>Cost of Goods Sold</i>									
Training & Memberships	\$3,555	\$6,000	\$13,312	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000
Benefits (401(k), WC, LI, STD, LTD, Taxes)	4,118	0	4,640	4,640	4,640	4,640	4,640	4,640	4,640
<b>Total Staffing</b>	<b>7,673</b>	<b>6,000</b>	<b>17,952</b>	<b>17,640</b>	<b>17,640</b>	<b>17,640</b>	<b>17,640</b>	<b>17,640</b>	<b>17,640</b>
<i>Other Expenses</i>									
Professional Fees - Legal Fees	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Professional Fees</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
Consulting Services	0	12,000	0	0	0	0	0	0	0
<b>Total Other</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Recruiting	18,314	15,000	23,000	15,000	15,000	15,000	15,000	15,000	15,000
Employee Events	24,580	22,800	24,000	26,000	26,000	26,000	26,000	26,000	26,000
Team Development	3,727	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Drug Free Workplace	639	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Recruiting / Retention</b>	<b>47,260</b>	<b>42,800</b>	<b>52,000</b>	<b>46,000</b>	<b>46,000</b>	<b>46,000</b>	<b>46,000</b>	<b>46,000</b>	<b>46,000</b>

## ***Long Range Financial Plan***

**HR & Org Effectiveness - 230**  
10/30/2024

<i>Description</i>	<i>2023 Actual</i>	<i>2024 Budget</i>	<i>2024 YE EST</i>	<i>2025 Budget</i>	<i>2026 Plan</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>
Total Other Expenses	47,260	55,800	53,000	47,000	47,000	47,000	47,000	47,000	47,000
Total Expenses	54,933	61,800	70,952	64,640	64,640	64,640	64,640	64,640	64,640
Net Revenue Before Depreciation	(54,933)	(61,800)	(70,952)	(64,640)	(64,640)	(64,640)	(64,640)	(64,640)	(64,640)
Net Revenues Over Expenses	(54,933)	(61,800)	(70,952)	(64,640)	(64,640)	(64,640)	(64,640)	(64,640)	(64,640)

## Long Range Financial Plan

Community Programs - 340  
10/30/2024

<i>Description</i>	<i>2023 Actual</i>	<i>2024 Budget</i>	<i>2024 YE EST</i>	<i>2025 Budget</i>	<i>2026 Plan</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>
<i>Cost of Goods Sold</i>									
<i>Other Expenses</i>									
<i>Special Events Expense</i>	\$11,804	\$13,000	\$11,361	\$0	\$0	\$0	\$0	\$0	\$0
<i>Community Outreach</i>	11,804	13,000	11,361	0	0	0	0	0	0

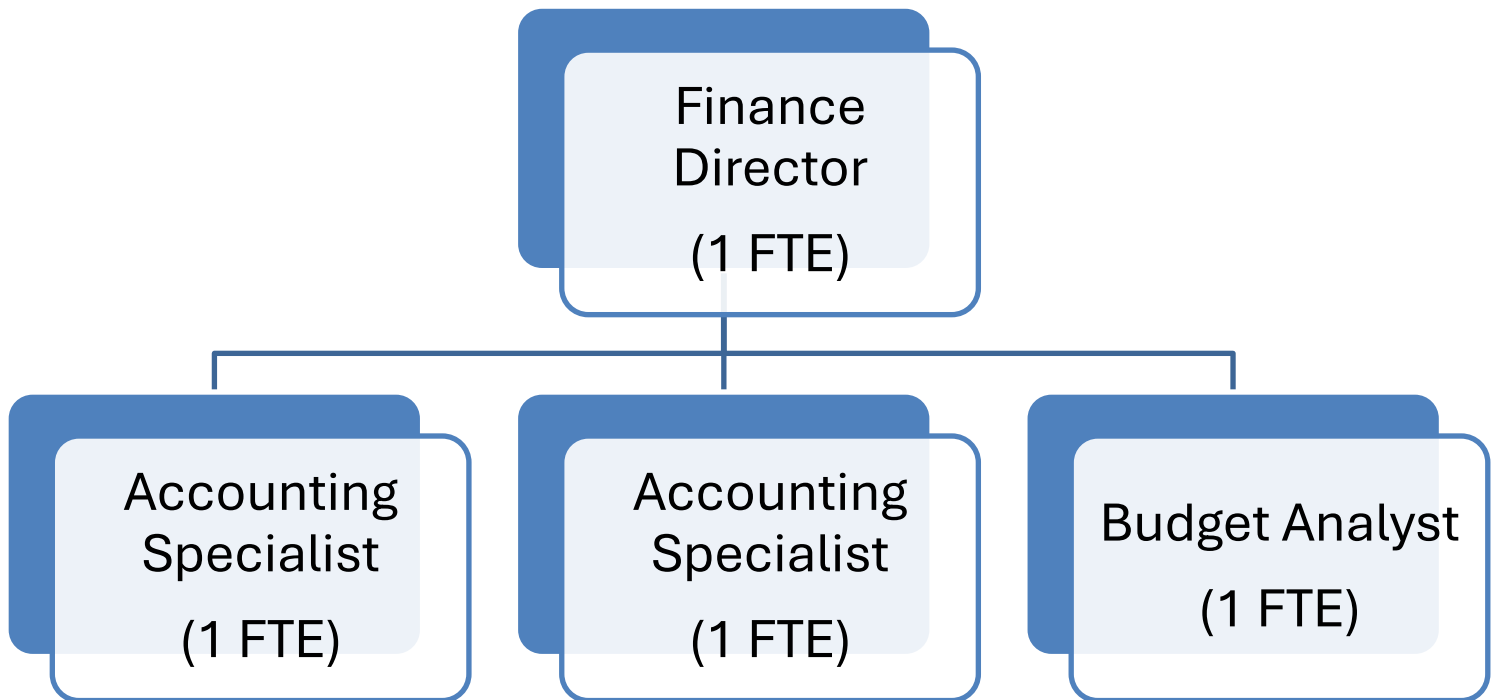
## ***Long Range Financial Plan***

**Community Programs - 340**  
10/30/2024

<i>Description</i>	<i>2023 Actual</i>	<i>2024 Budget</i>	<i>2024 YE EST</i>	<i>2025 Budget</i>	<i>2026 Plan</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>
<b>Total Other Expenses</b>	<b>11,804</b>	<b>13,000</b>	<b>11,361</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenses</b>	<b>11,804</b>	<b>13,000</b>	<b>11,361</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Revenue Before Depreciation</b>	<b>(11,804)</b>	<b>(13,000)</b>	<b>(11,361)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Revenues Over Expenses</b>	<b>(11,804)</b>	<b>(13,000)</b>	<b>(11,361)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>







Total FTE - 4

## Finance and Information Technology Work Plan

2025 Operating Revenues:	\$116,878
2025 Operating Expenditures:	\$1,050,114
2025 Net Loss Before Depreciation:	(\$933,236)

### **2025 Work Plan**

The mission of the Finance Department is to manage prudently the community's financial resources, safeguarding assets; to assure compliance with applicable laws and policies governing financial transactions; to research and provide sound investment strategies; to build strong financial relationships; to provide superior customer service in financial matters; to provide timely and accurate information about The Landings Association's financial position; and to support the Information Technology of the entire organization. The major programs provided are Accounting and Collection (Annual Dues and Non-Annual Dues), Financial Planning and Budgeting, Financial Management and Reporting, Insurance and Risk Management, and Information Technology.

The Finance Director oversees the daily financial operations and reports to the General Manager/COO. The department includes two Accounting Specialists and a Budget Analyst.

### **Accounting and Collection (Annual Dues and Non-Annual Dues)**

The purpose of Accounting and Collection (Annual Dues and Non-Annual Dues) is to ensure accurate and timely accounting, disbursement, and safeguarding of Association funds by maintaining accounting records in accordance with the Board Financial Policies and Generally Accepted Accounting Principles. The completion and review of transactions ensures accuracy and compliance with applicable laws and regulations.

#### *Accounts Receivable*

On an annual basis, 4,420 Annual Dues (Assessment) statements are sent to property owners. In addition, the Finance Department processes more than 500 electronic ACH bank payments each quarter for those owners who choose the quarterly or monthly payment plan.

On a monthly basis, the department generates the following invoices: Marinas monthly storage and sales statements, Service Agreement statements to The Landings Golf & Athletic Club, The Landings Company, The Village POA, Dolan Yacht Services, and Landscaping Services, along with resident mailbox/gate repair statements, violation notices, and miscellaneous vendor repair invoices.

An online payment portal for non-Assessment accounts was implemented during 2022. This provides the customer with an option to register for an online account that accesses non-Assessment transaction details and payment history, and to make a secure payment online for outstanding invoices. Invoices are automatically sent via email when the charges are posted to a customer's account. As of this writing, there are more than 1,250 registered users, with 183 of those registered for Automatic Payment.

Working with a collections attorney, the department is responsible for the collection of late payments and for helping other departments in the collection of overdue invoices.

#### *Cash Receipts*

The department is responsible for auditing and depositing daily cash receipts from the reception desk, Security gates, and Marinas activities. These include vehicle and Dog Park registrations, along with retail operations at the Marinas, including fuel sales. Average daily cash transactions from the combined operations equal \$1,481.

#### *Accounts Payable*

Invoices that receive the proper authorizations through the purchase order program are paid within 14 days or the terms on the invoice relative to due date. Checks, direct debit, and credit card payments totaling an average amount of \$201,166 were issued weekly in 2024 from the Operating, Reserves, and Escrow bank accounts, combined.

#### *Capital Assets*

The department maintains and depreciates a ledger containing more than 940 personal assets, worth a net book value of more than \$7,700,000. In 2025, the Association will recognize personal assets to be depreciated as items over \$5,000, a useful life of at least three years, and can be resold by the Association. The depreciation threshold in prior years was items over \$1,000, a useful life of at least three years, and could be resold by the Association.

### **Financial Planning and Budgeting**

The Landings Association's Board Financial Policy requires that an Annual Budget, accompanied by information on staffing, continuous and/or new and expanded activities, capital expenditures, and work plans, be adopted by the Board of Directors prior to the beginning of each year.

Budget preparation affords the departments the opportunity to reassess the goals as well as the strategies for accomplishing them to ensure alignment with the Association's Strategic Plan and core mission. Even though the Budget is reviewed by the Board of Directors in the fall and adopted in December, its preparation begins at least six months prior, with projections of reserves, revenues, and financial capacity. It is against this backdrop that departmental expenditure requests are formulated and reviewed.

The Finance Committee of The Landings Association works extensively with staff during the fall to develop a final recommended Budget to the Board of Directors, which is adopted by the Finance Committee and the Board in December.

### **Financial Management and Reporting Program**

The purpose of the Financial Management Program is to provide information to the staff, committees, Board of Directors, and property owners on financial policy, financial management, reporting, and other matters affecting the short- and long-term financial condition of the Association. The department provides support to the General Manager in the development of the Long Range Financial Plan, Annual Dues (Assessments), and annual operational and capital budgets, and makes recommendations to the Finance Committee and Board of Directors when appropriate. The department is assisted by the volunteer residents on the Finance Committee as well as its subcommittees, including Audit, Reserves, and Investment.

In 2019, the Association engaged an independent Professional Reserve Analyst to conduct an onsite Reserve Study, which was completed at the beginning of 2020. The Association plans to have the Reserve Study updated annually, with an onsite visit every six years, which is scheduled for 2025.

In 2022, the Finance Department performed a formal Request for Proposal (RFP) for Comprehensive Banking Services. After careful review, staff recommended maintaining the current relationship with Ameris Bank as a financially and technologically sound option for The Landings Association. The agreement for services with Ameris bank was secured for a three-year period, which will continue until 2025. A formal RFP for banking services will be conducted at least every five years, currently scheduled for 2027.

Investments of available funds are made in accordance with Board policy. The interest rates during 2024 remained strong throughout the year. During the second quarter of 2024, an additional \$1.5M of reserve funds were invested in long-term CDs through our broker, Financial Northeastern Companies. The CDs range in maturity from 14 months to five years, to allow a ladder approach in reinvestment based on the cash necessary for continued operations. All other operating and reserve funds were held in money market accounts and CDs with Ameris Bank and Workmen's Circle Credit Union throughout the year. Both money market accounts at Ameris Bank are earning 4.15% in interest, and the average rate for the portfolio at FNC is 5%, as of this writing. The market will continue to be evaluated, and funds will be placed in accordance with the Board Financial Policy and with the assistance of the Investment Subcommittee.

- 2025 Interest Operating Revenues (reflected in Executive Management's Budget): \$90,000
- 2025 Interest Reserve Revenues (reflected on the Statement of Cash Flow): \$450,000

The department also compiles historical research used to produce benchmark data valuable in analyzing the financial condition of the Association. Internal audits and process reviews are conducted to ensure accuracy and compliance with applicable laws, regulations, and policy.

Financial Reporting provides timely and accurate information about the financial condition and performance of the Association to the staff, committees, Board of Directors, and property owners. This is accomplished by issuing draft financial reports after month end in advance of the Finance Committee, and after year end in advance of the Audit Subcommittee. On a monthly basis, subsidiary ledgers are reconciled to reported balances to ensure the accuracy of the financial information being distributed. The accuracy of the reported balances is tested during an annual external audit conducted by an independent CPA firm. The annual audit should result in an unqualified opinion, no reportable conditions, and no significant recommendations.

#### **Insurance and Risk Management Program**

The purpose of the Insurance and Risk Management program is to acquire insurance for those areas of operation and assets in which the Association's risk control techniques do not adequately cover potential losses the Board is not willing to assume. Risk control techniques include exposure avoidance, loss prevention, loss reduction, segregation of exposures, and contractual transfer. This is accomplished by understanding the value of the Association's assets by conducting periodic appraisals, understanding the areas of potential exposure, having general knowledge of the insurance market, and monitoring losses. A Committee of residents with expertise in the

insurance and risk management industry assists in the annual renewal of insurance policies as recommendations are developed for Finance Committee and Board review and approval.

In the first quarter of 2024, a Risk Management task force was developed. This team includes a staff member from each department or operating discipline partnered with a resident liaison. The goal for this team is to identify known and potential risks along with mitigating controls that the Association may encounter. Work will continue in 2025 as needed.

In April 2024, the Association's Commercial General Liability, Commercial Auto, and Umbrella coverages remained with Selective Insurance Company. Selective Insurance Company offered better coverage options and fewer exclusions based on the needs of the Association and has an A+ (Superior) rating effective November 2022 and as of this writing. Selective also maintains the Association's Inland Marine Policy for the second year. The deductible amounts for each marina remain at \$500K per location.

- 2025 Property and Casualty Insurance Operating Expenditures (reflected in Executive Management, Marinas, and Public Works Budgets): \$809,967

#### **401(k) Plan and Health Insurance Programs**

Fidelity Investments, which manages the Association's 401K program, and our broker for Employee Health Insurance, Sterling Seacrest Pritchard, have provided high levels of service and enhanced programs to the Association, including risk management training programs and simulated OSHA audits. In 2022, the Association partnered with SageView, the newly selected 401(k) Advisor, to conduct a full plan review, provide sound investment recommendations, provide advice regarding Employee Retirement Income Security Act (ERISA) compliance, and engage in employee education. In July 2023, the Association and The Landings Company combined their 401K plan and structure with Fidelity.

After reviewing all options with our broker, Sterling Seacrest Pritchard, as well as the employee benefits committee, the Association decided to move to a new health insurance carrier – United Healthcare -- in 2022. This change was both a cost savings to the Association and lower overall costs for most employees. United Healthcare continued as the health insurance carrier for the Association in 2024.

- 2025 Health Insurance Operating Expenditures (reflected in all TLA departments): \$459,372
- 2025 401(k) Operating Expenditures (reflected in all TLA departments): \$445,552

#### **Information Technology**

The purpose of the Information Technology (IT) Program, overseen by the General Manager/COO, is to provide ever-improving levels of customer service to residents, contractors, other external customers, and employees by implementing, administering, and supporting The Landings Association's technology systems, which include computer hardware and software, phones, security cameras, and other IT systems. Most of this support has been outsourced.

In 2022, the Association reached an agreement with an internet provider to run fiber to the home in The Landings as an alternative to Comcast, while also running fiber between Landings Association facilities, as well as Landings Golf & Athletic Club facilities, providing significant, long-term savings for the Association and the Club. This project has now been completed.

Operations for the Association require many different software platforms and providers that integrate with one another for a complete working environment. Staff continuously research vendors that may better serve or consolidate providers to reach the same or better result. This will be an ongoing research and development project for 2025.

In 2024, the Association continued working with our IT vendor, Infinity, to standardize all components on our network, as well as to replace all Wi-Fi access points in our common areas with the latest technology.

2025 Operating Revenues:	\$116,878
2025 Operating Expenditures:	\$469,346
2025 Net Loss Before Depreciation:	(\$352,468)

#### **2025 Staff Plan**

The Finance Department consists of the Director of Finance, Budget Analyst, and two Accounting Specialists, with their primary jobs being Accounts Payable and Accounts Receivable.

#### **Service Levels and Budget Explanations**

The 2024 year-end estimate for the Finance and IT Department in operating expenses of \$1,006,566 is a \$138,043 increase compared to the 2024 Budget of \$868,523.

The department's budget for 2025 totals \$1,050,114 in operating expenses, an increase of \$181,591 compared to the 2024 Budget, and a \$43,548 increase compared to the 2024 year-end estimate. This increase compared to the 2024 year-end estimate is due primarily to higher costs associated with IT service contracts as well as IT software renewals. Also, the 2025 budget reflects higher expenses due to the transfer of multiple assets from Reserves to Operating, under the new \$5,000 depreciation threshold.

The department's budget for 2025 operating revenue totals \$116,878, a \$122,423 decrease compared to the 2024 Budget of \$239,301, and a \$161,442 decrease compared to the 2024 year-end estimate. This is mainly due to a decrease in net revenue procured through the decreased resident usage of Comcast and the end of the five-year Comcast door fee revenue share.

Performance Measures	2023 Actual	2024 Target	2024 YTD	2025 Target
Percent of Receivables over 90 Days old	8%	10%	17%	10%
Percent of Marina Statements sent out by the 5 <sup>th</sup> of each month	100%	100%	89%	100%
Quarterly Percent of Expense Accounts better than Budget	60%	40%	42%	20%
Finance/IT Turnover Rate *	0%	0%	0%	0%

\* The Finance Department experienced 0% turnover in 2024, and none is anticipated for 2025. The Finance Director has been with the Association for five years. The department

has also benefited from two long-standing employees in the accounts payable and receivable positions who have retained historical and institutional knowledge.

## Department Budgets

### Finance and IT Rollup

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
	<b>Non-Assessment Revenue</b>							
5676	Special Income	\$303,209	\$239,301	\$261,384	\$278,320	\$39,019	\$116,878	(\$161,442)
	<b>Special Income</b>	<b>303,209</b>	<b>239,301</b>	<b>261,384</b>	<b>278,320</b>	<b>39,019</b>	<b>116,878</b>	<b>(161,442)</b>
	<b>Non-Assessment Revenue</b>	<b>303,209</b>	<b>239,301</b>	<b>261,384</b>	<b>278,320</b>	<b>39,019</b>	<b>116,878</b>	<b>(161,442)</b>
	<b>Total Revenue</b>	<b>303,209</b>	<b>239,301</b>	<b>261,384</b>	<b>278,320</b>	<b>39,019</b>	<b>116,878</b>	<b>(161,442)</b>
	Cost of Goods Sold							
	<b>Gross Margin</b>	<b>303,209</b>	<b>239,301</b>	<b>261,384</b>	<b>278,320</b>	<b>39,019</b>	<b>116,878</b>	<b>(161,442)</b>
6000 + 6010 + 60...	Salaries & Wages	261,893	281,260	230,769	287,486	(6,226)	298,939	(11,453)
6200	Training & Memberships	1,286	278	340	340	(62)	1,000	(660)
6020	Overtime	1,584	3,000	1,642	3,000	0	3,000	0
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	91,094	89,332	76,387	93,733	(4,401)	105,659	(11,926)
	<b>Total Staffing</b>	<b>355,857</b>	<b>373,870</b>	<b>309,138</b>	<b>384,559</b>	<b>(10,689)</b>	<b>408,598</b>	<b>(24,039)</b>
	Other Expenses							
7000	Postage	2,987	3,120	2,968	3,023	97	3,275	(252)
7010	Mailing House	811	845	996	996	(151)	1,025	(29)
7020	Printing	2,565	2,821	2,587	2,587	234	2,665	(78)
	<b>Total Printing and Postage</b>	<b>6,363</b>	<b>6,786</b>	<b>6,551</b>	<b>6,606</b>	<b>180</b>	<b>6,965</b>	<b>(359)</b>
7030	Office Supplies	1,012	1,000	3,758	3,825	(2,825)	915	2,910
	<b>Office Supplies / Small Tools</b>	<b>1,012</b>	<b>1,000</b>	<b>3,758</b>	<b>3,825</b>	<b>(2,825)</b>	<b>915</b>	<b>2,910</b>
7135	Professional Fees - CPA Firm	31,290	31,000	33,776	39,026	(8,026)	39,000	26



## Department Budgets

### Finance and IT Rollup

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
	<b>Professional Fees</b>	<b>31,290</b>	<b>31,000</b>	<b>33,776</b>	<b>39,026</b>	<b>(8,026)</b>	<b>39,000</b>	<b>26</b>
7040	Employee Business Reimbursement	74	200	34	75	125	150	(75)
7070	Offsite Storage	1,927	1,752	2,058	2,373	(621)	2,420	(47)
7300	Consulting Services	2,400	2,400	2,400	2,400	0	6,000	(3,600)
7410	Service Charges/CC Fees	86,712	80,235	83,106	110,199	(29,964)	115,020	(4,821)
	<b>Total Other</b>	<b>91,113</b>	<b>84,587</b>	<b>87,598</b>	<b>115,047</b>	<b>(30,460)</b>	<b>123,590</b>	<b>(8,543)</b>
7260	Software and Peripherals	45,804	49,160	76,187	83,000	(33,840)	84,140	(1,140)
7261	IT Maintenance Agreements	310,619	305,420	293,002	339,496	(34,076)	365,206	(25,710)
7264	System Maintenance	28,351	15,000	28,832	33,307	(18,307)	20,000	13,307
	<b>IT Support</b>	<b>384,774</b>	<b>369,580</b>	<b>398,021</b>	<b>455,803</b>	<b>(86,223)</b>	<b>469,346</b>	<b>(13,543)</b>
7240	Team Development	0	500	387	500	0	500	0
	<b>Recruiting / Retention</b>	<b>0</b>	<b>500</b>	<b>387</b>	<b>500</b>	<b>0</b>	<b>500</b>	<b>0</b>
7050	Communications	1,200	1,200	1,000	1,200	0	1,200	0
	<b>Utilities</b>	<b>1,200</b>	<b>1,200</b>	<b>1,000</b>	<b>1,200</b>	<b>0</b>	<b>1,200</b>	<b>0</b>
	<b>Total Other Expenses</b>	<b>515,752</b>	<b>494,653</b>	<b>531,091</b>	<b>622,007</b>	<b>(127,354)</b>	<b>641,516</b>	<b>(19,509)</b>
	<b>Total Expenses</b>	<b>871,609</b>	<b>868,523</b>	<b>840,229</b>	<b>1,006,566</b>	<b>(138,043)</b>	<b>1,050,114</b>	<b>(43,548)</b>
	<b>Net Revenue Before Depreciation</b>	<b>(568,400)</b>	<b>(629,222)</b>	<b>(578,845)</b>	<b>(728,246)</b>	<b>(99,024)</b>	<b>(933,236)</b>	<b>(204,990)</b>
9100	Depreciation	12,479	11,788	8,670	11,544	244	11,544	0
	<b>Net Revenues Over Expenses</b>	<b>(580,879)</b>	<b>(641,010)</b>	<b>(587,515)</b>	<b>(739,790)</b>	<b>(98,780)</b>	<b>(944,780)</b>	<b>(204,990)</b>

## Department Budgets

### IT Department - 220

10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
	Non-Assessment Revenue							
5676	Special Income	\$303,209	\$239,301	\$261,384	\$278,320	\$39,019	\$116,878	(\$161,442)
	Special Income	303,209	239,301	261,384	278,320	39,019	116,878	(161,442)
	Non-Assessment Revenue	303,209	239,301	261,384	278,320	39,019	116,878	(161,442)
	Total Revenue	303,209	239,301	261,384	278,320	39,019	116,878	(161,442)
	Cost of Goods Sold							
	Gross Margin	303,209	239,301	261,384	278,320	39,019	116,878	(161,442)
	Other Expenses							
7260	Software and Peripherals	45,804	49,160	76,187	83,000	(33,840)	84,140	(1,140)
7261	IT Maintenance Agreements	310,619	305,420	293,002	339,496	(34,076)	365,206	(25,710)
7264	System Maintenance	28,351	15,000	28,832	33,307	(18,307)	20,000	13,307
	IT Support	384,774	369,580	398,021	455,803	(86,223)	469,346	(13,543)

## Department Budgets

**IT Department - 220**

10/30/2024

<i>Account</i>	<i>Description</i>	<i>2023 Actual</i>	<i>2024 Budget</i>	<i>2024 YTD</i>	<i>2024 YE EST</i>	<i>2024 YE EST vs. 2024 Budget</i>	<i>2025 Budget</i>	<i>2025 Budget vs. 2024 YE EST</i>
	Total Other Expenses	384,774	369,580	398,021	455,803	(86,223)	469,346	(13,543)
	Total Expenses	384,774	369,580	398,021	455,803	(86,223)	469,346	(13,543)
	Net Revenue Before Depreciation	(81,565)	(130,279)	(136,637)	(177,483)	(47,204)	(352,468)	(174,985)
9100	Depreciation	12,479	11,788	8,670	11,544	244	11,544	0
	Net Revenues Over Expenses	(94,044)	(142,067)	(145,307)	(189,027)	(46,960)	(364,012)	(174,985)

## Department Budgets

Finance - 310

10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
<i>Cost of Goods Sold</i>								
6000 + 6010 + 60...	Salaries & Wages	\$261,893	\$281,260	\$230,769	\$287,486	(\$6,226)	\$298,939	(\$11,453)
6200	Training & Memberships	1,286	278	340	340	(62)	1,000	(660)
6020	Overtime	1,584	3,000	1,642	3,000	0	3,000	0
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	91,094	89,332	76,387	93,733	(4,401)	105,659	(11,926)
	<b>Total Staffing</b>	<b>355,857</b>	<b>373,870</b>	<b>309,138</b>	<b>384,559</b>	<b>(10,689)</b>	<b>408,598</b>	<b>(24,039)</b>
	<i>Other Expenses</i>							
7000	Postage	2,987	3,120	2,968	3,023	97	3,275	(252)
7010	Mailing House	811	845	996	996	(151)	1,025	(29)
7020	Printing	2,565	2,821	2,587	2,587	234	2,665	(78)
	<b>Total Printing and Postage</b>	<b>6,363</b>	<b>6,786</b>	<b>6,551</b>	<b>6,606</b>	<b>180</b>	<b>6,965</b>	<b>(359)</b>
7030	Office Supplies	1,012	1,000	3,758	3,825	(2,825)	915	2,910
	<b>Office Supplies / Small Tools</b>	<b>1,012</b>	<b>1,000</b>	<b>3,758</b>	<b>3,825</b>	<b>(2,825)</b>	<b>915</b>	<b>2,910</b>
7135	Professional Fees - CPA Firm	31,290	31,000	33,776	39,026	(8,026)	39,000	26
	<b>Professional Fees</b>	<b>31,290</b>	<b>31,000</b>	<b>33,776</b>	<b>39,026</b>	<b>(8,026)</b>	<b>39,000</b>	<b>26</b>
7040	Employee Business Reimbursement	74	200	34	75	125	150	(75)
7070	Offsite Storage	1,927	1,752	2,058	2,373	(621)	2,420	(47)
7300	Consulting Services	2,400	2,400	2,400	2,400	0	6,000	(3,600)
7410	Service Charges/CC Fees	86,712	80,235	83,106	110,199	(29,964)	115,020	(4,821)
	<b>Total Other</b>	<b>91,113</b>	<b>84,587</b>	<b>87,598</b>	<b>115,047</b>	<b>(30,460)</b>	<b>123,590</b>	<b>(8,543)</b>

## Department Budgets

**Finance - 310**

10/30/2024

<i>Account</i>	<i>Description</i>	<i>2023 Actual</i>	<i>2024 Budget</i>	<i>2024 YTD</i>	<i>2024 YE EST</i>	<i>2024 YE EST vs. 2024 Budget</i>	<i>2025 Budget</i>	<i>2025 Budget vs. 2024 YE EST</i>
7240	Team Development <span style="color: blue;">Recruiting / Retention</span>	0 <span style="color: blue;">0</span>	500 <span style="color: blue;">500</span>	387 <span style="color: blue;">387</span>	500 <span style="color: blue;">500</span>	0 <span style="color: blue;">0</span>	500 <span style="color: blue;">500</span>	0 <span style="color: blue;">0</span>
7050	Communications <span style="color: blue;">Utilities</span>	1,200 <span style="color: blue;">1,200</span>	1,200 <span style="color: blue;">1,200</span>	1,000 <span style="color: blue;">1,000</span>	1,200 <span style="color: blue;">1,200</span>	0 <span style="color: blue;">0</span>	1,200 <span style="color: blue;">1,200</span>	0 <span style="color: blue;">0</span>
	Total Other Expenses	130,978	125,073	133,070	166,204	(41,131)	172,170	(5,966)
	Total Expenses	486,835	498,943	442,208	550,763	(51,820)	580,768	(30,005)
	Net Revenue Before Depreciation	(486,835)	(498,943)	(442,208)	(550,763)	(51,820)	(580,768)	(30,005)
	Net Revenues Over Expenses	(486,835)	(498,943)	(442,208)	(550,763)	(51,820)	(580,768)	(30,005)

## Long Range Financial Plan

Finance and IT Rollup  
10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<b>Non-Assessment Revenue</b>									
Special Income	\$303,209	\$239,301	\$278,320	\$116,878	\$144,284	\$144,284	\$135,284	\$135,284	\$135,284
<b>Special Income</b>	<b>303,209</b>	<b>239,301</b>	<b>278,320</b>	<b>116,878</b>	<b>144,284</b>	<b>144,284</b>	<b>135,284</b>	<b>135,284</b>	<b>135,284</b>
<b>Non-Assessment Revenue</b>	<b>303,209</b>	<b>239,301</b>	<b>278,320</b>	<b>116,878</b>	<b>144,284</b>	<b>144,284</b>	<b>135,284</b>	<b>135,284</b>	<b>135,284</b>
<b>Total Revenue</b>	<b>303,209</b>	<b>239,301</b>	<b>278,320</b>	<b>116,878</b>	<b>144,284</b>	<b>144,284</b>	<b>135,284</b>	<b>135,284</b>	<b>135,284</b>
Cost of Goods Sold									
<b>Gross Margin</b>	<b>303,209</b>	<b>239,301</b>	<b>278,320</b>	<b>116,878</b>	<b>144,284</b>	<b>144,284</b>	<b>135,284</b>	<b>135,284</b>	<b>135,284</b>
Salaries & Wages	261,893	281,260	287,486	298,939	309,402	320,231	331,439	343,040	355,046
Training & Memberships	1,286	278	340	1,000	1,000	1,000	1,000	1,000	1,000
Overtime	1,584	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Benefits (401(k), WC, LI, STD, LTD, Taxes)	91,094	89,332	93,733	105,659	111,160	116,965	123,143	129,721	136,733
<b>Total Staffing</b>	<b>355,857</b>	<b>373,870</b>	<b>384,559</b>	<b>408,598</b>	<b>424,562</b>	<b>441,196</b>	<b>458,582</b>	<b>476,761</b>	<b>495,779</b>
Other Expenses									
Postage	2,987	3,120	3,023	3,275	3,365	3,465	3,565	3,665	3,765
Mailing House	811	845	996	1,025	1,055	1,087	1,120	1,153	1,188
Printing	2,565	2,821	2,587	2,665	2,744	2,826	2,911	2,999	3,088
<b>Total Printing and Postage</b>	<b>6,363</b>	<b>6,786</b>	<b>6,606</b>	<b>6,965</b>	<b>7,164</b>	<b>7,378</b>	<b>7,596</b>	<b>7,817</b>	<b>8,041</b>
Office Supplies	1,012	1,000	3,825	915	1,000	1,000	1,000	1,000	1,000
<b>Office Supplies / Small Tools</b>	<b>1,012</b>	<b>1,000</b>	<b>3,825</b>	<b>915</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
Professional Fees - CPA Firm	31,290	31,000	39,026	39,000	40,000	40,000	40,000	40,000	40,000
<b>Professional Fees</b>	<b>31,290</b>	<b>31,000</b>	<b>39,026</b>	<b>39,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
Employee Business Reimbursement	74	200	75	150	150	150	150	150	150
Offsite Storage	1,927	1,752	2,373	2,420	2,500	2,565	2,645	2,725	2,805

## Long Range Financial Plan

Finance and IT Rollup  
10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Consulting Services	2,400	2,400	2,400	6,000	3,000	3,000	3,000	3,000	3,000
Service Charges/CC Fees	86,712	80,235	110,199	115,020	116,000	116,000	116,000	116,000	116,000
Total Other	91,113	84,587	115,047	123,590	121,650	121,715	121,795	121,875	121,955
Software and Peripherals	45,804	49,160	83,000	84,140	61,440	61,740	61,440	79,440	65,440
IT Maintenance Agreements	310,619	305,420	339,496	365,206	352,110	379,960	387,559	395,311	403,217
System Maintenance	28,351	15,000	33,307	20,000	20,000	20,000	20,000	20,000	20,000
IT Support	384,774	369,580	455,803	469,346	433,550	461,700	468,999	494,751	488,657
Team Development	0	500	500	500	500	500	500	500	500
Recruiting / Retention	0	500	500	500	500	500	500	500	500
Communications	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Utilities	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Total Other Expenses	515,752	494,653	622,007	641,516	605,064	633,493	641,090	667,143	661,353
Total Expenses	871,609	868,523	1,006,566	1,050,114	1,029,626	1,074,689	1,099,672	1,143,904	1,157,132
Net Revenue Before Depreciation	(568,400)	(629,222)	(728,246)	(933,236)	(885,342)	(930,405)	(964,388)	(1,008,620)	(1,021,848)
Depreciation	12,479	11,788	11,544	11,544	11,544	11,544	11,544	11,544	11,544
Net Revenues Over Expenses	(580,879)	(641,010)	(739,790)	(944,780)	(896,886)	(941,949)	(975,932)	(1,020,164)	(1,033,392)

## Long Range Financial Plan

IT Department - 220  
10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Non-Assessment Revenue									
Special Income	\$303,209	\$239,301	\$278,320	\$116,878	\$144,284	\$144,284	\$135,284	\$135,284	\$135,284
Special Income	303,209	239,301	278,320	116,878	144,284	144,284	135,284	135,284	135,284
Non-Assessment Revenue	303,209	239,301	278,320	116,878	144,284	144,284	135,284	135,284	135,284
Total Revenue	303,209	239,301	278,320	116,878	144,284	144,284	135,284	135,284	135,284
Cost of Goods Sold									
Gross Margin	303,209	239,301	278,320	116,878	144,284	144,284	135,284	135,284	135,284
Other Expenses									
Software and Peripherals	45,804	49,160	83,000	84,140	61,440	61,740	61,440	79,440	65,440
IT Maintenance Agreements	310,619	305,420	339,496	365,206	352,110	379,960	387,559	395,311	403,217
System Maintenance	28,351	15,000	33,307	20,000	20,000	20,000	20,000	20,000	20,000
IT Support	384,774	369,580	455,803	469,346	433,550	461,700	468,999	494,751	488,657



## ***Long Range Financial Plan***

**IT Department - 220**  
10/30/2024

<i>Description</i>	<i>2023 Actual</i>	<i>2024 Budget</i>	<i>2024 YE EST</i>	<i>2025 Budget</i>	<i>2026 Plan</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>
Total Other Expenses	384,774	369,580	455,803	469,346	433,550	461,700	468,999	494,751	488,657
Total Expenses	384,774	369,580	455,803	469,346	433,550	461,700	468,999	494,751	488,657
Net Revenue Before Depreciation	(81,565)	(130,279)	(177,483)	(352,468)	(289,266)	(317,416)	(333,715)	(359,467)	(353,373)
Depreciation	12,479	11,788	11,544	11,544	11,544	11,544	11,544	11,544	11,544
Net Revenues Over Expenses	(94,044)	(142,067)	(189,027)	(364,012)	(300,810)	(328,960)	(345,259)	(371,011)	(364,917)

## Long Range Financial Plan

### Finance - 310

10/30/2024

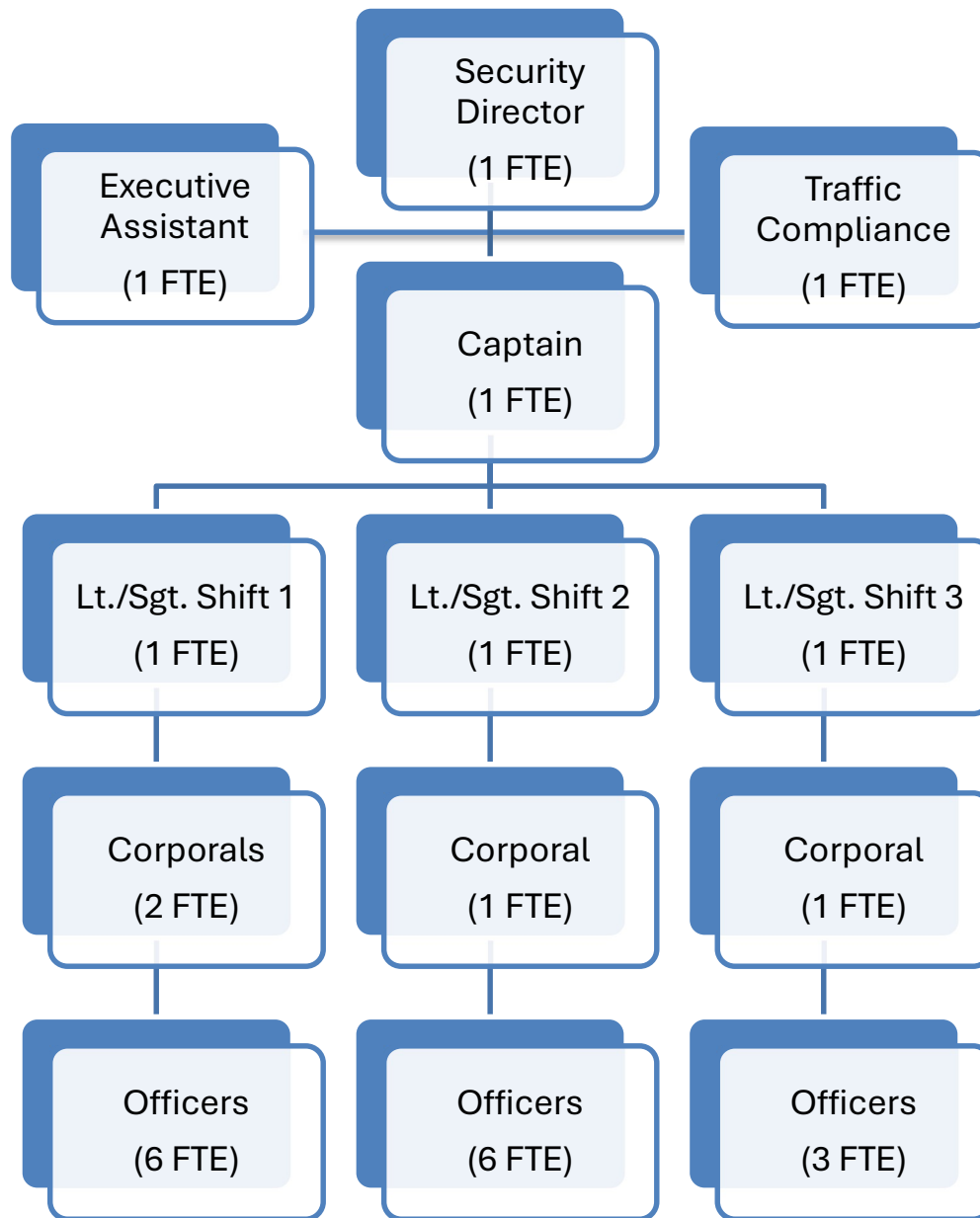
Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<i>Cost of Goods Sold</i>									
Salaries & Wages	\$261,893	\$281,260	\$287,486	\$298,939	\$309,402	\$320,231	\$331,439	\$343,040	\$355,046
Training & Memberships	1,286	278	340	1,000	1,000	1,000	1,000	1,000	1,000
Overtime	1,584	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Benefits (401(k), WC, LI, STD, LTD, Taxes)	91,094	89,332	93,733	105,659	111,160	116,965	123,143	129,721	136,733
<b>Total Staffing</b>	<b>355,857</b>	<b>373,870</b>	<b>384,559</b>	<b>408,598</b>	<b>424,562</b>	<b>441,196</b>	<b>458,582</b>	<b>476,761</b>	<b>495,779</b>
Other Expenses									
Postage	2,987	3,120	3,023	3,275	3,365	3,465	3,565	3,665	3,765
Mailing House	811	845	996	1,025	1,055	1,087	1,120	1,153	1,188
Printing	2,565	2,821	2,587	2,665	2,744	2,826	2,911	2,999	3,088
<b>Total Printing and Postage</b>	<b>6,363</b>	<b>6,786</b>	<b>6,606</b>	<b>6,965</b>	<b>7,164</b>	<b>7,378</b>	<b>7,596</b>	<b>7,817</b>	<b>8,041</b>
Office Supplies	1,012	1,000	3,825	915	1,000	1,000	1,000	1,000	1,000
<b>Office Supplies / Small Tools</b>	<b>1,012</b>	<b>1,000</b>	<b>3,825</b>	<b>915</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
Professional Fees - CPA Firm	31,290	31,000	39,026	39,000	40,000	40,000	40,000	40,000	40,000
<b>Professional Fees</b>	<b>31,290</b>	<b>31,000</b>	<b>39,026</b>	<b>39,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
Employee Business Reimbursement	74	200	75	150	150	150	150	150	150
Offsite Storage	1,927	1,752	2,373	2,420	2,500	2,565	2,645	2,725	2,805
Consulting Services	2,400	2,400	2,400	6,000	3,000	3,000	3,000	3,000	3,000
Service Charges/CC Fees	86,712	80,235	110,199	115,020	116,000	116,000	116,000	116,000	116,000
<b>Total Other</b>	<b>91,113</b>	<b>84,587</b>	<b>115,047</b>	<b>123,590</b>	<b>121,650</b>	<b>121,715</b>	<b>121,795</b>	<b>121,875</b>	<b>121,955</b>

## Long Range Financial Plan

Finance - 310  
10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Team Development	0	500	500	500	500	500	500	500	500
Recruiting / Retention	0	500	500	500	500	500	500	500	500
Communications	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Utilities	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Total Other Expenses	130,978	125,073	166,204	172,170	171,514	171,793	172,091	172,392	172,696
Total Expenses	486,835	498,943	550,763	580,768	596,076	612,989	630,673	649,153	668,475
Net Revenue Before Depreciation	(486,835)	(498,943)	(550,763)	(580,768)	(596,076)	(612,989)	(630,673)	(649,153)	(668,475)
Net Revenues Over Expenses	(486,835)	(498,943)	(550,763)	(580,768)	(596,076)	(612,989)	(630,673)	(649,153)	(668,475)





Total FTE - 27

## Security Work Plan

2025 Operating Revenues:	\$1,283,404
2025 Operating Expenditures:	\$2,015,100
2025 Net Loss Before Depreciation:	(\$731,696)

### **2025 Work Plan**

The mission of the Security Department is to promote a secure lifestyle through community service in three major operational areas:

1. Access Management
2. Emergency Service Assistance
3. Patrol Operations, including Property Checks

The department's goals are to enhance the overall safety and security of the residents, guests, and employees; maintain the privacy of the community; and deter criminal activity. The Security Director is responsible for security operations, emergency planning, and liaison with local, state, and federal agencies, including law enforcement, fire rescue, Emergency Medical Services, and Skidaway Island First Responders (SIFR). The department is organized with a Captain, shift supervisors, assistant supervisors, and a team of security officers for emergency response, patrol, gate access management, and traffic safety and compliance.

Including Chatham Emergency Service's (CES) volunteer Fire Chief, the Security Committee is composed of 11 members appointed by the Board of Directors. CES and SIFR are an integral part of The Landings Association's security and safety program.

The department's foundation is based on its officers, and we strive to keep them motivated and satisfied with The Landings Association as their choice of employment. We continue to be actively engaged with the Gated Community Security Manager's Association, Security Directors of South Carolina, and ASIS International, the leading organization for security professionals worldwide.

### **2025 Staffing Recommendation**

The 2024 authorized staffing level increased to 26 with the addition of our Traffic Safety & Compliance Officer and included the exempt Security Director and Executive Assistant positions. The 2025 proposed staffing level will be 27. Adding an additional officer maintains the minimum staffing levels for the officer duties, allowing the newly-appointed Captain to focus on strategic items and oversight of training and development. Although the total number of Full Time Equivalents (FTEs) increased, we still are below other benchmarked communities for officer to resident, acreage, and gate ratios.

The Security Director and Human Resources Director continued to refine the structure and roles of the Executive Assistant and evaluated overall training needs. As indicated in the staffing chart, Sgt. Chad Bundy was promoted to the Captain position, where he will oversee the Security Department's training program as well as the officers and their accountability.

The turnover rate for 2024 was 30% as of October 1st, which was down 12% from October 2023. The turnover has been primarily involuntary, with officers being terminated within their first year of

employment for performance and attendance issues. This is being addressed by reviewing the recruiting and selection processes with HR. The department also is updating the onboarding and training process for new officers by developing a “Pathway to Advancement” program. The program will provide opportunities for officers to develop their skills and increase their pay by completing pre-determined training modules and passing the appropriate assessments. To assist with the development of the program, an ad-hoc Training Task Force was created, which is composed of tenured security officers as well as volunteer members of the Security Committee. The Task Force has helped build the foundation for the new program by reviewing the competencies and skills for security officers and providing feedback on realistic training expectations. This project will be fully implemented before 2025.

### **Access Management**

Vehicles equipped with an RFID tag typically gain access through one of seven automated entrances. Guests may enter through one of two staffed gates or by utilizing Voice over Internet Protocol (VoIP) callboxes installed at the automated gates. Pedestrians, cyclists, or persons on golf carts may enter by the designated and paved paths/trails, and boaters may enter through one of two marinas.

Vendors can enter the community by purchasing a daily, weekly, or monthly pass at the North Access Control Facility (ACF) or through buying an annual RFID at the Association office. The 2025 projected revenue from commercial RFIDs and passes is \$1,175,226.

Residents may sponsor preferred guests and family members by purchasing a Frequent Visitor RFID to facilitate faster entry through the automated vehicle lanes. Frequent Visitor RFIDs are expected to generate approximately \$27,750 in revenue for 2025.

As the primary control center for access management functions, the Main ACF is staffed 24/7. Officer duties consist of the following:

- Processing an average of 27,146 preauthorized, expected arrivals monthly.
- Verifying access for guests and vendors and providing directions.
- Monitoring unstaffed gates through video cameras and VoIP callboxes.
- Issuing, verifying, and managing the system of RFID users (approximately 19,226 active RFID tags).
- Monitoring live video displays from more than 70 cameras that provide full-time video on demand of the seven gates, Landings Community Park, and both marinas.
- Dispatching patrol officers to emergencies and calls for assistance that may include criminal activities, domestic disturbances, suspicious incidents, medical emergencies, Rules and Regulations violations, neighbor complaints, wild and domestic animal complaints, etc.
- Receiving telephone calls and assisting members with a wide variety of requests.

The Main ACF also serves as the hub of the automated entry system’s data network that relies on a fiber-optic network to relay entry data, video, and alarm conditions. The North (Marshwood) ACF will remain staffed in 2025 by one officer from 7 a.m. to 7 p.m., Monday through Friday, and 8 a.m. to 5 p.m. on Saturday, to match commercial vendor allowed hours of operation.

Five of the seven gates -- Oakridge, Deer Creek Village, McWhorter (Deer Creek North), Marshview Landing, and Moon River -- will remain unstaffed, except upon request for special functions, which incurs a charge to the user to cover TLA costs.

As of September 30, 2024, an average of 9,157 vehicles entered the community daily using the automated entry system. Preauthorized expected arrivals averaged 905 per day, while the sale of commercial passes (Monday through Saturday) averaged 95 per day. The patrol officers also enforce the commercial vendor policies that generate non-Assessment revenue through commercial violation fines.

Perimeter security is a topic that has been discussed many times. To address this issue, longer gate arms were installed at Marshview Landing in 2024 and will be installed at the remainder of the gates in 2025. Additionally, we have proposed installing community path gates on Green Island Road in 2026 and at the entrances of the Main Gate, Oakridge, and Deer Creek in 2027. The community path gates will be captured in the Security's operating budget. We will continue to evaluate hardware such as RFID readers on exit gates and newer technology to strengthen our perimeter in 2025.

#### **Emergency Service Assistance**

Emergency service assistance is a critical function provided by the Security Department. Upon being notified of an emergency, a patrol officer is dispatched, responds to the scene, and assists, as necessary. When available, another patrol officer provides an escort for police, fire, and emergency medical service units that respond to incidents. The escorting patrol officer assists the emergency response units by providing the most direct route. Upon arrival, they help with traffic control and assist as warranted to the police, fire, or emergency medical personnel on the scene.

In potentially hostile or violent situations, such as domestic, shots fired, or assault calls, patrol officers are dispatched and await the Chatham County Police Department's response to escort and assist as deemed necessary.

In 2024, we worked diligently with various stakeholders to re-establish the Skidaway Island First Responders (SIFR) and were successful. Chatham County took over the Fire Department Services from Chatham Emergency Services, and we worked with both entities to retain the island's full time Paramedic at Station #5 along McWhorter Drive. Our efforts to support and promote SIFR and the on-island paramedic will continue in 2025.

#### **Patrol Operations**

This service encompasses the non-emergency functions performed by patrol officers. Daytime patrols conduct security checks of vacant homes as requested by the owner/occupant. We witnessed a 26% decrease in the number of premise checks conducted as of September 30, 2024.

Afternoon and night shift patrol officers conduct security checks of office buildings, common property, facilities, and gates. In addition to checking Association facilities, Security personnel conduct facility checks for The Landings Company (TLCo) as part of the service agreement between TLA and TLCo. Security personnel conducted an average of 2,498 facility, amenity, and equipment checks per month as of September 30, 2024.

Patrol officers and the Chatham County Police Department (CCPD) perform traffic safety and



deterrent patrols. Patrol and CCPD Officers respond to various calls for assistance, including vehicle accidents, road hazards, reports of vandalism and theft, golf cart and other Rules violations, and suspicious incidents.

A mobile radar trailer equipped with a camera was utilized in 2024. From January to June, staff sent courtesy notices to owners of vehicles identified exceeding the speed limit, which is 30 MPH unless otherwise posted. More than 2,300 courtesy notices were sent during that time. Beginning July 1, 2024, fines were assessed to those exceeding the speed limit. Staff will continue to focus on improved safety of our streets and paths in 2025. Data obtained throughout 2024 and 2025 will be analyzed to determine if the increased enforcement efforts have been successful.

Patrols responded to an average of 144 incidents per month through September 30, 2024, and Part 1 Crimes saw a significant increase to 27 versus 13 from the previous year. The total number of burglaries and thefts reported to CCPD and Security, inclusive of Part 1 Crimes, also increased from 26 to 41, a 58% increase. We witnessed a 50% increase in vandalism incidents, from 6 to 9. In 2025, we will continue to work with CCPD supervisors, road patrol officers, crime analysts, and investigators to deter crimes. Deploying such techniques as 100% ID checks, redirecting traffic, and educating our residents on how to assist in our endeavors will continue as well as evaluating other crime prevention strategies.

#### **Covenants and Rules Enforcement, Fines, Appeals, and Due Process**

The Security Patrol Officers continue to enforce violations of Covenants and community Rules and Regulations, except for Private Property Maintenance Standards (PPMS) violations, which are handled by the Community Development Department.

Prior to assessing fines for speeding violations, staff benchmarked the fine schedules for several local municipalities as well as other gated communities and adjusted our own fine schedule. The new fine structure became effective July 1, 2024. We will continue to evaluate the fine structure and its effectiveness in 2025 and recommend changes if warranted.

As of September 30, 2024, \$75,780 in violation fines have been issued to property owners, guests, and vendors for various Rules and Regulation infractions and Covenants violations. This is primarily due to a resident receiving daily fines of \$250 for a partial dwelling Covenant violation as well as a high number of speeding violations.

The Appeals Committee heard two cases for various Covenants and Rules violations as of July 31, 2024. In both cases, the appeals were denied. Once the new fine structure became effective and we began assessing fines for the Guardian Pro violations, the number of appeals requests increased significantly. From August to October, the Appeals Committee heard a total of 45 cases. Of those appeals, 40 were related to speeding violations issued via the Guardian Pro and five were for various Rules violations. Of the 40 appeals related to speeding violations, 37 were denied, and the violations were upheld. Of the five violations related to various Rules violations, four were denied, and the violations upheld. In many instances, the appellant believed they should have received a warning prior to a fine being issued. The updated fine structure removed warnings, which was based on more than 2,000 warnings being issued that did not appear to have positively influenced compliance.

### **Chatham County Police Department and Chatham Emergency Management Agency**

We continue to have a strong working relationship with Chatham County Police Department (CCPD). CCPD's struggle with staffing and quality of officers continued in 2024. Chief Hadley was temporarily assigned to assist with the transition of Fire Services from CES to the County, and Assistant Chief Tolbert was appointed as the Department's Acting Chief while Hadley assisted with the transition. The Neighborhood Liaison Officer's position remained unfilled in 2024.

Chatham County also took over the 911 dispatch center and duties for the County. Residents were previously requested to call 912-355-6688 to notify Chatham Emergency Services (CES) of any medical or fire-related emergencies, but with the transition from CES to Chatham County, all emergencies (medical, fire, or police) must be called into 911.

We also maintain a strong working relationship with Chatham Emergency Management Agency (CEMA). The Association's General Manager and Security Director will continue participating in CEMA Command Policy Group meetings and conference calls should any pre-storm monitoring situations arise.

### **Technology**

In 2025, following our Capital Asset Management Program schedule, we will replace 16 cameras.

Patrol officers will continue to utilize Axon's body-worn cameras and the Evidence.com cloud storage for the video footage captured, and additional cameras will be added for the Traffic Safety & Compliance Officer.

### **Service Levels and Budget Explanations**

The Security Department's budget is composed primarily of staffing costs (89% of total expenses). It also includes RFID tags for commercial and residential vehicles, communications, fuel for the fleet vehicles, and repairs and maintenance for the cameras. The Security Department generates revenue through vendor RFID tags and daily, weekly, and monthly passes.

The 2024 year-end estimate for the Security Department in operating expenses is \$1,900,188, an increase of \$138,517 compared to the 2024 Budget of \$1,761,671. This is primarily due to staffing and benefits. The Security department was budgeted at 90% staffing in 2024.

The department's budget for 2025 totals \$2,015,100 in operating expenses, an increase of \$253,429 compared to the 2024 Budget, and a \$114,912 increase compared to the 2024 year-end estimate. This increase in the budget is primarily due to staffing expenses and the transfer of multiple assets from Reserves to Operating, under the new \$5,000 depreciation threshold.

The department's budget for 2025 totals \$1,283,404 in operating revenue, a \$105,976 increase compared to the 2024 Budget, and a \$31,266 decrease compared to the 2024 year-end estimate. The decrease in the 2025 revenue compared to the 2024 year-end estimate is primarily driven by violation fees. The 2025 budget reflects less revenue, anticipating modification in driver behavior after seeing a large increase in speeding violations in 2024.

Performance Measures	2023 Actual	2024 Target	2024 YTD	2025 Target
Total Number of Incident Reports	1,660	1,800	1,298	1,620
Emergency in Nature	744	720	479	648
False Alarms	19	40	15	36
Non-Emergency in Nature	897	1,080	804	936
Number of Part 1 Crimes	29	15	27	20
Average Number of Crimes per FTE Officer (Inclusive of Part 1 Crimes)	.0134	.20	.203	.70
Number of Fines Issued (sans Guardian Pro) (Residential & Commercial violations)	185	154	128	400
Number of Traffic-Related Incidents**	147	140	102	126
Number of Thefts & Burglaries reported to CCPD and/or Security	42	30	41	30
Number of Vandalism Incidents reported to CCPD and/or Security	7	10	9	10
Average Emergency Response Time in Minutes	5.6	5	5.8	5
Number of Golf Cart Complaints Received	15	10	20	10
Number of Golf Cart Citations Issued <b>*A citation may have multiple offenses*</b>	43	50	51	50
Number of Unlicensed Driving Offenses	14	20	32	40
Number of Formal Complaints filed against Security Department Team Members	2	0	2	0
Average Number of Guests/Vendors Processed per FTE Officer	1,097	900	1,186	900
Percent of Web/App Logins vs. Main Gate Phone Calls	56.9%	70%	57.3%	70%
Security Turnover Rate	58%	30%	30%	30%

\*\*Traffic-related Incidents included vehicle vs. gate incidents as well as vehicle, watercraft, and golf cart accidents.

Total YTD figures as of October 1, 2024

## Department Budgets

Security - 400  
10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
	<b>Non-Assessment Revenue</b>							
5200	Vehicle Registration - Annual	\$629,921	\$618,235	\$566,456	\$648,289	\$30,054	\$648,289	\$0
5210	Vehicle Registration - Other	528,657	494,624	447,748	526,937	32,313	526,937	0
5220	Vehicle Registration - Frequent Visitor	27,950	35,375	23,900	27,750	(7,625)	27,750	0
	<b>Vehicle Registration</b>	<b>1,186,528</b>	<b>1,148,234</b>	<b>1,038,104</b>	<b>1,202,976</b>	<b>54,742</b>	<b>1,202,976</b>	<b>0</b>
5100	Service Agreement - TLCo - Security	6,499	6,694	5,021	6,694	0	6,928	234
5110	Service Agreement - TLGAC - Security/Lagoons	0	0	0	0	0	30,000	30,000
	<b>Service Agreements</b>	<b>6,499</b>	<b>6,694</b>	<b>5,021</b>	<b>6,694</b>	<b>0</b>	<b>36,928</b>	<b>30,234</b>
5660	Violation Fees	11,706	12,500	85,530	95,000	82,500	36,000	(59,000)
5665	Security Service Fee	4,280	10,000	3,858	10,000	0	7,500	(2,500)
	<b>Other Revenue</b>	<b>15,986</b>	<b>22,500</b>	<b>89,388</b>	<b>105,000</b>	<b>82,500</b>	<b>43,500</b>	<b>(61,500)</b>
	<b>Non-Assessment Revenue</b>	<b>1,209,013</b>	<b>1,177,428</b>	<b>1,132,513</b>	<b>1,314,670</b>	<b>137,242</b>	<b>1,283,404</b>	<b>(31,266)</b>
	<b>Total Revenue</b>	<b>1,209,013</b>	<b>1,177,428</b>	<b>1,132,513</b>	<b>1,314,670</b>	<b>137,242</b>	<b>1,283,404</b>	<b>(31,266)</b>
	Cost of Goods Sold							
	<b>Gross Margin</b>	<b>1,209,013</b>	<b>1,177,428</b>	<b>1,132,513</b>	<b>1,314,670</b>	<b>137,242</b>	<b>1,283,404</b>	<b>(31,266)</b>
6000 + 6010 + 60...	Salaries & Wages	1,085,122	1,103,146	945,617	1,200,360	(97,214)	1,248,869	(48,509)
6200	Training & Memberships	21,304	17,028	15,841	16,700	328	17,028	(328)
6210	Uniforms	6,550	13,837	8,930	11,712	2,125	12,000	(288)
6020	Overtime	78,288	50,000	79,946	80,000	(30,000)	50,000	30,000
6211	Safety & Rain Gear	1,937	1,827	3,395	3,395	(1,568)	1,827	1,568
6050	Temporary Personnel	18,138	0	0	0	0	0	0
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	383,921	391,830	344,561	419,405	(27,575)	457,291	(37,886)
	<b>Total Staffing</b>	<b>1,595,260</b>	<b>1,577,668</b>	<b>1,398,290</b>	<b>1,731,572</b>	<b>(153,904)</b>	<b>1,787,015</b>	<b>(55,443)</b>
	Other Expenses							
7000	Postage	119	350	676	1,674	(1,324)	2,000	(326)

## Department Budgets

### Security - 400

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
7020	Printing	8,112	8,644	6,596	6,848	1,796	7,700	(852)
	<b>Total Printing and Postage</b>	<b>8,231</b>	<b>8,994</b>	<b>7,272</b>	<b>8,522</b>	<b>472</b>	<b>9,700</b>	<b>(1,178)</b>
7030	Office Supplies	2,662	2,881	14,194	15,000	(12,119)	3,000	12,000
7031	Printer Supplies	0	0	0	0	0	1,500	(1,500)
7740	General Supplies/Equipment	2,099	9,166	8,838	9,000	166	28,280	(19,280)
	<b>Office Supplies / Small Tools</b>	<b>4,761</b>	<b>12,047</b>	<b>23,032</b>	<b>24,000</b>	<b>(11,953)</b>	<b>32,780</b>	<b>(8,780)</b>
7040	Employee Business Reimbursement	66	150	74	74	76	150	(76)
	<b>Total Other</b>	<b>66</b>	<b>150</b>	<b>74</b>	<b>74</b>	<b>76</b>	<b>150</b>	<b>(76)</b>
7240	Team Development	1,318	3,165	1,411	2,522	643	2,500	22
	<b>Recruiting / Retention</b>	<b>1,318</b>	<b>3,165</b>	<b>1,411</b>	<b>2,522</b>	<b>643</b>	<b>2,500</b>	<b>22</b>
7600	RFID Tags - Commercial	0	14,984	18,590	27,764	(12,780)	28,735	(971)
7601	RFID Tags - Residential	28,066	28,916	19,657	19,657	9,259	20,345	(688)
7610	Gate Claims	0	2,500	1,271	1,271	1,229	2,500	(1,229)
7630	EMS Support	47,714	50,938	23,228	23,228	27,710	0	23,228
7640	Safety Programs	0	1,176	52	52	1,124	0	52
	<b>Security/Police/EMS/Safety</b>	<b>75,780</b>	<b>98,514</b>	<b>62,798</b>	<b>71,972</b>	<b>26,542</b>	<b>51,580</b>	<b>20,392</b>
7050	Communications	5,361	5,803	8,009	9,040	(3,237)	8,700	340
	<b>Utilities</b>	<b>5,361</b>	<b>5,803</b>	<b>8,009</b>	<b>9,040</b>	<b>(3,237)</b>	<b>8,700</b>	<b>340</b>
8135	Radio/Phone/Repair&Maintenance	0	750	0	0	750	750	(750)
8137	Cameras/License/Maintenance	19,949	20,917	25,165	26,794	(5,877)	86,098	(59,304)
8140	Equipment Maintenance	1,674	2,500	1,000	1,200	1,300	1,500	(300)
	<b>Total Repair &amp; Maintenance</b>	<b>21,623</b>	<b>24,167</b>	<b>26,165</b>	<b>27,994</b>	<b>(3,827)</b>	<b>88,348</b>	<b>(60,354)</b>
8300	Fuel & Lube	22,099	25,595	15,457	20,571	5,024	25,595	(5,024)
8315	Vehicle Damage	4,000	1,500	365	365	1,135	1,500	(1,135)

## Department Budgets

### Security - 400

10/30/2024

<b>Account</b>	<b>Description</b>	<b>2023 Actual</b>	<b>2024 Budget</b>	<b>2024 YTD</b>	<b>2024 YE EST</b>	<b>2024 YE EST vs. 2024 Budget</b>	<b>2025 Budget</b>	<b>2025 Budget vs. 2024 YE EST</b>
8320	Auto Expense	3,452	4,068	2,942	3,556	512	7,232	(3,676)
	Fleet Maintenance	29,551	31,163	18,764	24,492	6,671	34,327	(9,835)
	<b>Total Other Expenses</b>	<b>146,691</b>	<b>184,003</b>	<b>147,525</b>	<b>168,616</b>	<b>15,387</b>	<b>228,085</b>	<b>(59,469)</b>
	<b>Total Expenses</b>	<b>1,741,951</b>	<b>1,761,671</b>	<b>1,545,815</b>	<b>1,900,188</b>	<b>(138,517)</b>	<b>2,015,100</b>	<b>(114,912)</b>
	<b>Net Revenue Before Depreciation</b>	<b>(532,938)</b>	<b>(584,243)</b>	<b>(413,302)</b>	<b>(585,518)</b>	<b>(1,275)</b>	<b>(731,696)</b>	<b>(146,178)</b>
9100	Depreciation	56,385	54,864	31,871	42,420	12,444	42,420	0
	<b>Net Revenues Over Expenses</b>	<b>(589,323)</b>	<b>(639,107)</b>	<b>(445,173)</b>	<b>(627,938)</b>	<b>11,169</b>	<b>(774,116)</b>	<b>(146,178)</b>

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## Long Range Financial Plan

### Security - 400

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<b>Non-Assessment Revenue</b>									
Vehicle Registration - Annual	\$629,921	\$618,235	\$648,289	\$648,289	\$648,289	\$648,289	\$648,289	\$648,289	\$648,289
Vehicle Registration - Other	528,657	494,624	526,937	526,937	526,937	526,937	526,937	526,937	526,937
Vehicle Registration - Frequent Visitor	27,950	35,375	27,750	27,750	27,750	27,750	27,750	27,750	27,750
<b>Vehicle Registration</b>	<b>1,186,528</b>	<b>1,148,234</b>	<b>1,202,976</b>	<b>1,202,976</b>	<b>1,202,976</b>	<b>1,202,976</b>	<b>1,202,976</b>	<b>1,202,976</b>	<b>1,202,976</b>
Service Agreement - TLCo - Security	6,499	6,694	6,694	6,928	7,170	7,421	7,681	7,950	8,228
Service Agreement - TLGAC - Security/Lagoons	0	0	0	30,000	31,050	32,137	33,262	34,426	35,631
<b>Service Agreements</b>	<b>6,499</b>	<b>6,694</b>	<b>6,694</b>	<b>36,928</b>	<b>38,220</b>	<b>39,558</b>	<b>40,943</b>	<b>42,376</b>	<b>43,859</b>
Violation Fees	11,706	12,500	95,000	36,000	36,000	36,000	36,000	36,000	36,000
Security Service Fee	4,280	10,000	10,000	7,500	7,500	7,500	7,500	7,500	7,500
<b>Other Revenue</b>	<b>15,986</b>	<b>22,500</b>	<b>105,000</b>	<b>43,500</b>	<b>43,500</b>	<b>43,500</b>	<b>43,500</b>	<b>43,500</b>	<b>43,500</b>
<b>Non-Assessment Revenue</b>	<b>1,209,013</b>	<b>1,177,428</b>	<b>1,314,670</b>	<b>1,283,404</b>	<b>1,284,696</b>	<b>1,286,034</b>	<b>1,287,419</b>	<b>1,288,852</b>	<b>1,290,335</b>
<b>Total Revenue</b>	<b>1,209,013</b>	<b>1,177,428</b>	<b>1,314,670</b>	<b>1,283,404</b>	<b>1,284,696</b>	<b>1,286,034</b>	<b>1,287,419</b>	<b>1,288,852</b>	<b>1,290,335</b>
<i>Cost of Goods Sold</i>									
<b>Gross Margin</b>	<b>1,209,013</b>	<b>1,177,428</b>	<b>1,314,670</b>	<b>1,283,404</b>	<b>1,284,696</b>	<b>1,286,034</b>	<b>1,287,419</b>	<b>1,288,852</b>	<b>1,290,335</b>
Salaries & Wages	1,085,122	1,103,146	1,200,360	1,248,869	1,292,579	1,337,819	1,384,643	1,433,105	1,483,264
Training & Memberships	21,304	17,028	16,700	17,028	17,028	17,028	17,028	17,028	17,028
Uniforms	6,550	13,837	11,712	12,000	12,360	12,731	13,113	13,506	13,911
Overtime	78,288	50,000	80,000	50,000	50,000	50,000	50,000	50,000	50,000
Safety & Rain Gear	1,937	1,827	3,395	1,827	3,500	1,827	3,500	1,827	3,500
Temporary Personnel	18,138	0	0	0	0	0	0	0	0
Benefits (401(k), WC, LI, STD, LTD, Taxes)	383,921	391,830	419,405	457,291	479,364	502,366	526,670	552,361	579,532
<b>Total Staffing</b>	<b>1,595,260</b>	<b>1,577,668</b>	<b>1,731,572</b>	<b>1,787,015</b>	<b>1,854,831</b>	<b>1,921,771</b>	<b>1,994,954</b>	<b>2,067,827</b>	<b>2,147,235</b>
Other Expenses									
Postage	119	350	1,674	2,000	2,000	2,000	2,000	2,000	2,000
Printing	8,112	8,644	6,848	7,700	7,700	7,700	7,700	7,700	7,700
<b>Total Printing and Postage</b>	<b>8,231</b>	<b>8,994</b>	<b>8,522</b>	<b>9,700</b>	<b>9,700</b>	<b>9,700</b>	<b>9,700</b>	<b>9,700</b>	<b>9,700</b>



## Long Range Financial Plan

### Security - 400

10/30/2024

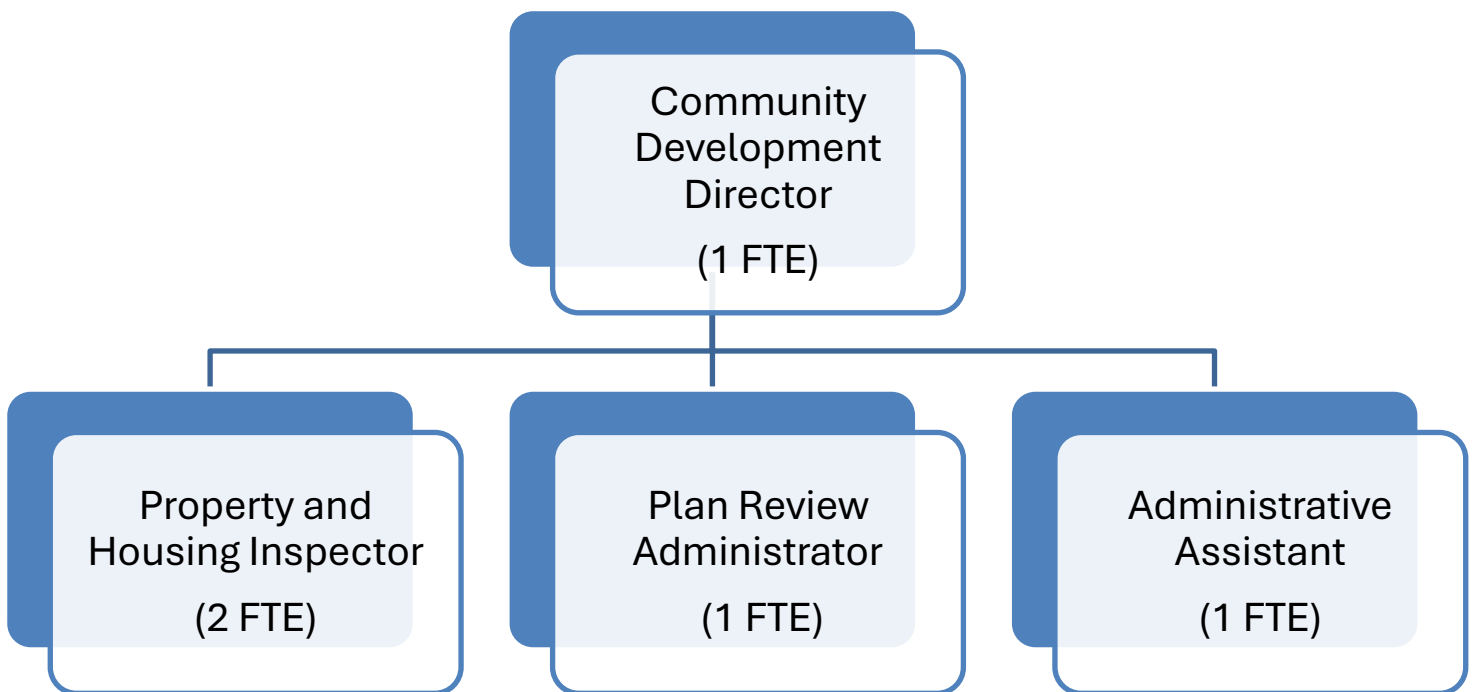
Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Office Supplies	2,662	2,881	15,000	3,000	3,105	3,214	3,326	3,443	3,563
Printer Supplies	0	0	0	1,500	1,553	1,607	1,663	1,721	1,782
General Supplies/Equipment	2,099	9,166	9,000	28,280	115,030	141,116	7,000	7,000	7,000
<b>Office Supplies / Small Tools</b>	<b>4,761</b>	<b>12,047</b>	<b>24,000</b>	<b>32,780</b>	<b>119,688</b>	<b>145,937</b>	<b>11,989</b>	<b>12,164</b>	<b>12,345</b>
Employee Business Reimbursement	66	150	74	150	150	150	150	150	150
<b>Total Other</b>	<b>66</b>	<b>150</b>	<b>74</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
Team Development	1,318	3,165	2,522	2,500	2,500	2,500	2,500	2,500	2,500
<b>Recruiting / Retention</b>	<b>1,318</b>	<b>3,165</b>	<b>2,522</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
RFID Tags - Commercial	0	14,984	27,764	28,735	29,741	30,782	31,859	32,975	34,129
RFID Tags - Residential	28,066	28,916	19,657	20,345	21,057	21,794	22,557	23,346	24,163
Gate Claims	0	2,500	1,271	2,500	2,500	2,500	2,500	2,500	2,500
EMS Support	47,714	50,938	23,228	0	0	0	0	0	0
Safety Programs	0	1,176	52	0	0	0	0	0	0
<b>Security/Police/EMS/Safety</b>	<b>75,780</b>	<b>98,514</b>	<b>71,972</b>	<b>51,580</b>	<b>53,298</b>	<b>55,076</b>	<b>56,916</b>	<b>58,821</b>	<b>60,792</b>
Communications	5,361	5,803	9,040	8,700	8,700	8,700	8,700	8,700	8,700
<b>Utilities</b>	<b>5,361</b>	<b>5,803</b>	<b>9,040</b>	<b>8,700</b>	<b>8,700</b>	<b>8,700</b>	<b>8,700</b>	<b>8,700</b>	<b>8,700</b>
Radio/Phone/Repair&Maintenance	0	750	0	750	750	750	20,190	750	750
Cameras/License/Maintenance	19,949	20,917	26,794	86,098	72,574	38,915	18,253	51,695	29,798
Equipment Maintenance	1,674	2,500	1,200	1,500	1,500	1,500	1,500	1,500	1,500
<b>Total Repair &amp; Maintenance</b>	<b>21,623</b>	<b>24,167</b>	<b>27,994</b>	<b>88,348</b>	<b>74,824</b>	<b>41,165</b>	<b>39,943</b>	<b>53,945</b>	<b>32,048</b>
Fuel & Lube	22,099	25,595	20,571	25,595	26,107	26,629	27,162	27,705	28,259
Vehicle Damage	4,000	1,500	365	1,500	1,500	1,500	1,500	1,500	1,500
Auto Expense	3,452	4,068	3,556	7,232	7,232	7,232	7,232	7,232	7,232
<b>Fleet Maintenance</b>	<b>29,551</b>	<b>31,163</b>	<b>24,492</b>	<b>34,327</b>	<b>34,839</b>	<b>35,361</b>	<b>35,894</b>	<b>36,437</b>	<b>36,991</b>

## ***Long Range Financial Plan***

**Security - 400**

10/30/2024

<i>Description</i>	<i>2023 Actual</i>	<i>2024 Budget</i>	<i>2024 YE EST</i>	<i>2025 Budget</i>	<i>2026 Plan</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>
<b>Total Other Expenses</b>	<b>146,691</b>	<b>184,003</b>	<b>168,616</b>	<b>228,085</b>	<b>303,699</b>	<b>298,589</b>	<b>165,792</b>	<b>182,417</b>	<b>163,226</b>
<b>Total Expenses</b>	<b>1,741,951</b>	<b>1,761,671</b>	<b>1,900,188</b>	<b>2,015,100</b>	<b>2,158,530</b>	<b>2,220,360</b>	<b>2,160,746</b>	<b>2,250,244</b>	<b>2,310,461</b>
<b>Net Revenue Before Depreciation</b>	<b>(532,938)</b>	<b>(584,243)</b>	<b>(585,518)</b>	<b>(731,696)</b>	<b>(873,834)</b>	<b>(934,326)</b>	<b>(873,327)</b>	<b>(961,392)</b>	<b>(1,020,126)</b>
<i>Depreciation</i>	<i>56,385</i>	<i>54,864</i>	<i>42,420</i>	<i>42,420</i>	<i>42,420</i>	<i>42,420</i>	<i>42,420</i>	<i>42,420</i>	<i>42,420</i>
<b>Net Revenues Over Expenses</b>	<b>(589,323)</b>	<b>(639,107)</b>	<b>(627,938)</b>	<b>(774,116)</b>	<b>(916,254)</b>	<b>(976,746)</b>	<b>(915,747)</b>	<b>(1,003,812)</b>	<b>(1,062,546)</b>



Total FTE - 5

## Community Development Work Plan

2025 Operating Revenues:	\$129,220
2025 Operating Expenditures:	\$451,161
2025 Net Loss Before Depreciation:	(\$321,941)

### **2025 Work Plan**

The mission of the Community Development Department is to strengthen the long-term competitive position of The Landings by maintaining, protecting, and improving the quality of the community housing stock. Programs within the department include Architectural Review and Community Standards. The department also provides administrative staffing to the Architectural Review Committee on a regular basis and the Appeals Committee on an as-needed basis. Each program area fulfills a specific role to support the strategic objectives of The Landings Association to ensure adherence to and consistency with the architectural standards of The Landings, as well as compliance with the General Declaration of Covenants and Restrictions of The Landings Association and the Private Property Maintenance Standards.

### **Architectural Review**

The purpose of the Architectural Program is to ensure that all building construction is aesthetically compatible with the surrounding neighborhoods, contributes to the enhancement of the environment, and supports and protects the existing investments to maintain the quality of The Landings' architecture and landscaping. Staff duties of this program include reviewing applications for minor renovations, alterations, and repairs to private property; the issuance of permits for such work; performing inspections for compliance with approved plans; and providing administrative staffing to the Architectural Review Committee (ARC). Staffing the ARC includes the compilation and dissemination of application materials and the presentation of applications for new construction, major renovations, additions, variances, and similar proposals for review by the committee to determine whether plans meet the standards established by The Landings Association's Architectural Design and Development Guidelines. ARC meetings are held twice per month, and staff manage all correspondence with applicants, issuance of permits, and inspections associated with ARC approvals. ARC meeting agenda summaries are distributed to the community, and the meetings are open to Association members to attend virtually.

### ***Projects and Initiatives***

Overall, the 2024 workload of the department has remained steady following a very sharp uptick in submissions throughout 2020 and 2021 which plateaued in 2022 at roughly double the pre-pandemic activity level of 2019. This level of investment is in part a result of an increase in property sales, resulting in new owners investing in improvements and renovations. The initial uptick coincides with the beginning of the COVID-19 pandemic when many residents ceased travel and spent more time at home, spurring investment in home improvements such as swimming pools and outdoor amenities. Even though COVID restrictions have now been lifted and real estate sales are slowing due to increasing interest rates, requests to build new homes on the few remaining vacant lots, additions/major renovations to existing homes, and outdoor living amenities continue to be in high demand. During these same years, disruptions in global supply chains and labor shortages cause significant delays in project completion. The overall percentage of permit extensions had risen to a high of 25% in 2022 and has steadily declined to 11% of all permit activity so far this year.

One major improvement implemented in 2024 was the launch of the Community Development Department permitting portal. This effort was more than a year in the making but now affords residents the opportunity to learn about the types of applications and understand the submission requirements, submit and pay for applications online, upload additional information, check the status of their applications, schedule inspections, and send messages in one place. This platform, hosted by CitizenServe, integrates all permitting data into the same database that we have used for the last five years to manage the Private Property Maintenance Standards cases, resulting in a very efficient administrative tool with easy data reporting and case management. It is expected that launching this platform will reduce the number of calls and emails to the department, as inquiries about project status and inspection requests can be completed with the click of a button. The site also allows frequently requested resources to be stored on the homepage so that they are available to community members at any time, ensuring easy access to the information they need on holidays, weekends, or evening hours when staff typically are unavailable.

From staff's perspective, the permitting portal also allows for efficient management of the inspection activities and property documentation. With an average of 10 inspections/site visits per day conducted to ensure compliance with the 1,173 approved permit applications issued in 2023, a good record-keeping system is imperative. These inspections include those for 25 new homes, which require five total inspections each. It is estimated that inspections will remain at very high levels moving forward, as the volume of permitting in 2024 has kept pace with 2021 and 2022, which were record years. In 2025, it is projected that 10 new homes will be completed, and that other permit activity will gradually return to pre-pandemic levels. It is expected that 1,000 permit applications will be processed, requiring a minimum of 2,030 construction inspections and permit postings to ensure compliance with this number of approved plans.

In 2025, staff will focus on the following initiatives:

- Improve communications with residents, realtors, and contractors through web-based training, in-person meetings, and access to information via online platforms.
- Continue expanded communication efforts to educate contractors, design professionals, and residents on the permitting process and the expectation for construction site management.
- Continue to fine tune the permitting and case management procedures through CitizenServe.

### **Community Standards**

The purpose of the Community Standards Program is to ensure that all properties located throughout the community are aesthetically pleasing and well-kept to protect the property values of homes and the entire community. The program includes performing routine inspections and as-needed follow-up inspections throughout the community. The inspection team uses a proactive approach focused on initiating early communication with the owners to encourage voluntary action as the first means of compliance. Education on The Landings Association's Rules and Regulations, Covenants, Private Property Maintenance Standards, and Architectural Design and Development Guidelines is another key aspect of the department. This includes E-Blasts, News You Can Use articles, and *Landings Journal* articles to inform residents of the importance of upholding the standards of the community.

In 2024, staff continued proactive inspections of each property a minimum of four times per year as well as responding to violation complaints initiated by neighbors, concerned residents, and interdepartmental referrals. The proactive inspections are typically conducted from the primary

(streetside) view of the home. As a continuation of previous efforts in 2023, a full series of inspections was also completed from the secondary view for all properties located adjacent to any of the six golf courses within the community. This resulted in a more comprehensive assessment of the ongoing maintenance of homes within The Landings.

There were 82 property violations carried forward from 2023 to 2024. As of July 1, 2024, staff issued violations to 131 additional properties and successfully resolved violations at 138 properties, 94% of those through voluntary compliance without formal written notice. The past four years have shown increased property sales resulting in many new residents moving to The Landings. Due to the influx of new homeowners, inspection staff embarked upon a major initiative of courtesy notifications to educate property owners of potential violations and provide them resources to help resolve the issues before they reach the point of being in violation. As a result of these efforts, the percentage of cases which are resolved voluntarily has risen drastically to more than 90%. So far this year, 97 properties had received courtesy education notifications. In 2025, staff intend to continue this initiative and the quarterly proactive inspections. It is expected that staff will conduct approximately 13,260 routine inspections for compliance with the Private Property Maintenance Standards, Architectural Design and Development Guidelines, and the Association's Rules and Regulations, as well as a minimum of 2,030 architectural inspections for compliance with approved plans.

#### *Projects and Initiatives*

In 2025, staff will focus on the following initiatives:

- Improve communications with residents, realtors, and contractors through web-based training, in-person meetings, and access to information via online platforms.
- Build partnerships with contractors and community organizations to assist property owners in overcoming hardships associated with compliance issues.
- Continue to perform proactive inspection from alternative vantage points, such as the golf courses and community pathways.
- Utilize all available technology for dissemination of Private Property Maintenance Standards and receipt of feedback.

#### **2025 Staff Plan**

The Community Development Department budgeted for a staff level of five FTEs for 2024 - the department director, the plan review administrator, the administrative assistant, and two property and housing inspectors.

The Community Development Department has one employee solely dedicated to the administrative needs of the department. The other four full-time employees maintain their current workload and any additional interdepartmental projects, programs, and Board initiatives.

The staff manage the budget, generate reports, maintain records, make purchases, respond to customer correspondence, and conduct plan reviews and property inspections associated with construction, renovation, and general maintenance of properties. Also, in coordination with Core staff, the department issues permits for construction activities and inspects properties for compliance with governing documents such as the Private Property Maintenance Standards. In addition, these employees plan and implement educational events and serve as staff support to the Architectural Review Committee and the Appeals Committee as needed.

### **Service Levels and Budget Explanation**

The 2024 year-end estimate for Community Development's operating expenses is \$405,846 which is a \$38,359 increase compared to the budget of \$367,487. The increase in operating expenses is mainly due to an increase in staffing expenses.

Community Development's budget for 2025 totals \$451,161 in operating expenses, an increase of \$83,674 compared to the 2024 budget and a \$45,315 increase compared to 2024 year-end estimates. This increase is primarily due to higher staffing expenses in 2025 compared to 2024.

The department's budget for 2025 totals \$129,220 in operating revenues, a \$18,195 increase compared to the 2024 budget and a \$69,435 decrease compared to 2024 year-end estimates. The increase compared to the 2024 budget is mainly due to an increase in Architectural Review Fees in 2025.

Performance Measures	2023 Actual	2024 Target	2024 YTD	2025 Target
Percent of 1st pass plan review approvals by ARC	76%	90%	77%	90%
Percent of plans approved by ARC within two meetings	85%	95%	85%	95%
Number of permits issued	1,173	900	1019	1000
New homes constructed	26	30	23	10
Total properties with PPMS violations	278	150	234	150
Total properties with remaining PPMS violations	82	30	113	50
Percent voluntary compliance (w/o formal written notice)	89%	85%	93%	85%
Properties Received Educational Courtesy Notice	313	250	224	250
Community Development Turnover Rate *	0%	0%	20%	0%

Total YTD figures as of October 1st, 2024

## Department Budgets

### Community Development - 410

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
	<b>Non-Assessment Revenue</b>							
5240	Architectural Review Fees	\$132,393	\$102,850	\$119,840	\$155,000	\$52,150	\$121,000	(\$34,000)
5270	Contractor Forfeitures	30,441	5,000	20,898	30,000	25,000	5,000	(25,000)
5290	"For Sale" Sign Rental & Return	90	175	85	105	(70)	220	115
	<b>Architectural Fees</b>	<b>162,924</b>	<b>108,025</b>	<b>140,823</b>	<b>185,105</b>	<b>77,080</b>	<b>126,220</b>	<b>(58,885)</b>
5660	Violation Fees	3,099	3,000	11,017	13,550	10,550	3,000	(10,550)
	<b>Other Revenue</b>	<b>3,099</b>	<b>3,000</b>	<b>11,017</b>	<b>13,550</b>	<b>10,550</b>	<b>3,000</b>	<b>(10,550)</b>
	<b>Non-Assessment Revenue</b>	<b>166,023</b>	<b>111,025</b>	<b>151,840</b>	<b>198,655</b>	<b>87,630</b>	<b>129,220</b>	<b>(69,435)</b>
	<b>Total Revenue</b>	<b>166,023</b>	<b>111,025</b>	<b>151,840</b>	<b>198,655</b>	<b>87,630</b>	<b>129,220</b>	<b>(69,435)</b>
	Cost of Goods Sold							
	<b>Gross Margin</b>	<b>166,023</b>	<b>111,025</b>	<b>151,840</b>	<b>198,655</b>	<b>87,630</b>	<b>129,220</b>	<b>(69,435)</b>
6000 + 6010 + 60...	Salaries & Wages	256,800	279,130	242,531	303,739	(24,609)	331,816	(28,077)
6200	Training & Memberships	1,172	3,550	380	2,625	925	4,960	(2,335)
6210	Uniforms	163	600	344	600	0	600	0
6020	Overtime	184	500	368	375	125	500	(125)
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	69,611	73,199	74,312	90,148	(16,949)	104,155	(14,007)
	<b>Total Staffing</b>	<b>327,930</b>	<b>356,979</b>	<b>317,935</b>	<b>397,487</b>	<b>(40,508)</b>	<b>442,031</b>	<b>(44,544)</b>
	Other Expenses							
7000	Postage	193	300	280	280	20	300	(20)
7020	Printing	135	800	155	600	200	200	400
	<b>Total Printing and Postage</b>	<b>328</b>	<b>1,100</b>	<b>435</b>	<b>880</b>	<b>220</b>	<b>500</b>	<b>380</b>
7030	Office Supplies	1,576	1,750	1,560	1,750	0	1,800	(50)



## Department Budgets

### Community Development - 410

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
7740	General Supplies/Equipment	388	500	34	500	0	550	(50)
	Office Supplies / Small Tools	1,964	2,250	1,594	2,250	0	2,350	(100)
7132	Professional Fees - ARC	0	1,500	0	0	1,500	500	(500)
	Professional Fees	0	1,500	0	0	1,500	500	(500)
7240	Team Development	305	750	91	750	0	800	(50)
	Recruiting / Retention	305	750	91	750	0	800	(50)
7050	Communications	2,182	2,808	2,250	2,829	(21)	2,880	(51)
	Utilities	2,182	2,808	2,250	2,829	(21)	2,880	(51)
8140	Equipment Maintenance	0	600	58	150	450	600	(450)
	Total Repair & Maintenance	0	600	58	150	450	600	(450)
8300	Fuel & Lube	1,167	1,500	1,006	1,500	0	1,500	0
	Fleet Maintenance	1,167	1,500	1,006	1,500	0	1,500	0
	<b>Total Other Expenses</b>	<b>5,946</b>	<b>10,508</b>	<b>5,434</b>	<b>8,359</b>	<b>2,149</b>	<b>9,130</b>	<b>(771)</b>
	<b>Total Expenses</b>	<b>333,876</b>	<b>367,487</b>	<b>323,369</b>	<b>405,846</b>	<b>(38,359)</b>	<b>451,161</b>	<b>(45,315)</b>
	<b>Net Revenue Before Depreciation</b>	<b>(167,853)</b>	<b>(256,462)</b>	<b>(171,529)</b>	<b>(207,191)</b>	<b>49,271</b>	<b>(321,941)</b>	<b>(114,750)</b>
	<b>Net Revenues Over Expenses</b>	<b>(167,853)</b>	<b>(256,462)</b>	<b>(171,529)</b>	<b>(207,191)</b>	<b>49,271</b>	<b>(321,941)</b>	<b>(114,750)</b>

## ***Long Range Financial Plan***

**Community Development - 410**

10/30/2024

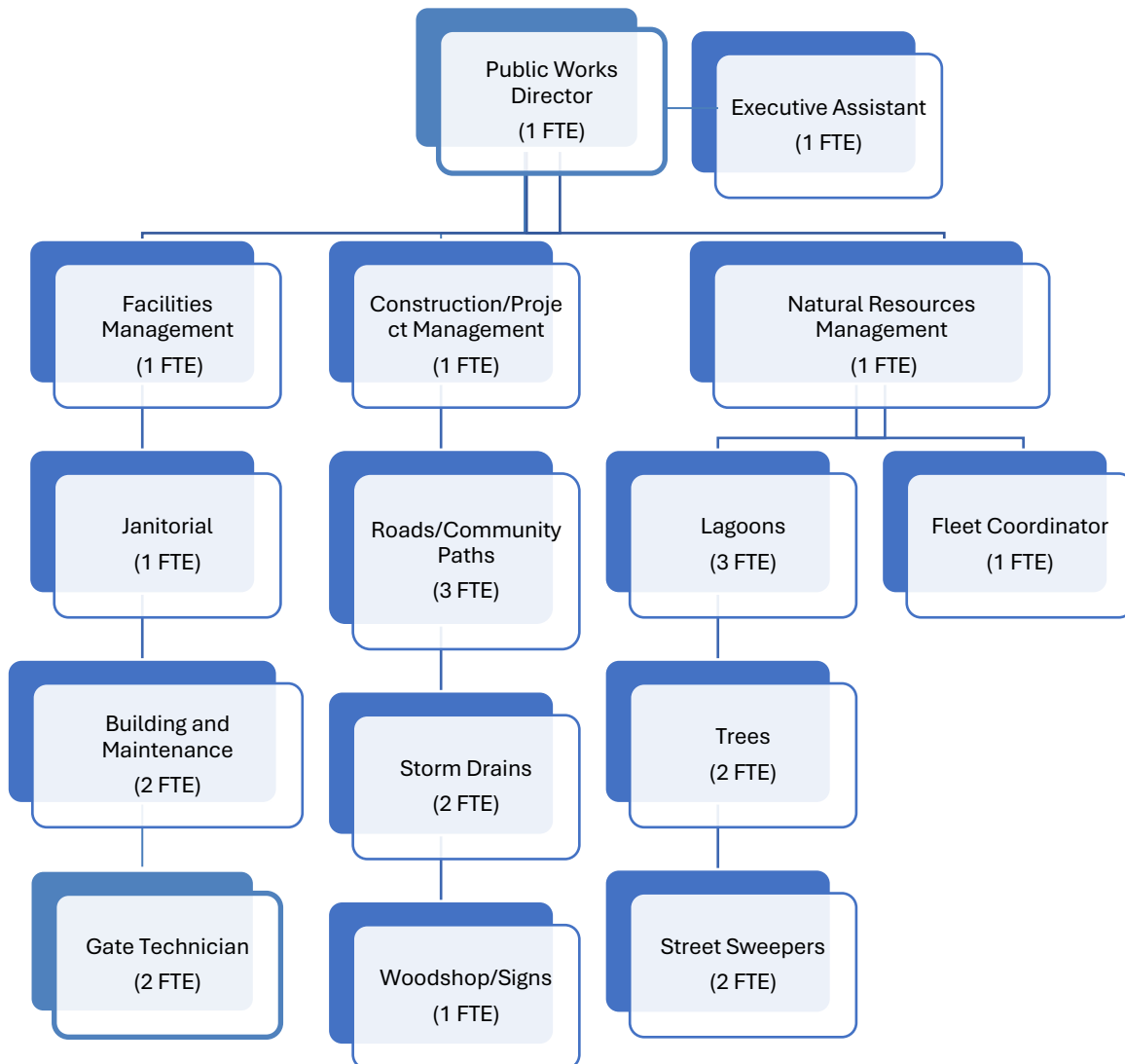
Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Non-Assessment Revenue									
Architectural Review Fees	\$132,393	\$102,850	\$155,000	\$121,000	\$98,850	\$94,850	\$90,850	\$80,850	\$78,200
Contractor Forfeitures	30,441	5,000	30,000	5,000	5,000	5,000	5,000	5,000	5,000
"For Sale" Sign Rental & Return	90	175	105	220	220	220	220	220	220
Architectural Fees	162,924	108,025	185,105	126,220	104,070	100,070	96,070	86,070	83,420
Violation Fees	3,099	3,000	13,550	3,000	3,000	3,000	3,000	3,000	3,000
Other Revenue	3,099	3,000	13,550	3,000	3,000	3,000	3,000	3,000	3,000
Non-Assessment Revenue	166,023	111,025	198,655	129,220	107,070	103,070	99,070	89,070	86,420
Total Revenue	166,023	111,025	198,655	129,220	107,070	103,070	99,070	89,070	86,420
Cost of Goods Sold									
Gross Margin	166,023	111,025	198,655	129,220	107,070	103,070	99,070	89,070	86,420
Salaries & Wages	256,800	279,130	303,739	331,816	343,429	355,449	367,890	380,766	394,093
Training & Memberships	1,172	3,550	2,625	4,960	2,440	5,100	2,440	5,100	2,440
Uniforms	163	600	600	600	600	600	600	600	600
Overtime	184	500	375	500	500	500	500	500	500
Benefits (401(k), WC, LI, STD, LTD, Taxes)	69,611	73,199	90,148	104,155	109,158	114,398	119,953	125,845	132,101
Total Staffing	327,930	356,979	397,487	442,031	456,127	476,047	491,383	512,811	529,734
Other Expenses									
Postage	193	300	280	300	300	300	300	300	300
Printing	135	800	600	200	200	200	200	200	200
Total Printing and Postage	328	1,100	880	500	500	500	500	500	500
Office Supplies	1,576	1,750	1,750	1,800	1,800	1,800	1,800	1,800	1,800
General Supplies/Equipment	388	500	500	550	550	550	550	550	550
Office Supplies / Small Tools	1,964	2,250	2,250	2,350	2,350	2,350	2,350	2,350	2,350

## Long Range Financial Plan

Community Development - 410  
10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Professional Fees - ARC	0	1,500	0	500	500	500	500	500	500
Professional Fees	0	1,500	0	500	500	500	500	500	500
Team Development	305	750	750	800	800	800	800	800	800
Recruiting / Retention	305	750	750	800	800	800	800	800	800
Communications	2,182	2,808	2,829	2,880	2,880	2,880	2,880	2,880	2,880
Utilities	2,182	2,808	2,829	2,880	2,880	2,880	2,880	2,880	2,880
Equipment Maintenance	0	600	150	600	600	600	600	600	600
Total Repair & Maintenance	0	600	150	600	600	600	600	600	600
Fuel & Lube	1,167	1,500	1,500	1,500	1,530	1,561	1,592	1,624	1,656
Fleet Maintenance	1,167	1,500	1,500	1,500	1,530	1,561	1,592	1,624	1,656
Total Other Expenses	5,946	10,508	8,359	9,130	9,160	9,191	9,222	9,254	9,286
Total Expenses	333,876	367,487	405,846	451,161	465,287	485,238	500,605	522,065	539,020
Net Revenue Before Depreciation	(167,853)	(256,462)	(207,191)	(321,941)	(358,217)	(382,168)	(401,535)	(432,995)	(452,600)
Net Revenues Over Expenses	(167,853)	(256,462)	(207,191)	(321,941)	(358,217)	(382,168)	(401,535)	(432,995)	(452,600)





Total FTE - 24

## Public Works Department Work Plan

2025 Operating Revenues:	\$688,004
2025 Operating Expenditures:	\$5,064,386
2025 Net Loss Before Depreciation:	(\$4,376,382)

### **2025 Work Plan**

The mission of the Public Works Department is to ensure that The Landings is a well-maintained community, operated at a good value for all customers, by maintaining, repairing, and improving all infrastructure, equipment, and common property owned and operated by The Landings Association. The maintenance levels provided are integral to ensuring our mission while also promoting home sales and supporting the marketing of the community.

The department consists of the following five program areas: Administration and Contract Management, Construction, Building Maintenance and Amenity Rental Reservations, Environmental, and Fleet.

### **Administration and Contract Management**

The purpose of the Administration and Contract Management program is to provide management and supervision of the Public Works Departmental operations, adhere to the administrative policies of The Landings Association, and effectively manage and execute various contracts by and for The Landings Association.

Contract management is accomplished through continuous communications and relationships between the Association, The Landings Golf & Athletic Club, The Landings Company, utility providers, and major contractors; accurate accounting and recordkeeping; professional relations with all customers; document preparation and presentation; and thorough training and employee development. Contract Services provided by the Public Works Department include The Village POA contract and lagoon maintenance for the Club's lagoons, which are interconnected with the Association's lagoons.

The management of annual contracts supplemental to staff includes landscaping services, wildlife management, Sunset Pavilion restroom cleaning, infrastructure repair and replacement such as road resurfacing and community path replacement, the McWhorter Drive cellulose chipping facility, and engineering.

#### *2025 Contracts*

The Public Works Department has two large contracts that are scheduled to be renewed in 2025. The Landscaping Contract and The Village POA Contract will both be renegotiated at the end of 2024 with agreed upon three-year contract terms.

#### *2025 Programs, Projects, and Initiatives*

### **Wildlife Services Program**

The Wildlife Services Program includes the long-term management of the deer population within The Landings, along with the management of other offending species, such as feral hogs, coyotes, vultures, and numerous species of migratory birds, primarily through a contract with the USDA.

Over the last three years, additional management measures have been implemented to aid in the reduction of the coyote population in the community. These include the utilization of thermal imaging, calling mechanisms to attract the coyotes to certain areas of the community for easier removal, installation of active trap lines (in undeveloped areas of community) where the coyotes can be safely removed, and bait stations to attract the coyotes to certain areas of community for removal. The program includes the time (3/4) of a USDA wildlife biologist who serves as a wildlife expert for TLA, responding to residential complaints/questions associated with wildlife concerns/issues. This contract program is funded operationally in the amount of \$62,700.

### **Construction**

The Construction program encompasses the repairs and replacements of approximately 30 miles of community paths/trails and approximately 91 miles of roadway. This program also includes the repair and maintenance of approximately 89 miles of storm drains, preventive maintenance of the Association's three road bridges and six pedestrian bridges, and stormwater drain jetter/vacuum operations.

#### *2025 Programs, Projects, and Initiatives*

### **Marsh Observation Tower Replacement**

The Marsh Observation Tower was constructed in the late 1970s to early 1980s on the east end of Marsh Tower Lane. The Observation Tower provides a scenic view of the marsh for the community which is accessible by footpath and golf cart. Structural engineering reports and analysis have concluded that the tower requires major rehabilitation and/or replacement in the near future. Therefore, in 2025, the Marsh Observation Tower is tentatively scheduled to be replaced in the amount of \$495,000. However, due to the greatly increased estimated cost for removal of the current tower and its replacement, this project may be deferred, subject to engineering approval.

Item	2025 Budget
Marsh Observation Tower Replacement	\$495,000

### **Small Equipment Replacements**

Item	2025 Budget
Diaphragm Pump	\$2,900
Jumping Jack	\$2,500

### **Jetter Operations and Camera System**

The Association has a jet trailer which has proven to be more effective and easier to use than our previous jetter truck. The cleaning system on the jet trailer allows staff to reach tighter spaces such as those located on hammerhead streets and in drainage easements. The RAVO sweepers have been utilized to vacuum out debris in stormwater inlet boxes and have worked well in areas where the material is dry. They have had limited success in boxes where the material is wet or flooded (approximately 40% of inlets). Therefore, staff are looking for an alternative option for the vacuum removal of debris.

The department's Pipe Crawler Camera continued to allow staff the flexibility to identify critical blockages and/or separation of pipes in-house prior to contracting any necessary repairs. The

camera system also has allowed staff to systematically inspect sections of the storm drain system to help plan and prepare for large capital repair projects rather than contracting this inspection service out.

Approximately one-third of the entire storm drain system throughout the community is visibly inspected and/or cleared each year of debris and roots through the jetter/vacuum/camera team operation.

### **Jetter Vacuum Trailer**

The Public Works Department will be purchasing a new piece of equipment to assist with the department's jetting operations. The Ditch Witch HX30 is a vacuum excavation trailer which features a 24.8 hp Kubota diesel engine designed for performance and productivity on debris removal from inlet boxes and cleaning storm drain pipes. The new piece of equipment is estimated to cost \$159,795.

Item	2025 Budget
Jetter Vacuum Trailer (Ditch Witch HX30)	\$159,795

### **Storm Drain Repair Program**

Public Works continues to evaluate sections of storm drains to better assess potential system failures. In 2020, staff contracted Southeastern Pipe to conduct camera studies of areas where storm drain blockages indicated imminent pipe failures. Once blockages/repairs were identified, the contractor subsequently repaired storm drains in the Marshwood area of the community. In 2025, the budgeted amount of \$1,000,000 (from the Capital Reserves Fund) will focus on the repair and replacement of sections of storm drain pipes in Phase 2 of the community (Palmetto) that have



been identified as compromised through the camera work and evaluation (e.g., pipe separation, root intrusions, etc.), specifically around Landings Way South at the intersection of Mainsail Crossing and along Skysail Court and Flying Jib Lane. The 2025 project is scheduled to include the lining and repair of approximately 3,200 linear feet of pipe, ranging from 12-to-42 inch size pipes, as well as other repairs as required.

### **Annual Street Resurfacing Program**

The purpose of the Annual Street Resurfacing Program is to perform preventive maintenance to avoid costly street rehabilitation by resurfacing and/or repairing identified roads based on their longevity and condition (e.g., road base failures), with final selection determined by physical inspection, including core samples. The level of funding required in 2025 from the Capital Reserves Fund is \$1,968,230 for the repair and replacement of approximately 91,000 square yards of asphalt



at a unit cost of \$20.50 (with additional costs set aside for curb repair and replacement). In addition, a budget of \$200,000 is included in the 2025 Capital Reserves Budget for road repair and maintenance expenses to various roads throughout the community. The 2025 Road Repair, Replacement, and Maintenance budget is \$2,168,230.

### **Stop Bar Restriping Program**

The purpose of the stop bar/line pavement reflective striping program is to distinguish the point at which vehicular and pedestrian traffic must stop before entering an intersection. There are approximately 475 stop bars and 60 crossovers/crosswalks located throughout the community. The stop bars, crossovers, and crosswalks will be restriped by phase every five years utilizing the following schedule: Year 1 (Marshwood, completed in 2020), Year 2 (Deer Creek, completed in 2021), Year 3 (Oakridge, completed in 2022), Year 4 (Palmetto, 2023), and Year 5 (Midpoint, Moon River Landing, Marsh View Landing, Lake Street, and West Ridge, 2025). This program is funded operationally in the amount of \$33,500.



### **Annual Community Paths Replacement Program**

The purpose of the Annual Community Paths Replacement Program is to improve the community paths that are significantly deteriorated and/or present potential safety hazards. Upon completion of the 2023 repairs, all community paths (except for sections adjacent to the marsh due to DNR restrictions) are now constructed of concrete, rather than asphalt, due to the increased longevity of concrete. All paths, aside from those designated as walking paths (i.e., no motorized vehicles can access these paths) have been converted to concrete. The 2025 program will include operational concrete panel repairs within the budgeted amount of \$275,000.

### **Sign Painting Program**

The sign painting program was established in 2006 with a standard of refurbishing and repainting  $\frac{1}{3}$  of the community's mailboxes and street signs through contracted means each year. This program will continue to enhance the community's aesthetic appearance and signage continuity, as well as maintain the structural integrity of these assets, to maintain and enhance The Landings' common property and facilities to a well-defined level of quality. The 2025 program will include all units (mailbox posts, mailbox numbers, yard plaques, and street signs) in Oakridge, Moon River Landing, and Marshview Landing. This project will be funded operationally in the amount of \$51,500.

### **Building Maintenance and Amenity Rental Reservations**

The Buildings and Grounds program encompasses the repair and maintenance of the Administration building, Public Works north and south buildings, Delegal Creek Marina and Landings Harbor Marina facilities, all gatehouses, the Marsh Observation Tower, Landings Community Park restrooms, Dog Park, Sunset Pavilion, the maintenance of the seven automatic gates throughout the community, and the RV/Storage Yards.



#### *2025 Programs, Projects, and Initiatives*

##### **No Trespassing Signs**

No Trespassing Signage is strategically placed along the perimeter fencing located around the community. They are placed every 40 yards around the perimeter of the fence to help deter non-residents from entering the community outside of the required gate entry access points.

Item	2025 Budget
No Trespassing Signs	\$20,000

##### **Revetment/Retaining Wall Replacements**

Retaining walls currently exist throughout the community along certain roadways to hold back soil and prevent erosion. The retaining wall near the intersection of Priest Landing and Bartram Road and four retaining walls on Sundew Road are scheduled for replacement in 2025.



Item	2025 Budget
Retaining Wall – Priest Landing/Bartram Road	\$21,500
Retaining Walls (4) – Sundew Road	\$22,700

##### **Delegal Creek Marina - Sunset Room/Captain's Lounge**

The Delegal Creek Marina Sunset Pavilion is used by residents for birthday parties, wedding receptions, small gatherings, Board Meetings, and Committee Meetings. The Sunset Pavilion has received several updates over the last several years, including updates to the restroom, laundry room and prep kitchen, new ceiling tiles, new lighting, new countertops and improved buffet area,

door replacements, repainting of the interior walls and doors, the replacement of the flooring, and the replacement of interior furniture.

In 2025, the outdoor porch screens at the Sunset Room and Captain's Lounge will be replaced, along with the ice machine inside the Sunset Room (located behind the buffet/bar area). In addition, the ceiling fans on the second floor of the Captain's Lounge will also be replaced.

Item	2025 Budget
Sunset Room Porch Screens	\$15,000
Ceiling Fans (2 <sup>nd</sup> floor of Captain's Lounge)	\$3,070
Captains Lounge Screen Replacement	\$11,000
Sunset Room Ice Machine	\$5,000

### **HVAC Units**

The Landings Association maintains a total of 16 HVAC units. Each unit has an approximate useful life of 10 years, and a cost-benefit analysis is completed annually for all units scheduled for replacement based on purchase price and efficiency. In 2025, the unit located at TLA's Administration Building CORE area is scheduled for replacement.

### **Small Equipment/Facility Replacements**

Item	2025 Budget
TLA/Core HVAC	\$13,000
Emergency Generator – Moon River Landing	\$17,000
Walk-in Cooler (USDA Office)	\$20,000

### **Environmental**

The Environmental program includes tree and landscape management and treatment of 151 lagoons, including water quality management and storm water control. In addition, this program's manager serves as the Association's representative for all environmental issues and permitting, including preparation and submission of all environmental applications.

### *2025 Programs, Projects, and Initiatives*

#### **Irrigation Replacement**

The Association maintains 14 irrigation systems throughout the community (Athletic Field, Deer Creek Automatic Gate, Deer Creek Gate, Dog Park/Soccer Field, Dream Maker Circle, Landings Harbor, Main Gate, Marshview Landing Gate, Marshwood Gatehouse, Moon River Landing Gate, Oakridge Gate, Sunset Park, TLA, and Tidewater). Each irrigation system has been installed to



enhance and maintain the turf and plantings located at Association amenity areas, gatehouses, and facilities. In 2025, the irrigation system at the Main Gate is scheduled for replacement in the amount of \$35,000.

#### **Lagoon 2 Structure, Pipe, and Valve Replacement**

Lagoon 2 is located off Bartram Road and serves as an integral part of the community’s drainage system, as the vast majority of the north end of the islands’ drainage system runs into the lagoon. It also serves as an irrigation source for The Landings Golf & Athletic Club and the North Gatehouse. During Tropical Storm Debby in 2024, Lagoon 2 was not able to sustain the amount of heavy rainfall the island received, thus causing flooding in the surrounding areas. In 2025, staff will replace the structures, pipes, and valves located in Lagoon 2 in the hopes that the lagoon can sustain future weather-related events and prevent roadway flooding.



#### **Large Equipment Replacements and Projects**

Item	2025 Budget
Main Gate Irrigation Replacement	\$35,000
Lagoon 2 Structure Improvements (Box, Gate, Dike, Pipe and Valves)	\$153,000

#### **Small Equipment Replacements and Projects**

Item	2025 Budget
Spray Rig	\$10,000
Turbine Blower	\$8,305

#### **Center Island Renovation Program**

In 2004, the Association began a program to beautify and refurbish our common property. This program focuses primarily on the 310 center islands within the community. The program provides a higher level of maintenance for major center islands and increased maintenance for islands on cul-de-sacs and lesser-used roads. The overall response to this program has been positive; however, staff continually receive requests to expand this program. The 2025 maintenance on primary and secondary islands will include improved tree maintenance (three-year cycle), bed delineation twice a year, hydroseeding (as needed), turf fertilization, and one annual pine straw application in the spring.

### Street Sweeping

In addition to the aesthetic benefit, the primary purpose of street sweeping, performed by two employees under a 10-day work cycle time, is to ensure that all streets are routinely free of debris that otherwise would enter the storm drain system and impede the flow, creating backup and flooding. This preventive maintenance operation is critical to the functionality of the storm water management system.

The Association has two RAVO i501 Series Sweepers, which have a pure vacuum sweeper that is smaller and more compact. The RAVO units allow for greater maneuverability around center islands and hammerhead streets, improving the efficiency and effectiveness of the work.



In 2025, staff will purchase a new street sweeper for the department. Staff intend to purchase a unit that is larger than the current RAVO units to perform maintenance cycles on the primary roadways, which will allow for the removal of larger amounts of debris/downfall. The current RAVO units will be utilized on the tertiary roads where tighter turns and maneuverability is required.

Item	2025 Budget
Street Sweeper	\$310,000

### Fleet

The purpose of the Fleet program is to ensure that all Association-owned equipment, including 22 vehicles, 53 small engines, and 10 pieces of heavy equipment, are maintained in good working order, available as needed, repaired in a timely manner. Any replacement of vehicles and/or equipment will focus heavily on environmental and safety standards, including reductions in fuel usage when applicable.

### Vehicle Replacement Process

Each year, staff contact user groups within the organization to determine the vehicle needs of their department. Thereafter, staff evaluate all manufacturers to determine fuel economy, MSRP, and reliability. Once research is complete, RFPs will be sent to multiple vendors (typically Ford, Chevrolet, and Toyota). Staff continually evaluate the depreciation of vehicles based on frequency of use and mileage, along with the anticipated value of our used vehicle trade-ins. Over the years, staff have found that when replacing our vehicles every three to six years (based on the type of vehicle), the department experiences lower maintenance costs and issues associated with our fleet. Additionally, the trade-in value for our vehicles (when replaced) is exponentially higher than that of which older, more run-down vehicles are valued.

There are two departments that require vehicles but do not fund vehicle purchasing and/or replacements -- Marinas (Landings Harbor and Delegal Creek) and the Community Development Department. To optimize our fleet department, staff determine the needs of each department and redeploy lower mileage vehicles from the Public Works Department and Security Department to the Marinas and CDD. Historically, the Marinas Department utilizes a used truck from the Public Works Department, and the Security Department transfers a sedan/small SUV to the Community Development Department.

Security vehicles typically are scheduled for replacement every three years and/or 100,000 miles, and Public Works vehicles are scheduled for replacement every six years and/or 100,000 miles. Due to hiring an excellent in-house mechanic in 2021, the Association has been able to extend the useful life of several vehicles, while still maintaining a high level of performance through routine maintenance.

The Association's current methodology allows for higher performing, lower maintenance vehicles, which provide added value when vehicles are evaluated for trade-in during the replacement process. Additionally, reassigning vehicles with reasonable mileage and performance to the Marinas and CDD allows for added cost savings for the organization. Overall, our process provides the Association with the lowest annual cost of ownership and maintenance requirements.

The following items are scheduled for replacement in 2025:

#### **Public Works Vehicle Replacement**

Item	2025 Budget
Sign Shop Truck	\$44,000

#### **Large Equipment Replacements**

Item	2025 Budget
Previously Owned Bucket Truck	\$90,000

#### **Small Equipment Replacements**

Item	2025 Budget
Kawasaki Mule	\$18,000
Kawasaki Mule	\$18,000
Cargo Trailer	\$9,000
Fuel Pump/Key Rack	\$16,500

#### **Service Levels and Budget Explanation**

The 2024 year-end estimate for the Public Works Department operating expenses is \$4,520,396, a decrease of \$189,962 compared to the 2024 budget of \$4,710,358.

The department's budget for 2025 totals \$5,064,386 in operating expenses, an increase of \$354,028 compared to the 2024 budget and an increase of \$543,990 from the 2024 year-end estimates. Several factors contribute to this: \$159,795 for a Jetter Vacuum Trailer and \$36,872 for

Extended Gate Arms were placed in the 2025 budget and recorded in the General Supplies and Auto Gate Maintenance Accounts. Multiple assets were transferred from Reserves to Operating, under the new \$5,000 depreciation threshold. A combination of contracts and other categories that have seen increases such as landscaping contracts, insurance costs, chipping expense, and engineering studies are other factors leading to the increase to the 2025 budget compared to the 2024 budget and year-end estimates.

The department's budget for 2025 totals \$688,004 in revenues, an increase of \$116,993 from the 2024 budget and a decrease of \$45,465 from the 2024 year-end estimates. The majority of this decrease is due to less Chipping Yard revenue in 2025 compared to the 2024 year-end estimate. However, 90% of this revenue is offset by Chipping Yard expenses.

Performance Measures	2023 Actual	2024 Target	2024 YTD	2025 Target
Percent of mowing cycles completed on time	94%	98%	86%	98%
Percent of street sweeping routes completed within a 10-day cycle	100%	100%	76%	100%
Percent of lagoons inspected or treated on cycle	100%	100%	97%	100%
Percent of right-of-way dead limbed and pruned	60%	60%	85%	60%
Percent of storm drain inlets inspected and vacuum jetted (based on 1/3 of community completed annually)	33%	33%	30%	33%
Public Works Turnover Rate*	33%	25%	37%	20%

\*Turnover has been voluntary, with the primary reason given as higher pay or career advancement. The job market, particularly for skilled labor positions, has been competitive the last few years, with high demand driving up pay rates.

## Department Budgets

### Public Works Rollup

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
	<b>Non-Assessment Revenue</b>							
5110	Service Agreement - TLGAC - Security/Lagoons	\$113,049	\$117,571	\$104,533	\$125,440	\$7,869	\$129,830	\$4,390
5130	Service Agreement - Village POA	21,766	22,419	22,419	22,419	0	23,092	673
	<b>Service Agreements</b>	<b>134,815</b>	<b>139,990</b>	<b>126,952</b>	<b>147,859</b>	<b>7,869</b>	<b>152,922</b>	<b>5,063</b>
5590	Storage Yard	51,145	111,880	58,426	63,276	(48,604)	86,382	23,106
5620	Room Rental - Sunset	67,785	44,841	50,693	53,000	8,159	50,000	(3,000)
	<b>Rental Income</b>	<b>118,930</b>	<b>156,721</b>	<b>109,119</b>	<b>116,276</b>	<b>(40,445)</b>	<b>136,382</b>	<b>20,106</b>
5570	Mail Boxes	4,140	10,000	9,365	9,365	(635)	10,000	635
5580	Dog Park Fees	12,650	14,300	14,940	15,000	700	13,700	(1,300)
5670	Recycling Revenue	284	0	524	524	524	0	(524)
5675	Chipping Revenue	379,800	250,000	354,750	444,445	194,445	375,000	(69,445)
	<b>Member Services</b>	<b>396,874</b>	<b>274,300</b>	<b>379,579</b>	<b>469,334</b>	<b>195,034</b>	<b>398,700</b>	<b>(70,634)</b>
	<b>Non-Assessment Revenue</b>	<b>650,619</b>	<b>571,011</b>	<b>615,650</b>	<b>733,469</b>	<b>162,458</b>	<b>688,004</b>	<b>(45,465)</b>
	<b>Total Revenue</b>	<b>650,619</b>	<b>571,011</b>	<b>615,650</b>	<b>733,469</b>	<b>162,458</b>	<b>688,004</b>	<b>(45,465)</b>
	Cost of Goods Sold							
	<b>Gross Margin</b>	<b>650,619</b>	<b>571,011</b>	<b>615,650</b>	<b>733,469</b>	<b>162,458</b>	<b>688,004</b>	<b>(45,465)</b>
6000 + 6010 + 60...	Salaries & Wages	1,172,043	1,306,192	1,015,388	1,236,777	69,415	1,266,711	(29,934)
6200	Training & Memberships	12,471	16,320	5,520	10,000	6,320	12,360	(2,360)
6210	Uniforms	22,417	20,349	19,278	22,500	(2,151)	23,175	(675)
6020	Overtime	18,970	13,500	16,588	16,588	(3,088)	13,500	3,088
6211	Safety & Rain Gear	5,542	5,891	1,624	5,891	0	6,067	(176)
6050	Temporary Personnel	13,684	0	21,994	33,685	(33,685)	0	33,685
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	437,734	435,223	379,721	440,447	(5,224)	470,784	(30,337)
	<b>Total Staffing</b>	<b>1,682,861</b>	<b>1,797,475</b>	<b>1,460,113</b>	<b>1,765,888</b>	<b>31,587</b>	<b>1,792,597</b>	<b>(26,709)</b>
	Other Expenses							



## Department Budgets

### Public Works Rollup

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
7000	Postage	(1)	0	0	0	0	0	0
7020	Printing	2,394	2,100	1,210	2,100	0	2,142	(42)
	<b>Total Printing and Postage</b>	<b>2,393</b>	<b>2,100</b>	<b>1,210</b>	<b>2,100</b>	<b>0</b>	<b>2,142</b>	<b>(42)</b>
7030	Office Supplies	2,784	2,785	1,635	2,785	0	2,868	(83)
7740	General Supplies/Equipment	103,851	86,103	39,199	80,806	5,297	210,019	(129,213)
7800	Small Tools	2,071	5,091	2,251	4,000	1,091	4,120	(120)
8110	Janitorial Supplies	10,674	10,262	7,358	9,605	657	9,713	(108)
8120	Janitorial Services	10,020	10,403	5,710	9,885	518	10,083	(198)
	<b>Office Supplies / Small Tools</b>	<b>129,400</b>	<b>114,644</b>	<b>56,153</b>	<b>107,081</b>	<b>7,563</b>	<b>236,803</b>	<b>(129,722)</b>
7315	Engineering Studies	80,173	130,000	58,113	75,000	55,000	173,000	(98,000)
7100	Insurance	41,769	35,248	35,826	40,475	(5,227)	45,232	(4,757)
7319	Sustainable Skidaway Renewal	1,000	1,000	1,000	1,500	(500)	1,500	0
	<b>Total Other</b>	<b>122,942</b>	<b>166,248</b>	<b>94,939</b>	<b>116,975</b>	<b>49,273</b>	<b>219,732</b>	<b>(102,757)</b>
7240	Team Development	1,842	3,000	1,820	3,000	0	3,090	(90)
	<b>Recruiting / Retention</b>	<b>1,842</b>	<b>3,000</b>	<b>1,820</b>	<b>3,000</b>	<b>0</b>	<b>3,090</b>	<b>(90)</b>
7050	Communications	4,180	10,020	7,825	9,354	666	9,354	0
7060	Utilities	49,007	58,436	43,473	53,521	4,915	59,400	(5,879)
7061	Admin Utilities	24,280	24,354	20,529	28,504	(4,150)	28,904	(400)
7062	Gate House Utilities	36,331	34,707	31,752	39,296	(4,589)	40,413	(1,117)
8550	Street Lighting	65,385	68,533	57,372	68,533	0	69,588	(1,055)
	<b>Utilities</b>	<b>179,183</b>	<b>196,050</b>	<b>160,951</b>	<b>199,208</b>	<b>(3,158)</b>	<b>207,659</b>	<b>(8,451)</b>
8180	Hazard Material Registration	1,100	1,100	1,125	1,125	(25)	1,125	0
8200	Landscape Contract - BrightView	1,064,429	1,064,424	887,024	1,064,424	0	1,200,000	(135,576)
8202	Landscaping	11,168	18,386	5,139	12,000	6,386	18,937	(6,937)
8203	Irrigation Expense	7,767	6,060	3,952	6,060	0	6,242	(182)
8210	Tree Removal	52,301	45,900	39,425	45,900	0	48,195	(2,295)
8211	Tree Replacement	0	5,500	0	5,500	0	5,500	0
	<b>Landscaping</b>	<b>1,136,765</b>	<b>1,141,370</b>	<b>936,665</b>	<b>1,135,009</b>	<b>6,361</b>	<b>1,279,999</b>	<b>(144,990)</b>
8240	Median Refurbishment	156,794	150,000	164,431	164,431	(14,431)	150,000	14,431
	<b>Total Median Refurbishment</b>	<b>156,794</b>	<b>150,000</b>	<b>164,431</b>	<b>164,431</b>	<b>(14,431)</b>	<b>150,000</b>	<b>14,431</b>
8400	Algaecide/Herbicide Plant Control	78,761	77,250	23,535	45,000	32,250	79,568	(34,568)

## Department Budgets

### Public Works Rollup

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
8410	Aerator Expense	6,098	7,350	4,384	7,350	0	7,571	(221)
8430	Lab Testing	338	1,530	366	1,530	0	2,500	(970)
8440	Stocking Plant Control	3,696	3,811	0	3,811	0	3,925	(114)
8450	Aquatic Midge Control	13,359	13,759	13,359	13,359	400	14,447	(1,088)
8470	Angler's Support	0	1,000	631	1,000	0	1,000	0
8480	Lagoon Dredging	51,805	57,750	51,600	52,000	5,750	57,750	(5,750)
8490	Lagoon Beautification	0	5,500	0	1,500	4,000	5,500	(4,000)
	<b>Lagoon Related</b>	<b>154,057</b>	<b>167,950</b>	<b>93,875</b>	<b>125,550</b>	<b>42,400</b>	<b>172,261</b>	<b>(46,711)</b>
8000	Auto Gate Maintenance	20,672	21,244	21,108	22,300	(1,056)	59,841	(37,541)
8010	Gatehouse Maintenance	5,636	12,240	5,548	12,240	0	12,607	(367)
8100	PW Buildings Maintenance	31,070	38,007	15,686	24,000	14,007	24,620	(620)
8101	Admin Buildings Maintenance	6,413	16,068	7,010	10,000	6,068	10,200	(200)
8140	Equipment Maintenance	80,207	74,775	58,044	77,275	(2,500)	79,593	(2,318)
	<b>Total Repair &amp; Maintenance</b>	<b>143,998</b>	<b>162,334</b>	<b>107,396</b>	<b>145,815</b>	<b>16,519</b>	<b>186,861</b>	<b>(41,046)</b>
8700	Signs/Mailbox/Fence Maintenance	97,443	110,000	51,186	75,000	35,000	113,300	(38,300)
8710	Mailbox and Signs - Contract	0	50,000	17,020	40,000	10,000	51,500	(11,500)
	<b>Signs &amp; Mailboxes</b>	<b>97,443</b>	<b>160,000</b>	<b>68,206</b>	<b>115,000</b>	<b>45,000</b>	<b>164,800</b>	<b>(49,800)</b>
8230	Dry Trash Pickup	7,709	9,013	5,414	6,022	2,991	6,173	(151)
8232	Chipping Yard Expense	385,088	225,000	369,290	400,001	(175,001)	337,500	62,501
8720	Storage Yard Repair	2,516	2,575	829	2,575	0	2,652	(77)
8730	Dog Park Expense	6,661	7,308	3,987	7,308	0	7,527	(219)
8740	Athletic Facility	42,934	38,738	32,061	38,738	0	39,900	(1,162)
	<b>Total Facilities</b>	<b>444,908</b>	<b>282,634</b>	<b>411,581</b>	<b>454,644</b>	<b>(172,010)</b>	<b>393,752</b>	<b>60,892</b>
7111	Ad Valorem Taxes	1,268	2,730	1,215	1,268	1,462	1,357	(89)
8300	Fuel & Lube	55,732	51,674	40,195	51,674	0	53,224	(1,550)
8310	Vehicle Maintenance	11,459	12,994	2,783	12,994	0	13,384	(390)
	<b>Fleet Maintenance</b>	<b>68,459</b>	<b>67,398</b>	<b>44,193</b>	<b>65,936</b>	<b>1,462</b>	<b>67,965</b>	<b>(2,029)</b>
8540	Pavement Restriping	18,315	33,500	17,659	27,000	6,500	33,500	(6,500)
	<b>Road Paving/Striping/Cleaning</b>	<b>18,315</b>	<b>33,500</b>	<b>17,659</b>	<b>27,000</b>	<b>6,500</b>	<b>33,500</b>	<b>(6,500)</b>
8600	Herd Management Contract	59,680	60,874	60,129	60,874	0	62,700	(1,826)
8610	Meat Processing	576	5,100	0	3,800	1,300	5,000	(1,200)
8620	TLA Animal Control	2,319	3,090	3,460	4,000	(910)	4,120	(120)
	<b>Wildlife Management</b>	<b>62,575</b>	<b>69,064</b>	<b>63,589</b>	<b>68,674</b>	<b>390</b>	<b>71,820</b>	<b>(3,146)</b>
8245	Special Project - Nature Trail	0	121,591	22,537	24,129	97,462	4,155	19,974
	<b>Special Projects</b>	<b>0</b>	<b>121,591</b>	<b>22,537</b>	<b>24,129</b>	<b>97,462</b>	<b>4,155</b>	<b>19,974</b>

## Department Budgets

### Public Works Rollup

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
8520	Bridge Repair / Fixed Pier Repair	20,646	75,000	5,529	35,000	40,000	77,250	(42,250)
	Other Infrastructure Repairs	20,646	75,000	5,529	35,000	40,000	77,250	(42,250)
9000	Gain or Loss on Asset Disposal	(24,400)	0	(35,044)	(35,044)	35,044	0	(35,044)
	<b>Total Other Expenses</b>	<b>2,715,320</b>	<b>2,912,883</b>	<b>2,215,690</b>	<b>2,754,508</b>	<b>158,375</b>	<b>3,271,789</b>	<b>(517,281)</b>
	<b>Total Expenses</b>	<b>4,398,181</b>	<b>4,710,358</b>	<b>3,675,803</b>	<b>4,520,396</b>	<b>189,962</b>	<b>5,064,386</b>	<b>(543,990)</b>
	<b>Net Revenue Before Depreciation</b>	<b>(3,747,562)</b>	<b>(4,139,347)</b>	<b>(3,060,153)</b>	<b>(3,786,927)</b>	<b>352,420</b>	<b>(4,376,382)</b>	<b>(589,455)</b>
9100	Depreciation	288,937	293,844	177,065	238,020	55,824	238,020	0
	<b>Net Revenues Over Expenses</b>	<b>(4,036,499)</b>	<b>(4,433,191)</b>	<b>(3,237,218)</b>	<b>(4,024,947)</b>	<b>408,244</b>	<b>(4,614,402)</b>	<b>(589,455)</b>

## Department Budgets

### Public Works - 500

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
	<b>Non-Assessment Revenue</b>							
5110	Service Agreement - TLGAC - Security/Lagoons	\$113,049	\$117,571	\$104,533	\$125,440	\$7,869	\$129,830	\$4,390
5130	Service Agreement - Village POA	21,766	22,419	22,419	22,419	0	23,092	673
	<b>Service Agreements</b>	<b>134,815</b>	<b>139,990</b>	<b>126,952</b>	<b>147,859</b>	<b>7,869</b>	<b>152,922</b>	<b>5,063</b>
5590	Storage Yard	51,145	111,880	58,426	63,276	(48,604)	86,382	23,106
	<b>Rental Income</b>	<b>51,145</b>	<b>111,880</b>	<b>58,426</b>	<b>63,276</b>	<b>(48,604)</b>	<b>86,382</b>	<b>23,106</b>
5570	Mail Boxes	4,140	10,000	9,365	9,365	(635)	10,000	635
5580	Dog Park Fees	12,650	14,300	14,940	15,000	700	13,700	(1,300)
5670	Recycling Revenue	284	0	524	524	524	0	(524)
5675	Chipping Revenue	379,800	250,000	354,750	444,445	194,445	375,000	(69,445)
	<b>Member Services</b>	<b>396,874</b>	<b>274,300</b>	<b>379,579</b>	<b>469,334</b>	<b>195,034</b>	<b>398,700</b>	<b>(70,634)</b>
	<b>Non-Assessment Revenue</b>	<b>582,834</b>	<b>526,170</b>	<b>564,957</b>	<b>680,469</b>	<b>154,299</b>	<b>638,004</b>	<b>(42,465)</b>
	<b>Total Revenue</b>	<b>582,834</b>	<b>526,170</b>	<b>564,957</b>	<b>680,469</b>	<b>154,299</b>	<b>638,004</b>	<b>(42,465)</b>
	Cost of Goods Sold							
	<b>Gross Margin</b>	<b>582,834</b>	<b>526,170</b>	<b>564,957</b>	<b>680,469</b>	<b>154,299</b>	<b>638,004</b>	<b>(42,465)</b>
6000 + 6010 + 60...	Salaries & Wages	1,172,043	1,306,192	1,015,388	1,236,777	69,415	1,266,711	(29,934)
6200	Training & Memberships	12,471	16,320	5,520	10,000	6,320	12,360	(2,360)
6210	Uniforms	22,417	20,349	19,278	22,500	(2,151)	23,175	(675)
6020	Overtime	18,970	13,500	16,588	16,588	(3,088)	13,500	3,088
6211	Safety & Rain Gear	5,542	5,891	1,624	5,891	0	6,067	(176)
6050	Temporary Personnel	13,684	0	21,994	33,685	(33,685)	0	33,685
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	437,734	435,223	379,721	440,447	(5,224)	470,784	(30,337)
	<b>Total Staffing</b>	<b>1,682,861</b>	<b>1,797,475</b>	<b>1,460,113</b>	<b>1,765,888</b>	<b>31,587</b>	<b>1,792,597</b>	<b>(26,709)</b>
7000	Other Expenses							
	Postage	(1)	0	0	0	0	0	0

## Department Budgets

### Public Works - 500

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
7020	Printing	2,394	2,100	1,210	2,100	0	2,142	(42)
	<b>Total Printing and Postage</b>	<b>2,393</b>	<b>2,100</b>	<b>1,210</b>	<b>2,100</b>	<b>0</b>	<b>2,142</b>	<b>(42)</b>
7030	Office Supplies	2,784	2,785	1,635	2,785	0	2,868	(83)
	<b>Office Supplies / Small Tools</b>	<b>2,784</b>	<b>2,785</b>	<b>1,635</b>	<b>2,785</b>	<b>0</b>	<b>2,868</b>	<b>(83)</b>
7315	Engineering Studies	80,173	130,000	58,113	75,000	55,000	173,000	(98,000)
7319	Sustainable Skidaway Renewal	1,000	1,000	1,000	1,500	(500)	1,500	0
	<b>Total Other</b>	<b>81,173</b>	<b>131,000</b>	<b>59,113</b>	<b>76,500</b>	<b>54,500</b>	<b>174,500</b>	<b>(98,000)</b>
7240	Team Development	1,842	3,000	1,820	3,000	0	3,090	(90)
	<b>Recruiting / Retention</b>	<b>1,842</b>	<b>3,000</b>	<b>1,820</b>	<b>3,000</b>	<b>0</b>	<b>3,090</b>	<b>(90)</b>
7050	Communications	4,180	10,020	7,825	9,354	666	9,354	0
7060	Utilities	26,536	30,508	25,295	29,255	1,253	34,372	(5,117)
	<b>Utilities</b>	<b>30,716</b>	<b>40,528</b>	<b>33,120</b>	<b>38,609</b>	<b>1,919</b>	<b>43,726</b>	<b>(5,117)</b>
8232	Chipping Yard Expense	385,088	225,000	369,290	400,001	(175,001)	337,500	62,501
	<b>Total Facilities</b>	<b>385,088</b>	<b>225,000</b>	<b>369,290</b>	<b>400,001</b>	<b>(175,001)</b>	<b>337,500</b>	<b>62,501</b>
9000	Gain or Loss on Asset Disposal	(24,400)	0	(35,044)	(35,044)	35,044	0	(35,044)
	<b>Total Other Expenses</b>	<b>479,596</b>	<b>404,413</b>	<b>431,144</b>	<b>487,951</b>	<b>(83,538)</b>	<b>563,826</b>	<b>(75,875)</b>
	<b>Total Expenses</b>	<b>2,162,457</b>	<b>2,201,888</b>	<b>1,891,257</b>	<b>2,253,839</b>	<b>(51,951)</b>	<b>2,356,423</b>	<b>(102,584)</b>
	<b>Net Revenue Before Depreciation</b>	<b>(1,579,623)</b>	<b>(1,675,718)</b>	<b>(1,326,300)</b>	<b>(1,573,370)</b>	<b>102,348</b>	<b>(1,718,419)</b>	<b>(145,049)</b>
9100	Depreciation	218,062	219,262	138,086	185,343	33,919	185,343	0

## ***Department Budgets***

***Public Works - 500***

10/30/2024

<b><i>Account</i></b>	<b><i>Description</i></b>	<b><i>2023 Actual</i></b>	<b><i>2024 Budget</i></b>	<b><i>2024 YTD</i></b>	<b><i>2024 YE EST</i></b>	<b><i>2024 YE EST vs. 2024 Budget</i></b>	<b><i>2025 Budget</i></b>	<b><i>2025 Budget vs. 2024 YE EST</i></b>
	Net Revenues Over Expenses	(1,797,685)	(1,894,980)	(1,464,386)	(1,758,713)	136,267	(1,903,762)	(145,049)

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## Department Budgets

### Environmental Resources - 510

10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
	<i>Cost of Goods Sold</i>							
	<i>Other Expenses</i>							
8200	<i>Landscape Contract - BrightView</i>	\$1,064,429	\$1,064,424	\$887,024	\$1,064,424	\$0	\$1,200,000	(\$135,576)
8202	<i>Landscaping</i>	11,168	18,386	5,139	12,000	6,386	18,937	(6,937)
8203	<i>Irrigation Expense</i>	7,767	6,060	3,952	6,060	0	6,242	(182)
8210	<i>Tree Removal</i>	52,301	45,900	39,425	45,900	0	48,195	(2,295)
8211	<i>Tree Replacement</i>	0	5,500	0	5,500	0	5,500	0
	<b>Landscaping</b>	<b>1,135,665</b>	<b>1,140,270</b>	<b>935,540</b>	<b>1,133,884</b>	<b>6,386</b>	<b>1,278,874</b>	<b>(144,990)</b>
8240	<i>Median Refurbishment</i>	156,794	150,000	164,431	164,431	(14,431)	150,000	14,431
	<b>Total Median Refurbishment</b>	<b>156,794</b>	<b>150,000</b>	<b>164,431</b>	<b>164,431</b>	<b>(14,431)</b>	<b>150,000</b>	<b>14,431</b>



## Department Budgets

### Environmental Resources - 510

10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
8230	Dry Trash Pickup	7,709	9,013	5,414	6,022	2,991	6,173	(151)
	Total Facilities	7,709	9,013	5,414	6,022	2,991	6,173	(151)
8245	Special Project - Nature Trail	0	1,591	0	1,591	0	1,655	(64)
	Special Projects	0	1,591	0	1,591	0	1,655	(64)
	Total Other Expenses	1,300,168	1,300,874	1,105,385	1,305,928	(5,054)	1,436,702	(130,774)
	Total Expenses	1,300,168	1,300,874	1,105,385	1,305,928	(5,054)	1,436,702	(130,774)
	Net Revenue Before Depreciation	(1,300,168)	(1,300,874)	(1,105,385)	(1,305,928)	(5,054)	(1,436,702)	(130,774)
	Net Revenues Over Expenses	(1,300,168)	(1,300,874)	(1,105,385)	(1,305,928)	(5,054)	(1,436,702)	(130,774)

## Department Budgets

Lagoons - 520  
10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
	Cost of Goods Sold							
	Other Expenses							
7740	General Supplies/Equipment	\$2,176	\$3,090	\$2,982	\$3,100	(\$10)	\$3,193	(\$93)
	Office Supplies / Small Tools	2,176	3,090	2,982	3,100	(10)	3,193	(93)
8180	Hazard Material Registration	1,100	1,100	1,125	1,125	(25)	1,125	0
	Landscaping	1,100	1,100	1,125	1,125	(25)	1,125	0
8400	Algaecide/Herbicide Plant Control	78,761	77,250	23,535	45,000	32,250	79,568	(34,568)
8410	Aerator Expense	6,098	7,350	4,384	7,350	0	7,571	(221)
8430	Lab Testing	338	1,530	366	1,530	0	2,500	(970)
8440	Stocking Plant Control	3,696	3,811	0	3,811	0	3,925	(114)
8450	Aquatic Midge Control	13,359	13,759	13,359	13,359	400	14,447	(1,088)
8470	Angler's Support	0	1,000	631	1,000	0	1,000	0

## Department Budgets

## Lagoons - 520

10/30/2024

<i>Account</i>	<i>Description</i>	<i>2023 Actual</i>	<i>2024 Budget</i>	<i>2024 YTD</i>	<i>2024 YE EST</i>	<i>2024 YE EST vs. 2024 Budget</i>	<i>2025 Budget</i>	<i>2025 Budget vs. 2024 YE EST</i>
8480	Lagoon Dredging	51,805	57,750	51,600	52,000	5,750	57,750	(5,750)
8490	Lagoon Beautification	0	5,500	0	1,500	4,000	5,500	(4,000)
	Lagoon Related	154,057	167,950	93,875	125,550	42,400	172,261	(46,711)
	Total Other Expenses	157,333	172,140	97,982	129,775	42,365	176,579	(46,804)
	Total Expenses	157,333	172,140	97,982	129,775	42,365	176,579	(46,804)
	Net Revenue Before Depreciation	(157,333)	(172,140)	(97,982)	(129,775)	42,365	(176,579)	(46,804)
	Net Revenues Over Expenses	(157,333)	(172,140)	(97,982)	(129,775)	42,365	(176,579)	(46,804)

## **Department Budgets**

### Construction - 530

10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
	<i>Cost of Goods Sold</i>							
	<i>Other Expenses</i>							
7740	General Supplies/Equipment	\$11,236	\$48,960	\$19,954	\$48,960	\$0	\$17,500	\$31,460
	Office Supplies / Small Tools	11,236	48,960	19,954	48,960	0	17,500	31,460
8540	Pavement Restriping	18,315	33,500	17,659	27,000	6,500	33,500	(6,500)

## Department Budgets

### Construction - 530

10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
	Road Paving/Striping/Cleaning	18,315	33,500	17,659	27,000	6,500	33,500	(6,500)
8245	Special Project - Nature Trail	0	120,000	22,537	22,537	97,463	2,500	20,037
	Special Projects	0	120,000	22,537	22,537	97,463	2,500	20,037
8520	Bridge Repair / Fixed Pier Repair	20,646	75,000	5,529	35,000	40,000	77,250	(42,250)
	Other Infrastructure Repairs	20,646	75,000	5,529	35,000	40,000	77,250	(42,250)
	<b>Total Other Expenses</b>	<b>50,197</b>	<b>277,460</b>	<b>65,679</b>	<b>133,497</b>	<b>143,963</b>	<b>130,750</b>	<b>2,747</b>
	<b>Total Expenses</b>	<b>50,197</b>	<b>277,460</b>	<b>65,679</b>	<b>133,497</b>	<b>143,963</b>	<b>130,750</b>	<b>2,747</b>
	<b>Net Revenue Before Depreciation</b>	<b>(50,197)</b>	<b>(277,460)</b>	<b>(65,679)</b>	<b>(133,497)</b>	<b>143,963</b>	<b>(130,750)</b>	<b>2,747</b>
	<b>Net Revenues Over Expenses</b>	<b>(50,197)</b>	<b>(277,460)</b>	<b>(65,679)</b>	<b>(133,497)</b>	<b>143,963</b>	<b>(130,750)</b>	<b>2,747</b>

## Department Budgets

### Sunset Pavilion - 535

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
	<b>Non-Assessment Revenue</b>							
5620	Room Rental - Sunset Rental Income	\$67,785 67,785	\$44,841 44,841	\$50,693 50,693	\$53,000 53,000	\$8,159 8,159	\$50,000 50,000	(\$3,000) (3,000)
	<b>Non-Assessment Revenue</b>	<b>67,785</b>	<b>44,841</b>	<b>50,693</b>	<b>53,000</b>	<b>8,159</b>	<b>50,000</b>	<b>(3,000)</b>
	<b>Total Revenue</b>	<b>67,785</b>	<b>44,841</b>	<b>50,693</b>	<b>53,000</b>	<b>8,159</b>	<b>50,000</b>	<b>(3,000)</b>
	Cost of Goods Sold							
	<b>Gross Margin</b>	<b>67,785</b>	<b>44,841</b>	<b>50,693</b>	<b>53,000</b>	<b>8,159</b>	<b>50,000</b>	<b>(3,000)</b>
	Other Expenses							
7740	General Supplies/Equipment	121	1,082	60	1,000	82	1,030	(30)
8110	Janitorial Supplies	1,563	3,605	2,014	3,605	0	3,713	(108)
8120	Janitorial Services	10,020	10,403	5,710	9,885	518	10,083	(198)
	Office Supplies / Small Tools	11,704	15,090	7,784	14,490	600	14,826	(336)
7060	Utilities	22,471	27,928	18,178	24,266	3,662	25,027	(761)
	Utilities	22,471	27,928	18,178	24,266	3,662	25,027	(761)

## Department Budgets

### Sunset Pavilion - 535

10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
8100	PW Buildings Maintenance	10,260	15,450	8,509	14,000	1,450	14,420	(420)
	Total Repair & Maintenance	10,260	15,450	8,509	14,000	1,450	14,420	(420)
	Total Other Expenses	44,435	58,468	34,471	52,756	5,712	54,273	(1,517)
	Total Expenses	44,435	58,468	34,471	52,756	5,712	54,273	(1,517)
	Net Revenue Before Depreciation	23,350	(13,627)	16,222	244	13,871	(4,273)	(4,517)
9100	Depreciation	12,367	12,367	9,301	12,401	(34)	12,401	0
	Net Revenues Over Expenses	10,983	(25,994)	6,921	(12,157)	13,837	(16,674)	(4,517)

## Department Budgets

### Facility Maintenance - 540

10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
	<i>Cost of Goods Sold</i>							
	<i>Other Expenses</i>							
7740	General Supplies/Equipment	\$6,112	\$11,443	\$3,592	\$7,746	\$3,697	\$167,696	(\$159,950)
8110	Janitorial Supplies	9,111	6,657	5,344	6,000	657	6,000	0
	<b>Office Supplies / Small Tools</b>	<b>15,223</b>	<b>18,100</b>	<b>8,936</b>	<b>13,746</b>	<b>4,354</b>	<b>173,696</b>	<b>(159,950)</b>
7061	Admin Utilities	24,280	24,354	20,529	28,504	(4,150)	28,904	(400)
7062	Gate House Utilities	36,331	34,707	31,752	39,296	(4,589)	40,413	(1,117)
8550	Street Lighting	65,385	68,533	57,372	68,533	0	69,588	(1,055)
	<b>Utilities</b>	<b>125,996</b>	<b>127,594</b>	<b>109,653</b>	<b>136,333</b>	<b>(8,739)</b>	<b>138,905</b>	<b>(2,572)</b>
8000	Auto Gate Maintenance	20,672	21,244	21,108	22,300	(1,056)	59,841	(37,541)
8010	Gatehouse Maintenance	5,636	12,240	5,548	12,240	0	12,607	(367)



## Department Budgets

### Facility Maintenance - 540

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
8100	PW Buildings Maintenance	20,810	22,557	7,177	10,000	12,557	10,200	(200)
8101	Admin Buildings Maintenance	6,413	16,068	7,010	10,000	6,068	10,200	(200)
	<b>Total Repair &amp; Maintenance</b>	<b>53,531</b>	<b>72,109</b>	<b>40,843</b>	<b>54,540</b>	<b>17,569</b>	<b>92,848</b>	<b>(38,308)</b>
8700	Signs/Mailbox/Fence Maintenance	97,443	110,000	51,186	75,000	35,000	113,300	(38,300)
8710	Mailbox and Signs - Contract	0	50,000	17,020	40,000	10,000	51,500	(11,500)
	<b>Signs &amp; Mailboxes</b>	<b>97,443</b>	<b>160,000</b>	<b>68,206</b>	<b>115,000</b>	<b>45,000</b>	<b>164,800</b>	<b>(49,800)</b>
8720	Storage Yard Repair	2,516	2,575	829	2,575	0	2,652	(77)
8730	Dog Park Expense	6,661	7,308	3,987	7,308	0	7,527	(219)
8740	Athletic Facility	42,934	38,738	32,061	38,738	0	39,900	(1,162)
	<b>Total Facilities</b>	<b>52,111</b>	<b>48,621</b>	<b>36,877</b>	<b>48,621</b>	<b>0</b>	<b>50,079</b>	<b>(1,458)</b>
	<b>Total Other Expenses</b>	<b>344,304</b>	<b>426,424</b>	<b>264,515</b>	<b>368,240</b>	<b>58,184</b>	<b>620,328</b>	<b>(252,088)</b>
	<b>Total Expenses</b>	<b>344,304</b>	<b>426,424</b>	<b>264,515</b>	<b>368,240</b>	<b>58,184</b>	<b>620,328</b>	<b>(252,088)</b>
	<b>Net Revenue Before Depreciation</b>	<b>(344,304)</b>	<b>(426,424)</b>	<b>(264,515)</b>	<b>(368,240)</b>	<b>58,184</b>	<b>(620,328)</b>	<b>(252,088)</b>
	<b>Net Revenues Over Expenses</b>	<b>(344,304)</b>	<b>(426,424)</b>	<b>(264,515)</b>	<b>(368,240)</b>	<b>58,184</b>	<b>(620,328)</b>	<b>(252,088)</b>

## Department Budgets

### Fleet Maintenance - 550

10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
	<i>Cost of Goods Sold</i>							
	<i>Other Expenses</i>							
7740	General Supplies/Equipment	\$84,206	\$21,529	\$12,611	\$20,000	\$1,529	\$20,600	(\$600)
7800	Small Tools	2,071	5,091	2,251	4,000	1,091	4,120	(120)
	Office Supplies / Small Tools	86,277	26,620	14,862	24,000	2,620	24,720	(720)
7100	Insurance	41,769	35,248	35,826	40,475	(5,227)	45,232	(4,757)
	Total Other	41,769	35,248	35,826	40,475	(5,227)	45,232	(4,757)
8140	Equipment Maintenance	80,207	74,775	58,044	77,275	(2,500)	79,593	(2,318)
	Total Repair & Maintenance	80,207	74,775	58,044	77,275	(2,500)	79,593	(2,318)

## Department Budgets

### Fleet Maintenance - 550

10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
7111	Ad Valorem Taxes	1,268	2,730	1,215	1,268	1,462	1,357	(89)
8300	Fuel & Lube	52,539	48,583	37,538	48,583	0	50,040	(1,457)
8310	Vehicle Maintenance	11,459	12,994	2,783	12,994	0	13,384	(390)
	<b>Fleet Maintenance</b>	<b>65,266</b>	<b>64,307</b>	<b>41,536</b>	<b>62,845</b>	<b>1,462</b>	<b>64,781</b>	<b>(1,936)</b>
	<b>Total Other Expenses</b>	<b>273,519</b>	<b>200,950</b>	<b>150,268</b>	<b>204,595</b>	<b>(3,645)</b>	<b>214,326</b>	<b>(9,731)</b>
	<b>Total Expenses</b>	<b>273,519</b>	<b>200,950</b>	<b>150,268</b>	<b>204,595</b>	<b>(3,645)</b>	<b>214,326</b>	<b>(9,731)</b>
	<b>Net Revenue Before Depreciation</b>	<b>(273,519)</b>	<b>(200,950)</b>	<b>(150,268)</b>	<b>(204,595)</b>	<b>(3,645)</b>	<b>(214,326)</b>	<b>(9,731)</b>
9100	Depreciation	58,508	62,215	29,678	40,276	21,939	40,276	0
	<b>Net Revenues Over Expenses</b>	<b>(332,027)</b>	<b>(263,165)</b>	<b>(179,946)</b>	<b>(244,871)</b>	<b>18,294</b>	<b>(254,602)</b>	<b>(9,731)</b>

## Department Budgets

### Wildlife Management - 560

10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
	Cost of Goods Sold							
	Other Expenses							
8300	Fuel & Lube	\$3,193	\$3,091	\$2,657	\$3,091	\$0	\$3,184	(\$93)
	Fleet Maintenance	3,193	3,091	2,657	3,091	0	3,184	(93)

## Department Budgets

### Wildlife Management - 560

10/30/2024

<b>Account</b>	<b>Description</b>	<b>2023 Actual</b>	<b>2024 Budget</b>	<b>2024 YTD</b>	<b>2024 YE EST</b>	<b>2024 YE EST vs. 2024 Budget</b>	<b>2025 Budget</b>	<b>2025 Budget vs. 2024 YE EST</b>
8600	Herd Management Contract	59,680	60,874	60,129	60,874	0	62,700	(1,826)
8610	Meat Processing	576	5,100	0	3,800	1,300	5,000	(1,200)
8620	TLA Animal Control	2,319	3,090	3,460	4,000	(910)	4,120	(120)
	<b>Wildlife Management</b>	<b>62,575</b>	<b>69,064</b>	<b>63,589</b>	<b>68,674</b>	<b>390</b>	<b>71,820</b>	<b>(3,146)</b>
	<b>Total Other Expenses</b>	<b>65,768</b>	<b>72,155</b>	<b>66,246</b>	<b>71,765</b>	<b>390</b>	<b>75,004</b>	<b>(3,239)</b>
	<b>Total Expenses</b>	<b>65,768</b>	<b>72,155</b>	<b>66,246</b>	<b>71,765</b>	<b>390</b>	<b>75,004</b>	<b>(3,239)</b>
	<b>Net Revenue Before Depreciation</b>	<b>(65,768)</b>	<b>(72,155)</b>	<b>(66,246)</b>	<b>(71,765)</b>	<b>390</b>	<b>(75,004)</b>	<b>(3,239)</b>
	<b>Net Revenues Over Expenses</b>	<b>(65,768)</b>	<b>(72,155)</b>	<b>(66,246)</b>	<b>(71,765)</b>	<b>390</b>	<b>(75,004)</b>	<b>(3,239)</b>

## Long Range Financial Plan

### Public Works Rollup

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<b>Non-Assessment Revenue</b>									
Service Agreement - TLGAC - Security/Lagoons	\$113,049	\$117,571	\$125,440	\$129,830	\$134,374	\$139,077	\$143,945	\$148,983	\$154,197
Service Agreement - Village POA	21,766	22,419	22,419	23,092	23,784	24,498	25,233	25,990	26,769
<b>Service Agreements</b>	<b>134,815</b>	<b>139,990</b>	<b>147,859</b>	<b>152,922</b>	<b>158,158</b>	<b>163,575</b>	<b>169,178</b>	<b>174,973</b>	<b>180,966</b>
Storage Yard	51,145	111,880	63,276	86,382	95,020	104,522	114,974	126,472	139,119
Room Rental - Sunset	67,785	44,841	53,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Rental Income</b>	<b>118,930</b>	<b>156,721</b>	<b>116,276</b>	<b>136,382</b>	<b>145,020</b>	<b>154,522</b>	<b>164,974</b>	<b>176,472</b>	<b>189,119</b>
Mail Boxes	4,140	10,000	9,365	10,000	10,000	10,000	10,000	10,000	10,000
Dog Park Fees	12,650	14,300	15,000	13,700	13,700	13,700	13,700	13,700	13,700
Recycling Revenue	284	0	524	0	0	0	0	0	0
Chipping Revenue	379,800	250,000	444,445	375,000	375,000	375,000	375,000	375,000	375,000
<b>Member Services</b>	<b>396,874</b>	<b>274,300</b>	<b>469,334</b>	<b>398,700</b>	<b>398,700</b>	<b>398,700</b>	<b>398,700</b>	<b>398,700</b>	<b>398,700</b>
<b>Non-Assessment Revenue</b>	<b>650,619</b>	<b>571,011</b>	<b>733,469</b>	<b>688,004</b>	<b>701,878</b>	<b>716,797</b>	<b>732,852</b>	<b>750,145</b>	<b>768,785</b>
<b>Total Revenue</b>	<b>650,619</b>	<b>571,011</b>	<b>733,469</b>	<b>688,004</b>	<b>701,878</b>	<b>716,797</b>	<b>732,852</b>	<b>750,145</b>	<b>768,785</b>
Cost of Goods Sold									
<b>Gross Margin</b>	<b>650,619</b>	<b>571,011</b>	<b>733,469</b>	<b>688,004</b>	<b>701,878</b>	<b>716,797</b>	<b>732,852</b>	<b>750,145</b>	<b>768,785</b>
Salaries & Wages	1,172,043	1,306,192	1,236,777	1,266,711	1,311,046	1,356,932	1,404,425	1,453,580	1,504,455
Training & Memberships	12,471	16,320	10,000	12,360	12,731	13,113	13,506	13,911	14,329
Uniforms	22,417	20,349	22,500	23,175	23,870	24,586	25,324	26,084	26,866
Overtime	18,970	13,500	16,588	13,500	13,500	13,500	13,500	13,500	13,500
Safety & Rain Gear	5,542	5,891	5,891	6,067	6,249	6,437	6,630	6,829	7,034
Temporary Personnel	13,684	0	33,685	0	0	0	0	0	0
Benefits (401(k), WC, LI, STD, LTD, Taxes)	437,734	435,223	440,447	470,784	493,447	517,095	542,082	568,493	596,422
<b>Total Staffing</b>	<b>1,682,861</b>	<b>1,797,475</b>	<b>1,765,888</b>	<b>1,792,597</b>	<b>1,860,843</b>	<b>1,931,663</b>	<b>2,005,467</b>	<b>2,082,397</b>	<b>2,162,606</b>
Other Expenses									
Postage	(1)	0	0	0	0	0	0	0	0
Printing	2,394	2,100	2,100	2,142	2,185	2,229	2,273	2,319	2,365
<b>Total Printing and Postage</b>	<b>2,393</b>	<b>2,100</b>	<b>2,100</b>	<b>2,142</b>	<b>2,185</b>	<b>2,229</b>	<b>2,273</b>	<b>2,319</b>	<b>2,365</b>

## Long Range Financial Plan

### Public Works Rollup

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Office Supplies	2,784	2,785	2,785	2,868	2,954	3,043	3,134	3,228	3,325
General Supplies/Equipment	103,851	86,103	80,806	210,019	55,149	59,952	54,711	54,646	70,343
Small Tools	2,071	5,091	4,000	4,120	4,244	4,371	4,502	4,637	4,776
Janitorial Supplies	10,674	10,262	9,605	9,713	12,287	9,863	9,940	10,019	10,100
Janitorial Services	10,020	10,403	9,885	10,083	10,284	10,490	10,700	10,914	11,132
<b>Office Supplies / Small Tools</b>	<b>129,400</b>	<b>114,644</b>	<b>107,081</b>	<b>236,803</b>	<b>84,918</b>	<b>87,719</b>	<b>82,987</b>	<b>83,444</b>	<b>99,676</b>
Engineering Studies	80,173	130,000	75,000	173,000	106,090	109,273	112,551	115,927	119,405
Insurance	41,769	35,248	40,475	45,232	47,946	50,823	53,872	57,104	60,531
Sustainable Skidaway Renewal	1,000	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Total Other</b>	<b>122,942</b>	<b>166,248</b>	<b>116,975</b>	<b>219,732</b>	<b>155,536</b>	<b>161,596</b>	<b>167,923</b>	<b>174,531</b>	<b>181,436</b>
Team Development	1,842	3,000	3,000	3,090	3,183	3,278	3,377	3,478	3,582
<b>Recruiting / Retention</b>	<b>1,842</b>	<b>3,000</b>	<b>3,000</b>	<b>3,090</b>	<b>3,183</b>	<b>3,278</b>	<b>3,377</b>	<b>3,478</b>	<b>3,582</b>
Communications	4,180	10,020	9,354	9,354	9,354	9,354	9,354	9,354	9,354
Utilities	49,007	58,436	53,521	59,400	61,757	64,211	66,765	69,425	72,194
Admin Utilities	24,280	24,354	28,504	28,904	29,996	31,130	32,309	33,535	34,809
Gate House Utilities	36,331	34,707	39,296	40,413	42,126	43,912	45,775	47,718	49,746
Street Lighting	65,385	68,533	68,533	69,588	72,720	75,992	79,412	82,985	86,720
<b>Utilities</b>	<b>179,183</b>	<b>196,050</b>	<b>199,208</b>	<b>207,659</b>	<b>215,953</b>	<b>224,599</b>	<b>233,615</b>	<b>243,017</b>	<b>252,823</b>
Hazard Material Registration	1,100	1,100	1,125	1,125	1,125	1,125	1,125	1,125	1,125
Landscape Contract - BrightView	1,064,429	1,064,424	1,064,424	1,200,000	1,233,000	1,266,908	1,301,747	1,337,546	1,374,328
Landscaping	11,168	18,386	12,000	18,937	19,505	20,090	20,693	21,314	21,953
Irrigation Expense	7,767	6,060	6,060	6,242	6,429	6,622	6,821	7,025	7,236
Tree Removal	52,301	45,900	45,900	48,195	50,605	53,135	55,792	58,581	61,510
Tree Replacement	0	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
<b>Landscaping</b>	<b>1,136,765</b>	<b>1,141,370</b>	<b>1,135,009</b>	<b>1,279,999</b>	<b>1,316,164</b>	<b>1,353,380</b>	<b>1,391,678</b>	<b>1,431,091</b>	<b>1,471,652</b>
Median Refurbishment	156,794	150,000	164,431	150,000	150,000	150,000	150,000	150,000	150,000
<b>Total Median Refurbishment</b>	<b>156,794</b>	<b>150,000</b>	<b>164,431</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
Algaecide/Herbicide Plant Control	78,761	77,250	45,000	79,568	81,955	84,413	86,946	89,554	92,241
Aerator Expense	6,098	7,350	7,350	7,571	7,798	8,032	8,272	8,521	8,776
Lab Testing	338	1,530	1,530	2,500	2,500	2,500	2,500	2,500	2,500
Stocking Plant Control	3,696	3,811	3,811	3,925	4,043	4,164	4,289	4,418	4,551
Aquatic Midge Control	13,359	13,759	13,359	14,447	15,170	15,928	16,725	17,561	18,439
Angler's Support	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Lagoon Dredging	51,805	57,750	52,000	57,750	59,483	61,267	63,105	64,998	66,948

## Long Range Financial Plan

### Public Works Rollup

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Lagoon Beautification	0	5,500	1,500	5,500	5,500	5,500	5,500	5,500	5,500
Lagoon Related	154,057	167,950	125,550	172,261	177,449	182,804	188,337	194,052	199,955
Auto Gate Maintenance	20,672	21,244	22,300	59,841	23,428	23,897	24,375	24,862	25,360
Gatehouse Maintenance	5,636	12,240	12,240	12,607	12,859	26,825	13,379	17,881	13,919
PW Buildings Maintenance	31,070	38,007	24,000	24,620	29,612	25,615	30,921	26,649	30,782
Admin Buildings Maintenance	6,413	16,068	10,000	10,200	14,469	10,612	10,824	15,276	15,462
Equipment Maintenance	80,207	74,775	77,275	79,593	81,981	84,440	86,974	89,583	92,270
Total Repair & Maintenance	143,998	162,334	145,815	186,861	162,349	171,389	166,473	174,251	177,793
Signs/Mailbox/Fence Maintenance	97,443	110,000	75,000	113,300	115,566	123,877	120,235	124,640	127,592
Mailbox and Signs - Contract	0	50,000	40,000	51,500	52,530	53,581	54,652	55,745	56,860
Signs & Mailboxes	97,443	160,000	115,000	164,800	168,096	177,458	174,887	180,385	184,452
Dry Trash Pickup	7,709	9,013	6,022	6,173	6,296	6,422	6,550	6,681	6,815
Chipping Yard Expense	385,088	225,000	400,001	337,500	337,500	337,500	337,500	337,500	337,500
Storage Yard Repair	2,516	2,575	2,575	2,652	2,705	2,759	2,815	2,871	2,928
Dog Park Expense	6,661	7,308	7,308	7,527	7,678	7,831	7,988	8,148	8,311
Athletic Facility	42,934	38,738	38,738	39,900	40,698	41,512	42,342	43,189	44,053
Total Facilities	444,908	282,634	454,644	393,752	394,877	396,024	397,195	398,389	399,607
Ad Valorem Taxes	1,268	2,730	1,268	1,357	1,424	1,496	1,571	1,649	1,731
Fuel & Lube	55,732	51,674	51,674	53,224	54,289	55,374	56,482	57,611	58,764
Vehicle Maintenance	11,459	12,994	12,994	13,384	13,785	14,199	14,625	15,064	15,516
Fleet Maintenance	68,459	67,398	65,936	67,965	69,498	71,069	72,678	74,324	76,011
Pavement Restriping	18,315	33,500	27,000	33,500	33,500	33,500	33,500	33,500	33,500
Road Paving/Striping/Cleaning	18,315	33,500	27,000	33,500	33,500	33,500	33,500	33,500	33,500
Herd Management Contract	59,680	60,874	60,874	62,700	64,581	66,518	68,514	70,569	72,686
Meat Processing	576	5,100	3,800	5,000	5,000	5,000	5,000	5,000	5,000
TLA Animal Control	2,319	3,090	4,000	4,120	4,244	4,371	4,502	4,637	4,776
Wildlife Management	62,575	69,064	68,674	71,820	73,825	75,889	78,016	80,206	82,462
Special Project - Nature Trail	0	121,591	24,129	4,155	1,721	1,790	1,862	1,936	2,014
Special Projects	0	121,591	24,129	4,155	1,721	1,790	1,862	1,936	2,014
Bridge Repair / Fixed Pier Repair	20,646	75,000	35,000	77,250	79,568	50,000	50,000	50,000	50,000
Other Infrastructure Repairs	20,646	75,000	35,000	77,250	79,568	50,000	50,000	50,000	50,000
Gain or Loss on Asset Disposal	(24,400)	0	(35,044)	0	0	0	0	0	0
Total Other Expenses	2,715,320	2,912,883	2,754,508	3,271,789	3,088,822	3,142,724	3,194,801	3,274,923	3,367,328
Total Expenses	4,398,181	4,710,358	4,520,396	5,064,386	4,949,665	5,074,387	5,200,268	5,357,320	5,529,934
Net Revenue Before Depreciation	(3,747,562)	(4,139,347)	(3,786,927)	(4,376,382)	(4,247,787)	(4,357,590)	(4,467,416)	(4,607,175)	(4,761,149)
Depreciation	288,937	293,844	238,020	238,020	238,020	238,020	238,020	238,020	238,020



## Long Range Financial Plan

**Public Works Rollup**  
10/30/2024

<i>Description</i>	<i>2023 Actual</i>	<i>2024 Budget</i>	<i>2024 YE EST</i>	<i>2025 Budget</i>	<i>2026 Plan</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>
Net Revenues Over Expenses	(4,036,499)	(4,433,191)	(4,024,947)	(4,614,402)	(4,485,807)	(4,595,610)	(4,705,436)	(4,845,195)	(4,999,169)

## Long Range Financial Plan

**Public Works - 500**

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Non-Assessment Revenue									
Service Agreement - TLGAC - Security/Lagoons	\$113,049	\$117,571	\$125,440	\$129,830	\$134,374	\$139,077	\$143,945	\$148,983	\$154,197
Service Agreement - Village POA	21,766	22,419	22,419	23,092	23,784	24,498	25,233	25,990	26,769
Service Agreements	134,815	139,990	147,859	152,922	158,158	163,575	169,178	174,973	180,966
Storage Yard	51,145	111,880	63,276	86,382	95,020	104,522	114,974	126,472	139,119
Rental Income	51,145	111,880	63,276	86,382	95,020	104,522	114,974	126,472	139,119
Mail Boxes	4,140	10,000	9,365	10,000	10,000	10,000	10,000	10,000	10,000
Dog Park Fees	12,650	14,300	15,000	13,700	13,700	13,700	13,700	13,700	13,700
Recycling Revenue	284	0	524	0	0	0	0	0	0
Chipping Revenue	379,800	250,000	444,445	375,000	375,000	375,000	375,000	375,000	375,000
Member Services	396,874	274,300	469,334	398,700	398,700	398,700	398,700	398,700	398,700
Non-Assessment Revenue	582,834	526,170	680,469	638,004	651,878	666,797	682,852	700,145	718,785
Total Revenue	582,834	526,170	680,469	638,004	651,878	666,797	682,852	700,145	718,785
Cost of Goods Sold									
Gross Margin	582,834	526,170	680,469	638,004	651,878	666,797	682,852	700,145	718,785
Salaries & Wages	1,172,043	1,306,192	1,236,777	1,266,711	1,311,046	1,356,932	1,404,425	1,453,580	1,504,455
Training & Memberships	12,471	16,320	10,000	12,360	12,731	13,113	13,506	13,911	14,329
Uniforms	22,417	20,349	22,500	23,175	23,870	24,586	25,324	26,084	26,866
Overtime	18,970	13,500	16,588	13,500	13,500	13,500	13,500	13,500	13,500
Safety & Rain Gear	5,542	5,891	5,891	6,067	6,249	6,437	6,630	6,829	7,034
Temporary Personnel	13,684	0	33,685	0	0	0	0	0	0
Benefits (401(k), WC, LI, STD, LTD, Taxes)	437,734	435,223	440,447	470,784	493,447	517,095	542,082	568,493	596,422
Total Staffing	1,682,861	1,797,475	1,765,888	1,792,597	1,860,843	1,931,663	2,005,467	2,082,397	2,162,606
Other Expenses									
Postage	(1)	0	0	0	0	0	0	0	0
Printing	2,394	2,100	2,100	2,142	2,185	2,229	2,273	2,319	2,365
Total Printing and Postage	2,393	2,100	2,100	2,142	2,185	2,229	2,273	2,319	2,365

## Long Range Financial Plan

### Public Works - 500

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Office Supplies	2,784	2,785	2,785	2,868	2,954	3,043	3,134	3,228	3,325
Office Supplies / Small Tools	2,784	2,785	2,785	2,868	2,954	3,043	3,134	3,228	3,325
Engineering Studies	80,173	130,000	75,000	173,000	106,090	109,273	112,551	115,927	119,405
Sustainable Skidaway Renewal	1,000	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Other	81,173	131,000	76,500	174,500	107,590	110,773	114,051	117,427	120,905
Team Development	1,842	3,000	3,000	3,090	3,183	3,278	3,377	3,478	3,582
Recruiting / Retention	1,842	3,000	3,000	3,090	3,183	3,278	3,377	3,478	3,582
Communications	4,180	10,020	9,354	9,354	9,354	9,354	9,354	9,354	9,354
Utilities	26,536	30,508	29,255	34,372	35,834	37,359	38,950	40,609	42,341
Utilities	30,716	40,528	38,609	43,726	45,188	46,713	48,304	49,963	51,695
Chipping Yard Expense	385,088	225,000	400,001	337,500	337,500	337,500	337,500	337,500	337,500
Total Facilities	385,088	225,000	400,001	337,500	337,500	337,500	337,500	337,500	337,500
Gain or Loss on Asset Disposal	(24,400)	0	(35,044)	0	0	0	0	0	0
Total Other Expenses	479,596	404,413	487,951	563,826	498,600	503,536	508,639	513,915	519,372
Total Expenses	2,162,457	2,201,888	2,253,839	2,356,423	2,359,443	2,435,199	2,514,106	2,596,312	2,681,978
Net Revenue Before Depreciation	(1,579,623)	(1,675,718)	(1,573,370)	(1,718,419)	(1,707,565)	(1,768,402)	(1,831,254)	(1,896,167)	(1,963,193)
Depreciation	218,062	219,262	185,343	185,343	185,343	185,343	185,343	185,343	185,343
Net Revenues Over Expenses	(1,797,685)	(1,894,980)	(1,758,713)	(1,903,762)	(1,892,908)	(1,953,745)	(2,016,597)	(2,081,510)	(2,148,536)

## Long Range Financial Plan

### Environmental Resources - 510

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Cost of Goods Sold									
Other Expenses									
Landscape Contract - BrightView	\$1,064,429	\$1,064,424	\$1,064,424	\$1,200,000	\$1,233,000	\$1,266,908	\$1,301,747	\$1,337,546	\$1,374,328
Landscaping	11,168	18,386	12,000	18,937	19,505	20,090	20,693	21,314	21,953
Irrigation Expense	7,767	6,060	6,060	6,242	6,429	6,622	6,821	7,025	7,236
Tree Removal	52,301	45,900	45,900	48,195	50,605	53,135	55,792	58,581	61,510
Tree Replacement	0	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
<b>Landscaping</b>	<b>1,135,665</b>	<b>1,140,270</b>	<b>1,133,884</b>	<b>1,278,874</b>	<b>1,315,039</b>	<b>1,352,255</b>	<b>1,390,553</b>	<b>1,429,966</b>	<b>1,470,527</b>
Median Refurbishment	156,794	150,000	164,431	150,000	150,000	150,000	150,000	150,000	150,000
<b>Total Median Refurbishment</b>	<b>156,794</b>	<b>150,000</b>	<b>164,431</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>

## Long Range Financial Plan

### Environmental Resources - 510

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Dry Trash Pickup	7,709	9,013	6,022	6,173	6,296	6,422	6,550	6,681	6,815
Total Facilities	7,709	9,013	6,022	6,173	6,296	6,422	6,550	6,681	6,815
Special Project - Nature Trail	0	1,591	1,591	1,655	1,721	1,790	1,862	1,936	2,014
Special Projects	0	1,591	1,591	1,655	1,721	1,790	1,862	1,936	2,014
Total Other Expenses	1,300,168	1,300,874	1,305,928	1,436,702	1,473,056	1,510,467	1,548,965	1,588,583	1,629,356
Total Expenses	1,300,168	1,300,874	1,305,928	1,436,702	1,473,056	1,510,467	1,548,965	1,588,583	1,629,356
Net Revenue Before Depreciation	(1,300,168)	(1,300,874)	(1,305,928)	(1,436,702)	(1,473,056)	(1,510,467)	(1,548,965)	(1,588,583)	(1,629,356)
Net Revenues Over Expenses	(1,300,168)	(1,300,874)	(1,305,928)	(1,436,702)	(1,473,056)	(1,510,467)	(1,548,965)	(1,588,583)	(1,629,356)

## Long Range Financial Plan

### Lagoons - 520

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Cost of Goods Sold									
Other Expenses									
General Supplies/Equipment	\$2,176	\$3,090	\$3,100	\$3,193	\$3,289	\$3,387	\$3,489	\$3,594	\$3,702
Office Supplies / Small Tools	2,176	3,090	3,100	3,193	3,289	3,387	3,489	3,594	3,702
Hazard Material Registration	1,100	1,100	1,125	1,125	1,125	1,125	1,125	1,125	1,125
Landscaping	1,100	1,100	1,125	1,125	1,125	1,125	1,125	1,125	1,125
Algaecide/Herbicide Plant Control	78,761	77,250	45,000	79,568	81,955	84,413	86,946	89,554	92,241
Aerator Expense	6,098	7,350	7,350	7,571	7,798	8,032	8,272	8,521	8,776
Lab Testing	338	1,530	1,530	2,500	2,500	2,500	2,500	2,500	2,500
Stocking Plant Control	3,696	3,811	3,811	3,925	4,043	4,164	4,289	4,418	4,551
Aquatic Midge Control	13,359	13,759	13,359	14,447	15,170	15,928	16,725	17,561	18,439
Angler's Support	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Lagoon Dredging	51,805	57,750	52,000	57,750	59,483	61,267	63,105	64,998	66,948
Lagoon Beautification	0	5,500	1,500	5,500	5,500	5,500	5,500	5,500	5,500
Lagoon Related	154,057	167,950	125,550	172,261	177,449	182,804	188,337	194,052	199,955

## ***Long Range Financial Plan***

## Lagoons - 520

10/30/2024

<i>Description</i>	<i>2023 Actual</i>	<i>2024 Budget</i>	<i>2024 YE EST</i>	<i>2025 Budget</i>	<i>2026 Plan</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>
Total Other Expenses	157,333	172,140	129,775	176,579	181,863	187,316	192,951	198,771	204,782
Total Expenses	157,333	172,140	129,775	176,579	181,863	187,316	192,951	198,771	204,782
Net Revenue Before Depreciation	(157,333)	(172,140)	(129,775)	(176,579)	(181,863)	(187,316)	(192,951)	(198,771)	(204,782)
Net Revenues Over Expenses	(157,333)	(172,140)	(129,775)	(176,579)	(181,863)	(187,316)	(192,951)	(198,771)	(204,782)

## Long Range Financial Plan

### Construction - 530

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan



## Long Range Financial Plan

### Construction - 530

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Special Project - Nature Trail	0	120,000	22,537	2,500	0	0	0	0	0
Special Projects	0	120,000	22,537	2,500	0	0	0	0	0
Bridge Repair / Fixed Pier Repair	20,646	75,000	35,000	77,250	79,568	50,000	50,000	50,000	50,000
Other Infrastructure Repairs	20,646	75,000	35,000	77,250	79,568	50,000	50,000	50,000	50,000
Total Other Expenses	50,197	277,460	133,497	130,750	134,601	108,919	98,500	98,500	116,400
Total Expenses	50,197	277,460	133,497	130,750	134,601	108,919	98,500	98,500	116,400
Net Revenue Before Depreciation	(50,197)	(277,460)	(133,497)	(130,750)	(134,601)	(108,919)	(98,500)	(98,500)	(116,400)
Net Revenues Over Expenses	(50,197)	(277,460)	(133,497)	(130,750)	(134,601)	(108,919)	(98,500)	(98,500)	(116,400)

## Long Range Financial Plan

### Sunset Pavilion - 535

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<b>Non-Assessment Revenue</b>									
<i>Room Rental - Sunset</i>	\$67,785	\$44,841	\$53,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
<b>Rental Income</b>	<b>67,785</b>	<b>44,841</b>	<b>53,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Non-Assessment Revenue</b>	<b>67,785</b>	<b>44,841</b>	<b>53,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Total Revenue</b>	<b>67,785</b>	<b>44,841</b>	<b>53,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<i>Cost of Goods Sold</i>									
<b>Gross Margin</b>	<b>67,785</b>	<b>44,841</b>	<b>53,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<i>Other Expenses</i>									
<i>General Supplies/Equipment</i>	121	1,082	1,000	1,030	1,051	1,072	5,328	4,315	1,137
<i>Janitorial Supplies</i>	1,563	3,605	3,605	3,713	3,787	3,863	3,940	4,019	4,100
<i>Janitorial Services</i>	10,020	10,403	9,885	10,083	10,284	10,490	10,700	10,914	11,132
<b>Office Supplies / Small Tools</b>	<b>11,704</b>	<b>15,090</b>	<b>14,490</b>	<b>14,826</b>	<b>15,122</b>	<b>15,425</b>	<b>19,968</b>	<b>19,248</b>	<b>16,369</b>
<i>Utilities</i>	22,471	27,928	24,266	25,027	25,923	26,852	27,816	28,816	29,853
<b>Utilities</b>	<b>22,471</b>	<b>27,928</b>	<b>24,266</b>	<b>25,027</b>	<b>25,923</b>	<b>26,852</b>	<b>27,816</b>	<b>28,816</b>	<b>29,853</b>

## Long Range Financial Plan

### Sunset Pavilion - 535

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
PW Buildings Maintenance	10,260	15,450	14,000	14,420	14,708	15,003	15,303	15,609	15,921
<b>Total Repair &amp; Maintenance</b>	<b>10,260</b>	<b>15,450</b>	<b>14,000</b>	<b>14,420</b>	<b>14,708</b>	<b>15,003</b>	<b>15,303</b>	<b>15,609</b>	<b>15,921</b>

<b>Total Other Expenses</b>	<b>44,435</b>	<b>58,468</b>	<b>52,756</b>	<b>54,273</b>	<b>55,753</b>	<b>57,280</b>	<b>63,087</b>	<b>63,673</b>	<b>62,143</b>
<b>Total Expenses</b>	<b>44,435</b>	<b>58,468</b>	<b>52,756</b>	<b>54,273</b>	<b>55,753</b>	<b>57,280</b>	<b>63,087</b>	<b>63,673</b>	<b>62,143</b>
<b>Net Revenue Before Depreciation</b>	<b>23,350</b>	<b>(13,627)</b>	<b>244</b>	<b>(4,273)</b>	<b>(5,753)</b>	<b>(7,280)</b>	<b>(13,087)</b>	<b>(13,673)</b>	<b>(12,143)</b>
Depreciation	12,367	12,367	12,401	12,401	12,401	12,401	12,401	12,401	12,401
<b>Net Revenues Over Expenses</b>	<b>10,983</b>	<b>(25,994)</b>	<b>(12,157)</b>	<b>(16,674)</b>	<b>(18,154)</b>	<b>(19,681)</b>	<b>(25,488)</b>	<b>(26,074)</b>	<b>(24,544)</b>

## Long Range Financial Plan

### Facility Maintenance - 540

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Cost of Goods Sold									
Other Expenses									
General Supplies/Equipment	\$6,112	\$11,443	\$7,746	\$167,696	\$8,059	\$8,220	\$8,384	\$8,552	\$8,723
Janitorial Supplies	9,111	6,657	6,000	6,000	8,500	6,000	6,000	6,000	6,000
Office Supplies / Small Tools	15,223	18,100	13,746	173,696	16,559	14,220	14,384	14,552	14,723
Admin Utilities	24,280	24,354	28,504	28,904	29,996	31,130	32,309	33,535	34,809
Gate House Utilities	36,331	34,707	39,296	40,413	42,126	43,912	45,775	47,718	49,746
Street Lighting	65,385	68,533	68,533	69,588	72,720	75,992	79,412	82,985	86,720
Utilities	125,996	127,594	136,333	138,905	144,842	151,034	157,496	164,238	171,275
Auto Gate Maintenance	20,672	21,244	22,300	59,841	23,428	23,897	24,375	24,862	25,360
Gatehouse Maintenance	5,636	12,240	12,240	12,607	12,859	26,825	13,379	17,881	13,919
PW Buildings Maintenance	20,810	22,557	10,000	10,200	14,904	10,612	15,618	11,041	14,862
Admin Buildings Maintenance	6,413	16,068	10,000	10,200	14,469	10,612	10,824	15,276	15,462
Total Repair & Maintenance	53,531	72,109	54,540	92,848	65,660	71,946	64,196	69,060	69,603

## Long Range Financial Plan

### Facility Maintenance - 540

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Signs/Mailbox/Fence Maintenance	97,443	110,000	75,000	113,300	115,566	123,877	120,235	124,640	127,592
Mailbox and Signs - Contract	0	50,000	40,000	51,500	52,530	53,581	54,652	55,745	56,860
<b>Signs &amp; Mailboxes</b>	<b>97,443</b>	<b>160,000</b>	<b>115,000</b>	<b>164,800</b>	<b>168,096</b>	<b>177,458</b>	<b>174,887</b>	<b>180,385</b>	<b>184,452</b>
Storage Yard Repair	2,516	2,575	2,575	2,652	2,705	2,759	2,815	2,871	2,928
Dog Park Expense	6,661	7,308	7,308	7,527	7,678	7,831	7,988	8,148	8,311
Athletic Facility	42,934	38,738	38,738	39,900	40,698	41,512	42,342	43,189	44,053
<b>Total Facilities</b>	<b>52,111</b>	<b>48,621</b>	<b>48,621</b>	<b>50,079</b>	<b>51,081</b>	<b>52,102</b>	<b>53,145</b>	<b>54,208</b>	<b>55,292</b>
<b>Total Other Expenses</b>	<b>344,304</b>	<b>426,424</b>	<b>368,240</b>	<b>620,328</b>	<b>446,238</b>	<b>466,760</b>	<b>464,108</b>	<b>482,443</b>	<b>495,345</b>
<b>Total Expenses</b>	<b>344,304</b>	<b>426,424</b>	<b>368,240</b>	<b>620,328</b>	<b>446,238</b>	<b>466,760</b>	<b>464,108</b>	<b>482,443</b>	<b>495,345</b>
<b>Net Revenue Before Depreciation</b>	<b>(344,304)</b>	<b>(426,424)</b>	<b>(368,240)</b>	<b>(620,328)</b>	<b>(446,238)</b>	<b>(466,760)</b>	<b>(464,108)</b>	<b>(482,443)</b>	<b>(495,345)</b>
<b>Net Revenues Over Expenses</b>	<b>(344,304)</b>	<b>(426,424)</b>	<b>(368,240)</b>	<b>(620,328)</b>	<b>(446,238)</b>	<b>(466,760)</b>	<b>(464,108)</b>	<b>(482,443)</b>	<b>(495,345)</b>

## Long Range Financial Plan

### Fleet Maintenance - 550

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Cost of Goods Sold									
Other Expenses									
General Supplies/Equipment	\$84,206	\$21,529	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510	\$23,185	\$23,881
Small Tools	2,071	5,091	4,000	4,120	4,244	4,371	4,502	4,637	4,776
Office Supplies / Small Tools	86,277	26,620	24,000	24,720	25,462	26,226	27,012	27,822	28,657
Insurance	41,769	35,248	40,475	45,232	47,946	50,823	53,872	57,104	60,531
Total Other	41,769	35,248	40,475	45,232	47,946	50,823	53,872	57,104	60,531
Equipment Maintenance	80,207	74,775	77,275	79,593	81,981	84,440	86,974	89,583	92,270
Total Repair & Maintenance	80,207	74,775	77,275	79,593	81,981	84,440	86,974	89,583	92,270

## Long Range Financial Plan

### Fleet Maintenance - 550

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Ad Valorem Taxes	1,268	2,730	1,268	1,357	1,424	1,496	1,571	1,649	1,731
Fuel & Lube	52,539	48,583	48,583	50,040	51,041	52,062	53,103	54,165	55,249
Vehicle Maintenance	11,459	12,994	12,994	13,384	13,785	14,199	14,625	15,064	15,516
<b>Fleet Maintenance</b>	<b>65,266</b>	<b>64,307</b>	<b>62,845</b>	<b>64,781</b>	<b>66,250</b>	<b>67,757</b>	<b>69,299</b>	<b>70,878</b>	<b>72,496</b>
<b>Total Other Expenses</b>	<b>273,519</b>	<b>200,950</b>	<b>204,595</b>	<b>214,326</b>	<b>221,639</b>	<b>229,246</b>	<b>237,157</b>	<b>245,387</b>	<b>253,954</b>
<b>Total Expenses</b>	<b>273,519</b>	<b>200,950</b>	<b>204,595</b>	<b>214,326</b>	<b>221,639</b>	<b>229,246</b>	<b>237,157</b>	<b>245,387</b>	<b>253,954</b>
<b>Net Revenue Before Depreciation</b>	<b>(273,519)</b>	<b>(200,950)</b>	<b>(204,595)</b>	<b>(214,326)</b>	<b>(221,639)</b>	<b>(229,246)</b>	<b>(237,157)</b>	<b>(245,387)</b>	<b>(253,954)</b>
Depreciation	58,508	62,215	40,276	40,276	40,276	40,276	40,276	40,276	40,276
<b>Net Revenues Over Expenses</b>	<b>(332,027)</b>	<b>(263,165)</b>	<b>(244,871)</b>	<b>(254,602)</b>	<b>(261,915)</b>	<b>(269,522)</b>	<b>(277,433)</b>	<b>(285,663)</b>	<b>(294,230)</b>

## Long Range Financial Plan

**Wildlife Management - 560**  
10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Cost of Goods Sold									
Other Expenses									
Fuel & Lube	\$3,193	\$3,091	\$3,091	\$3,184	\$3,247	\$3,312	\$3,378	\$3,446	\$3,515
Fleet Maintenance	3,193	3,091	3,091	3,184	3,247	3,312	3,378	3,446	3,515
Herd Management Contract	59,680	60,874	60,874	62,700	64,581	66,518	68,514	70,569	72,686
Meat Processing	576	5,100	3,800	5,000	5,000	5,000	5,000	5,000	5,000
TLA Animal Control	2,319	3,090	4,000	4,120	4,244	4,371	4,502	4,637	4,776



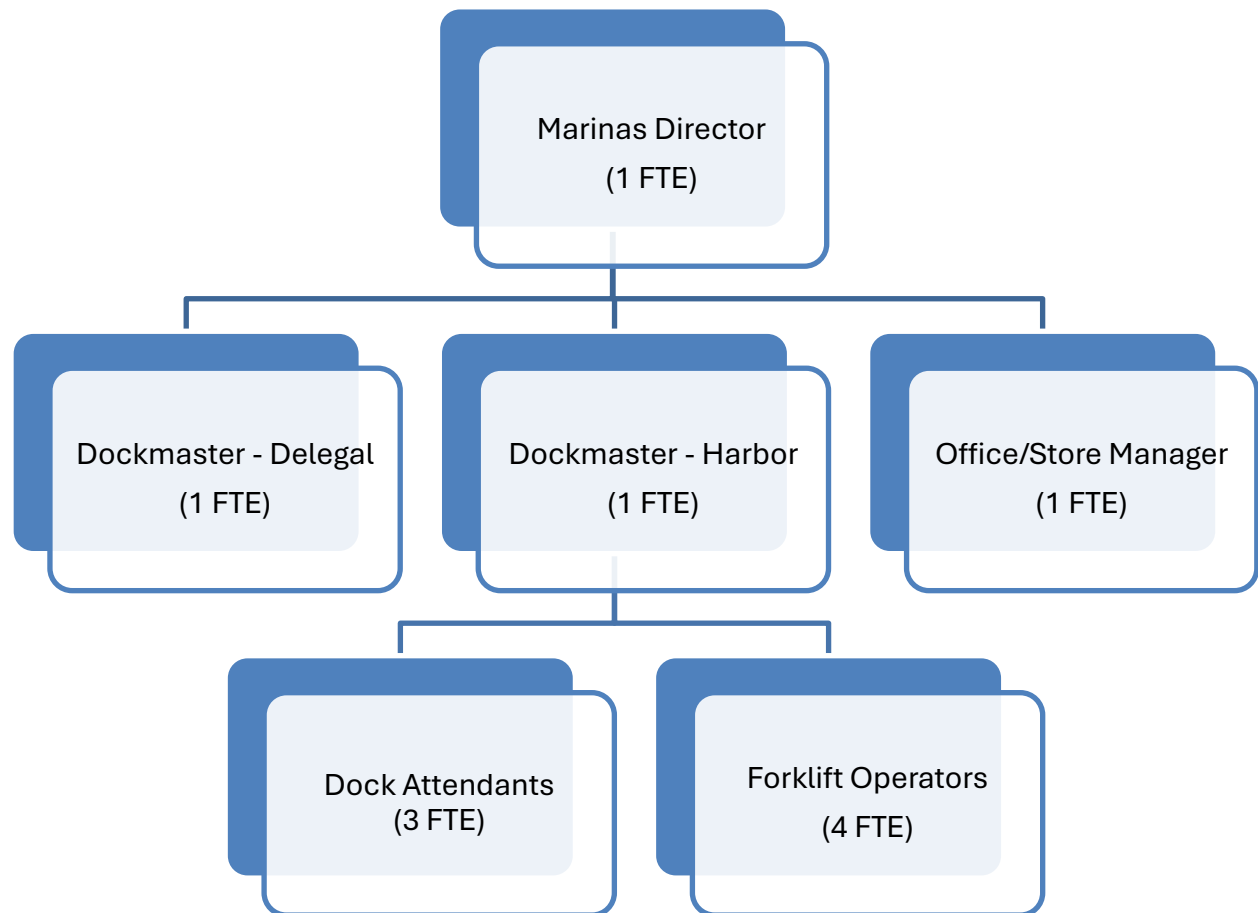
## Long Range Financial Plan

### Wildlife Management - 560

10/30/2024

<i>Description</i>	<i>2023 Actual</i>	<i>2024 Budget</i>	<i>2024 YE EST</i>	<i>2025 Budget</i>	<i>2026 Plan</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>
Wildlife Management	62,575	69,064	68,674	71,820	73,825	75,889	78,016	80,206	82,462
Total Other Expenses	65,768	72,155	71,765	75,004	77,072	79,201	81,394	83,652	85,977
Total Expenses	65,768	72,155	71,765	75,004	77,072	79,201	81,394	83,652	85,977
Net Revenue Before Depreciation	(65,768)	(72,155)	(71,765)	(75,004)	(77,072)	(79,201)	(81,394)	(83,652)	(85,977)
Net Revenues Over Expenses	(65,768)	(72,155)	(71,765)	(75,004)	(77,072)	(79,201)	(81,394)	(83,652)	(85,977)





Total FTE - 11

## Marinas Work Plan

2025 Operating Revenues:	\$2,585,021
2025 Operating Expenditures:	\$2,190,557
2025 Net Revenue Before Depreciation:	\$394,464

### **2025 Work Plan**

The mission of the Marinas Department is to provide and promote boating and waterfront activities within The Landings while operating and maintaining two marinas -- Landings Harbor located on the north end of the island and Delegal Creek on the south end. The Marinas Department provides storage options for Landings property owners through wet slips and dry stack storage as well as Jet Ski and kayak storage, a resident Sailing Program, retail Ship's Store operations, transient guest dockage, and onsite marine repair services contracted through Dolan Yacht Services. User fees and sales of goods and services generate the annual revenue to fund the Marina operations.

### **Permanent/Seasonal Boat Storage**

Landings Harbor Marina:

2025 Operating Revenues:	\$1,945,342
2025 Operating Expenditures:	\$1,673,895
2025 Net Revenue Before Depreciation:	\$271,447

Landings Harbor Marina provides annual boat storage exclusively for Landings property owners. This facility offers dry rack storage for 307 boats up to 35 feet in length and wet storage for 28 boats up to 40 feet in length. 22 Jet ski and kayak storage racks are also available. In 2024, occupancy at Landings Harbor Marina was at 100%, with a waiting list of 104 residents for a wet slip and 95 residents waiting on dry storage.

In 2023, Landings Harbor Marina entered a partnership with UGA-Skidaway Institute of Oceanography to explore the use of a bubbler curtain system to reduce the amount of sediment entering the marina basin. The Landings Association obtained a research and monitoring permit from The Department of Natural Resources and The Army Corp of Engineers in 2023 for this project. The bubbler curtain system uses air compressors attached to multiple rows of bubble tubing installed on the river bottom in the entrance to the basin in 12-to-15 feet of water at low tide. High volumes of micro bubbles are released from each row of tubing that force water and air from the bottom of the river to the surface, creating a "curtain" designed to deflect debris and silt from entering the marina basin. Vessel traffic is not affected and can pass safely through the bubbles without any issues. The bubbler system was installed on March 1, 2023, immediately after the post-dredging bathometric survey was complete. The project is permitted for two years, during which time bathometric surveys will be conducted every six months to monitor the effectiveness of the system. During the first week of operation, the improved clarity of the water inside the basin was very noticeable. This appears to indicate that less suspended silt is entering the marina basin and settling to the bottom.

Annual dredging will continue during the bubbler curtain system research and monitoring permit/project as needed. At the conclusion of the project, a determination will be made whether to continue operating the system based on its effectiveness. If it is determined that the system is

performing as intended, a permit for permanent installation will be requested. The goal of the bubbler curtain system is to lower the annual costs of dredging the marina and lower the volume of materials being stored in the upland ponds that are reaching capacity. We also will be looking at alternative sites suitable to construct a new settling pond location for the future.

In addition to the implementation of the bubbler curtain to control silt levels in the marina basin, modifications to the basin opening are being investigated. The seawall opening into Landings Harbor Marina is constructed in a manner that allows silt to be channeled into the basin during a falling tide, causing navigational issues and expensive dredging costs on an annual basis. Staff will work with engineers to research different options to reposition the entrance so the silt moving with the falling tides is pushed away from the entrance rather than channeled into the basin.

**Delegal Creek Marina:**

2025 Operating Revenues:	\$564,231
2025 Operating Expenditures:	\$501,663
2025 Net Revenue Before Depreciation:	\$62,568

Delegal Creek Marina opened in 1986 to support larger vessels and to accommodate the demand for water access and boat storage as The Landings' occupancy increased. A small fleet of kayak rentals is available, managed by the Marinas staff. Resident kayak storage occupancy has slowly declined over the last couple of years yet remains consistent at 32 units and 60% occupancy. Delegal Creek Marina wet slips can accommodate a total of 57 vessels, up to 60 feet in length, on a permanent basis. The Marina achieved 100% occupancy and has remained there throughout the last four years. The Marina continues to manage a waiting list of Landings property owners.

The location of Delegal Creek Marina makes it an attractive waypoint for boaters traveling the Intracoastal Waterway primarily during two seasons (April - June and October - December), commonly known as transient seasons. Approximately 130 linear feet along the fuel dock and 90 feet of available T-head dock are used for transient vessels up to 125 feet in length. In addition to the slip fee revenue added to marina operations, transient boaters frequently purchase fuel and merchandise. Transient dock space will continue to be offered to boaters, as they are considered prospective buyers at The Landings.

**Marinas Programs**

Waterfront events and activities at the Marinas were put on hold during the COVID-19 pandemic. The Marinas remain committed to continuing events enjoyed by boaters and non-boaters soon. The Marinas will continue to partner with the Landings Sailing Club, Carefree Boat Club, CCA Skidaway, and the Skidaway Island Boat Club (SIBC) on various events, such as SIBC's annual Low Country Hook Ocean race.

**Carefree Boat Club**

Carefree Boat Club operates the private Landings boat club under a contractual agreement with The Landings Association. The Club now has a total of 10 boats and operates from both marinas. In addition to attracting more than 100 Landings resident families as boat club members, the Carefree Boat Club hosts numerous social events on our waterfront and supports many social events.

In addition to boat storage revenue and fuel sales, Carefree Boat Club leases office space on the

second floor of the Sunset Pavilion.

### **Sailing Program**

The primary goal of this program is to provide Landings residents access to a fleet of Marinas-owned vessels to learn how to sail without having to own a sailboat. The Marinas own seven Rhodes 19 and three J24 sailboats and charge participants a monthly membership fee. Weekend races promote camaraderie with a bit of competition among participants. The sailing program host “Beer Can” races every other Friday during the summer followed by a social cocktail event at the Dockside (Tiki) Bar. Recreational sailing continues year-round and includes the “Frost Bite” winter race series. The annual Low Country Hook Ocean Race, in partnership with Skidaway Island Boat Club and The Yacht Club of Hilton Head, is a popular event that attracts sailors from multiple states. Membership in the sailing program varies seasonally, and all the program’s expenses are covered by the user fees. The program is managed by its members, who also handle much of the required maintenance. During the winter months, the Marinas staff assist with repairs to the sailing fleet. This, as well as an increase in program activity, has attracted many new members. The program’s goal to reach 50 memberships occurred mid-year in 2024.

### **Major Facility Improvements**

#### **Delegal Creek Marina**

In 2024, facility improvements performed at Delegal Creek Marina included Expert Marine Construction replacing buoys #1 and #3 with permanent pilings in Delegal Creek. The parking lots at Delegal Creek Marina had asphalt surface repairs, replacement of the damaged concrete gutter, along with resealing and parking lot striping.

#### **Landings Harbor**

Landings Harbor Marina completed Phase Two of the dry storage buildings replacement project in March 2024. A total of nine additional rack spaces were created for vessels up to 26 feet. Phase Three is scheduled to start near the end of 2024, with an expected completion date in early 2025.

Landings Harbor’s underground fuel tanks were replaced in 2024 with a single above ground fuel tank with capacities of 4,000 gallons for diesel fuel and 8,000 gallons for marine grade non-ethanol fuel. The project was completed by Guardian Fuel Technologies and included replacing the underground fuel lines that transfer fuel from the tank to the dispensers. The location and style of the fuel tank allows for higher volume deliveries and lower pricing from our fuel vendor.

The outsourced Marine Services Center provider at Landings Harbor is through Dolan Yacht Services. Having an onsite repair service sets us ahead of our competitors while providing a convenient service option for our in-house boaters and outside boaters. Dolan Yacht Service also provides dredging services for Landings Harbor Marina as well as lagoon and pond dredge maintenance. In 2024, Dolan Yacht Services (DBA Coastal Marine and Equipment) repaired a section of the seawall surrounding the basin that was damaged during Hurricane Idalia. The seawall panels were replaced with vinyl panels that perform better than the metal in the harsh saltwater environment. As needed, additional panel replacement will continue, with the plan to replace all metal panels with vinyl panels.

### **2025 Staff Plan**

The Marinas are budgeted for 11 FTEs. This is necessary to maintain the high level of customer service that boaters expect at both marinas. During the peak season, the Marinas hire seasonal dock staff. The Marinas maintained three to four certified forklift operators throughout 2024. To provide Marinas employees with more versatility, opportunities to cross train staff on the Landings Harbor store operations, forklift operations, and Delegal Creek Marina operations are part of the employee training and onboarding program. The Marinas prefer to promote from within the organization, allowing the staff to continue to be engaged in the Marina operations.

Operating hours are adjusted during the summer season at Landings Harbor Marina to allow staff to meet the demands of the dry storage boat movements. Continuing weekend operations until 8 p.m. allowed staff to provide a higher level of service to more boaters, provided flexibility for resident boaters, and increased dock space for boaters returning to the marina after operating hours. This adjustment allowed a less crowded basin for staff to manage during the morning shifts. Weekday hours are extended until 6 p.m. The plan is to continue with these extended hours during the summer months.

Increased usage of the BoatCloud app for scheduling dry storage vessel movements provided a smooth and efficient operation. Landings Harbor Marina will continue to use the BoatCloud app for boat launch requests for dry storage customers. BoatCloud allows staff to run valuable reports to monitor vessel locations, monthly billing, boat movements, and customer storage leases, and to ensure proper insurance and lease documents are up to date.

### **Service Levels and Budget Explanation**

The Marinas' annual budget includes expenditures for daily operations at both Landings Harbor and Delegal Creek Marina, as well as to help fund infrastructure repair and replacement. Major expenditures include the floating docks, seawall, marina facilities, marina forklifts, engineering, dredging, and staffing. The Marinas revenue generated from storage fees and the sale of goods and services cover the annual operating costs. The Marinas year-end revenue balances are transferred to the Reserves Fund to support replacement of major capital assets.

The 2024 year-end estimate for Marinas operating expenses is \$2,044,862, a decrease of \$54,555 compared to the 2024 budget of \$2,099,417. Much of this decrease is due to less expenses related to routine Seawall repair and maintenance, as well as less total staffing expenses.

The department's budget for 2025 totals \$2,190,557 in operating expenses, an increase of \$145,695 compared to the 2024 estimated year-end expenditures. This is mainly due to planned increases in staffing expenses and projected increases in insurance premiums.

The department's budget for 2025 totals \$2,585,021 in operating revenue, an increase of \$92,029 compared to the 2024 estimated year-end revenue of \$2,492,992. The increase in revenue for the 2025 budget compared to the 2024 year-end estimates is primarily due to the Boat Storage fee increase that will go into effect in 2025. Landings Harbor and Delegal Creek Marinas maintained full capacity with a waiting list for dry rack and wet slip storage, except for the months that the Dry Stack project was under construction.

Performance Measures	2023 Actual	2024 Target	2024 Actual	2025 Target
Average Percent Occupancy at Delegal	100%	100%	100%	100%
Average Percent Occupancy at Landings HarborWet Slips	100%	100%	100%	100%
Average Percent Occupancy at Landings HarborDry Slips	100%	100%	99%	100%
Fuel Margins at Landings Harbor	25%	25%	TBD	25%
Fuel Margins at Delegal Creek	25%	25%	TBD	25%
Merchandise Store Margins at Landings Harbor	35%	35%	TBD	35%
Marinas Turnover Rate *	30%	30%	69%	30%

\* Most of the turnover in this department (67%) has been in the entry-level deck attendant positions. To advance within the Marinas Department, the deck attendants would need to be trained and certified as forklift operators, which would move them to a skilled labor position in a higher pay range. If the employee is not able to be certified on the forklift, they will stay in the deck attendant pay range, which may prompt them to change careers or departments. Most summer deck attendants are high school age and do not stay onboard once the summer break is over.



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## Department Budgets

### Marinas Operating Rollup

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
	<b>Non-Assessment Revenue</b>							
5140	Service Agreement - Marine Service	\$26,710	\$28,045	\$23,371	\$28,045	\$0	\$29,448	\$1,403
	<b>Service Agreements</b>	<b>26,710</b>	<b>28,045</b>	<b>23,371</b>	<b>28,045</b>	<b>0</b>	<b>29,448</b>	<b>1,403</b>
5520	Telecommunications Lease	20,049	20,049	16,707	20,049	0	20,049	0
	<b>Rental Income</b>	<b>20,049</b>	<b>20,049</b>	<b>16,707</b>	<b>20,049</b>	<b>0</b>	<b>20,049</b>	<b>0</b>
5030	Rack Rental - Jet Ski & Dingie	33,000	34,650	28,088	33,730	(920)	35,417	1,687
5031	Rack Rental - Boats	1,229,080	1,343,122	1,125,535	1,357,000	13,878	1,424,850	67,850
5032	Wet Slip Rental	450,448	472,920	386,641	464,283	(8,637)	509,055	44,772
5035	Boat Movement Fee	0	0	75	75	75	0	(75)
5033	Guest Slip Rental	18,033	21,000	14,218	19,600	(1,400)	19,500	(100)
	<b>Boat Storage</b>	<b>1,730,561</b>	<b>1,871,692</b>	<b>1,554,557</b>	<b>1,874,688</b>	<b>2,996</b>	<b>1,988,822</b>	<b>114,134</b>
5025	Rack Rental - Kayak	15,568	15,000	11,564	13,575	(1,425)	13,652	77
5026	Sticker/Registration - Kayak	380	300	140	300	0	300	0
5027	Rental - Kayak	3,204	3,000	1,122	1,500	(1,500)	1,500	0
	<b>Kayak Revenues</b>	<b>19,152</b>	<b>18,300</b>	<b>12,826</b>	<b>15,375</b>	<b>(2,925)</b>	<b>15,452</b>	<b>77</b>
5320	Gasoline Sales	355,915	335,000	360,028	368,000	33,000	345,000	(23,000)
5321	Diesel Sales	44,825	55,000	23,328	37,000	(18,000)	37,000	0
	<b>Fuel Sales</b>	<b>400,740</b>	<b>390,000</b>	<b>383,356</b>	<b>405,000</b>	<b>15,000</b>	<b>382,000</b>	<b>(23,000)</b>
5300 + 9200	Merchandise Sales	105,270	96,950	88,023	93,300	(3,650)	88,800	(4,500)
5310	Bait Sales	3,410	2,190	4,118	4,175	1,985	3,250	(925)
	<b>Total Merchandise</b>	<b>108,680</b>	<b>99,140</b>	<b>92,141</b>	<b>97,475</b>	<b>(1,665)</b>	<b>92,050</b>	<b>(5,425)</b>
5553	Programs-Charters	0	0	160	160	160	0	(160)
	<b>Event Income</b>	<b>0</b>	<b>0</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>0</b>	<b>(160)</b>
5040	Electric Service	7,664	8,705	4,103	4,950	(3,755)	5,100	150
5370	Sailing Program	36,360	37,000	34,835	41,150	4,150	46,000	4,850
	<b>Marina Other</b>	<b>44,024</b>	<b>45,705</b>	<b>38,938</b>	<b>46,100</b>	<b>395</b>	<b>51,100</b>	<b>5,000</b>
5036	Boat Wash Services	8,203	6,270	5,184	6,100	(170)	6,100	0
	<b>Other Revenue</b>	<b>8,203</b>	<b>6,270</b>	<b>5,184</b>	<b>6,100</b>	<b>(170)</b>	<b>6,100</b>	<b>0</b>

## Department Budgets

### Marinas Operating Rollup

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
	<b>Non-Assessment Revenue</b>	<b>2,358,119</b>	<b>2,479,201</b>	<b>2,127,240</b>	<b>2,492,992</b>	<b>13,791</b>	<b>2,585,021</b>	<b>92,029</b>
	<b>Total Revenue</b>	<b>2,358,119</b>	<b>2,479,201</b>	<b>2,127,240</b>	<b>2,492,992</b>	<b>13,791</b>	<b>2,585,021</b>	<b>92,029</b>
	<i>Cost of Goods Sold</i>							
5920	Gasoline COGS	294,451	251,250	246,423	288,000	(36,750)	276,000	12,000
5921	Diesel COGS	42,325	41,250	22,390	35,600	5,650	29,600	6,000
	<b>Fuel COS</b>	<b>336,776</b>	<b>292,500</b>	<b>268,813</b>	<b>323,600</b>	<b>(31,100)</b>	<b>305,600</b>	<b>18,000</b>
5900	Merchandise	63,095	63,018	55,986	60,645	2,373	57,769	2,876
5910	Bait	1,889	1,424	1,872	2,138	(714)	1,788	350
	<b>Merchandise COS</b>	<b>64,984</b>	<b>64,442</b>	<b>57,858</b>	<b>62,783</b>	<b>1,659</b>	<b>59,557</b>	<b>3,226</b>
5970	Sailing Program expense	16,649	15,000	10,687	15,000	0	15,000	0
	<b>Total Cost of Sales</b>	<b>418,409</b>	<b>371,942</b>	<b>337,358</b>	<b>401,383</b>	<b>(29,441)</b>	<b>380,157</b>	<b>21,226</b>
	<b>Gross Margin</b>	<b>1,939,710</b>	<b>2,107,259</b>	<b>1,789,882</b>	<b>2,091,609</b>	<b>(15,650)</b>	<b>2,204,864</b>	<b>113,255</b>
6000 + 6010 + 60...	Salaries & Wages	452,191	537,496	424,838	512,096	25,400	569,427	(57,331)
6200	Training & Memberships	1,640	4,095	5,679	8,500	(4,405)	6,000	2,500
6210	Uniforms	2,225	2,856	3,376	3,700	(844)	3,200	500
6020	Overtime	22,186	16,500	15,650	16,500	0	16,000	500
6211	Safety & Rain Gear	257	306	50	250	56	250	0
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	170,989	180,458	142,800	168,785	11,673	190,822	(22,037)
	<b>Total Staffing</b>	<b>649,488</b>	<b>741,711</b>	<b>592,393</b>	<b>709,831</b>	<b>31,880</b>	<b>785,699</b>	<b>(75,868)</b>
	<i>Other Expenses</i>							
7010	Mailing House	2,534	2,856	1,738	2,607	249	2,640	(33)
	<b>Total Printing and Postage</b>	<b>2,534</b>	<b>2,856</b>	<b>1,738</b>	<b>2,607</b>	<b>249</b>	<b>2,640</b>	<b>(33)</b>
7030	Office Supplies	1,467	1,326	1,388	2,000	(674)	1,375	625
7740	General Supplies/Equipment	4,355	2,856	4,206	4,206	(1,350)	3,384	822
7800	Small Tools	692	1,408	663	1,000	408	1,000	0
8110	Janitorial Supplies	1,532	1,520	1,668	1,900	(380)	1,551	349
	<b>Office Supplies / Small Tools</b>	<b>8,046</b>	<b>7,110</b>	<b>7,925</b>	<b>9,106</b>	<b>(1,996)</b>	<b>7,310</b>	<b>1,796</b>
7112 + 7113	Property Taxes	32,396	35,350	12,676	35,350	0	37,824	(2,474)
	<b>Total Taxes</b>	<b>32,396</b>	<b>35,350</b>	<b>12,676</b>	<b>35,350</b>	<b>0</b>	<b>37,824</b>	<b>(2,474)</b>
7315	Engineering Studies	5,160	5,000	3,000	3,000	2,000	6,000	(3,000)
7100	Insurance	436,483	467,487	390,923	471,603	(4,116)	527,267	(55,664)
7350	Operating Contingency	9,619	45,000	27,660	30,000	15,000	45,000	(15,000)
7040	Employee Business Reimbursement	0	102	0	0	102	0	0
7170	Fees - Licenses	11,482	17,136	3,738	14,631	2,505	14,694	(63)

## Department Budgets

### Marinas Operating Rollup

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
7410	Service Charges/CC Fees	99	100	229	250	(150)	250	0
7181	Physical Inventory Adjustment	530	402	432	437	(35)	420	17
	<b>Total Other</b>	<b>463,373</b>	<b>535,227</b>	<b>425,982</b>	<b>519,921</b>	<b>15,306</b>	<b>593,631</b>	<b>(73,710)</b>
7005	Marketing Expenses	0	0	1,200	1,200	(1,200)	0	1,200
	<b>Marketing Expenses</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>1,200</b>	<b>(1,200)</b>	<b>0</b>	<b>1,200</b>
8105	Kayak Expenses	0	3,000	38	3,000	0	2,000	1,000
	<b>Kayak Expenses</b>	<b>0</b>	<b>3,000</b>	<b>38</b>	<b>3,000</b>	<b>0</b>	<b>2,000</b>	<b>1,000</b>
7240	Team Development	815	750	527	777	(27)	750	27
	<b>Recruiting / Retention</b>	<b>815</b>	<b>750</b>	<b>527</b>	<b>777</b>	<b>(27)</b>	<b>750</b>	<b>27</b>
7050	Communications	1,313	1,309	1,846	2,165	(856)	1,920	245
7060	Utilities	43,981	44,994	39,327	47,922	(2,928)	49,735	(1,813)
	<b>Utilities</b>	<b>45,294</b>	<b>46,303</b>	<b>41,173</b>	<b>50,087</b>	<b>(3,784)</b>	<b>51,655</b>	<b>(1,568)</b>
8100	PW Buildings Maintenance	8,813	11,000	9,417	12,000	(1,000)	11,000	1,000
7750	Boat Service Expense	383	400	491	491	(91)	420	71
8130	Member Boat Damage	1,652	5,000	1,103	2,000	3,000	2,000	0
8140	Equipment Maintenance	756	2,140	2,480	2,840	(700)	2,901	(61)
8141	Repair & Maint - Wiggins	46,318	35,000	33,978	35,000	0	36,750	(1,750)
8142	Repair & Maint - Docks & Grounds	74,273	22,240	36,598	36,724	(14,484)	35,000	1,724
8151	Repair & Maint- Seawall	17,998	125,000	26,539	50,000	75,000	65,000	(15,000)
8154	Channel Markers	1,557	350	10,750	10,750	(10,400)	1,000	9,750
	<b>Total Repair &amp; Maintenance</b>	<b>151,750</b>	<b>201,130</b>	<b>121,356</b>	<b>149,805</b>	<b>51,325</b>	<b>154,071</b>	<b>(4,266)</b>
8152	Dredging Expense	147,577	130,000	138,205	138,205	(8,205)	150,891	(12,686)
	<b>Total Dredging Expense</b>	<b>147,577</b>	<b>130,000</b>	<b>138,205</b>	<b>138,205</b>	<b>(8,205)</b>	<b>150,891</b>	<b>(12,686)</b>
8230	Dry Trash Pickup	12,963	13,228	10,760	13,550	(322)	13,889	(339)
	<b>Total Facilities</b>	<b>12,963</b>	<b>13,228</b>	<b>10,760</b>	<b>13,550</b>	<b>(322)</b>	<b>13,889</b>	<b>(339)</b>
8300	Fuel & Lube	9,297	10,810	5,262	10,040	770	10,040	0
	<b>Fleet Maintenance</b>	<b>9,297</b>	<b>10,810</b>	<b>5,262</b>	<b>10,040</b>	<b>770</b>	<b>10,040</b>	<b>0</b>

## Department Budgets

### Marinas Operating Rollup

10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
	<b>Total Other Expenses</b>	<b>874,045</b>	<b>985,764</b>	<b>766,842</b>	<b>933,648</b>	<b>52,116</b>	<b>1,024,701</b>	<b>(91,053)</b>
	<b>Total Expenses</b>	<b>1,523,533</b>	<b>1,727,475</b>	<b>1,359,235</b>	<b>1,643,479</b>	<b>83,996</b>	<b>1,810,400</b>	<b>(166,921)</b>
	<b>Net Revenue Before Depreciation</b>	<b>416,177</b>	<b>379,784</b>	<b>430,647</b>	<b>448,130</b>	<b>68,346</b>	<b>394,464</b>	<b>(53,666)</b>
9100	Depreciation	237,236	225,031	165,474	220,488	4,543	220,488	0
	<b>Net Revenues Over Expenses</b>	<b>178,941</b>	<b>154,753</b>	<b>265,173</b>	<b>227,642</b>	<b>72,889</b>	<b>173,976</b>	<b>(53,666)</b>

## Department Budgets

### Landings Harbor - 610

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
	<b>Non-Assessment Revenue</b>							
5520	Telecommunications Lease	\$16,440	\$16,440	\$13,700	\$16,440	\$0	\$16,440	\$0
	<b>Rental Income</b>	<b>16,440</b>	<b>16,440</b>	<b>13,700</b>	<b>16,440</b>	<b>0</b>	<b>16,440</b>	<b>0</b>
5030	Rack Rental - Jet Ski & Dingie	33,000	34,650	28,088	33,730	(920)	35,417	1,687
5031	Rack Rental - Boats	1,229,080	1,343,122	1,125,535	1,357,000	13,878	1,424,850	67,850
5032	Wet Slip Rental	165,215	173,670	143,114	173,157	(513)	180,083	6,926
5035	Boat Movement Fee	0	0	75	75	75	0	(75)
5033	Guest Slip Rental	2,341	1,000	1,545	1,600	600	1,000	(600)
	<b>Boat Storage</b>	<b>1,429,636</b>	<b>1,552,442</b>	<b>1,298,357</b>	<b>1,565,562</b>	<b>13,120</b>	<b>1,641,350</b>	<b>75,788</b>
5025	Rack Rental - Kayak	2,352	2,000	2,128	2,575	575	2,652	77
	<b>Kayak Revenues</b>	<b>2,352</b>	<b>2,000</b>	<b>2,128</b>	<b>2,575</b>	<b>575</b>	<b>2,652</b>	<b>77</b>
5320	Gasoline Sales	190,224	185,000	191,345	195,000	10,000	185,000	(10,000)
5321	Diesel Sales	12,043	10,000	2,948	5,000	(5,000)	5,000	0
	<b>Fuel Sales</b>	<b>202,267</b>	<b>195,000</b>	<b>194,293</b>	<b>200,000</b>	<b>5,000</b>	<b>190,000</b>	<b>(10,000)</b>
5300 + 9200	Merchandise Sales	101,060	91,800	85,039	89,500	(2,300)	85,000	(4,500)
5310	Bait Sales	3,215	2,040	3,653	3,700	1,660	3,000	(700)
	<b>Total Merchandise</b>	<b>104,275</b>	<b>93,840</b>	<b>88,692</b>	<b>93,200</b>	<b>(640)</b>	<b>88,000</b>	<b>(5,200)</b>
5553	Programs-Charters	0	0	160	160	160	0	(160)
	<b>Event Income</b>	<b>0</b>	<b>0</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>0</b>	<b>(160)</b>
5040	Electric Service	705	800	285	800	0	900	100
	<b>Marina Other</b>	<b>705</b>	<b>800</b>	<b>285</b>	<b>800</b>	<b>0</b>	<b>900</b>	<b>100</b>
5036	Boat Wash Services	8,118	6,120	5,114	6,000	(120)	6,000	0
	<b>Other Revenue</b>	<b>8,118</b>	<b>6,120</b>	<b>5,114</b>	<b>6,000</b>	<b>(120)</b>	<b>6,000</b>	<b>0</b>
	<b>Non-Assessment Revenue</b>	<b>1,763,793</b>	<b>1,866,642</b>	<b>1,602,729</b>	<b>1,884,737</b>	<b>18,095</b>	<b>1,945,342</b>	<b>60,605</b>
	<b>Total Revenue</b>	<b>1,763,793</b>	<b>1,866,642</b>	<b>1,602,729</b>	<b>1,884,737</b>	<b>18,095</b>	<b>1,945,342</b>	<b>60,605</b>
5920	Cost of Goods Sold							
	Gasoline COGS	162,075	138,750	119,370	148,000	(9,250)	148,000	0

## Department Budgets

### Landings Harbor - 610

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
5921	Diesel COGS	10,344	7,500	7,940	10,000	(2,500)	4,000	6,000
	Fuel COS	172,419	146,250	127,310	158,000	(11,750)	152,000	6,000
5900	Merchandise	62,696	59,670	54,062	58,175	1,495	55,250	2,925
5910	Bait	1,894	1,326	1,821	2,000	(674)	1,650	350
	Merchandise COS	64,590	60,996	55,883	60,175	821	56,900	3,275
	<b>Total Cost of Sales</b>	<b>237,009</b>	<b>207,246</b>	<b>183,193</b>	<b>218,175</b>	<b>(10,929)</b>	<b>208,900</b>	<b>9,275</b>
	<b>Gross Margin</b>	<b>1,526,784</b>	<b>1,659,396</b>	<b>1,419,536</b>	<b>1,666,562</b>	<b>7,166</b>	<b>1,736,442</b>	<b>69,880</b>
6000 + 6010 + 60...	Salaries & Wages	414,508	496,931	387,715	463,310	33,621	516,067	(52,757)
6200	Training & Memberships	1,465	3,570	3,391	4,000	(430)	4,000	0
6210	Uniforms	2,155	2,550	3,331	3,500	(950)	3,000	500
6020	Overtime	19,349	15,000	12,350	13,000	2,000	13,000	0
6211	Safety & Rain Gear	257	306	50	250	56	250	0
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	151,405	160,504	128,899	151,533	8,971	171,432	(19,899)
	<b>Total Staffing</b>	<b>589,139</b>	<b>678,861</b>	<b>535,736</b>	<b>635,593</b>	<b>43,268</b>	<b>707,749</b>	<b>(72,156)</b>
	<b>Other Expenses</b>							
7010	Mailing House	2,078	2,346	1,425	2,138	208	2,160	(22)
	<b>Total Printing and Postage</b>	<b>2,078</b>	<b>2,346</b>	<b>1,425</b>	<b>2,138</b>	<b>208</b>	<b>2,160</b>	<b>(22)</b>
7030	Office Supplies	1,223	1,020	1,274	1,600	(580)	1,225	375
7740	General Supplies/Equipment	4,026	2,448	3,454	3,454	(1,006)	2,884	570
7800	Small Tools	625	1,000	575	700	300	700	0
8110	Janitorial Supplies	1,046	1,020	1,117	1,200	(180)	1,051	149
	<b>Office Supplies / Small Tools</b>	<b>6,920</b>	<b>5,488</b>	<b>6,420</b>	<b>6,954</b>	<b>(1,466)</b>	<b>5,860</b>	<b>1,094</b>
7112 + 7113	Property Taxes	20,770	22,260	7,529	22,260	0	23,818	(1,558)
	<b>Total Taxes</b>	<b>20,770</b>	<b>22,260</b>	<b>7,529</b>	<b>22,260</b>	<b>0</b>	<b>23,818</b>	<b>(1,558)</b>
7315	Engineering Studies	5,160	5,000	3,000	3,000	2,000	6,000	(3,000)
7100	Insurance	283,409	303,867	254,100	306,542	(2,675)	342,724	(36,182)
7350	Operating Contingency	8,273	20,000	27,660	30,000	(10,000)	20,000	10,000
7040	Employee Business Reimbursement	0	102	0	0	102	0	0
7170	Fees - Licenses	9,359	14,076	1,985	12,131	1,945	12,131	0
7181	Physical Inventory Adjustment	431	300	317	317	(17)	300	17
	<b>Total Other</b>	<b>306,632</b>	<b>343,345</b>	<b>287,062</b>	<b>351,990</b>	<b>(8,645)</b>	<b>381,155</b>	<b>(29,165)</b>

## Department Budgets

### Landings Harbor - 610

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
7240	Team Development Recruiting / Retention	575 575	500 500	527 527	527 527	(27) (27)	500 500	27 27
7050	Communications	600	612	1,350	1,600	(988)	1,500	100
7060	Utilities Utilities	31,422 32,022	32,018 32,630	28,386 29,736	34,107 35,707	(2,089) (3,077)	35,377 36,877	(1,270) (1,170)
8100	PW Buildings Maintenance	6,732	8,000	8,381	9,000	(1,000)	8,000	1,000
7750	Boat Service Expense	383	400	491	491	(91)	420	71
8130	Member Boat Damage	1,652	5,000	1,103	2,000	3,000	2,000	0
8140	Equipment Maintenance	756	2,040	1,785	2,040	0	2,101	(61)
8141	Repair & Maint - Wiggins	46,318	35,000	33,978	35,000	0	36,750	(1,750)
8142	Repair & Maint - Docks & Grounds	12,978	12,240	29,224	29,224	(16,984)	25,000	4,224
8151	Repair & Maint- Seawall Total Repair & Maintenance	17,998 86,817	125,000 187,680	26,539 101,501	50,000 127,755	75,000 59,925	65,000 139,271	(15,000) (11,516)
8152	Dredging Expense Total Dredging Expense	147,577 147,577	130,000 130,000	138,205 138,205	138,205 138,205	(8,205) (8,205)	150,891 150,891	(12,686) (12,686)
8230	Dry Trash Pickup Total Facilities	6,482 6,482	6,630 6,630	5,347 5,347	6,550 6,550	80 80	6,714 6,714	(164) (164)
8300	Fuel & Lube Fleet Maintenance	9,234 9,234	10,710 10,710	5,258 5,258	10,000 10,000	710 710	10,000 10,000	0 0
	<b>Total Other Expenses</b>	<b>619,107</b>	<b>741,589</b>	<b>583,010</b>	<b>702,086</b>	<b>39,503</b>	<b>757,246</b>	<b>(55,160)</b>
	<b>Total Expenses</b>	<b>1,208,246</b>	<b>1,420,450</b>	<b>1,118,746</b>	<b>1,337,679</b>	<b>82,771</b>	<b>1,464,995</b>	<b>(127,316)</b>
	<b>Net Revenue Before Depreciation</b>	<b>318,538</b>	<b>238,946</b>	<b>300,790</b>	<b>328,883</b>	<b>89,937</b>	<b>271,447</b>	<b>(57,436)</b>
9100	Depreciation	174,218	162,013	118,083	157,299	4,714	157,299	0
	<b>Net Revenues Over Expenses</b>	<b>144,320</b>	<b>76,933</b>	<b>182,707</b>	<b>171,584</b>	<b>94,651</b>	<b>114,148</b>	<b>(57,436)</b>



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## Department Budgets

Delegal - 630

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
	<b>Non-Assessment Revenue</b>							
5520	Telecommunications Lease	\$3,609	\$3,609	\$3,007	\$3,609	\$0	\$3,609	\$0
	<b>Rental Income</b>	<b>3,609</b>	<b>3,609</b>	<b>3,007</b>	<b>3,609</b>	<b>0</b>	<b>3,609</b>	<b>0</b>
5032	Wet Slip Rental	285,233	299,250	243,527	291,126	(8,124)	328,972	37,846
5033	Guest Slip Rental	15,693	20,000	12,673	18,000	(2,000)	18,500	500
	<b>Boat Storage</b>	<b>300,926</b>	<b>319,250</b>	<b>256,200</b>	<b>309,126</b>	<b>(10,124)</b>	<b>347,472</b>	<b>38,346</b>
5025	Rack Rental - Kayak	13,216	13,000	9,436	11,000	(2,000)	11,000	0
5026	Sticker/Registration - Kayak	380	300	140	300	0	300	0
5027	Rental - Kayak	3,204	3,000	1,122	1,500	(1,500)	1,500	0
	<b>Kayak Revenues</b>	<b>16,800</b>	<b>16,300</b>	<b>10,698</b>	<b>12,800</b>	<b>(3,500)</b>	<b>12,800</b>	<b>0</b>
5320	Gasoline Sales	165,690	150,000	168,683	173,000	23,000	160,000	(13,000)
5321	Diesel Sales	32,782	45,000	20,379	32,000	(13,000)	32,000	0
	<b>Fuel Sales</b>	<b>198,472</b>	<b>195,000</b>	<b>189,062</b>	<b>205,000</b>	<b>10,000</b>	<b>192,000</b>	<b>(13,000)</b>
5300 + 9200	Merchandise Sales	4,210	5,150	2,984	3,800	(1,350)	3,800	0
5310	Bait Sales	195	150	465	475	325	250	(225)
	<b>Total Merchandise</b>	<b>4,405</b>	<b>5,300</b>	<b>3,449</b>	<b>4,275</b>	<b>(1,025)</b>	<b>4,050</b>	<b>(225)</b>
5040	Electric Service	6,958	7,905	3,817	4,150	(3,755)	4,200	50
	<b>Marina Other</b>	<b>6,958</b>	<b>7,905</b>	<b>3,817</b>	<b>4,150</b>	<b>(3,755)</b>	<b>4,200</b>	<b>50</b>
5036	Boat Wash Services	85	150	70	100	(50)	100	0
	<b>Other Revenue</b>	<b>85</b>	<b>150</b>	<b>70</b>	<b>100</b>	<b>(50)</b>	<b>100</b>	<b>0</b>
	<b>Non-Assessment Revenue</b>	<b>531,255</b>	<b>547,514</b>	<b>466,303</b>	<b>539,060</b>	<b>(8,454)</b>	<b>564,231</b>	<b>25,171</b>
	<b>Total Revenue</b>	<b>531,255</b>	<b>547,514</b>	<b>466,303</b>	<b>539,060</b>	<b>(8,454)</b>	<b>564,231</b>	<b>25,171</b>
5920	Cost of Goods Sold							
	Gasoline COGS	132,376	112,500	127,053	140,000	(27,500)	128,000	12,000
5921	Diesel COGS	31,981	33,750	14,450	25,600	8,150	25,600	0
	<b>Fuel COS</b>	<b>164,357</b>	<b>146,250</b>	<b>141,503</b>	<b>165,600</b>	<b>(19,350)</b>	<b>153,600</b>	<b>12,000</b>

## Department Budgets

Delegal - 630

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
5900	Merchandise	399	3,348	1,924	2,470	878	2,519	(49)
5910	Bait	(5)	98	51	138	(40)	138	0
	<b>Merchandise COS</b>	<b>394</b>	<b>3,446</b>	<b>1,975</b>	<b>2,608</b>	<b>838</b>	<b>2,657</b>	<b>(49)</b>
	<b>Total Cost of Sales</b>	<b>164,751</b>	<b>149,696</b>	<b>143,478</b>	<b>168,208</b>	<b>(18,512)</b>	<b>156,257</b>	<b>11,951</b>
	<b>Gross Margin</b>	<b>366,504</b>	<b>397,818</b>	<b>322,825</b>	<b>370,852</b>	<b>(26,966)</b>	<b>407,974</b>	<b>37,122</b>
6000 + 6010 + 60...	Salaries & Wages	37,683	40,565	37,123	48,787	(8,222)	53,360	(4,573)
6200	Training & Memberships	175	525	2,288	4,500	(3,975)	2,000	2,500
6210	Uniforms	70	306	45	200	106	200	0
6020	Overtime	2,836	1,500	3,301	3,500	(2,000)	3,000	500
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	19,583	19,952	13,901	17,252	2,700	19,391	(2,139)
	<b>Total Staffing</b>	<b>60,347</b>	<b>62,848</b>	<b>56,658</b>	<b>74,239</b>	<b>(11,391)</b>	<b>77,951</b>	<b>(3,712)</b>
	Other Expenses							
7010	Mailing House	456	510	313	469	41	480	(11)
	<b>Total Printing and Postage</b>	<b>456</b>	<b>510</b>	<b>313</b>	<b>469</b>	<b>41</b>	<b>480</b>	<b>(11)</b>
7030	Office Supplies	244	306	114	400	(94)	150	250
7740	General Supplies/Equipment	329	408	752	752	(344)	500	252
7800	Small Tools	67	408	88	300	108	300	0
8110	Janitorial Supplies	486	500	551	700	(200)	500	200
	<b>Office Supplies / Small Tools</b>	<b>1,126</b>	<b>1,622</b>	<b>1,505</b>	<b>2,152</b>	<b>(530)</b>	<b>1,450</b>	<b>702</b>
7112 + 7113	Property Taxes	11,626	13,090	5,147	13,090	0	14,006	(916)
	<b>Total Taxes</b>	<b>11,626</b>	<b>13,090</b>	<b>5,147</b>	<b>13,090</b>	<b>0</b>	<b>14,006</b>	<b>(916)</b>
7100	Insurance	153,074	163,620	136,823	165,061	(1,441)	184,544	(19,483)
7350	Operating Contingency	1,346	25,000	0	0	25,000	25,000	(25,000)
7170	Fees - Licenses	2,123	3,060	1,753	2,500	560	2,563	(63)
7410	Service Charges/CC Fees	99	100	229	250	(150)	250	0
7181	Physical Inventory Adjustment	98	102	115	120	(18)	120	0
	<b>Total Other</b>	<b>156,740</b>	<b>191,882</b>	<b>138,920</b>	<b>167,931</b>	<b>23,951</b>	<b>212,477</b>	<b>(44,546)</b>
7005	Marketing Expenses	0	0	1,200	1,200	(1,200)	0	1,200
	<b>Marketing Expenses</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>1,200</b>	<b>(1,200)</b>	<b>0</b>	<b>1,200</b>
8105	Kayak Expenses	0	3,000	38	3,000	0	2,000	1,000
	<b>Kayak Expenses</b>	<b>0</b>	<b>3,000</b>	<b>38</b>	<b>3,000</b>	<b>0</b>	<b>2,000</b>	<b>1,000</b>

## Department Budgets

Delegal - 630

10/30/2024

Account	Description	2023 Actual	2024 Budget	2024 YTD	2024 YE EST	2024 YE EST vs. 2024 Budget	2025 Budget	2025 Budget vs. 2024 YE EST
7240	Team Development	240	250	0	250	0	250	0
	Recruiting / Retention	240	250	0	250	0	250	0
7050	Communications	713	697	496	565	132	420	145
7060	Utilities	12,558	12,976	10,941	13,814	(838)	14,357	(543)
	Utilities	13,271	13,673	11,437	14,379	(706)	14,777	(398)
8100	PW Buildings Maintenance	2,081	3,000	1,035	3,000	0	3,000	0
8140	Equipment Maintenance	0	100	695	800	(700)	800	0
8142	Repair & Maint - Docks & Grounds	61,295	10,000	7,374	7,500	2,500	10,000	(2,500)
8154	Channel Markers	1,557	350	10,750	10,750	(10,400)	1,000	9,750
	Total Repair & Maintenance	64,933	13,450	19,854	22,050	(8,600)	14,800	7,250
8230	Dry Trash Pickup	6,482	6,598	5,413	7,000	(402)	7,175	(175)
	Total Facilities	6,482	6,598	5,413	7,000	(402)	7,175	(175)
8300	Fuel & Lube	63	100	5	40	60	40	0
	Fleet Maintenance	63	100	5	40	60	40	0
	Total Other Expenses	254,937	244,175	183,832	231,561	12,614	267,455	(35,894)
	Total Expenses	315,284	307,023	240,490	305,800	1,223	345,406	(39,606)
	Net Revenue Before Depreciation	51,220	90,795	82,335	65,052	(25,743)	62,568	(2,484)
9100	Depreciation	61,466	61,466	46,225	61,633	(167)	61,633	0
	Net Revenues Over Expenses	(10,246)	29,329	36,110	3,419	(25,910)	935	(2,484)

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# **Department Budgets**

LMS - 650  
10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
	<b>Non-Assessment Revenue</b>							
5140	Service Agreement - Marine Service Service Agreements	\$26,710 26,710	\$28,045 28,045	\$23,371 23,371	\$28,045 28,045	\$0 0	\$29,448 29,448	\$1,403 1,403
	<b>Non-Assessment Revenue</b>	<b>26,710</b>	<b>28,045</b>	<b>23,371</b>	<b>28,045</b>	<b>0</b>	<b>29,448</b>	<b>1,403</b>
	<b>Total Revenue</b>	<b>26,710</b>	<b>28,045</b>	<b>23,371</b>	<b>28,045</b>	<b>0</b>	<b>29,448</b>	<b>1,403</b>
	<i>Cost of Goods Sold</i>							
	<b>Gross Margin</b>	<b>26,710</b>	<b>28,045</b>	<b>23,371</b>	<b>28,045</b>	<b>0</b>	<b>29,448</b>	<b>1,403</b>
	<i>Other Expenses</i>							

## **Department Budgets**

**LMS - 650**

10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
	<b>Net Revenue Before Depreciation</b>	<b>26,710</b>	<b>28,045</b>	<b>23,371</b>	<b>28,045</b>	<b>0</b>	<b>29,448</b>	<b>1,403</b>
9100	Depreciation	1,551	1,551	1,166	1,555	(4)	1,555	0
	<b>Net Revenues Over Expenses</b>	<b>25,159</b>	<b>26,494</b>	<b>22,205</b>	<b>26,490</b>	<b>(4)</b>	<b>27,893</b>	<b>1,403</b>

## Department Budgets

Sailing Prog-660

10/30/2024

<u>Account</u>	<u>Description</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 YTD</u>	<u>2024 YE EST</u>	<u>2024 YE EST vs. 2024 Budget</u>	<u>2025 Budget</u>	<u>2025 Budget vs. 2024 YE EST</u>
	Non-Assessment Revenue							
5370	Sailing Program	\$36,360	\$37,000	\$34,835	\$41,150	\$4,150	\$46,000	\$4,850
	Marina Other	36,360	37,000	34,835	41,150	4,150	46,000	4,850
	Non-Assessment Revenue	36,360	37,000	34,835	41,150	4,150	46,000	4,850
	Total Revenue	36,360	37,000	34,835	41,150	4,150	46,000	4,850
	Cost of Goods Sold							
5970	Sailing Program expense	16,649	15,000	10,687	15,000	0	15,000	0
	Total Cost of Sales	16,649	15,000	10,687	15,000	0	15,000	0
	Gross Margin	19,711	22,000	24,148	26,150	4,150	31,000	4,850
	Other Expenses							



## Department Budgets

## Sailing Prog-660

10/30/2024

[illegible]

## Long Range Financial Plan

Marinas Operating Rollup  
10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<b>Non-Assessment Revenue</b>									
Service Agreement - Marine Service	\$26,710	\$28,045	\$28,045	\$29,448	\$30,920	\$32,466	\$34,089	\$35,794	\$37,584
<b>Service Agreements</b>	<b>26,710</b>	<b>28,045</b>	<b>28,045</b>	<b>29,448</b>	<b>30,920</b>	<b>32,466</b>	<b>34,089</b>	<b>35,794</b>	<b>37,584</b>
Telecommunications Lease	20,049	20,049	20,049	20,049	20,049	20,049	20,049	20,049	20,049
<b>Rental Income</b>	<b>20,049</b>	<b>20,049</b>	<b>20,049</b>	<b>20,049</b>	<b>20,049</b>	<b>20,049</b>	<b>20,049</b>	<b>20,049</b>	<b>20,049</b>
Rack Rental - Jet Ski & Dingie	33,000	34,650	33,730	35,417	36,479	37,573	38,701	38,701	38,701
Rack Rental - Boats	1,229,080	1,343,122	1,357,000	1,424,850	1,467,596	1,511,623	1,556,972	1,556,972	1,556,972
Wet Slip Rental	450,448	472,920	464,283	509,055	524,327	540,057	556,258	556,258	556,258
Boat Movement Fee	0	0	75	0	0	0	0	0	0
Guest Slip Rental	18,033	21,000	19,600	19,500	19,500	19,500	19,500	19,500	19,500
<b>Boat Storage</b>	<b>1,730,561</b>	<b>1,871,692</b>	<b>1,874,688</b>	<b>1,988,822</b>	<b>2,047,902</b>	<b>2,108,753</b>	<b>2,171,431</b>	<b>2,171,431</b>	<b>2,171,431</b>
Rack Rental - Kayak	15,568	15,000	13,575	13,652	13,732	13,814	13,898	13,898	13,898
Sticker/Registration - Kayak	380	300	300	300	300	300	300	300	300
Rental - Kayak	3,204	3,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Kayak Revenues</b>	<b>19,152</b>	<b>18,300</b>	<b>15,375</b>	<b>15,452</b>	<b>15,532</b>	<b>15,614</b>	<b>15,698</b>	<b>15,698</b>	<b>15,698</b>
Gasoline Sales	355,915	335,000	368,000	345,000	345,000	345,000	345,000	345,000	345,000
Diesel Sales	44,825	55,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000
<b>Fuel Sales</b>	<b>400,740</b>	<b>390,000</b>	<b>405,000</b>	<b>382,000</b>	<b>382,000</b>	<b>382,000</b>	<b>382,000</b>	<b>382,000</b>	<b>382,000</b>
Merchandise Sales	105,270	96,950	93,300	88,800	88,800	88,800	88,800	88,800	88,800
Bait Sales	3,410	2,190	4,175	3,250	3,250	3,250	3,250	3,250	3,250
<b>Total Merchandise</b>	<b>108,680</b>	<b>99,140</b>	<b>97,475</b>	<b>92,050</b>	<b>92,050</b>	<b>92,050</b>	<b>92,050</b>	<b>92,050</b>	<b>92,050</b>
Programs-Charters	0	0	160	0	0	0	0	0	0
<b>Event Income</b>	<b>0</b>	<b>0</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Electric Service	7,664	8,705	4,950	5,100	5,118	5,136	5,155	5,174	5,194
Sailing Program	36,360	37,000	41,150	46,000	41,150	41,150	41,150	41,150	41,150
<b>Marina Other</b>	<b>44,024</b>	<b>45,705</b>	<b>46,100</b>	<b>51,100</b>	<b>46,268</b>	<b>46,286</b>	<b>46,305</b>	<b>46,324</b>	<b>46,344</b>
Boat Wash Services	8,203	6,270	6,100	6,100	6,100	6,100	6,100	6,100	6,100
<b>Other Revenue</b>	<b>8,203</b>	<b>6,270</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>	<b>6,100</b>
<b>Non-Assessment Revenue</b>	<b>2,358,119</b>	<b>2,479,201</b>	<b>2,492,992</b>	<b>2,585,021</b>	<b>2,640,821</b>	<b>2,703,318</b>	<b>2,767,722</b>	<b>2,769,446</b>	<b>2,771,256</b>
<b>Total Revenue</b>	<b>2,358,119</b>	<b>2,479,201</b>	<b>2,492,992</b>	<b>2,585,021</b>	<b>2,640,821</b>	<b>2,703,318</b>	<b>2,767,722</b>	<b>2,769,446</b>	<b>2,771,256</b>
Cost of Goods Sold									

## Long Range Financial Plan

### Marinas Operating Rollup 10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Gasoline COGS	294,451	251,250	288,000	276,000	276,000	276,000	276,000	276,000	276,000
Diesel COGS	42,325	41,250	35,600	29,600	29,600	29,600	29,600	29,600	29,600
<b>Fuel COS</b>	<b>336,776</b>	<b>292,500</b>	<b>323,600</b>	<b>305,600</b>	<b>305,600</b>	<b>305,600</b>	<b>305,600</b>	<b>305,600</b>	<b>305,600</b>
Merchandise	63,095	63,018	60,645	57,769	57,820	57,871	57,924	57,977	58,032
Bait	1,889	1,424	2,138	1,788	1,788	1,788	1,788	1,788	1,788
<b>Merchandise COS</b>	<b>64,984</b>	<b>64,442</b>	<b>62,783</b>	<b>59,557</b>	<b>59,608</b>	<b>59,659</b>	<b>59,712</b>	<b>59,765</b>	<b>59,820</b>
Sailing Program expense	16,649	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
<b>Total Cost of Sales</b>	<b>418,409</b>	<b>371,942</b>	<b>401,383</b>	<b>380,157</b>	<b>380,208</b>	<b>380,259</b>	<b>380,312</b>	<b>380,365</b>	<b>380,420</b>
<b>Gross Margin</b>	<b>1,939,710</b>	<b>2,107,259</b>	<b>2,091,609</b>	<b>2,204,864</b>	<b>2,260,613</b>	<b>2,323,059</b>	<b>2,387,410</b>	<b>2,389,081</b>	<b>2,390,836</b>
Salaries & Wages	452,191	537,496	512,096	569,427	589,091	609,434	630,481	652,256	674,785
Training & Memberships	1,640	4,095	8,500	6,000	6,000	7,000	7,000	7,000	7,000
Uniforms	2,225	2,856	3,700	3,200	3,200	3,200	3,200	3,200	3,200
Overtime	22,186	16,500	16,500	16,000	16,000	16,000	16,000	16,000	16,000
Safety & Rain Gear	257	306	250	250	250	250	250	250	250
Benefits (401(k), WC, LI, STD, LTD, Taxes)	170,989	180,458	168,785	190,822	199,876	209,306	219,276	229,818	240,972
<b>Total Staffing</b>	<b>649,488</b>	<b>741,711</b>	<b>709,831</b>	<b>785,699</b>	<b>814,417</b>	<b>845,190</b>	<b>876,207</b>	<b>908,524</b>	<b>942,207</b>
Other Expenses									
Mailing House	2,534	2,856	2,607	2,640	2,640	2,640	2,640	2,640	2,640
<b>Total Printing and Postage</b>	<b>2,534</b>	<b>2,856</b>	<b>2,607</b>	<b>2,640</b>	<b>2,640</b>	<b>2,640</b>	<b>2,640</b>	<b>2,640</b>	<b>2,640</b>
Office Supplies	1,467	1,326	2,000	1,375	1,525	1,375	1,425	1,375	1,725
General Supplies/Equipment	4,355	2,856	4,206	3,384	5,471	3,560	3,651	3,746	3,843
Small Tools	692	1,408	1,000	1,000	800	800	1,000	800	800
Janitorial Supplies	1,532	1,520	1,900	1,551	1,603	1,658	1,716	1,777	1,841
<b>Office Supplies / Small Tools</b>	<b>8,046</b>	<b>7,110</b>	<b>9,106</b>	<b>7,310</b>	<b>9,399</b>	<b>7,393</b>	<b>7,792</b>	<b>7,698</b>	<b>8,209</b>
Property Taxes	32,396	35,350	35,350	37,824	39,716	41,701	43,786	45,976	48,274
<b>Total Taxes</b>	<b>32,396</b>	<b>35,350</b>	<b>35,350</b>	<b>37,824</b>	<b>39,716</b>	<b>41,701</b>	<b>43,786</b>	<b>45,976</b>	<b>48,274</b>
Engineering Studies	5,160	5,000	3,000	6,000	0	0	0	0	0
Insurance	436,483	467,487	471,603	527,267	558,903	592,437	627,984	665,663	705,602
Operating Contingency	9,619	45,000	30,000	45,000	45,000	45,000	45,000	45,000	45,000
Employee Business Reimbursement	0	102	0	0	0	0	0	0	0
Fees - Licenses	11,482	17,136	14,631	14,694	14,758	14,823	14,891	14,960	15,030
Service Charges/CC Fees	99	100	250	250	250	250	250	250	250
Physical Inventory Adjustment	530	402	437	420	420	420	420	420	420
<b>Total Other</b>	<b>463,373</b>	<b>535,227</b>	<b>519,921</b>	<b>593,631</b>	<b>619,331</b>	<b>652,930</b>	<b>688,545</b>	<b>726,293</b>	<b>766,302</b>
Marketing Expenses	0	0	1,200	0	1,500	0	1,500	0	1,500
<b>Marketing Expenses</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>1,500</b>

## Long Range Financial Plan

### Marinas Operating Rollup 10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Kayak Expenses	0	3,000	3,000	2,000	0	0	0	0	0
<b>Kayak Expenses</b>	<b>0</b>	<b>3,000</b>	<b>3,000</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Team Development	815	750	777	750	750	750	750	750	750
<b>Recruiting / Retention</b>	<b>815</b>	<b>750</b>	<b>777</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>
Communications	1,313	1,309	2,165	1,920	1,920	1,920	1,920	1,920	1,920
Utilities	43,981	44,994	47,922	49,735	51,737	53,823	55,996	58,259	60,616
<b>Utilities</b>	<b>45,294</b>	<b>46,303</b>	<b>50,087</b>	<b>51,655</b>	<b>53,657</b>	<b>55,743</b>	<b>57,916</b>	<b>60,179</b>	<b>62,536</b>
PW Buildings Maintenance	8,813	11,000	12,000	11,000	11,000	11,000	11,000	11,000	11,000
Boat Service Expense	383	400	491	420	441	463	486	511	0
Member Boat Damage	1,652	5,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Equipment Maintenance	756	2,140	2,840	2,901	3,006	3,117	3,232	3,354	3,482
Repair & Maint - Wiggins	46,318	35,000	35,000	36,750	38,588	40,517	42,543	44,670	46,903
Repair & Maint - Docks & Grounds	74,273	22,240	36,724	35,000	35,000	35,000	35,000	35,000	47,000
Repair & Maint- Seawall	17,998	125,000	50,000	65,000	0	25,000	0	0	50,000
Channel Markers	1,557	350	10,750	1,000	0	1,000	0	1,000	0
<b>Total Repair &amp; Maintenance</b>	<b>151,750</b>	<b>201,130</b>	<b>149,805</b>	<b>154,071</b>	<b>90,035</b>	<b>118,097</b>	<b>94,261</b>	<b>97,535</b>	<b>160,385</b>
Dredging Expense	147,577	130,000	138,205	150,891	158,435	166,357	174,675	183,409	192,579
<b>Total Dredging Expense</b>	<b>147,577</b>	<b>130,000</b>	<b>138,205</b>	<b>150,891</b>	<b>158,435</b>	<b>166,357</b>	<b>174,675</b>	<b>183,409</b>	<b>192,579</b>
Dry Trash Pickup	12,963	13,228	13,550	13,889	14,167	14,450	14,739	15,034	15,334
<b>Total Facilities</b>	<b>12,963</b>	<b>13,228</b>	<b>13,550</b>	<b>13,889</b>	<b>14,167</b>	<b>14,450</b>	<b>14,739</b>	<b>15,034</b>	<b>15,334</b>
Fuel & Lube	9,297	10,810	10,040	10,040	10,241	10,446	10,655	10,868	11,085
<b>Fleet Maintenance</b>	<b>9,297</b>	<b>10,810</b>	<b>10,040</b>	<b>10,040</b>	<b>10,241</b>	<b>10,446</b>	<b>10,655</b>	<b>10,868</b>	<b>11,085</b>
<b>Total Other Expenses</b>	<b>874,045</b>	<b>985,764</b>	<b>933,648</b>	<b>1,024,701</b>	<b>999,871</b>	<b>1,070,507</b>	<b>1,097,259</b>	<b>1,150,382</b>	<b>1,269,594</b>
<b>Total Expenses</b>	<b>1,523,533</b>	<b>1,727,475</b>	<b>1,643,479</b>	<b>1,810,400</b>	<b>1,814,288</b>	<b>1,915,697</b>	<b>1,973,466</b>	<b>2,058,906</b>	<b>2,211,801</b>
<b>Net Revenue Before Depreciation</b>	<b>416,177</b>	<b>379,784</b>	<b>448,130</b>	<b>394,464</b>	<b>446,325</b>	<b>407,362</b>	<b>413,944</b>	<b>330,175</b>	<b>179,035</b>
Depreciation	237,236	225,031	220,488	220,488	220,488	220,488	220,488	220,488	220,488

## ***Long Range Financial Plan***

***Marinas Operating Rollup***  
10/30/2024

<i>Description</i>	<i>2023 Actual</i>	<i>2024 Budget</i>	<i>2024 YE EST</i>	<i>2025 Budget</i>	<i>2026 Plan</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>
<b>Net Revenues Over Expenses</b>	<b>178,941</b>	<b>154,753</b>	<b>227,642</b>	<b>173,976</b>	<b>225,837</b>	<b>186,874</b>	<b>193,456</b>	<b>109,687</b>	<b>(41,453)</b>

## Long Range Financial Plan

Landings Harbor - 610  
10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<b>Non-Assessment Revenue</b>									
Telecommunications Lease	\$16,440	\$16,440	\$16,440	\$16,440	\$16,440	\$16,440	\$16,440	\$16,440	\$16,440
Rental Income	16,440	16,440	16,440	16,440	16,440	16,440	16,440	16,440	16,440
Rack Rental - Jet Ski & Dingie	33,000	34,650	33,730	35,417	36,479	37,573	38,701	38,701	38,701
Rack Rental - Boats	1,229,080	1,343,122	1,357,000	1,424,850	1,467,596	1,511,623	1,556,972	1,556,972	1,556,972
Wet Slip Rental	165,215	173,670	173,157	180,083	185,486	191,050	196,782	196,782	196,782
Boat Movement Fee	0	0	75	0	0	0	0	0	0
Guest Slip Rental	2,341	1,000	1,600	1,000	1,000	1,000	1,000	1,000	1,000
Boat Storage	1,429,636	1,552,442	1,565,562	1,641,350	1,690,561	1,741,246	1,793,455	1,793,455	1,793,455
Rack Rental - Kayak	2,352	2,000	2,575	2,652	2,732	2,814	2,898	2,898	2,898
Kayak Revenues	2,352	2,000	2,575	2,652	2,732	2,814	2,898	2,898	2,898
Gasoline Sales	190,224	185,000	195,000	185,000	185,000	185,000	185,000	185,000	185,000
Diesel Sales	12,043	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Fuel Sales	202,267	195,000	200,000	190,000	190,000	190,000	190,000	190,000	190,000
Merchandise Sales	101,060	91,800	89,500	85,000	85,000	85,000	85,000	85,000	85,000
Bait Sales	3,215	2,040	3,700	3,000	3,000	3,000	3,000	3,000	3,000
Total Merchandise	104,275	93,840	93,200	88,000	88,000	88,000	88,000	88,000	88,000
Programs-Charters	0	0	160	0	0	0	0	0	0
Event Income	0	0	160	0	0	0	0	0	0
Electric Service	705	800	800	900	918	936	955	974	994
Marina Other	705	800	800	900	918	936	955	974	994
Boat Wash Services	8,118	6,120	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Other Revenue	8,118	6,120	6,000	6,000	6,000	6,000	6,000	6,000	6,000
<b>Non-Assessment Revenue</b>	<b>1,763,793</b>	<b>1,866,642</b>	<b>1,884,737</b>	<b>1,945,342</b>	<b>1,994,651</b>	<b>2,045,436</b>	<b>2,097,748</b>	<b>2,097,767</b>	<b>2,097,787</b>
<b>Total Revenue</b>	<b>1,763,793</b>	<b>1,866,642</b>	<b>1,884,737</b>	<b>1,945,342</b>	<b>1,994,651</b>	<b>2,045,436</b>	<b>2,097,748</b>	<b>2,097,767</b>	<b>2,097,787</b>
Cost of Goods Sold									
Gasoline COGS	162,075	138,750	148,000	148,000	148,000	148,000	148,000	148,000	148,000
Diesel COGS	10,344	7,500	10,000	4,000	4,000	4,000	4,000	4,000	4,000
Fuel COS	172,419	146,250	158,000	152,000	152,000	152,000	152,000	152,000	152,000
Merchandise	62,696	59,670	58,175	55,250	55,250	55,250	55,250	55,250	55,250

## Long Range Financial Plan

### Landings Harbor - 610

10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Bait	1,894	1,326	2,000	1,650	1,650	1,650	1,650	1,650	1,650
Merchandise COS	64,590	60,996	60,175	56,900	56,900	56,900	56,900	56,900	56,900
<b>Total Cost of Sales</b>	<b>237,009</b>	<b>207,246</b>	<b>218,175</b>	<b>208,900</b>	<b>208,900</b>	<b>208,900</b>	<b>208,900</b>	<b>208,900</b>	<b>208,900</b>
<b>Gross Margin</b>	<b>1,526,784</b>	<b>1,659,396</b>	<b>1,666,562</b>	<b>1,736,442</b>	<b>1,785,751</b>	<b>1,836,536</b>	<b>1,888,848</b>	<b>1,888,867</b>	<b>1,888,887</b>
Salaries & Wages	414,508	496,931	463,310	516,067	534,130	552,824	572,173	592,199	612,926
Training & Memberships	1,465	3,570	4,000	4,000	4,000	5,000	5,000	5,000	5,000
Uniforms	2,155	2,550	3,500	3,000	3,000	3,000	3,000	3,000	3,000
Overtime	19,349	15,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Safety & Rain Gear	257	306	250	250	250	250	250	250	250
Benefits (401(k), WC, LI, STD, LTD, Taxes)	151,405	160,504	151,533	171,432	179,621	188,154	197,178	206,725	216,829
<b>Total Staffing</b>	<b>589,139</b>	<b>678,861</b>	<b>635,593</b>	<b>707,749</b>	<b>734,001</b>	<b>762,228</b>	<b>790,601</b>	<b>820,174</b>	<b>851,005</b>
Other Expenses									
Mailing House	2,078	2,346	2,138	2,160	2,160	2,160	2,160	2,160	2,160
<b>Total Printing and Postage</b>	<b>2,078</b>	<b>2,346</b>	<b>2,138</b>	<b>2,160</b>	<b>2,160</b>	<b>2,160</b>	<b>2,160</b>	<b>2,160</b>	<b>2,160</b>
Office Supplies	1,223	1,020	1,600	1,225	1,225	1,225	1,225	1,225	1,225
General Supplies/Equipment	4,026	2,448	3,454	2,884	2,971	3,060	3,151	3,246	3,343
Small Tools	625	1,000	700	700	500	500	700	500	500
Janitorial Supplies	1,046	1,020	1,200	1,051	1,103	1,158	1,216	1,277	1,341
<b>Office Supplies / Small Tools</b>	<b>6,920</b>	<b>5,488</b>	<b>6,954</b>	<b>5,860</b>	<b>5,799</b>	<b>5,943</b>	<b>6,292</b>	<b>6,248</b>	<b>6,409</b>
Property Taxes	20,770	22,260	22,260	23,818	25,009	26,260	27,573	28,951	30,399
<b>Total Taxes</b>	<b>20,770</b>	<b>22,260</b>	<b>22,260</b>	<b>23,818</b>	<b>25,009</b>	<b>26,260</b>	<b>27,573</b>	<b>28,951</b>	<b>30,399</b>
Engineering Studies	5,160	5,000	3,000	6,000	0	0	0	0	0
Insurance	283,409	303,867	306,542	342,724	363,287	385,084	408,189	432,681	458,642
Operating Contingency	8,273	20,000	30,000	20,000	20,000	20,000	20,000	20,000	20,000
Employee Business Reimbursement	0	102	0	0	0	0	0	0	0
Fees - Licenses	9,359	14,076	12,131	12,131	12,131	12,131	12,131	12,131	12,131
Physical Inventory Adjustment	431	300	317	300	300	300	300	300	300
<b>Total Other</b>	<b>306,632</b>	<b>343,345</b>	<b>351,990</b>	<b>381,155</b>	<b>395,718</b>	<b>417,515</b>	<b>440,620</b>	<b>465,112</b>	<b>491,073</b>
Team Development	575	500	527	500	500	500	500	500	500
<b>Recruiting / Retention</b>	<b>575</b>	<b>500</b>	<b>527</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
Communications	600	612	1,600	1,500	1,500	1,500	1,500	1,500	1,500
Utilities	31,422	32,018	34,107	35,377	36,789	38,259	39,789	41,383	43,042

## Long Range Financial Plan

Landings Harbor - 610  
10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Utilities	32,022	32,630	35,707	36,877	38,289	39,759	41,289	42,883	44,542
PW Buildings Maintenance	6,732	8,000	9,000	8,000	8,000	8,000	8,000	8,000	8,000
Boat Service Expense	383	400	491	420	441	463	486	511	0
Member Boat Damage	1,652	5,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Equipment Maintenance	756	2,040	2,040	2,101	2,206	2,317	2,432	2,554	2,682
Repair & Maint - Wiggins	46,318	35,000	35,000	36,750	38,588	40,517	42,543	44,670	46,903
Repair & Maint - Docks & Grounds	12,978	12,240	29,224	25,000	25,000	25,000	25,000	25,000	25,000
Repair & Maint- Seawall	17,998	125,000	50,000	65,000	0	25,000	0	0	50,000
<b>Total Repair &amp; Maintenance</b>	<b>86,817</b>	<b>187,680</b>	<b>127,755</b>	<b>139,271</b>	<b>76,235</b>	<b>103,297</b>	<b>80,461</b>	<b>82,735</b>	<b>134,585</b>
Dredging Expense	147,577	130,000	138,205	150,891	158,435	166,357	174,675	183,409	192,579
<b>Total Dredging Expense</b>	<b>147,577</b>	<b>130,000</b>	<b>138,205</b>	<b>150,891</b>	<b>158,435</b>	<b>166,357</b>	<b>174,675</b>	<b>183,409</b>	<b>192,579</b>
Dry Trash Pickup	6,482	6,630	6,550	6,714	6,848	6,985	7,125	7,267	7,413
<b>Total Facilities</b>	<b>6,482</b>	<b>6,630</b>	<b>6,550</b>	<b>6,714</b>	<b>6,848</b>	<b>6,985</b>	<b>7,125</b>	<b>7,267</b>	<b>7,413</b>
Fuel & Lube	9,234	10,710	10,000	10,000	10,200	10,404	10,612	10,824	11,041
<b>Fleet Maintenance</b>	<b>9,234</b>	<b>10,710</b>	<b>10,000</b>	<b>10,000</b>	<b>10,200</b>	<b>10,404</b>	<b>10,612</b>	<b>10,824</b>	<b>11,041</b>
<b>Total Other Expenses</b>	<b>619,107</b>	<b>741,589</b>	<b>702,086</b>	<b>757,246</b>	<b>719,193</b>	<b>779,180</b>	<b>791,307</b>	<b>830,089</b>	<b>920,701</b>
<b>Total Expenses</b>	<b>1,208,246</b>	<b>1,420,450</b>	<b>1,337,679</b>	<b>1,464,995</b>	<b>1,453,194</b>	<b>1,541,408</b>	<b>1,581,908</b>	<b>1,650,263</b>	<b>1,771,706</b>
<b>Net Revenue Before Depreciation</b>	<b>318,538</b>	<b>238,946</b>	<b>328,883</b>	<b>271,447</b>	<b>332,557</b>	<b>295,128</b>	<b>306,940</b>	<b>238,604</b>	<b>117,181</b>
Depreciation	174,218	162,013	157,299	157,299	157,299	157,299	157,299	157,299	157,299
<b>Net Revenues Over Expenses</b>	<b>144,320</b>	<b>76,933</b>	<b>171,584</b>	<b>114,148</b>	<b>175,258</b>	<b>137,829</b>	<b>149,641</b>	<b>81,305</b>	<b>(40,118)</b>



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## Long Range Financial Plan

Delegal - 630  
10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<b>Non-Assessment Revenue</b>									
Telecommunications Lease	\$3,609	\$3,609	\$3,609	\$3,609	\$3,609	\$3,609	\$3,609	\$3,609	\$3,609
<b>Rental Income</b>	<b>3,609</b>	<b>3,609</b>	<b>3,609</b>	<b>3,609</b>	<b>3,609</b>	<b>3,609</b>	<b>3,609</b>	<b>3,609</b>	<b>3,609</b>
Wet Slip Rental	285,233	299,250	291,126	328,972	338,841	349,006	359,476	359,476	359,476
Guest Slip Rental	15,693	20,000	18,000	18,500	18,500	18,500	18,500	18,500	18,500
<b>Boat Storage</b>	<b>300,926</b>	<b>319,250</b>	<b>309,126</b>	<b>347,472</b>	<b>357,341</b>	<b>367,506</b>	<b>377,976</b>	<b>377,976</b>	<b>377,976</b>
Rack Rental - Kayak	13,216	13,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Sticker/Registration - Kayak	380	300	300	300	300	300	300	300	300
Rental - Kayak	3,204	3,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Kayak Revenues</b>	<b>16,800</b>	<b>16,300</b>	<b>12,800</b>	<b>12,800</b>	<b>12,800</b>	<b>12,800</b>	<b>12,800</b>	<b>12,800</b>	<b>12,800</b>
Gasoline Sales	165,690	150,000	173,000	160,000	160,000	160,000	160,000	160,000	160,000
Diesel Sales	32,782	45,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000
<b>Fuel Sales</b>	<b>198,472</b>	<b>195,000</b>	<b>205,000</b>	<b>192,000</b>	<b>192,000</b>	<b>192,000</b>	<b>192,000</b>	<b>192,000</b>	<b>192,000</b>
Merchandise Sales	4,210	5,150	3,800	3,800	3,800	3,800	3,800	3,800	3,800
Bait Sales	195	150	475	250	250	250	250	250	250
<b>Total Merchandise</b>	<b>4,405</b>	<b>5,300</b>	<b>4,275</b>	<b>4,050</b>	<b>4,050</b>	<b>4,050</b>	<b>4,050</b>	<b>4,050</b>	<b>4,050</b>
Electric Service	6,958	7,905	4,150	4,200	4,200	4,200	4,200	4,200	4,200
<b>Marina Other</b>	<b>6,958</b>	<b>7,905</b>	<b>4,150</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>
Boat Wash Services	85	150	100	100	100	100	100	100	100
<b>Other Revenue</b>	<b>85</b>	<b>150</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Non-Assessment Revenue</b>	<b>531,255</b>	<b>547,514</b>	<b>539,060</b>	<b>564,231</b>	<b>574,100</b>	<b>584,265</b>	<b>594,735</b>	<b>594,735</b>	<b>594,735</b>
<b>Total Revenue</b>	<b>531,255</b>	<b>547,514</b>	<b>539,060</b>	<b>564,231</b>	<b>574,100</b>	<b>584,265</b>	<b>594,735</b>	<b>594,735</b>	<b>594,735</b>
Cost of Goods Sold									
Gasoline COGS	132,376	112,500	140,000	128,000	128,000	128,000	128,000	128,000	128,000
Diesel COGS	31,981	33,750	25,600	25,600	25,600	25,600	25,600	25,600	25,600
<b>Fuel COS</b>	<b>164,357</b>	<b>146,250</b>	<b>165,600</b>	<b>153,600</b>	<b>153,600</b>	<b>153,600</b>	<b>153,600</b>	<b>153,600</b>	<b>153,600</b>
Merchandise	399	3,348	2,470	2,519	2,570	2,621	2,674	2,727	2,782
Bait	(5)	98	138	138	138	138	138	138	138
<b>Merchandise COS</b>	<b>394</b>	<b>3,446</b>	<b>2,608</b>	<b>2,657</b>	<b>2,708</b>	<b>2,759</b>	<b>2,812</b>	<b>2,865</b>	<b>2,920</b>

## Long Range Financial Plan

Delegal - 630  
10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
<b>Total Cost of Sales</b>	<b>164,751</b>	<b>149,696</b>	<b>168,208</b>	<b>156,257</b>	<b>156,308</b>	<b>156,359</b>	<b>156,412</b>	<b>156,465</b>	<b>156,520</b>
<b>Gross Margin</b>	<b>366,504</b>	<b>397,818</b>	<b>370,852</b>	<b>407,974</b>	<b>417,792</b>	<b>427,906</b>	<b>438,323</b>	<b>438,270</b>	<b>438,215</b>
Salaries & Wages	37,683	40,565	48,787	53,360	54,961	56,610	58,308	60,057	61,859
Training & Memberships	175	525	4,500	2,000	2,000	2,000	2,000	2,000	2,000
Uniforms	70	306	200	200	200	200	200	200	200
Overtime	2,836	1,500	3,500	3,000	3,000	3,000	3,000	3,000	3,000
Benefits (401(k), WC, LI, STD, LTD, Taxes)	19,583	19,952	17,252	19,391	20,255	21,152	22,098	23,094	24,145
<b>Total Staffing</b>	<b>60,347</b>	<b>62,848</b>	<b>74,239</b>	<b>77,951</b>	<b>80,416</b>	<b>82,962</b>	<b>85,606</b>	<b>88,351</b>	<b>91,204</b>
Other Expenses									
Mailing House	456	510	469	480	480	480	480	480	480
<b>Total Printing and Postage</b>	<b>456</b>	<b>510</b>	<b>469</b>	<b>480</b>	<b>480</b>	<b>480</b>	<b>480</b>	<b>480</b>	<b>480</b>
Office Supplies	244	306	400	150	300	150	200	150	500
General Supplies/Equipment	329	408	752	500	2,500	500	500	500	500
Small Tools	67	408	300	300	300	300	300	300	300
Janitorial Supplies	486	500	700	500	500	500	500	500	500
<b>Office Supplies / Small Tools</b>	<b>1,126</b>	<b>1,622</b>	<b>2,152</b>	<b>1,450</b>	<b>3,600</b>	<b>1,450</b>	<b>1,500</b>	<b>1,450</b>	<b>1,800</b>
Property Taxes	11,626	13,090	13,090	14,006	14,706	15,442	16,214	17,025	17,876
<b>Total Taxes</b>	<b>11,626</b>	<b>13,090</b>	<b>13,090</b>	<b>14,006</b>	<b>14,706</b>	<b>15,442</b>	<b>16,214</b>	<b>17,025</b>	<b>17,876</b>
Insurance	153,074	163,620	165,061	184,544	195,616	207,353	219,794	232,982	246,961
Operating Contingency	1,346	25,000	0	25,000	25,000	25,000	25,000	25,000	25,000
Fees - Licenses	2,123	3,060	2,500	2,563	2,627	2,692	2,760	2,829	2,899
Service Charges/CC Fees	99	100	250	250	250	250	250	250	250
Physical Inventory Adjustment	98	102	120	120	120	120	120	120	120
<b>Total Other</b>	<b>156,740</b>	<b>191,882</b>	<b>167,931</b>	<b>212,477</b>	<b>223,613</b>	<b>235,415</b>	<b>247,924</b>	<b>261,181</b>	<b>275,230</b>
Marketing Expenses	0	0	1,200	0	1,500	0	1,500	0	1,500
<b>Marketing Expenses</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>1,500</b>
Kayak Expenses	0	3,000	3,000	2,000	0	0	0	0	0
<b>Kayak Expenses</b>	<b>0</b>	<b>3,000</b>	<b>3,000</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Team Development	240	250	250	250	250	250	250	250	250
<b>Recruiting / Retention</b>	<b>240</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
Communications	713	697	565	420	420	420	420	420	420
Utilities	12,558	12,976	13,814	14,357	14,948	15,564	16,206	16,876	17,573
<b>Utilities</b>	<b>13,271</b>	<b>13,673</b>	<b>14,379</b>	<b>14,777</b>	<b>15,368</b>	<b>15,984</b>	<b>16,626</b>	<b>17,296</b>	<b>17,993</b>

## Long Range Financial Plan

Delegal - 630  
10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
PW Buildings Maintenance	2,081	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Equipment Maintenance	0	100	800	800	800	800	800	800	800
Repair & Maint - Docks & Grounds	61,295	10,000	7,500	10,000	10,000	10,000	10,000	10,000	22,000
Channel Markers	1,557	350	10,750	1,000	0	1,000	0	1,000	0
<b>Total Repair &amp; Maintenance</b>	<b>64,933</b>	<b>13,450</b>	<b>22,050</b>	<b>14,800</b>	<b>13,800</b>	<b>14,800</b>	<b>13,800</b>	<b>14,800</b>	<b>25,800</b>
Dry Trash Pickup	6,482	6,598	7,000	7,175	7,319	7,465	7,614	7,766	7,922
<b>Total Facilities</b>	<b>6,482</b>	<b>6,598</b>	<b>7,000</b>	<b>7,175</b>	<b>7,319</b>	<b>7,465</b>	<b>7,614</b>	<b>7,766</b>	<b>7,922</b>
Fuel & Lube	63	100	40	40	41	42	42	43	44
<b>Fleet Maintenance</b>	<b>63</b>	<b>100</b>	<b>40</b>	<b>40</b>	<b>41</b>	<b>42</b>	<b>42</b>	<b>43</b>	<b>44</b>
<b>Total Other Expenses</b>	<b>254,937</b>	<b>244,175</b>	<b>231,561</b>	<b>267,455</b>	<b>280,677</b>	<b>291,328</b>	<b>305,950</b>	<b>320,291</b>	<b>348,895</b>
<b>Total Expenses</b>	<b>315,284</b>	<b>307,023</b>	<b>305,800</b>	<b>345,406</b>	<b>361,093</b>	<b>374,290</b>	<b>391,556</b>	<b>408,642</b>	<b>440,099</b>
<b>Net Revenue Before Depreciation</b>	<b>51,220</b>	<b>90,795</b>	<b>65,052</b>	<b>62,568</b>	<b>56,699</b>	<b>53,616</b>	<b>46,767</b>	<b>29,628</b>	<b>(1,884)</b>
Depreciation	61,466	61,466	61,633	61,633	61,633	61,633	61,633	61,633	61,633
<b>Net Revenues Over Expenses</b>	<b>(10,246)</b>	<b>29,329</b>	<b>3,419</b>	<b>935</b>	<b>(4,934)</b>	<b>(8,017)</b>	<b>(14,866)</b>	<b>(32,005)</b>	<b>(63,517)</b>

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## ***Long Range Financial Plan***

**LMS - 650**

10/30/2024

[illegible]

## ***Long Range Financial Plan***

**LMS - 650**  
10/30/2024

<i>Description</i>	<i>2023 Actual</i>	<i>2024 Budget</i>	<i>2024 YE EST</i>	<i>2025 Budget</i>	<i>2026 Plan</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>
<b>Net Revenue Before Depreciation</b>	<b>26,710</b>	<b>28,045</b>	<b>28,045</b>	<b>29,448</b>	<b>30,920</b>	<b>32,466</b>	<b>34,089</b>	<b>35,794</b>	<b>37,584</b>
<i>Depreciation</i>	<i>1,551</i>	<i>1,551</i>	<i>1,555</i>	<i>1,555</i>	<i>1,555</i>	<i>1,555</i>	<i>1,555</i>	<i>1,555</i>	<i>1,555</i>
<b>Net Revenues Over Expenses</b>	<b>25,159</b>	<b>26,494</b>	<b>26,490</b>	<b>27,893</b>	<b>29,365</b>	<b>30,911</b>	<b>32,534</b>	<b>34,239</b>	<b>36,029</b>

## Long Range Financial Plan

Sailing Prog-660  
10/30/2024

Description	2023 Actual	2024 Budget	2024 YE EST	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Non-Assessment Revenue									
Sailing Program	\$36,360	\$37,000	\$41,150	\$46,000	\$41,150	\$41,150	\$41,150	\$41,150	\$41,150
Marina Other	36,360	37,000	41,150	46,000	41,150	41,150	41,150	41,150	41,150
Non-Assessment Revenue	36,360	37,000	41,150	46,000	41,150	41,150	41,150	41,150	41,150
Total Revenue	36,360	37,000	41,150	46,000	41,150	41,150	41,150	41,150	41,150
Cost of Goods Sold									
Sailing Program expense	16,649	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total Cost of Sales	16,649	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Gross Margin	19,711	22,000	26,150	31,000	26,150	26,150	26,150	26,150	26,150
Other Expenses									



## ***Long Range Financial Plan***

**Sailing Prog-660**  
10/30/2024

<i>Description</i>	<i>2023 Actual</i>	<i>2024 Budget</i>	<i>2024 YE EST</i>	<i>2025 Budget</i>	<i>2026 Plan</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>
<b>Net Revenue Before Depreciation</b>	<b>19,711</b>	<b>22,000</b>	<b>26,150</b>	<b>31,000</b>	<b>26,150</b>	<b>26,150</b>	<b>26,150</b>	<b>26,150</b>	<b>26,150</b>
<b>Net Revenues Over Expenses</b>	<b>19,711</b>	<b>22,000</b>	<b>26,150</b>	<b>31,000</b>	<b>26,150</b>	<b>26,150</b>	<b>26,150</b>	<b>26,150</b>	<b>26,150</b>



# Capital Asset Management Plan

The Landings Association

## apital Asset Management Policy

Capital reserves are monies designated for major capital improvements and replacements, such as roads, paths/trails, storm drains, bridges, seawalls, piers, and heavy equipment and machinery.

Actual capital spending varies from year-to-year, depending on the rate of wear and tear on The Landings Association's property, plant, and equipment. Pay-as-you-go plans require precise forecasting and can result in significant fluctuations in regular Assessments, deferral of needed expenditures, and, in some cases, Special Assessments. With appropriate reserves, actual spending can be determined by the annual budgeting process, individual project review, recommendations by staff and various committees, and final approval by your elected Board of Directors.

Reserve funding is an equitable allocation to all owners of the annual cost of using community assets. Through reserves, owners pay toward the annual depreciation of capital assets as they use and enjoy them, rather than being assessed in the future for the total cost when assets require replacement. An alternative to establishing reserves would be to borrow the required funds from a financial institution when assets need replacement. This alternative, however, is costlier because of the interest expense associated with such financing and would involve a continuous borrowing program.

This policy establishes:

- An objective means of calculating the minimum acceptable level of reserves (threshold) based on a Reserve Study that is updated annually
- A statement regarding the source of funding of the reserves
- A means of determining which assets of the Association are covered by the reserves
- A statement describing the expenses that are included in the Capital Asset Management Plan annual budget

### **Reserves Review**

The Reserves Subcommittee of the Finance Committee meets annually to review Reserves methodologies and cash flow projections, as well as to make recommended changes where appropriate. An independent Professional Reserve Analyst assists in these updates.

### *Inflation and Interest Income*

Replacement costs are revisited every year and include a 3% inflation factor and a 4.8% interest factor as recommended by the Professional Reserve Analyst in our updated 2024 Reserve Study.

### *Reserve Methodology*

**Threshold Funding Plan** - Each year, the Reserves Subcommittee shall determine the amount of cash required to fund the CAMP in accordance with this policy. The minimum level of the Reserve Fund under this Threshold Funding Plan as adopted by Board of Directors will be 30% of the current cost of replacement/maintenance of the CAMP over a specified term. The balance of the reserves will not fall below this level without approval of the Board of Directors. The Landings Association will maintain a reserve funded at 30% to 70% of the cost of replacement/maintenance of the CAMP. This range will allow The Landings Association to maintain a stable reserve assessment allocation over time. Under National Reserve Standards,

# Capital Asset Management Plan

The Landings Association

this level ensures an adequate level of funding to maintain a moderate risk of deferred maintenance or special assessments. Further, the combined Association and Marinas Operating Account cash and liquid asset balance shall not fall below an annual average of \$1,500,000, without approval by the Board of Directors.

## General Considerations

Following are other general considerations affecting the reserves and appropriate levels:

- A. The level of reserves will be based on an accurate and up-to-date inventory of The Landings Association's assets (Capital Asset Management Plan). This inventory includes a description of the asset, its useful life in years, useful life years remaining, and estimated cost in today's dollars to replace the asset.
- B. The maintenance of an accurate and up-to-date asset inventory is the responsibility of the Budget Manager/Special Projects Coordinator, with assistance from other Landings Association staff.
- C. Each year, the General Manager will present to the Board an estimate of the Capital Asset Management Plan projections for the next 30 years. This will allow the Board to review these projections as part of its ongoing long-range planning policy and will give the Board the opportunity to be proactive in the direction to be taken by the Association regarding its capital assets.
- D. The Capital Reserve Fund account will serve as an investment vehicle, and all monies approved by the Board of Directors for Capital Reserve projects will be paid from the Reserve Fund.
- E. Funding the Capital Reserve  
The Capital Reserve Fund will be funded primarily by the portion of the current Assessment as described in the Association Covenants. The Board periodically may direct funding from other sources.
- F. Assets Covered  
The reserves under discussion here are those for major repairs and replacements to building components, equipment, and infrastructure owned by The Landings Association.

These reserves do not cover:

- 1. Assets with lives fewer than three years or with a replacement cost value less than \$5,000, which are purchased with general operating funds.
- 2. Full replacements of buildings.
- G. Expenses
  - 1. Direct expenses include the costs of all repairs and maintenance to the assets covered by the Capital Reserves Fund, including engineering and design fees, materials, and outside labor.
  - 2. Other expenses include income taxes on taxable income credited to the Capital Reserves Fund. Taxable income is the interest earned by the fund.

All other expenses will be covered by the Association's Operating Capital or by the General Operating fund in the operating departments.

The following detail shows changes to the Capital Asset Management Plan, as of October 29, 2024.

# Capital Asset Management Plan

The Landings Association

## 2025 Changes to CAMP

**As a result of the depreciation threshold change from \$1,000 to \$5,000 the following assets are now funded through the operating budget:**

Alosant Buetooth Reader (920-001-0299)

Alosant Buetooth Reader (920-002-0299)

Alosant Buetooth Reader (920-003-0299)

Alosant Buetooth Reader (920-004-0299)

Alosant Buetooth Reader (920-005-0299)

Alosant Buetooth Reader (920-006-0299)

Alosant Buetooth Reader (920-007-0299)

Alosant Buetooth Reader (920-008-0299)

Main Gate Call Box/Server Station (1138)

Marshwood Gate Call Box/Server Station (1137)

Community Park Cameras (3) (1140)

DC North Entrance Camera (910-000-0176)

DC North Exit Camera (910-000-0178)

DC Village Entrance Camera (910-000-0146)

DC Village Exit Camera (910-000-0149)

Delegal Creek Marina Web Cam (1155)

Delegal Dock A Camera (910-000-0150)

Delegal Dock B Camera (910-000-0212)

Delegal Dock B Walkway Camera (910-000-0213)

Delegal Dock C Camera (910-000-1286)

Delegal Docks Overview Camera (910-000-0153)

Delegal Fuel Dock North Camera (910-000-0154)

Delegal Fuel Dock South Camera (910-000-0155)

Delegal North Entrance Path Camera (Wireless) (910-000-1291)

Delegal North Entrance Walkway Camera (910-000-0157)

## Capital Asset Management Plan

The Landings Association

Delegal South Entrance Walkway Camera (910-000-0214)

LH Dock Middle Camera (910-000-0215)

LH Fuel Dock Camera (910-000-0162)

LH Gate Camera (910-000-1287)

LH Marine Service Camera (910-000-0163)

LH Pier Camera (910-000-1292)

LH Racks A-F Camera (910-000-0164)

LH Racks K-R Camera (910-000-0165)

LH Store Entrance Camera (910-000-1288)

LH Wash Rack 1 Camera (910-000-0166)

LH Wash Rack 2 Camera (910-000-0167)

Landings Harbor Camera (4-plex) (910-000-0161)

Landings Harbor Marina Web Cam (1154)

Main ACF Entrance Camera (Audio) (910-000-0168)

Main ACF Exit Camera (910-000-0170)

Marshview Entrance Camera (910-000-0172)

Marshview Exit Camera (910-000-0174)

Moon River Entrance Camera (910-000-0180)

Moon River Exit Camera (910-000-0182)

North ACF Entrance Camera (Audio) (910-000-0184)

North ACF Exit Camera (910-000-0186)

North ACF Interior Camera with Mic (1282)

Oakridge Callbox Camera (910-000-0188)

Oakridge Cart Entrance Camera (910-000-0189)

Oakridge Entrance Camera (910-000-0190)

Oakridge Exit Camera (910-000-0192)

RV Yard Camera (4-plex) (910-000-0198)

TLA AR Office Camera (910-000-1283)

TLA Athletic Field Camera (910-000-0195)

# Capital Asset Management Plan

The Landings Association

TLA Playground Camera (910-000-0196)

Tiki Bar Camera (1247)

Village Entrance Camera (910-000-0197)

Admin Floater Laptop (910-000-0005)

Computer - 5P5900T (1163)

Computer - AP Assistant (910-000-0009)

Computer - AR Assistant (910-000-0008)

Computer - BL05K41 (1162)

Computer - Budget Manager (910-000-0007)

Computer - Buildings Grounds Manager (910-000-0030)

Computer - CDD (910-000-0003)

Computer - Comm Development Man (Erin S.) (910-000-0001)

Computer - Communications Manager (910-000-0016)

Computer - Conference Room PC LASS WS009 (1225)

Computer - Construction Manager (Bill Campbell) (910-000-0028)

Computer - Core 1 (910-000-0017)

Computer - Core 2 (910-000-0018)

Computer - Core 3 (Ashley) (910-000-0019)

Computer - Director of Finance (910-000-0010)

Computer - Environmental Manager (910-000-0029)

Computer - Executive Assistant (Kimberly McDowell) (910-000-0012)

Computer - Fleet (1160)

Computer - Fleet Mechanic (Steven Highsmith) (910-000-0032)

Computer - General Manager (910-000-0004)

Computer - HR Assistant (1270)

Computer - HR/OE Manager (910-000-0014)

Computer - Lass W5004 (1164)

Computer - Lookup (910-000-0024)

Computer - Main Gate Office (Supervisors) (910-000-0023)

## Capital Asset Management Plan

The Landings Association

Computer - North Gate (910-000-0027)

Computer - PW Break Room LASS WS016 (1219)

Computer - PW Break Room LASS WS017 (1221)

Computer - PW Exc. Asst. C3VMU4U (910-000-0031)

Computer - PW Mechanic Bay LASS WS014 (1222)

Computer - PW Sign Shop LASS WS015 (1223)

Computer - Plans/Standards Administrator (910-000-0499)

Computer - Plans/Standards Administrator (910-000-0500)

Computer - Public Works Director (910-000-0033)

Computer - Public Works Laptop (910-000-0036)

Computer - RLCSAG 1 (1161)

Computer - Security Captain (1280)

Computer - Security Deer Creek Gate LASS WS012 (1226)

Computer - Security Director (Tim Cook) (910-000-0020)

Computer - Security Laptop (910-000-1038)

Computer - Security Main Gate Camera LASS WSO19 (1229)

Computer - Security Main Gate LASS WS013 (1224)

Computer - Security Office Manager (910-000-0021)

Computer - Traffic Safety (1269)

Computer - Training Center Security (1281)

Computer North Gate POS (910-000-1278)

Computer - Cash Register (Delegal) (910-000-0469)

Computer - Cash Register (Landings Harbor Store) (910-000-0465)

Computer - LH Office Coordinator (910-000-0468)

Computer - Marinas (910-000-0470)

Computer - Marinas Director (Larry Sincoskie) (910-000-0467)

Computer - Marinas Laptop (910-000-0466)

Network Switch - HP ProCurve 2610 - Main Gate (910-000-0039)

Network Switch - HP ProCurve 3500 - Server Room (920-001-0038)



# Capital Asset Management Plan

The Landings Association

Network Switch - HP ProCurve 3500 - Server Room (920-002-0038)

Network Transceiver Module - HP ProCurve (920-001-0043)

Network Transceiver Module - HP ProCurve (920-002-0043)

Network Transceiver Module - HP ProCurve (920-003-0043)

Network Transceiver Module - HP ProCurve (920-004-0043)

Network Transceiver Module - HP ProCurve (920-005-0043)

Network Transceiver Module - HP ProCurve (920-006-0043)

Network Transceiver Module - HP ProCurve (920-007-0043)

Network Transceiver Module - HP ProCurve (920-008-0043)

PW Managed Switch (910-000-0034)

Portable Radios (5) (910-000-0490)

Radio - LTS 2000 Main ACF Base Station (910-000-0145)

Radios, Handheld PR400 XPR (4) (910-000-1285)

Radios, Handheld R7 (12) (910-000-0202)

AED Athletic Field (1134)

AED Delegal Creek Marina (Basement) (1131)

AED Dog Park (1133)

AED Landings Harbor (1130)

AED Patrol Vehicle #1 (1126)

AED Patrol Vehicle #2 (1127)

AED Public Works (1129)

AED Skidaway Farms (1135)

AED Sunset Room (1132)

AED TLA Admin (1128)

Admin Ice Machine (910-000-005)

Body Worn Cameras (12) (910-000-0210)

Check Scanner (910-000-0011)

Conference Room Camera 1 (1186)

Conference Room Camera 2 (1187)

## Capital Asset Management Plan

The Landings Association

Conference Room Microphone 1 (1184)  
Conference Room Microphone 12 (1185)  
Conferencing Bridge (1190)  
Crestron Mini Control System (1188)  
Crestron Touchscreen (1189)  
Main Gate - Refrigerator (910-000-0491)  
Projector - Sunset Room (910-000-0041)  
Refrigerator (910-000-0049)  
Sunset Room - Sound System (910-000-0042)  
Privacy Fence - Generator Screen Admin/PW (1048)  
DC North Gatehouse Sign (910-000-0325)  
Deer Creek Gatehouse Signs (910-000-0329)  
Delegal Captain's Lounge Sign (1146)  
Delegal Marina Sign (910-000-0332)  
Islands of Deer Creek Identifier Sign (910-000-0338)  
Marshview Gatehouse (910-000-0324)  
Monastery Ruins Project Sign (1145)  
Moon River Gatehouse (910-000-0323)  
Sunset Pavilion Sign (1060)  
Turtle Project Sign - Sunset Park (910-000-0486)  
Cabinets/Top/Sink - PW Kitchen (1091)  
Carpet Replacement - PW 2nd Floor (1090)  
VCT Flooring - PW Break Room (1092)  
Ductless Heat Pump 1 Ton - TLA Office/IT (910-000-0092)  
Ductless Minisplit - Main Gate (910-000-0207)  
Ductless Minisplit - SSR Prep Area (910-000-0105)  
Ductless Minisplit - Server Room (910-000-0103)  
Heater Unit - Mechanic's Bay (910-000-0101)  
Mechanics Bay A/C Condensing Fan (1277)

# Capital Asset Management Plan

The Landings Association

Public Works Shop Lighting Upgrade (910-000-0272)

Flag Pole - Delegal Marina (1062)

Refrigerator (910-000-0142)

Circular Saw I (910-000-0084)

Compressor - Marina Shop (910-000-0108)

Compressor - Mobile (910-000-0054)

Compressor - North Shop (910-000-0107)

Concrete Saw (920-001-0051)

Concrete Saw (920-002-0051)

Diaphragm Pump (910-000-0069)

Jackhammer (910-000-0055)

Jumping Jack (910-000-0053)

Pipe Plug (910-000-0070)

Portable Generator (910-000-0058)

Tamper (920-001-0057)

Tamper (920-002-0057)

Water Pump (910-000-0066)

1,500 Gallon Diesel Tank (910-000-1056)

Jon Boat (1279)

Compressor - Public Works Shop (910-000-0109)

Tool Chest (910-000-0111)

Delegal Observation Deck Sign (910-000-0485)

Revetment - Landings Way North Center Island - Pol (910-000-0407)

Kayak Storage - LHM (910-000-0462)

Delegal Parking Lot Street Lights (5) (910-000-0264)

# Capital Asset Management Plan

The Landings Association

## **New Items:**

Radio Repeater - \$9,000, useful life 8 years (1268) (2032)

Utility Locator - \$10,242, useful life 10 years (1278) (2034)

Deer Creek Village Gate Entry/Exit - \$43,850, useful life 30 years (1283) (2025)

Deer Creek North Gate Entry/Exit - \$96,350, useful life 30 years (1284) (2030)

Dream Maker Circle Gazebo - \$14,000, useful life 15 years (1288) (2039)

Delegal Tower Telescope - \$6,500, useful life 15 years (1289) (2039)

Sailboats - \$7,500, useful life 8 years (920-009-0460) (2030)

## **Cost Changes, Useful life Changes, Replacement Year Changes, and Name Changes:**

### **Security:**

Diamond Causeway at ST Park Camera - removed from service (910-000-0158)

DC Village Entrance Tag Camera - decreased useful life 1 year (910-000-0147) (2027)

Main ACF LPR Camera & Software - decreased useful life 1 year (910-000-0218) (2028)

Moon River Entrance Tag Camera - decreased useful life 1 year (910-000-0181) (2026)

North ACF LPR Camera & Software - decreased useful life 1 year (910-000-1281) (2028)

Oakridge Entrance Tag Camera - decreased useful life 1 year (910-000-0191) (2026)

Avigilon NVR (94 TB Capacity) - removed from service (1141)

### **Marinas:**

Bulkhead Fence - LH Marina - increased cost from \$13,440 to \$25,003 (910-000-0450) (2024)

LH Concrete Replacement (Partial) - increased useful life 5 years (910-000-0463) (2024)

Delegal Fixed Walkway Replacement - increased useful life 2 years (910-000-0243) (2029)

Delegal Retention Wall - increased useful life 2 years and increased cost from \$75,000 to \$89,000 (910-000-0245) (2027)

Pier Screened Bld - increased cost from \$11,500 to \$15,001 (1142) (2025)

LH Fuel Tanks/Fuel Lines - decreased useful life 17 years (910-000-0461) (2024)

Dry Stack Replacement - 2023 - removed from service (910-000-1055)

Dry Stack Replacement - 2025 - increased cost from \$600,000 to \$705,232 (1265) (2025)

## Capital Asset Management Plan

The Landings Association

Electrical Main Panels - Slips 1-9 - increased useful life 1 year and increased cost from \$10,000 to \$13,000 (910-000-1040) (2025)

Electrical Main Panels - Slips 10-20 - increased cost from \$10,000 to \$13,000 (910-000-1039) (2036)

Electrical Main Panels - Slips 21-29 - increased useful life 1 year and increased cost from \$10,000 to \$13,000 (910-000-0454) (2025)

Distribution Panel Elect Feed (1) - DCM Dock A - increased useful life 1 year (2025)

Distribution Panel Elect Feed (1) - DCM Dock C - increased useful life 1 year (2025)

Sailboats - removed from service (920-003-0460)

Sailboats - increased cost from \$7,500 to \$26,000 (920-004-0460) (2025)

Dry Stack Storage - 2042 Cost - removed from service (910-000-0474)

Dry Stack Storage - 2042 Cost - removed from service (910-000-1037)

Wiggins Forklift (25,000lb) - decreased cost from \$676,000 to \$376,000 (910-000-0480) (2028)

### **Public Works:**

Backhoe - increased cost from \$90,000 to \$139,500 (910-000-0284) (2024)

Turbine Blower - removed from service (910-000-0065)

Marsh Tower Observation Allowance - increased useful life 1 year and increased cost from \$350,000 to \$495,000 (910-000-0253) (2025)

Tidewater Square Columns - increased useful life 29 years (1267) (2034)

Main Gate Pavers - increased useful life 4 years (910-000-0340) (2030)

Islands of Deer Creek Bridge Rebuild - removed from service (910-000-0222)

Marshview Bridge Redecking - increased useful life 14 years (910-000-0230) (2049)

Marshview Cart Path Bridge Decking - increased useful life 10 years (1024) (2038)

McWhorter Bridge Rebuild - increased useful life 7 years (910-000-0231) (2041)

McWhorter Bridge Redecking - increased cost from \$410,000 to \$550,000 and increased useful life 3 years (910-000-0232) (2029)

Moon River Bridge Redecking - increased useful life 15 years (910-000-0234) (2050)

Pine Shadow Bridge Redecking - increased useful life 15 years (910-000-0236) (2049)

Raindance Bridge Redecking - increased useful life 10 years (910-000-0238) (2045)

Oakridge Automatic Gate System - decreased useful life 2 years and decreased the cost from \$72,287 to \$67,187 (910-000-0296) (2025)

## Capital Asset Management Plan

The Landings Association

Oakridge Guest Entry System - decreased useful life 1 year (910-000-0289) (2026)

Marshview Irrigation - increased useful life 2 years (910-000-0315) (2027)

Moon River Gate Irrigation - increased useful life 1 year (910-000-0311) (2027)

Oakridge Gatehouse Signs - increased cost from \$4,000 to \$5,000 (910-000-0328) (2026)

Westcross Road Identifier Sign - increased cost from \$4,000 to \$5,000 (910-000-0337) (2035)

Athletic Field Walking Path - decreased useful life 11 years (1143) (2030)

Exterior Doors/Hardware - Admin Bld - increased cost from \$15,000 to \$17,000 (910-000-0274) (2026)

Porch Screens/Frames - Sunset Pavilion - decreased useful life 3 years and increased cost from \$6,500 to \$11,000 (1063) (2025)

Restroom Refurbishment - Sunset Pavilion - decreased useful life 2 years (1056) (2026)

Elec AC Gas Heat - TLA Conference Room - decreased useful life 2 years (910-000-00093) (2032)

Elect AC Gas Heat - TLA CDD - decreased useful life 2 years (910-000-0091) (2031)

Elect AC Gas Heat - TLA Core - decreased useful life 1 year and increased cost from \$10,432 to \$13,000 (910-000-0089) (2025)

Elect AC/Gas Heat - LH Store - decreased useful life 2 years (910-000-0086) (2032)

Heat Pump - DC Gate - decreased useful life 2 years (910-000-0098) (2031)

Heat Pump - Delegal Sunset Room - decreased useful life 2 years (910-000-0099) (2033)

Heat Pump - Delegal Upstairs - decreased useful life 2 years (910-000-0100) (2026)

Heat Pump - LH Maintenance - decreased useful life 2 years (910-000-0087) (2026)

Heat Pump - Main Gate - decreased useful life 2 years (910-000-0088) (2029)

Heat Pump - North Gate - decreased useful life 2 years (910-000-0085) (2027)

Heat Pump - Oakridge Gate - decreased useful life 2 years (910-000-0097) (2030)

Heat Pump - PW Break Room - decreased useful life 2 years (910-000-0095) (2028)

Heat Pump - PW Office - decreased useful life 1 year (910-000-0094) (2032)

Heat Pump - PW Rubber Room - decreased useful life 3 years (910-000-0096) (2024)

Heat Pump - TLA Office - decreased useful life 2 years (910-000-0090) (2033)

Emergency Generator Moon River - increased cost from \$16,000 to \$17,000 (910-000-0074) (2025)

Emergency Generator North Gate - decreased useful life 8 years (910-000-0075) (2028)

Ice Machine - increased cost from \$4,000 to \$5,000 (910-000-0143) (2025)

## Capital Asset Management Plan

The Landings Association

Walk-In Cooler - decreased useful life 7 years and increased cost from \$13,000 to \$20,000 (910-000-0068) (2025)

2021 Kawasaki Mule 4000 #1 - increased cost from \$17,000 to \$18,000 (910-000-0129) (2025)

2021 Kawasaki Mule 4000 #2 - increased cost from \$17,000 to \$18,000 (910-000-1051) (2025)

Boat Motor Trailer - increased useful life 1 year and increased cost from \$13,500 to \$15,000 (910-000-0067) (2025)

Bucket Truck (Tree Crew) - increased cost from \$82,000 to \$90,000 (910-000-0128) (2025)

Cargo Trailer - increased cost from \$7,500 to \$9,000 (910-000-0116) (2025)

Dump Trailer - increased useful life 1 year (920-001-0484) (2026)

Dump Trailer - increased useful life 1 year (920-002-0484) (2026)

Dump Trailer - increased useful life 1 year (920-003-0484) (2026)

John Deere 5065E - increased useful life 1 year (910-000-0287) (2026)

John Deere Small Farm Tractor - increased useful life 1 year and increased cost from \$19,688 to \$21,000 (910-000-0056) (2026)

Spray Rig - increased cost from \$7,800 to \$10,000 (910-000-0064) (2027)

Spray Rig - increased cost from \$7,800 to \$10,000 (910-000-1047) (2025)

Welder - increased useful life 1 year (910-000-0106) (2026)

Fuel Pump/Key Rack - decreased useful life 1 year and increased cost from \$14,500 to \$16,500 (910-000-0110) (2025)

Environmental Manager Truck - 2016 Ford F-150 4x4 - increased useful life 1 year and increased cost from \$48,000 to \$55,000 (910-000-0124) (2026)

F-650 Dump Truck 2013 - increase useful life 1 year (910-000-0126) (2026)

Facilities Manager Truck - 2019 Ford F-150 - increased cost from \$33,000 to \$44,000 (910-000-0120) (2028)

Gate Tech Truck - 2013 Ford F-150 - increased cost from \$42,000 to \$44,000 (910-000-0122) (2033)

Lagoon Truck - 2013 Ford F-150 - increased useful life 1 year (910-000-0123) (2026)

Mechanic Truck - 2012 Toyota Tacoma 4x4 - increased useful life 1 year (910-000-0117) (2026)

PW Director Truck - 2019 Ford F-150 - increased useful life 1 year and increased cost from \$56,000 to \$62,000 (910-000-0119) (2026)

Vehicle Diagnostic Reader Software - increased useful life 1 year (910-000-0288) (2026)

Vehicle Lift - increased useful life 1 year (910-000-0114) (2027)

# Capital Asset Management Plan

The Landings Association

Lag Structure - #128 - TLA - increased useful life 3 years (910-000-0369) (2028)

Lag Structure - #137 Box - TLA - increased useful life 1 year (910-000-0392) (2026)

Lag Structure - #2 Box - TLA - decreased useful life 13 years (910-000-0393) (2025)

Lag Structure - #2 Box, Screen, Sluice Gate - TLA - decreased useful life 20 years (910-000-0357) (2025)

Lag Structure - #2 Pipe and Valves - TLA - increased cost from \$30,000 to \$45,000 (910-000-0384) (2025)

Lag Structure - #26 - TLGAC - removed from service (910-000-0394)

Lagoon 120 Rip rap weir - TLA - increased useful life 1 year (910-000-0342) (2026)

Revetment - 23 Captain's Crossing - Rip/Rap - increased useful life 3 years (2028)

Revetment - Franklin Creek Outfall Wall - Concrete - changed name to "Revetment - Lagoon 60 Concrete Headwall" and increased useful life 3 years (910-000-0414) (2028)

Revetment - Lagoon #20/23 Connector Wall - Concrete - increased useful life 5 years (910-000-0401) (2030)

Revetment - Priest Landing/Bartram - increased cost from \$18,500 to \$21,500 (910-000-0408) (2025)

Revetment - Right of 13 Log Landing - Rip/Rap - increased useful life 10 years (910-000-0413) (2035)

Revetment - Shellwind/Sundew-3 Structures-Poles - changed name to "Revetment - Sundew Tree Revetments (4)" (910-000-0409) (2025)

Main Gate Inside - changed name to "Main Gate Exit" (1194) (2029)

Main Gate Outside - changed name to "Main Gate Entrance" (1193) (2029)

LWN to Stargrass - removed from service (910-000-1009)

Lake Street to Methodist Church Village - removed from service (910-000-1019)

Deep Tracker DT340s CCTV Pipe Crawler - increased useful life 1 year (1151) (2026)

## Community Paths:

2025 - \$275,000 remained flat from \$275,000

2026 - \$275,000 decreased from \$307,500

2027 - \$275,000 increased from \$240,000

2028 - \$275,000 increased from \$240,000

2029 - \$275,000 increased from \$240,000

2030 - \$275,000



# Capital Asset Management Plan

The Landings Association

## Roads:

2025 - \$2,168,230 increased from \$1,959,302  
2026 - \$1,534,320 decreased from \$1,688,260  
2027 - \$2,216,234 increased from \$1,726,190  
2028 - \$1,744,094 decreased from \$1,916,985  
2029 - \$1,002,545 decreased from \$1,720,420  
2030 - \$1,337,993

## Storm Drains:

2025 - \$1,000,000 increased from \$844,000  
2026 - \$964,000 increased from \$600,000  
2027 - \$925,000 increased from \$600,000  
2028 - \$925,000 increased from \$639,000  
2029 - \$964,000 increased from \$600,000  
2030 - \$925,000

**The Landings Association  
2024 Capital Expenditures  
As of November 15, 2024**

Project Number	Description	Budget	Paid To Date	Remaining Budget	Status
<b>Carry Over Projects</b>					
910-000-0199	North, McWhorter, Deer Creek, Oakridge Callboxes	77,300	20,500	56,800	In Progress
910-000-0211	Callbox Lighting	11,000		11,000	
910-000-0041	Projector - Sunset Room	3,200	6,249	(3,049)	Completed
910-000-0284	Backhoe	90,000	110,745	(20,745)	Completed
1155	Delegal Creek Marina Web Cam	1,325		1,325	
920-001-0038	Network Switch - HP ProCurve 3500 - Server Room	4,000	1,427	2,573	Completed
920-002-0038	Network Switch - HP ProCurve 3500 - Server Room	4,000	3,134	866	In Progress
920-004-0043	Network Transceiver Module - HP ProCurve	1,000		1,000	
920-005-0043	Network Transceiver Module - HP ProCurve	1,000		1,000	
920-006-0043	Network Transceiver Module - HP ProCurve	1,000	1,000	0	Completed
920-007-0043	Network Transceiver Module - HP ProCurve	1,000	1,000	0	Completed
920-008-0043	Network Transceiver Module - HP ProCurve	1,000	1,000	0	Completed
910-000-0463	LH Concrete Replacement	50,833	49,900	933	Completed
910-000-0454	Electrical Main Panels - North (Slips W21-29)	10,000		10,000	Moved to 2025
910-000-1040	Electrical Main Panels - South (Slips W1-09)	10,000		10,000	Moved to 2025
910-000-1055	Dry Stack Restoration Project - 2023	322,533	322,533	0	Completed
1139	Avigilon NVR	54,075	34,955	19,120	Completed
910-000-0461	LH Fuel Tanks/Fuel Lines	415,000	342,591	72,409	Completed
	<b>Total: Carry Over Projects</b>	<b>1,058,266</b>	<b>895,034</b>	<b>163,232</b>	
Project Number	Description	2024 Budget	Paid To Date	Remaining Budget	Status
<b>Association Capital</b>					
920-001-0299	Alosant Bluetooth Reader	3,035	3,040	(5)	Completed
920-002-0299	Alosant Bluetooth Reader	3,035		3,035	Moved to 2025
920-003-0299	Alosant Bluetooth Reader	3,035		3,035	Moved to 2025
920-004-0299	Alosant Bluetooth Reader	3,035		3,035	Moved to 2025
920-005-0299	Alosant Bluetooth Reader	3,035		3,035	Moved to 2025
920-006-0299	Alosant Bluetooth Reader	3,035		3,035	Moved to 2025
920-007-0299	Alosant Bluetooth Reader	3,035		3,035	Moved to 2025
920-008-0299	Alosant Bluetooth Reader	3,035		3,035	Moved to 2025
910-000-0212	Delegal Dock B Camera	2,465		2,465	
910-000-0213	Delegal Dock B Walkway Camera	2,500		2,500	
910-000-1286	Delegal Dock C Camera	2,465		2,465	
910-000-0154	Delegal Fuel Dock North Camera	2,465		2,465	
910-000-0157	Delegal North Entrance Walkway Camera	2,465		2,465	
910-000-0214	Delegal South Entrance Walkway Camera	2,465		2,465	
910-000-0158	Diamond Causeway at ST Park Camera	2,500		2,500	
910-000-0215	LH Dock Middle Camera	2,465		2,465	
910-000-1287	LH Gate Camera	2,465		2,465	
910-000-1292	LH Pier Camera	2,465		2,465	
910-000-1288	LH Store Entrance Camera	2,465		2,465	
910-000-0168	Main ACF Entrance Camera (Audio)	3,842	3,459	383	Completed
910-000-0189	Oakridge Cart Entrance Camera	2,465		2,465	
910-000-0192	Oakridge Exit Camera	2,465		2,465	
910-000-1283	TLA AR Office Camera	1,800		1,800	
1125	Battery Backup - UPS	5,500		5,500	
910-000-0007	Computer - Budget Manager Desktop FQDS81H	1,500	1,313	187	Completed
910-000-0016	Computer - Communications Manager Desktop 5J23449	1,500	1,393	107	Completed
910-000-0023	Computer - Main Gate Supervisor	1,500	1,313	187	Completed
910-000-0020	Computer - Security Director Desktop FMEA8NL	1,500	1,313	187	Completed
910-000-0021	Computer - Security Office Manager Desktop 10P56DQ	1,500	1,288	212	Completed
910-000-0046	Server - ABDI	25,000		25,000	
910-000-0011	Check Scanner	1,200		1,200	Moved to 2025
910-000-0049	Refrigerator	1,700		1,700	Moved to 2026
910-000-0221	Speed Detector - LaserCam4 LIDAR	15,000	2,475	12,525	In Progress
	<b>Total: Association Capital</b>	<b>117,937</b>	<b>15,596</b>	<b>102,341</b>	
<b>Bridges/Structures/Equipment</b>					
910-000-0253	Marsh Tower Observation Allowance	350,000		350,000	Moved to 2025
1267	Tidewater Square Columns	120,000	57,600	62,400	In Progress
910-000-0228	Gazebo Bridge Replacement	35,280		35,280	
910-000-0260	RV Yard I Fence	28,000		28,000	
910-000-0138	LH Irrigation	25,000	23,810	1,190	Completed
1148	Nature Trail Back Flow Preventers and Headwall	132,500		132,500	
1087	Landings Community Park	19,000	11,858	7,142	In Progress
910-000-0263	Main Gate Renovation	50,000	15,672	34,328	In Progress
910-000-0081	PW Ice Machine	5,000	5,069	(69)	Completed
1065	Furniture Allowance - Sunset Room	18,000	12,421	5,579	In Progress
910-000-0062	Attachment for Bobcat Steer Loader	7,500		7,500	
910-000-0108	Compressor - Marina Shop	2,000	2,125	(125)	In Progress
910-000-0107	Compressor - North Shop	2,000	1,977	23	Completed
920-002-0051	Concrete Saw	2,000		2,000	
910-000-0070	Pipe Plug	3,500		3,500	
910-000-0083	Pressure Washer	12,500		12,500	
920-001-0057	Tamper	2,500		2,500	
920-002-0057	Tamper	2,500		2,500	
910-000-0121	Construction Manager Truck - 2018 Ford F-150	60,000	41,417	18,583	In Progress
920-001-0134	Security Vehicle SV1 - 2019 Toyota RAV4	42,000	32,252	9,748	In Progress
910-000-0130	Security Vehicle SV2 - F-150	49,000	33,506	15,494	In Progress
920-002-0134	Security Vehicle SV3 - 2019 Toyota Rav4	42,000	25,034	16,966	In Progress
910-000-0109	Compressor - Public Works Shop	3,500	3,745	(245)	In Progress
	<b>Total: Bridges/Structures/Equipment</b>	<b>1,013,780</b>	<b>266,486</b>	<b>747,294</b>	

	<b>Storm Drains/Roads/Paths</b>				
STDRAINS.24	Storm Drains 2024	1,064,000	566,120	497,880	In Progress
ROADS.24	Roads 2024	1,706,517	1,582,991	123,526	In Progress
PATHSMAINT.24	Paths Maintenance 2024	275,000	191,504	83,496	In Progress
	<b>Total: Storm Drains/Roads/Paths/Lagoons</b>	<b>3,045,517</b>	<b>2,340,616</b>	<b>704,901</b>	
	<b>Marinas</b>				
910-000-0450	Bulkhead Fence - LH Marina	13,440		13,440	
1232	Dry Stack Replacement Project - 2024	640,000	371,527	268,473	In Progress
1250	Distribution Panel Electrical Feed (1) - DCM Dock A	40,000		40,000	Moved to 2025
1251	Distribution Panel Electrical Feed (1) - DCM Dock C	40,000		40,000	Moved to 2025
920-004-0460	Rhodes Sailboats ( 1/year)	7,500		7,500	
910-000-0465	Computer - Cash Register (Landings Harbor Store)	1,500	1,313	187	Completed
910-000-0468	Computer - LH Office Coordinator	1,500	1,313	187	Completed
910-000-0470	Computer - Marinas	1,500		1,500	Moved to 2025
910-000-0467	Computer - Marinas Director	1,500	1,313	187	Completed
910-000-0466	Computer - Marinas Laptop	1,500		1,500	Moved to 2025
	<b>Total: Marinas</b>	<b>748,440</b>	<b>375,467</b>	<b>372,973</b>	
	<b>Unbudgeted Projects</b>				
1160	Computer - Fleet Coordinator	0	1,313	(1,313)	Completed
1161	Computer - Property and Housing Inspector	0	1,313	(1,313)	Completed
910-000-0103	Admin Bldg TLA/IT Minisplit	0	3,765	(3,765)	Completed
910-000-0096	Heat Pump - PW Rubber Room	0	6,698	(6,698)	Completed
910-000-0296	Oakridge Automatic Gate System	0	5,487	(5,487)	In Progress
	<b>Unbudgeted Total:</b>		<b>13,090</b>	<b>(13,090)</b>	
	<b>2024 TLA Capital Reserves Expenditures:</b>	<b>4,925,674</b>	<b>3,011,255</b>	<b>1,927,509</b>	

## 2025 Capital Purchase Plan

Reference Number	Component	2025 Budget
<b>Association Capital</b>	<b>Reserves</b>	
910-000-0148	DC Village Exit Tag Camera	\$6,000
910-000-0169	Main Gate Entrance Tag Camera	\$6,000
910-000-0171	Main Gate Exit Tag Camera	\$6,000
910-000-0173	Marshview Entrance Tag Camera	\$6,000
910-000-0177	McWhorter Entrance Tag Camera	\$6,000
910-000-0179	McWhorter Exit Tag Camera	\$6,000
910-000-0183	Moon River Exit Tag Camera	\$6,000
910-000-0185	North Gate Entrance Tag Camera	\$6,000
910-000-0187	North Gate Exit Tag Camera	\$6,000
910-000-0193	Oakridge Exit Tag Camera	\$6,000
910-000-0048	Copier - Admin Office	\$17,120
	<b>Association Capital - Reserves Total:</b>	<b>\$77,120</b>
<b>Bridges/Structures/Equipment</b>	<b>Reserves</b>	
910-000-0253	Marsh Tower Observation Allowance	\$495,000
910-000-0296	Oakridge Automatic Gate System	\$67,187
910-000-0300	Recording System for Gate Phones & Radios	\$15,000
910-000-0309	Main Gate Irrigation	\$35,000
910-000-0330	No Trespassing Signs	\$20,000
1063	Porch Screens/Frames - Sunset Pavilion	\$11,000
910-000-0089	Elect AC Gas Heat - TLA Core	\$13,000
910-000-0074	Emergency Generator Moon River	\$17,000
910-000-0143	Ice Machine	\$5,000
910-000-0068	Walk-In Cooler	\$20,000
910-000-0129	2021 Kawasaki Mule 4000 #1	\$18,000
910-000-1051	2021 Kawasaki Mule 4000 #2	\$18,000
910-000-0128	Bucket Truck (Tree Crew)	\$90,000
910-000-0116	Cargo Trailer	\$9,000
910-000-1271	Sweeper	\$310,000
910-000-1047	Spray Rig	\$10,000
910-000-0065	Turbine Blower	\$8,305
910-000-0110	Fuel Pump/Key Rack	\$16,500
910-000-0118	Sign Shop Truck - F-150	\$44,000
	<b>Bridges/Structures/Equipment Reserves Total:</b>	<b>\$1,221,992</b>
<b>Lagoons &amp; Structures</b>	<b>Reserves</b>	
910-000-0393	Lag Structure - #2 Box - TLA	\$23,000
910-000-0357	Lag Structure - #2 Box, Screen, Sluice Gate - TLA	\$50,000
910-000-0351	Lag Structure - #2 Dike - TLA	\$35,000
910-000-0384	Lag Structure - #2 Pipe and Valves - TLA	\$45,000
910-000-0408	Revetment - Priest Landing/Bartram	\$21,500
910-000-0409	Revetment - Sundew Tree Revetments (4)	\$22,700
	<b>Lagoons &amp; Structures Total:</b>	<b>\$197,200</b>
<b>Storm Drain Pipes</b>	<b>Reserves</b>	
	<b>Storm Drain Pipes Reserves Total:</b>	<b>\$1,000,000</b>
<b>Roads</b>	<b>Reserves</b>	
	<b>Roads Reserves Total:</b>	<b>\$2,168,230</b>
<b>Paths/Trails</b>	<b>Reserves</b>	
	<b>Paths/Trails Reserves Total:</b>	<b>\$275,000</b>
<b>Marinas</b>	<b>Reserves</b>	
1142	Pier Screened Bld	\$15,001
1265	Dry Stack Replacment - 2025	\$705,232
910-000-0443	Kayak Storage (One Rack) DCM	\$5,000
910-000-0442	Kayak Storage (Three Racks) - DCM	\$15,143
910-000-1040	Electrical Main Panels - Slips 1-9	\$13,000
910-000-0454	Electrical Main Panels - Slips 21-29	\$13,000
1250	Distribution Panel Elect Feed (1) - DCM Dock A	\$40,000
1251	Distribution Panel Elect Feed (1) - DCM Dock C	\$40,000
920-004-0460	Sailboats	\$26,000
910-000-0452	Service Boat	\$13,500
	<b>Marinas - Reserves Total:</b>	<b>\$885,876</b>
<b>Total</b>		<b>\$5,825,418</b>

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**The Landings Association  
Capital Asset Management Plan  
Expenditures 2025-2030**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Future Cost
<b>Year: 2025</b>					<b>\$5,825,418</b>	<b>\$5,825,418</b>
<b>Association Capital</b>						
2025	DC Village Exit Tag Camera	910-000-0148	1/1/19	5	\$6,000	\$6,000
2025	Main Gate Entrance Tag Camera	910-000-0169	1/1/19	5	\$6,000	\$6,000
2025	Main Gate Exit Tag Camera	910-000-0171	1/1/19	5	\$6,000	\$6,000
2025	Marshview Entrance Tag Camera	910-000-0173	1/1/19	5	\$6,000	\$6,000
2025	McWhorter Entrance Tag Camera	910-000-0177	1/1/19	5	\$6,000	\$6,000
2025	McWhorter Exit Tag Camera	910-000-0179	1/1/19	5	\$6,000	\$6,000
2025	Moon River Exit Tag Camera	910-000-0183	1/1/19	5	\$6,000	\$6,000
2025	North Gate Entrance Tag Camera	910-000-0185	1/1/19	5	\$6,000	\$6,000
2025	North Gate Exit Tag Camera	910-000-0187	1/1/19	5	\$6,000	\$6,000
2025	Oakridge Exit Tag Camera	910-000-0193	1/1/19	5	\$6,000	\$6,000
2025	Copier - Admin Office	910-000-0048	4/30/19	6	\$17,120	\$17,120
					<b>\$77,120</b>	<b>\$77,120</b>
<b>Bridges Structures Equipment</b>						
2025	Marsh Tower Observation Allowance	910-000-0253	1/1/99	24	\$495,000	\$495,000
2025	Oakridge Automatic Gate System	910-000-0296	1/1/17	10	\$67,187	\$67,187
2025	Recording System for Gate Phones & Radios	910-000-0300	1/1/18	7	\$15,000	\$15,000
2025	Main Gate Irrigation	910-000-0309	1/1/04	20	\$35,000	\$35,000
2025	No Trespassing Signs	910-000-0330	1/1/09	16	\$20,000	\$20,000
2025	Porch Screens/Frames - Sunset Pavilion	1063	1/1/08	20	\$11,000	\$11,000
2025	Elect AC Gas Heat - TLA Core	910-000-0089	1/1/14	10	\$13,000	\$13,000
2025	Emergency Generator Moon River	910-000-0074	1/1/05	20	\$17,000	\$17,000
2025	Ice Machine	910-000-0143	1/1/17	8	\$5,000	\$5,000
2025	Walk-In Cooler	910-000-0068	1/1/21	11	\$20,000	\$20,000
2025	2021 Kawasaki Mule 4000 #1	910-000-0129	1/1/20	5	\$18,000	\$18,000
2025	2021 Kawasaki Mule 4000 #2	910-000-1051	1/1/20	5	\$18,000	\$18,000
2025	Bucket Truck (Tree Crew)	910-000-0128	1/1/18	7	\$90,000	\$90,000
2025	Cargo Trailer	910-000-0116	1/1/11	14	\$9,000	\$9,000
2025	Sweeper	910-000-1271	1/1/18	7	\$310,000	\$310,000
2025	Spray Rig	910-000-1047	1/1/20	5	\$10,000	\$10,000
2025	Turbine Blower	910-000-0065	1/1/20	5	\$8,305	\$8,305
2025	Fuel Pump/Key Rack	910-000-0110	1/1/17	9	\$16,500	\$16,500
2025	Sign Shop Truck - F-150	910-000-0118	1/1/13	11	\$44,000	\$44,000
					<b>\$1,221,992</b>	<b>\$1,221,992</b>
<b>Lagoons &amp; Structures</b>						
2025	Lag Structure - #2 Box - TLA	910-000-0393	1/1/98	40	\$23,000	\$23,000
2025	Lag Structure - #2 Box, Screen, Sluice Gate - TLA	910-000-0357	1/1/10	35	\$50,000	\$50,000
2025	Lag Structure - #2 Dike - TLA	910-000-0351	1/1/98	27	\$35,000	\$35,000
2025	Lag Structure - #2 Pipe and Valves - TLA	910-000-0384	1/1/98	27	\$45,000	\$45,000
2025	Revetment - Priest Landing/Bartram	910-000-0408	1/1/10	15	\$21,500	\$21,500
2025	Revetment - Sundew Tree Revetments (4)	910-000-0409	1/1/10	15	\$22,700	\$22,700
					<b>\$197,200</b>	<b>\$197,200</b>
<b>Marina Capital</b>						
2025	Pier Screened Bld	1142	1/1/05	17	\$15,001	\$15,001
2025	Dry Stack Replacement - 2025	1265	1/1/80	38	\$705,232	\$705,232
2025	Kayak Storage (One Rack) DCM	910-000-0443	1/1/13	11	\$5,000	\$5,000
2025	Kayak Storage (Three Racks) - DCM	910-000-0442	1/1/12	12	\$15,143	\$15,143
2025	Electrical Main Panels - Slips 1-9	910-000-1040	1/1/02	20	\$13,000	\$13,000
2025	Electrical Main Panels - Slips 21-29	910-000-0454	1/1/02	20	\$13,000	\$13,000
2025	Distribution Panel Elect Feed (1) - DCM Dock A	1250	1/1/25	15	\$40,000	\$40,000
2025	Distribution Panel Elect Feed (1) - DCM Dock C	1251	1/1/25	15	\$40,000	\$40,000
2025	Sailboats	920-004-0460	1/1/17	7	\$26,000	\$26,000
2025	Service Boat	910-000-0452	1/1/19	6	\$13,500	\$13,500
					<b>\$885,876</b>	<b>\$885,876</b>
<b>Paths</b>						
2025	Paths 2025	1114	1/1/20	5	\$275,000	\$275,000
					<b>\$275,000</b>	<b>\$275,000</b>
<b>Roads</b>						
2025	Blackhawk Trail	910-000-0525	1/1/12	20	\$161,274	\$161,274
2025	Cabbage Crossing	910-000-0548	1/1/14	20	\$85,834	\$85,834
2025	Deer Creek Drive	910-000-0598	1/1/17	20	\$139,831	\$139,831
2025	Deer Creek Village Gate Entry/Exit	1283	1/1/25	30	\$43,850	\$43,850
2025	Franklin Creek Road South	910-000-0622	1/1/19	20	\$221,298	\$221,298
2025	Landings Way North - Bartram to Wiley Bottom	910-000-0685	1/1/09	15	\$456,084	\$456,084

**The Landings Association  
Capital Asset Managment Plan  
Expenditures 2025-2030**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Future Cost
2025	Landings Way South - Plantation CH to Delegal Circle-2030	910-000-0686	1/1/06	10	\$684,106	\$684,106
2025	Moonbill Lane	910-000-0733	1/1/95	33	\$19,127	\$19,127
2025	Pelham Road	910-000-0760	1/1/93	15	\$109,655	\$109,655
2025	Quahog Lane	910-000-0784	1/1/00	27	\$13,776	\$13,776
2025	Sparkleberry Lane	910-000-0840	1/1/14	27	\$33,395	\$33,395
2025	Roads 2025	1208	1/1/25	1	\$200,000	\$200,000
					<u>\$2,168,230</u>	<u>\$2,168,230</u>
<b>Storm Drains</b>						
2025	Storm Drain Maintenance 2025	1271	1/1/25	1	\$175,000	\$175,000
2025	Storm Drains 2025	1214	1/1/25	1	\$825,000	\$825,000
					<u>\$1,000,000</u>	<u>\$1,000,000</u>
<b>Year: 2026</b>					<b>\$4,401,079</b>	<b>\$4,489,939</b>
<b>Association Capital</b>						
2026	Moon River Entrance Tag Camera	910-000-0181	1/1/21	5	\$6,000	\$6,180
2026	Oakridge Entrance Tag Camera	910-000-0191	1/1/21	5	\$6,000	\$6,180
2026	Main Gate Generator UPS	1248	1/1/23	3	\$5,500	\$5,665
2026	Mobile Radar Placard Trailer w/Camera	920-001-0204	1/1/20	6	\$18,538	\$19,094
					<u>\$36,038</u>	<u>\$37,119</u>
<b>Bridges Sturctures Equipment</b>						
2026	Oakridge Guest Entry System	910-000-0289	1/1/06	21	\$40,487	\$41,702
2026	Main Gate Grinder	1108	1/1/21	5	\$7,500	\$7,725
2026	Directional Signs	910-000-0318	1/1/06	20	\$30,000	\$30,900
2026	Oakridge Gatehouse Signs	910-000-0328	1/1/06	20	\$5,000	\$5,150
2026	Exterior Doors/Hardware - Admin Bld	910-000-0274	1/1/08	15	\$17,000	\$17,510
2026	PW Shop Building	910-000-0256	1/1/91	35	\$120,000	\$123,600
2026	Restroom Refurbishment - Sunset Pavilion	1056	1/1/08	20	\$35,000	\$36,050
2026	Heat Pump - Delegal Upstairs	910-000-0100	1/1/16	10	\$8,348	\$8,598
2026	Heat Pump - LH Maintenance	910-000-0087	1/1/16	10	\$7,348	\$7,568
2026	TLA Conference Room Chairs - 30	910-000-0489	1/1/18	8	\$7,500	\$7,725
2026	TLA Conference Room Tables	910-000-0250	1/1/21	5	\$8,080	\$8,322
2026	Digital Radios PW	910-000-0104	1/1/15	10	\$25,000	\$25,750
2026	Boat Motor Trailer	910-000-0067	1/1/18	7	\$15,000	\$15,450
2026	Bobcat Steer Loader with Attachments	910-000-0061	1/1/13	13	\$86,412	\$89,005
2026	Dump Trailer	920-001-0484	1/1/15	10	\$7,000	\$7,210
2026	Dump Trailer	920-002-0484	1/1/15	10	\$7,000	\$7,210
2026	Dump Trailer	920-003-0484	1/1/15	10	\$7,000	\$7,210
2026	John Deere 5065E	910-000-0287	1/1/13	7	\$60,000	\$61,800
2026	John Deere Small Farm Tractor	910-000-0056	1/1/13	12	\$21,000	\$21,630
2026	Pavement Striper	910-000-0052	1/1/17	7	\$7,000	\$7,210
2026	Radial Saw	910-000-0102	1/1/16	7	\$7,600	\$7,828
2026	Stump Grinder	910-000-0481	1/1/18	8	\$30,000	\$30,900
2026	Welder	910-000-0106	1/1/12	12	\$10,000	\$10,300
2026	Environmental Manager Truck - 2016 Ford F-150 4x4	910-000-0124	1/1/16	8	\$55,000	\$56,650
2026	F-650 Dump Truck 2013	910-000-0126	1/1/13	12	\$70,000	\$72,100
2026	Lagoon Truck - 2013 Ford F-150	910-000-0123	1/1/13	11	\$48,000	\$49,440
2026	Mechanic Truck - 2012 Toyota Tacoma 4x4	910-000-0117	1/1/12	12	\$42,000	\$43,260
2026	PW Director Truck - 2019 Ford F-150	910-000-0119	1/1/19	6	\$62,000	\$63,860
2026	Vehicle Diagnostic Reader Software	910-000-0288	1/1/17	8	\$5,500	\$5,665
					<u>\$851,775</u>	<u>\$877,328</u>
<b>Lagoons &amp; Structures</b>						
2026	Lag Structure - #137 Box - TLA	910-000-0392	1/1/95	30	\$23,000	\$23,690
2026	Lagoon 120 Rip rap weir - TLA	910-000-0342	1/1/91	34	\$20,000	\$20,600
					<u>\$43,000</u>	<u>\$44,290</u>
<b>Marina Capital</b>						
2026	Delegal Fuel Lines	910-000-0447	1/1/08	18	\$32,000	\$32,960
2026	Delegal Fuel Tanks	910-000-0445	1/1/85	41	\$346,308	\$356,697
2026	Dry Stack Replacment - 2026	1266	1/1/80	38	\$350,000	\$360,500
2026	Sailboats	920-005-0460	1/1/18	7	\$7,500	\$7,725
					<u>\$735,808</u>	<u>\$757,882</u>
<b>Paths</b>						
2026	Paths 2026	1115	1/1/20	6	\$275,000	\$275,000
					<u>\$275,000</u>	<u>\$275,000</u>

**The Landings Association  
Capital Asset Management Plan  
Expenditures 2025-2030**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Future Cost
<b>Roads</b>						
2026	Bartrum Road* North	910-000-0514	1/1/11	20	\$292,494	\$301,269
2026	Lake Street Village	1192	1/1/19	27	\$244,545	\$251,881
2026	Maintenance Area #3	910-000-0709	1/1/97	33	\$20,500	\$21,115
2026	Pettigrew Drive	910-000-0768	1/1/19	20	\$78,454	\$80,807
2026	Rookery Road	910-000-0798	1/1/13	13	\$324,659	\$334,398
2026	Sweet Fern Retreat	910-000-0855	1/1/95	34	\$49,200	\$50,676
2026	Westridge Road Village	1197	1/1/20	20	\$285,606	\$294,174
2026	Roads 2026	1209	1/1/26	1	\$200,000	\$200,000
					<u>\$1,495,458</u>	<u>\$1,534,320</u>
<b>Storm Drains</b>						
2026	Deep Tracker DT340s CCTV Pipe Crawler	1151	1/1/21	3	\$39,000	\$39,000
2026	Storm Drain Maintenance 2026	1272	1/1/26	1	\$175,000	\$175,000
2026	Storm Drains 2026	1215	1/1/26	1	\$750,000	\$750,000
					<u>\$964,000</u>	<u>\$964,000</u>
<b>Year: 2027</b>					<b>\$4,143,997</b>	<b>\$4,311,105</b>
<b>Association Capital</b>						
2027	DC Village Entrance Tag Camera	910-000-0147	1/1/22	5	\$6,000	\$6,365
2027	Battery Backup - UPS	1125	1/1/24	3	\$5,500	\$5,835
2027	Battery Backup - UPS - Security	920-001-0026	1/1/22	5	\$6,048	\$6,416
2027	Copier - Public Works	910-000-0037	1/1/22	5	\$12,000	\$12,731
					<u>\$29,548</u>	<u>\$31,347</u>
<b>Bridges Structures Equipment</b>						
2027	Delegal Parking Lot Asphalt Replacement	1110	1/1/02	25	\$29,813	\$31,628
2027	Main Gate Automatic Gate System	910-000-0292	1/1/17	10	\$45,000	\$47,741
2027	Evergreen Privacy Fence	910-000-0270	1/1/15	12	\$12,000	\$12,731
2027	Dreammaker Irrigation	910-000-0316	1/1/05	22	\$20,000	\$21,218
2027	Marshview Irrigation	910-000-0315	1/1/05	20	\$18,000	\$19,096
2027	Moon River Gate Irrigation	910-000-0311	1/1/05	20	\$30,000	\$31,827
2027	Marshwood Gatehouse	910-000-0326	1/1/07	20	\$5,000	\$5,305
2027	North Maintenance Shop	910-000-0254	1/1/12	15	\$70,000	\$74,263
2027	Heat Pump - North Gate	910-000-0085	1/1/17	10	\$7,348	\$7,795
2027	Emergency Generator Admin	910-000-0262	1/1/07	20	\$75,000	\$79,568
2027	Sweeper	910-000-1290	1/1/20	7	\$310,000	\$328,879
2027	Spray Rig	910-000-0064	1/1/22	5	\$10,000	\$10,609
2027	Vehicle Lift	910-000-0114	1/1/11	15	\$10,000	\$10,609
2027	Delegal Retention Wall	910-000-0245	1/1/85	40	\$89,000	\$94,420
					<u>\$731,161</u>	<u>\$775,689</u>
<b>Lagoons &amp; Structures</b>						
2027	Lag Structure - #72 - TLA	910-000-0370	1/1/10	15	\$18,000	\$19,096
2027	Revetment - Lagoon #48 - Aluminum Sheet with Cap	910-000-0410	1/1/87	40	\$40,000	\$42,436
2027	Revetment - Yam Gandy/Cottenham - Wooden Poles	910-000-0411	1/1/12	15	\$11,000	\$11,670
					<u>\$69,000</u>	<u>\$73,202</u>
<b>Marina Capital</b>						
2027	Kayak Launch	910-000-0448	1/1/12	15	\$6,293	\$6,676
2027	Sailboats	920-006-0460	1/1/19	7	\$7,500	\$7,957
					<u>\$13,793</u>	<u>\$14,633</u>
<b>Paths</b>						
2027	Paths 2027	1149	1/1/20	7	\$275,000	\$275,000
					<u>\$275,000</u>	<u>\$275,000</u>
<b>Roads</b>						
2027	Bradenberry Road	910-000-0533	1/1/20	20	\$216,542	\$229,729
2027	Little Comfort Road	910-000-0693	1/1/08	20	\$377,754	\$400,759
2027	Peregrine Crossing	910-000-0766	1/1/11	15	\$317,996	\$337,362
2027	Southerland Road	910-000-0839	1/1/17	20	\$163,180	\$173,118
2027	Tidewater Way	1238	1/1/13	13	\$825,023	\$875,266
2027	Roads 2027	1210	1/1/27	1	\$200,000	\$200,000
					<u>\$2,100,495</u>	<u>\$2,216,234</u>



**The Landings Association  
Capital Asset Management Plan  
Expenditures 2025-2030**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Future Cost
<b>Storm Drains</b>						
2027	Storm Drain Maintenance 2027	1273	1/1/27	1	\$175,000	\$175,000
2027	Storm Drains 2027	1216	1/1/27	1	\$750,000	\$750,000
					<u>\$925,000</u>	<u>\$925,000</u>
<b>Year: 2028</b>					<b>\$4,046,517</b>	<b>\$4,291,916</b>
<b>Association Capital</b>						
2028	Main ACF LPR Camera & Software	910-000-0218	1/1/23	5	\$6,000	\$6,556
2028	North ACF LPR Camera & Software	910-000-1281	1/1/23	5	\$6,000	\$6,556
2028	Callbox Lighting	910-000-0211	1/1/24	4	\$11,000	\$12,020
					<u>\$23,000</u>	<u>\$25,132</u>
<b>Bridges Structures Equipment</b>						
2028	Marshview Cart Path Bridge Rebuild	1103	1/1/08	20	\$8,800	\$9,616
2028	Dog Park Fence	910-000-0252	1/1/13	15	\$24,000	\$26,225
2028	Asphalt Shingles - Sunset Pavilion	1104	1/1/08	20	\$34,500	\$37,699
2028	Restroom Refurbishment - PW	1094	1/1/08	20	\$26,000	\$28,411
2028	Heat Pump - PW Break Room	910-000-0095	1/1/18	10	\$8,348	\$9,122
2028	Admin Building - Solar Panels	910-000-0278	1/1/16	12	\$17,724	\$19,367
2028	Emergency Generator North Gate	910-000-0075	1/1/16	20	\$14,000	\$15,298
2028	Furniture Allowance - Admin Bld	1043	1/1/08	20	\$10,000	\$10,927
2028	Main Gate Retrofitting (Furniture and Equipment)	910-000-0279	1/1/18	10	\$10,000	\$10,927
2028	F-550 Dump Truck 2019	910-000-0125	1/1/20	8	\$60,000	\$65,564
2028	Jetter Trailer	910-000-0285	1/1/21	7	\$100,000	\$109,273
2028	Facilities Manager Truck - 2019 Ford F-150	910-000-0120	1/1/19	9	\$44,000	\$48,080
2028	Security Vehicle SV6 - 2023 Toyota Rav 4	1249	6/1/23	5	\$32,478	\$35,490
2028	Security Vehicle SV7 - 2023 Toyota Rav 4	1252	6/1/23	5	\$32,478	\$35,490
2028	CNC Machine	1245	1/1/23	5	\$12,413	\$13,564
2028	Tire Changer and Balancer	910-000-0113	1/1/17	11	\$12,947	\$14,148
					<u>\$447,688</u>	<u>\$489,201</u>
<b>Lagoons &amp; Structures</b>						
2028	Lag Structure - #1 Valves and Box - TLA	910-000-0374	1/1/10	18	\$46,000	\$50,265
2028	Lag Structure - #128 - TLA	910-000-0369	1/1/89	36	\$15,000	\$16,391
2028	Lag Structure - #40 - TLGAC	910-000-0353	1/1/90	38	\$35,000	\$38,245
2028	Lag Structure - #5 Weir and Dike - TLGAC	910-000-0350	1/1/91	37	\$40,000	\$43,709
2028	Lag Structure - #53 - TLGAC	910-000-0390	1/1/86	42	\$25,000	\$27,318
2028	Lag Structure - #67 - TLA	910-000-0363	1/1/75	53	\$60,000	\$65,564
2028	Revetment - 23 Captain's Crossing - Rip/Rap	910-000-0404	1/1/92	33	\$12,500	\$13,659
2028	Revetment - Lagoon 60 Concrete Headwall	910-000-0414	1/1/85	40	\$80,000	\$87,418
					<u>\$313,500</u>	<u>\$342,569</u>
<b>Marina Capital</b>						
2028	Bubbler Curtain LH Marina	1243	1/1/23	5	\$28,400	\$31,033
2028	Pump-Out Station	910-000-0439	1/1/15	13	\$12,000	\$13,113
2028	Asphalt Shingles - LH Office/Out Bld	1029	1/1/08	20	\$10,962	\$11,978
2028	Tiki Bar	910-000-0464	1/1/08	20	\$9,000	\$9,835
2028	Washer/Dryer	910-000-0440	1/1/17	11	\$5,400	\$5,901
2028	Sailboats	920-007-0460	1/1/20	7	\$7,500	\$8,195
2028	Wiggins Forklift (25,000lb)	910-000-0480	1/1/15	13	\$376,000	\$410,865
					<u>\$449,262</u>	<u>\$490,920</u>
<b>Paths</b>						
2028	Paths 2028	1228	1/1/28	1	\$275,000	\$275,000
					<u>\$275,000</u>	<u>\$275,000</u>
<b>Roads</b>						
2028	Gray Heron	910-000-0631	1/1/19	20	\$181,323	\$198,136
2028	Islanders Retreat	910-000-0671	1/1/10	20	\$367,422	\$401,491
2028	Sundew	910-000-0854	1/1/98	32	\$269,227	\$294,191
2028	West Cross Road	910-000-0888	1/1/17	15	\$595,095	\$650,276
2028	Roads 2028	1231	1/1/28	1	\$200,000	\$200,000
					<u>\$1,613,067</u>	<u>\$1,744,094</u>

**The Landings Association  
Capital Asset Management Plan  
Expenditures 2025-2030**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Future Cost
<b>Storm Drains</b>						
2028	Storm Drain Maintenance 2028	1274	1/1/28	1	\$175,000	\$175,000
2028	Storm Drains 2028	1230	1/1/28	1	\$750,000	\$750,000
					<u>\$925,000</u>	<u>\$925,000</u>
<b>Year: 2029</b>					<b>\$3,772,071</b>	<b>\$4,064,890</b>
<b>Association Capital</b>						
2029	Main Gate Generator UPS	1248	1/1/23	3	\$5,500	\$6,190
2029	Avigilon NVR	1139	1/1/24	5	\$45,051	\$50,705
2029	Radar Placard Trailer	920-002-0204	1/1/23	6	\$18,538	\$20,865
2029	Server - ABDI	910-000-0046	1/1/19	5	\$25,000	\$28,138
					<u>\$94,089</u>	<u>\$105,898</u>
<b>Bridges Structures Equipment</b>						
2029	McWhorter Bridge Redecking	910-000-0232	1/1/06	18	\$550,000	\$619,030
2029	Marshwood Automatic Gate System	910-000-0294	1/1/19	10	\$68,362	\$76,942
2029	Flooring Allowance - Admin Bld	910-000-0248	1/1/14	15	\$13,720	\$15,443
2029	Heat Pump - Main Gate	910-000-0088	4/30/19	10	\$8,348	\$9,396
2029	Security Golf Cart	910-000-0135	1/1/22	7	\$12,000	\$13,506
2029	Security Vehicle SV1 - 2019 Toyota RAV4	920-001-0134	1/1/24	5	\$42,000	\$47,271
2029	Security Vehicle SV3 - 2019 Toyota RAV4	920-002-0134	1/1/24	5	\$42,000	\$47,271
2029	Delegal Fixed Walkway Replacement	910-000-0243	1/1/12	35	\$500,000	\$562,754
					<u>\$1,236,430</u>	<u>\$1,391,613</u>
<b>Lagoons &amp; Structures</b>						
2029	Lag Structure - #129 - TLA	910-000-0380	1/1/99	30	\$30,000	\$33,765
2029	Lag Structure - #130 - TLA	910-000-0381	1/1/99	30	\$30,000	\$33,765
2029	Lag Structure - #131 - TLGAC	910-000-0371	1/1/99	30	\$55,000	\$61,903
2029	Lag Structure - #133 - TLA	910-000-0383	1/1/99	30	\$50,000	\$56,275
2029	Lag Structure - #4 - TLGAC	910-000-0349	1/1/91	38	\$80,000	\$90,041
2029	Lag Structure - #95 - TLGAC	910-000-0378	1/1/99	30	\$25,000	\$28,138
					<u>\$270,000</u>	<u>\$303,887</u>
<b>Marina Capital</b>						
2029	Pump-Out Station	910-000-0455	1/1/16	13	\$12,000	\$13,506
2029	Sailboats	920-008-0460	1/1/21	7	\$7,500	\$8,441
					<u>\$19,500</u>	<u>\$21,947</u>
<b>Paths</b>						
2029	Paths 2029	1255	1/1/29	1	\$275,000	\$275,000
					<u>\$275,000</u>	<u>\$275,000</u>
<b>Roads</b>						
2029	North Gate Entry/Exit(Part of Landings Way)	1122	1/1/22	27	\$276,955	\$311,715
2029	Oak Ridge Gate Entry/Exit	1195	1/1/20	20	\$148,215	\$166,817
2029	Tarrow Ridge Road	910-000-0862	1/1/19	16	\$287,882	\$324,013
2029	Roads 2029	1254	1/1/29	1	\$200,000	\$200,000
					<u>\$913,052</u>	<u>\$1,002,545</u>
<b>Storm Drains</b>						
2029	Deep Tracker DT340s CCTV Pipe Crawler	1151	1/1/21	3	\$39,000	\$39,000
2029	Storm Drain Maintenance 2029	1275	1/1/29	1	\$175,000	\$175,000
2029	Storm Drains 2029	1256	1/1/29	1	\$750,000	\$750,000
					<u>\$964,000</u>	<u>\$964,000</u>
<b>Year: 2030</b>					<b>\$3,086,976</b>	<b>\$3,355,672</b>
<b>Association Capital</b>						
2030	DC Village Exit Tag Camera	910-000-0148	1/1/19	5	\$6,000	\$6,956
2030	Main Gate Entrance Tag Camera	910-000-0169	1/1/19	5	\$6,000	\$6,956
2030	Main Gate Exit Tag Camera	910-000-0171	1/1/19	5	\$6,000	\$6,956
2030	Marshview Entrance Tag Camera	910-000-0173	1/1/19	5	\$6,000	\$6,956
2030	McWhorter Entrance Tag Camera	910-000-0177	1/1/19	5	\$6,000	\$6,956
2030	McWhorter Exit Tag Camera	910-000-0179	1/1/19	5	\$6,000	\$6,956
2030	Moon River Exit Tag Camera	910-000-0183	1/1/19	5	\$6,000	\$6,956
2030	North Gate Entrance Tag Camera	910-000-0185	1/1/19	5	\$6,000	\$6,956
2030	North Gate Exit Tag Camera	910-000-0187	1/1/19	5	\$6,000	\$6,956

**The Landings Association  
Capital Asset Managment Plan  
Expenditures 2025-2030**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Future Cost
2030	Oakridge Exit Tag Camera	910-000-0193	1/1/19	5	\$6,000	\$6,956
2030	Battery Backup - UPS	1125	1/1/24	3	\$5,500	\$6,376
2030	North, McWhorter, Deer Creek, Oakridge Callboxes	910-000-0199	1/1/24	6	\$77,300	\$89,612
					<u>\$142,800</u>	<u>\$165,548</u>
<b>Bridges Sturctures Equipment</b>						
2030	Main Gate Pavers	910-000-0340	1/1/06	20	\$18,000	\$20,867
2030	Raindance Bridge Rebuild	910-000-0237	1/1/00	30	\$37,800	\$43,821
2030	RV Yard II Fence	910-000-0261	1/1/00	30	\$20,000	\$23,185
2030	Oakridge Gate Irrigation	910-000-0312	1/1/10	20	\$40,000	\$46,371
2030	Tidewater Square	910-000-0314	1/1/10	20	\$15,000	\$17,389
2030	Landings Harbor Sign	910-000-0331	1/1/10	20	\$5,000	\$5,796
2030	Athletic Field Walking Path	1143	1/1/21	20	\$85,000	\$98,538
2030	Asphalt Shingles - Admin Bld	910-000-0247	1/1/10	20	\$33,180	\$38,465
2030	Heat Pump - Oakridge Gate	910-000-0097	1/1/20	10	\$7,348	\$8,518
2030	Emergency Generator Marshview	910-000-0073	1/1/10	20	\$6,200	\$7,187
2030	Emergency Generator North/DC	910-000-0076	1/1/10	20	\$6,300	\$7,303
2030	2021 Kawasaki Mule 4000 #1	910-000-0129	1/1/20	5	\$18,000	\$20,867
2030	2021 Kawasaki Mule 4000 #2	910-000-1051	1/1/20	5	\$18,000	\$20,867
2030	Mini Excavator	1244	4/1/23	7	\$54,400	\$63,065
2030	Spray Rig	910-000-1047	1/1/20	5	\$10,000	\$11,593
2030	Turbine Blower	910-000-0065	1/1/20	5	\$8,305	\$9,628
					<u>\$382,533</u>	<u>\$443,460</u>
<b>Lagoons &amp; Structures</b>						
2030	Lag Structure - #142 - TLA	910-000-0377	1/1/90	40	\$40,250	\$46,661
2030	Revetment - Lagoon #20/23 Connector Wall - Concrete	910-000-0401	1/1/85	40	\$75,000	\$86,946
2030	Revetment - Landings Harbor Parking Lot - Rip/Rap	910-000-0402	1/1/92	30	\$10,000	\$11,593
					<u>\$125,250</u>	<u>\$145,200</u>
<b>Marina Capital</b>						
2030	Wood Bulkhead - LH	1034	1/1/08	22	\$47,250	\$54,776
2030	Sailboats	920-009-0460	1/1/22	7	\$7,500	\$8,695
					<u>\$54,750</u>	<u>\$63,471</u>
<b>Paths</b>						
2030	Paths 2030	1285	1/1/30	1	\$275,000	\$275,000
					<u>\$275,000</u>	<u>\$275,000</u>
<b>Roads</b>						
2030	Deer Creek North Gate Entry/Exit	1284	1/1/30	30	\$96,350	\$111,696
2030	Shellwind Drive (Long) - Moonbill Lane to LWN	910-000-0827	1/1/22	11	\$694,643	\$805,281
2030	Shellwind Drive (Short)	910-000-0828	1/1/22	11	\$190,650	\$221,016
2030	Roads 2030	1286	1/1/30	1	\$200,000	\$200,000
					<u>\$1,181,643</u>	<u>\$1,337,993</u>
<b>Storm Drains</b>						
2030	Storm Drain Maintenance 2030	1276	1/1/30	1	\$175,000	\$175,000
2030	Storm Drains 2030	1287	1/1/30	1	\$750,000	\$750,000
					<u>\$925,000</u>	<u>\$925,000</u>



## Budget Memos

- The 2025 budget provides for 79 Fulltime Equivalent Employees (FTE), an increase of 1 FTEs from the 2024 budget of 78 FTE.
- To identify clearly the nature of certain revenues and expenses, we have changed or added account numbers during the year. The account descriptions that were updated during 2024 include:
  - 7740 General Supplies/Equipment  
Cost of supplies and equipment, small and various items purchased for general operations.
  - 8135 Radio/Phone/Repair & Maintenance  
Expenses incurred to repair and replace phones, radios, and monitors.
  - 8137 Cameras/License/Maintenance  
Costs associated with the purchase, licensing, and maintenance of cameras.

# Appendix

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## Definitions of Revenues

<b>Account</b>	<b>Category</b>
<b>5000</b>	<b>Assessments</b> Annual property owner dues for the cost of providing services and infrastructure maintenance and repair.
<b>5002</b>	<b>Resale Disclosure Package</b> This fee is charged to those individuals who are purchasing property at The Landings Association.
<b>5005</b>	<b>Finance Charge Revenue – TLA</b> This is revenue generated on Assessment billings that are not paid in a timely manner.
<b>5006</b>	<b>EFT Processing Fee Revenue</b> This fee is charged to those individuals who choose the monthly or quarterly payment plan for paying their assessment.
<b>5021</b>	<b>Insurance Proceeds</b> Proceeds from Insurance Claims filed against TLA Common Property.
<b>5030</b>	<b>Rack Rental – Jet Ski and Dinghy</b> Monthly charges to store a Jet Ski or Dinghy in dry stack storage.
<b>5031</b>	<b>Rack Rental – Boats</b> Monthly charges to store a boat in dry stack storage.
<b>5032</b>	<b>Wet Slip Rental</b> Monthly charges to store a boat in a wet slip.
<b>5033</b>	<b>Guest Slip Rental</b> Monthly or daily charges to store a boat in a wet slip.
<b>5035</b>	<b>Boat Movement Fee</b> Per movement fee to launch/return jet skis and boats to/from trailers.
<b>5036</b>	<b>Boat Wash Services</b> This is revenue generated from Boat Wash Services at Landings Harbor Marina.
<b>5040</b>	<b>Electric Service Revenue</b> A fee charged for electric hook-up at a wet slip.
<b>5110</b>	<b>Service Agreement – TLGAC – Security / Lagoons</b> Agreement with The Landings Golf & Athletic Club to provide Security and Lagoon services to The Landings Association.
<b>5130</b>	<b>Service Agreement – Village POA</b> Agreement with The Village to provide Public Work services to common property.
<b>5140</b>	<b>Service Agreement – Marine Service</b> Agreement with Phil Dolan Yacht Services to pay monthly rent to the Marinas.
<b>5200</b>	<b>Vehicle Registration</b> Generated through yearly passes sold to commercial entities desiring access to The Landings for conduct of business.
<b>5210</b>	<b>Daily, Weekly, and Monthly Pass Registration</b> Generated through daily, weekly, and monthly passes sold to commercial entities desiring access to The Landings for conduct of business.

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<b>5220</b>	<b>Frequent Visitor Registration</b> Generated through daily passes sold to frequent visitors of The Landings' property owners.
<b>5240</b>	<b>Architectural Review Fees</b> Fees collected to defray the costs of reviewing plans.
<b>5270</b>	<b>Contractor Forfeitures</b> Part of the construction deposit that is forfeited because of a covenant violation. Typically, it is used to clean a construction site.
<b>5300</b>	<b>Merchandise</b> Revenue received from the sale of retail items at the Landings Harbor Store, typically drinks, snacks, oil, miscellaneous boating items, and jewelry.
<b>5310</b>	<b>Bait Sales</b> Revenue received from the sale of bait at the Landings Harbor Store.
<b>5320</b>	<b>Gasoline Sales</b> Revenue received from the sale of gas at the Marinas.
<b>5321</b>	<b>Diesel Sales</b> Revenue received from the sale of diesel at the Marinas.
<b>5340</b>	<b>Beverage Revenue</b> Revenue received from the sale of beverages at community events.
<b>5370</b>	<b>Sailing Program</b> A monthly fee to participate in the Sailing program which includes lessons and weekend races.
<b>5390</b>	<b>Food Revenue</b> Revenue received from the sale of food at community events.
<b>5440</b>	<b>Interest Earned</b> Interest earned on bank account balances and investments held by the Association.
<b>5510</b>	<b>Journal Advertising</b> Revenue received for ads included in the monthly newsletter, <i>The Landings Journal</i> , which is mailed to all owners. This revenue more than offsets the cost of production.
<b>5520</b>	<b>Telecommunications Lease</b> Generated through lease agreements on the Association's and Marinas' three cellular phone towers.
<b>5540</b>	<b>Directory Advertising</b> This revenue results from sales of ads in the annual Landings Residential Directory. This revenue more than offsets the cost of production and distribution.
<b>5550</b>	<b>Residential Directories</b> This revenue results from extra residential directories purchased by residents, above the two free issues each owner is allocated.
<b>5551</b>	<b>Programs – Education Classes</b> This revenue results from educational classes offered to our residents and guests, such as with boating courses.
<b>5552</b>	<b>Programs – Tournaments</b> This revenue results from such events as fishing tournaments.
<b>5553</b>	<b>Programs – Charters</b> This revenue results from fishing or sight-seeing charters offered by the Marinas.

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5560	<b>Meeting Room Rental</b> This revenue is generated through the rental of the TLA Admin office conference room.
5570	<b>Mailbox Fee</b> Revenue received from residents to install a new mailbox and/or post, or to replace a mailbox with a larger model.
5580	<b>Dog Park Fees</b> Collected to cover the cost of maintaining the Dog Park.
5590	<b>Storage Yard</b> A fee charged to use a space in one of the three storage yards managed by the Association. Six-or 12-month leases are offered.
5600	<b>BrightView Rent Revenue</b> The rent paid to The Landings Association by BrightView for use of the office building adjacent to the RV/Storage Yard.
5610	<b>Cable Head-End Lease</b> Income received from Comcast for the use of the property for the cable head-end.
5620	<b>Room Rental – Sunset Room/Harbor/Athletic Field</b> Generated through rental of the Sunset Room, Harbor Picnic area, and the Athletic Fields.
5650	<b>Event Sponsors</b> Event sponsors help cover the cost for such events as LandingsFest on the Green, providing a more affordable opportunity for residents.
5652	<b>Special Events Revenue</b> This revenue results from food and drink sales at HarborFest and LandingsFest and other community events, to help cover the cost for the event, providing a more affordable opportunity for residents.
5654	<b>Special Event – Home Renovation / Lawn &amp; Landscape</b> Revenue received from those attending the Home Renovation or Lawn & Landscape Tour.
5660	<b>Fine Revenue</b> This revenue is generated by fines issued to commercial vendors for not following the Commercial Rules and Regulations.
5665	<b>Security Service Fee</b> This revenue is generated when we charge a security fee to outside vendors, such as for the Flea Market.
5666	<b>Safety Equipment Revenue</b> This revenue is generated when safety equipment is purchased by residents.
5670	<b>Recycling Revenue</b> This revenue is generated by the Association’s recycling program. The recycling program was suspended in 2019.
5671	<b>Distressed Property</b> This revenue is realized when owners delinquent on landscape maintenance have the service provided at the Association’s expense, but then are billed and repay the cost of the services.
5675	<b>Chipping Revenue</b> This revenue is generated by our chipping yard.
5676	<b>Special Income</b> This is revenue generated by special, one-time projects.



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<b>5900</b>	<b>Merchandise COGS</b> The cost of merchandise purchased for resale, for the Landings Harbor Store.
<b>5910</b>	<b>Bait COGS</b> The cost of bait purchased for resale, for the Marinas.
<b>5920</b>	<b>Gasoline COGS</b> The cost of the gasoline purchased for resale, for the Marinas.
<b>5921</b>	<b>Diesel COGS</b> The cost of the diesel purchased for resale, for the Marinas.
<b>5940</b>	<b>Beverage COGS</b> The cost of alcohol purchased for resale.
<b>5970</b>	<b>Sailing Program Expense</b> The expenses incurred to operate the Sailing Program.

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## Definitions of Expenditures

<b>Account</b>	<b>Category</b>
<b>6000</b>	<b>Salaries &amp; Wages</b> Includes salary, wages, and paid time off expenditures.
<b>7000</b>	<b>Postage</b> This is generated with the mailing of printed pieces, such as <i>The Landings Journal</i> , billings, etc., mailed to owners.
<b>7010</b>	<b>Mailing House</b> These are expenses generated with the handling of printed pieces, such as <i>The Landings Journal</i> , billings, etc., mailed to owners.
<b>7011</b>	<b>Outside Services – Other</b> The costs involved for special marketing projects.
<b>7020</b>	<b>Printing</b> These expenses range from letterhead, to voting packets.
<b>7030</b>	<b>Office Supplies</b> These include typical supplies needed for the conducting of business, such as pens and paper, etc.
<b>7031</b>	<b>Printer Supplies</b> These include supplies for printers, such as toner and drums.
<b>7035</b>	<b>Kitchen Supplies</b> This includes supplies for the TLA Administration Building's Kitchen
<b>7040</b>	<b>Employee Business Expense</b> This provides reimbursement when employees use their own, personal money. It also reimburses mileage when employees use their personal vehicles.
<b>7050</b>	<b>Communications</b> This includes mainly landline and cellular phone service.
<b>7060</b>	<b>Utilities</b> Cost of electric and water services.
<b>7061</b>	<b>Admin Utilities</b> Cost of utilities for the TLA Admin offices.
<b>7062</b>	<b>Gate House Utilities</b> Cost of utilities for the security buildings at the gates.
<b>7070</b>	<b>Off-Site Storage</b> The cost to store important documents and records off the premises.
<b>7100</b>	<b>Insurance</b> Cost of Property, General Liability, Directors & Officers, Auto, and Flood insurance premiums.
<b>7110</b>	<b>Personal Property Taxes</b> Taxes paid on TLA's depreciable personal assets. This account has been combined with 7112 - Property Taxes beginning in 2022.
<b>7111</b>	<b>Ad Valorem Taxes</b> Ad valorem taxes paid on the vehicles owned by the Association.
<b>7112</b>	<b>Property Taxes</b> Cost of property taxes charged on Association Property.
<b>7120</b>	<b>Provision for Income Taxes</b> Federal and State income tax paid on non-member income.

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7130	<b>Professional Fees – Legal Fees</b> These are mainly legal review fees generated in the conduct of Association business.
7132	<b>Professional Fees – ARC</b> The fees paid to a licensed Architect to review architecture plans.
7133	<b>Professional Fees – Landscape</b> The fees paid to outside land survey companies.
7135	<b>Professional Fees – CPA Firm</b> The fees paid to our CPA Firm for quarterly and yearly audits and filing tax returns.
7150	<b>Board &amp; Committee Expense - Meetings</b> Expenses associated with either Board or Committee meetings, typically refreshments.
7153	<b>City/State Government Events</b> The expenses paid to attend yearly governmental events.
7170	<b>Fees/Licenses</b> Fees to acquire licenses for business operation, fire fee, and corporate registration.
7180	<b>Provision for Bad Debt</b> An amount budgeted to allow for the realization of possible bad debt write-offs.
7181	<b>Physical Inventory Adjustment</b> A charge to write off either merchandise that has expired or bait that cannot be sold.
7200	<b>Recruiting</b> This includes recruitment costs, such as advertising, as well as any expense paid to employees for referring new employees.
7230	<b>Employee Events</b> Costs associated with providing opportunities for employees to become more involved with the Association and create a team atmosphere. Typically, social events.
7231	<b>Rewards and Recognition</b> Costs associated with recognizing and rewarding employees for positive accomplishments. Consolidated into 7230 in 2019.
7240	<b>Team Development</b> This allows team-building activities within and among departments, to ensure a more cohesive work atmosphere.
7247	<b>Covenant Property Litigation</b> These are legal fees related to Covenants.
7251	<b>Drug-Free Workplace</b> This covers the cost of the Chatham County Chamber of Commerce's Drug-Free Workplace Program. Participation in this reduces the Association's annual Worker's Comp premium.
7260	<b>Software/Peripherals</b> This covers the cost of updated software, printers, etc.
7261	<b>IT Maintenance Agreements</b> Consultants and software maintenance agreements that support the operation of the Association's network.
7264	<b>System Maintenance</b> This account involves the setup and repairs to such network resources as phones, computers, and copiers.

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7300	<b>Consulting Services</b> The fees paid to outside consultants for special projects, such as appraisals.
7315	<b>Engineering Studies</b> The fees paid to outside engineering firms for surveys and project analysis.
7316	<b>Strategic Plan</b> Costs of a particular project that the Association desires to track separately from normal accounts, such as Strategic planning costs.
7318	<b>Community Survey</b> These are the fees incurred for the compilation and processing of the tri-annual community survey.
7325	<b>Development/Renovation</b> These expenses are related to Development and Renovation Committees.
7350	<b>Operating Contingency</b> This is for one-time emergency or unforeseen expenditures.
7351	<b>Enhanced Cleaning Costs</b> This is for expenses related to additional cleaning supplies and services related to COVID-19.
7410	<b>Service Charges</b> Bank and credit card service charges.
7420	<b>ACH Processing</b> Costs associated with processing direct debit payments.
7440	<b>Town Meetings</b> This is the cost for rental and setup of TLGAC's Palmetto Ballroom. These meetings provide information of interest to Landings' residents, including Assessment Information, an Annual Meeting, Hurricane Preparation Meeting, etc.
7451	<b>Special Events Expense</b> This includes items such as Savannah Banana Tickets for resell to the Community, payroll expenses for employees that work Community Events, new Resident Orientations, and half of the cost of TLGAC 4 <sup>th</sup> of July Fireworks.
7452	<b>Programs – Tournament Expense</b> This includes expenses incurred from such items as fishing tournaments.
7453	<b>Programs – Charter Expense</b> This includes expenses incurred from such items as fishing and sightseeing charters.
7455	<b>Programs – Education/Class Expense</b> This includes expenses from such items as boating classes.
7454	<b>Special Project – Lawn &amp; Landscape/Home Renovation Tour</b> These expenses are for the costs associated with conducting the Tour.
7600	<b>RFID Tags - Commercial</b> These must be purchased each year as replacements and for commercial vendors, to allow entry into The Landings' seven automated gates.
7601	<b>RFID Tags - Residential</b> These must be purchased each year as replacements and for new residents, to allow entry into The Landings' seven automated gates.
7610	<b>Gate Claims</b> These result from damage incurred at the gate entrances.

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<b>7620</b>	<b>Police Augment</b> This funds off-duty Chatham County Police Department officers to help patrol The Landings, especially at night. This was discontinued in 2020.
<b>7630</b>	<b>EMS Support</b> Fee paid for Chatham Emergency Services to staff a 24-hour, onsite paramedic.
<b>7640</b>	<b>Safety Programs</b> Costs associated with programs that encourage safety at the workplace, typically videos and periodicals.
<b>7641</b>	<b>Equipment – Safety</b> Costs associated with safety gear such as flashlights, hard hats, and work boots.
<b>7705</b>	<b>Entertainment Expense</b> This expense is for the costs charged by entertainers to perform at HarborFest and LandingsFest.
<b>7740</b>	<b>General Supplies/Equipment</b> Cost of Supplies, small and various items purchased for general operations.
<b>7800</b>	<b>Small Tools</b> Costs associated with the purchase of small tools.
<b>8000</b>	<b>Auto Gate Maintenance</b> For the Association’s seven gated entrances, including a total of 15 gate arms.
<b>8010</b>	<b>Gatehouse Maintenance</b> For the Association’s five gatehouses.
<b>8100</b>	<b>Building Maintenance</b> For the Association’s Public Works facilities, and the two marinas.
<b>8101</b>	<b>Admin Building Maintenance</b> Costs associated with maintaining TLA’s Admin Building.
<b>8110</b>	<b>Janitorial Supplies</b> Cost of cleaning supplies.
<b>8120</b>	<b>Contract Cleaning</b> Cost to clean and maintain various buildings on TLA Common Property.
<b>8130</b>	<b>Member Boat Damage</b> Expenses incurred moving boats at the Landings Harbor and Delegal Creek Marinas.
<b>8135</b>	<b>Radio/Phone/Repair &amp; Maintenance</b> Expenses incurred to repair and replace phones, radios, and monitors.
<b>8137</b>	<b>Cameras/License/Maintenance</b> Costs associated with the purchase, licensing, and maintenance of cameras.
<b>8140</b>	<b>Equipment Maintenance</b> Costs associated with the maintenance of equipment.
<b>8141</b>	<b>Repair &amp; Maintenance – Wiggins</b> The costs associated with the Wiggins Forklift.
<b>8150</b>	<b>Repair &amp; Maintenance – Docks and Grounds</b> Costs associated with the maintenance of the docks and grounds at the Marinas.
<b>8151</b>	<b>Repair &amp; Maintenance – Seawall</b> Repairs to Landings Harbor seawall.
<b>8152</b>	<b>Dredging Expense</b> To allow for larger boats, and sailboats, to traverse the Marinas.
<b>8154</b>	<b>Channel Markers</b> The costs associated for purchasing channel markers for the marinas.

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8180	<b>Hazardous Materials Registration</b> Registration fee to be able to store lagoon chemicals and fuel onsite.
8200	<b>Landscaping Contract</b> Contracted service to maintain common property grass and planted areas, through a mowing and planting program.
8202	<b>Landscaping</b> Miscellaneous landscaping costs that are not provided by the landscaping contractor, such as turf repairs.
8203	<b>Irrigation Expense</b> Costs associated with the maintenance of the irrigation systems owned by the Association.
8210	<b>Tree Removal</b> Removal of dead and diseased trees from common property.
8211	<b>Tree Replacement</b> Costs associated with planting trees.
8212	<b>Storm Restoration</b> Restoration from storms in the form of landscaping and tree planting.
8213	<b>Debris Removal</b> Removal of debris from common property from storm damage.
8230	<b>Dry Trash Pickup</b> Costs associated with dry trash pickup.
8232	<b>Chipping Yard Expense</b> The 90% cost of the revenue that is paid out to the vendors, as TLA keeps only 10% of gross revenues.
8240	<b>Median Refurbishment</b> Costs associated with maintaining the medians.
8245	<b>Special Project - Nature Trail</b> Costs associated with maintaining the Nature Trail.
8300	<b>Fuel and Lube</b> Costs of fuel and lube used in Association-owned vehicles.
8310	<b>Vehicle Maintenance</b> In-house maintenance and repairs of the Association's 18 vehicles.
8320	<b>Auto Expense</b> A charge to non-Public Works departments to maintain their fleets.
8400	<b>Algaecide/Herbicide Plant Control</b> Costs for chemicals used to control plants in the lagoons.
8410	<b>Aerator Expense</b> Cost to maintain and run lagoon aerators.
8430	<b>Lab Testing</b> Costs associated with the testing of lagoon water.
8440	<b>Stocking Plant Control</b> Costs to purchase Grass Carp used in the lagoons to help minimize non-desirable plant growth.
8450	<b>Aquatic Midge Control</b> Costs associated with the elimination of an insect known as a midge.
8470	<b>Anglers' Support</b> Costs associated with maintaining certain lagoons for fishing.

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8480	<b>Lagoon Dredging</b> An annual program to dredge a portion of The Landings' 151 lagoons.
8485	<b>Storm Drain Repairs</b> Annual program to maintain and repair 1/3 of the Association's storm drains each year. Beginning in 2022, the costs associated with storm drain maintenance and repairs will move to the Capital Reserve Fund.
8490	<b>Lagoon Beautification</b> Costs associated with plant material to help maintain and beautify the lagoon banks.
8500	<b>Trail Renovation/Community Paths</b> Costs associated with path/trail resurfacing. Beginning in 2022, the costs associated with trails and paths maintenance and repairs will move to the Capital Reserve Fund.
8520	<b>Bridge Repair</b> Costs associated with bridge and path preventive and as-necessary maintenance.
8530	<b>Street and Curb Repair</b> Costs associated with street and curb preventive and as-necessary maintenance. Beginning in 2022, the costs associated with street and curb maintenance and repairs will move to the Capital Reserve Fund.
8540	<b>Pavement Restriping</b> Contracted and in-house service to restripe the roads of The Landings.
8550	<b>Street Lighting</b> Utility and maintenance costs to provide street lighting in The Landings.
8600	<b>USDA Management Contract</b> This includes management of the deer population, as well as other wild animal control.
8610	<b>Meat Processing</b> The costs involved to process deer meat.
8620	<b>TLA Animal Control</b> The costs incurred by TLA for animal control.
8700	<b>Signs and Mailbox Maintenance</b> Costs associated with the maintenance of signs and mailboxes within the Community.
8710	<b>Mailbox and Signs - Contract</b> Costs associated with providing mailboxes and signs to Landings residents.
8720	<b>RV Yard Repair</b> Costs associated with maintaining the three RV Storage Yards.
8730	<b>Dog Park Expense</b> Costs associated with maintaining the Dog Park.
8740	<b>Landings Community Park Maintenance</b> Cost to maintain and replace sports equipment provided at the Athletic Field.
8780	<b>Recycling Expense</b> This is associated with the recycling program, for the cost of administration and removal of recyclables. This program was suspended in 2019.
8781	<b>Distressed Property Expense</b> The expenses incurred to clean distressed properties.

**9100**

**Depreciation**

Amortization in the service life of fixed and capital assets attributable to wear and tear, deterioration, and action of physical elements.



### lossary of Terms Pertinent to The Landings Association

**Accounting System** – The total structure of records and procedures that identify, record, classify, summarize, and report information on the financial position and results of operations of a business entity.

**Accrual Basis of Accounting** – The method of accounting where transactions are recognized when they occur, regardless of the timing of related cash flows. The Association uses the modified accrual basis of accounting, where revenues are realized as they are earned or received, and expenses are realized as they are paid.

**Appropriation** – An authorization made by the Board of Directors that permits Association departments to make expenditures of resources for specific purposes within a specific time frame.

**Annual General Purpose Assessment** – Property owner dues levied by the Association; shall be used for the purpose of promoting the recreation, health, safety, and welfare of the residents of the properties and, in particular, for the improvement and maintenance of the properties, services, and facilities devoted to such purpose and related to the use and enjoyment of the common properties and of the owners of the dwelling lots and living units situated upon the properties.

**Annual Special Purpose Assessment** – May be levied by the Association; shall be based upon the projected estimated cost of discharging the purpose for which such assessments are made. A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to benefit primarily those properties.

**Association** – Refers to The Landing Association, Inc., a not-for-profit property owners' association dedicated to providing various services to the property owners of The Landings. Also referred to as "TLA."

**Budget** – A plan of financial operation comprised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures to fund Association services in accordance with adopted policy.

**Budget Year** – The fiscal year for which the budget is being considered. The Association uses the calendar year as its fiscal year.

**CAMP** – Capital Asset Management Plan.

**Capital Expenditures Budget** – The annual adoption by the Board of Directors for project expenditures.

**Capital Reserves Fund** – Consists of funds put aside in reserve for the repair and replacement of major components of a community's common property.

**Common Property** – Refers to any real property held in interests of the Association and not owned by individual property owners.

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**Current Year** – The fiscal year that is the budget year.

**Depreciation** – An allocation made for the decrease in value of physical assets through wear, deterioration, or obsolescence.

**Encumbrance** – A firm commitment to pay for future goods and services formally documented with a contract or agreement that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within a department's appropriation.

**Expenditure** – The issuance of checks, disbursement of cash, or electronic transfer of funds made to liquidate an obligation.

**Expense** – The outflow of assets or incurrence of liabilities (or both) during a period as a result of rendering services, delivering or producing goods, or carrying out other normal operating activities.

**Fees and Credits** – Income resulting from a billing for services or a sale made by the Association.

**Fiscal Policy** – The Association's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment.

**Fiscal Year (FY)** – A 12-month accounting period that is not necessarily related to a calendar year. The Association operates on a Fiscal Year that matches the calendar year.

**Fixed Assets** – Assets of a long-term character which are intended to continue to be held and used.

**Fulltime Equivalent (FTE)** – A measure of authorized personnel calculated by dividing the number of hours worked per year by the number of hours available per work in a year (2080 hours per fulltime employee).

**Fund** – A fiscal entity with revenues and expenses that are segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations, and constituting an independent fiscal and accounting entity.

**General Fund** – The general operating fund that is used to account for all financial resources except for those required to be accounted for in another fund.

**Generally Accepted Accounting Principles (GAAP)** – Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles as determined through common practice or are promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.

**GIS** – Geographic Information Systems that provides geographic and mapping data.

**Infrastructure** – The physical assets of an entity (streets, water, sewer, buildings, and/or parks) upon which the continuation and growth of a community depend.

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**Liabilities** – Debts or other legal obligations arising out of transactions in the past that must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

**LRFP** – Long Range Financial Plan.

**MPC** – Metropolitan Planning Commission.

**Objective** – The desired output-oriented activities that can be measured and achieved within a given time frame, such as the current fiscal year. Achievement of the objective advances an organization toward a corresponding long-range goal.

**Operating Expenditures** – Costs other than expenditures for personnel and capital outlays.

**Personnel (Costs)** – Expenditures that include salary costs for fulltime, part-time, temporary, and contract employees, overtime expenses, and all associated fringe benefits.

**Prior Year(s)** – The fiscal year(s) proceeding the current year.

**Projections** – The estimate of budget authority, outlays, receipts, or other amounts extending several years into the future.

**Property Owners Association (POA)** – An organization that makes and enforces rules and guidelines for a subdivision, planned community, or condominium building. The community's residents are members of the POA. Run by a board of directors, POAs collect monthly or annual fees to pay for common-area and facilities upkeep.

**Regular Employee** – An employee who is hired to fill a position anticipated to have a continuous service duration of longer than one year and whose compensation is derived from the Association's classification tables.

**Reimbursement** – A sum that is (1) received by the Association as a repayment for commodities sold or services furnished to residents, and (2) that is authorized by law to be credited directly to specific appropriation and fund accounts.

**Revenue** – Monies received or collected by the Association as income, including such items as fees from specific services, fines, forfeitures, shared revenues, and interest income.

**RFP** – Request for Proposals. Mandate to request proposals from potential contractors for outsourced Association services.

**Special Revenue Fund** – A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that legally are restricted to expenditures for specific purposes.

**Temporary Employee** – An employee who is hired to fill a position anticipated to have a continuous service duration of less than one year. These employees do not receive fringe benefits.

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**TLA** – The Landings Association.

**TLGAC** – The Landings Golf & Athletic Club.

**TLCo** – The Landings Company.

**Transfer** – Shifting of all or parts of the budget authority in one appropriation or fund account to another as specifically authorized by law.