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Budget Transmittal

The Landings Association

2026 Budget Transmittal

November 7, 2025

To The Landings Association's Board of Directors:

I am pleased to transmit the proposed 2026 Annual Budget for The Landings Association, recommended for adoption on December 16, 2025.

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

The Association's principal source of revenue is the Annual Dues (general purpose Assessment). As outlined in Section 8.21 of the Declaration of Covenants, 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."*

Together with substantial non-Assessment revenue, the annual Assessment provides funding for both operating and capital expenses of the Association. Each year, the budget process determines the appropriate allocation of Assessment revenue between the Operating Fund and the Capital Reserves Fund to meet the Association's financial needs.

Per the Covenants, the Association may revise the maximum and basis of the annual general-purpose Assessment for three-year periods, contingent upon approval by two-thirds of voting property owners, following a quorum of 60%. In April 2023, owners approved an increase in Annual Dues (general purpose Assessment) for the 2024-2026 period.

2026 Proposed Operating Fund

Total proposed expenditures for the 2026 Operating Fund are \$13,353,677, representing a 7% increase over the 2025 Budget of \$12,524,932 and a 2% increase over the 2025 Year-End Estimate of \$13,114,262. This reflects higher costs across several categories including, Total Staffing, General Supplies, Landscaping Contract, IT Support, Community Outreach, Utilities, Insurance, and Dredging Expenses.

Budget Transmittal

The Landings Association

The proposed 2026 Budget maintains an annual average cash balance of \$1.5M, beginning with an opening cash balance of \$1,052,700. Assessment revenue of \$7,116,200, combined with non-Assessment revenue of \$6,241,612, yields total projected operating revenue of \$13,357,812. With total operating expenditures of \$13,353,677, the budget results in net revenues before depreciation of \$4,135 and net over expenses of \$(749,574).¹

2025 Operating Budget	2025 Year-End Estimate	2026 Proposed Budget
\$12,524,932	\$13,114,262	\$13,353,677

2026 Proposed Capital Reserves Fund

A central focus of the 2026 budget remains the timely replacement and repair to the community's substantial infrastructure investments made over the past 50 years. To that end, proposed Capital Reserves expenditures total \$5,584,575, reflecting a 2.5% increase over the 2025 Year-End Estimate of \$5,449,247. These investments are essential to preserving the structural integrity of our built environment including roads, community paths, storm drains, bridges, structures, and equipment.

Sustained emphasis on the long-term adequacy of the Capital Reserves Fund is critical. This includes clear communication of its purpose, continued education on its importance, and disciplined stewardship in capital planning, budgeting, and contract execution.

A hallmark of financially sound community associations is the development and maintenance of a robust long-term replacement reserve program. The Landings Association embraces its responsibility to preserve, maintain, and enhance the community's common property. To fulfill this obligation, the Board allocates appropriate revenue to the restricted Capital Reserves Fund, guided by the Capital Asset Management Plan (CAMP). This ensures funding for major repairs and replacements as assets reach the end of their useful lives.

Each year's specific projects are identified through field inspections and scheduled for replacement in accordance with CAMP. The Association's preventive maintenance program is designed to monitor assets for early signs of deterioration, helping to avoid catastrophic failures and extend asset longevity. However, asset conditions are also affected by environmental factors, such as weather, root intrusion, original design limitations, and usage intensity. An example, in 2025, the Association incurred an unplanned expense of \$12,149 to replace a failed electrical transformer at Landings Harbor Marina underscoring the importance of both proactive planning and financial flexibility.

¹ 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 2026 present a particular challenge due to ongoing economic uncertainty and the continued effects of inflation. Rising costs for commodities and consumer goods have driven up unit price estimates for infrastructure projects, threatening to erode the Association's purchase power if inflationary pressure persists.

In response, the useful lives and unit costs of all scheduled projects were thoroughly re-evaluated to identify strategies for adapting to these rising costs. Nonetheless, effective capital deployment in 2026 will require ongoing inflation monitoring, contingency planning for project scope and flexibility in execution.

The proposed 2026 Budget reflects a projected starting balance of \$11,054,459 in the Capital Reserves Fund. Total anticipated revenue from Assessments and Interest is \$4,699,280, supporting planned capital expenditures of \$5,584,575. The allocation of the \$2,594 per lot Assessment reflects a larger portion directed to reserves in 2026 compared to both the 2025 Budget and 2025 Year-End estimate. The shift was made possible by a projected increase in non-Assessment revenue, allowing the Association to strengthen its capital funding without compromising operational needs.

Proposed 2025 Assessment Allocation			
	Operations	Capital Reserves	Total
2025 Budget	\$1,603	\$915	\$2,518
2025 Year End	\$1,603	\$915	\$2,518
2026 Budget	\$1,610	\$984	\$2,594

The 2026 Budget includes several major capital investments aimed at preserving and enhancing the community's infrastructure. Key projects are outlined below:

Street Resurfacing

More than \$2.2M is allocated for road repairs and resurfacing in 2026. Scheduled resurfacing includes Bartram Road North, Landings Way South (partial), Stargrass Retreat, Tidewater Way, and Willeford Drive. These investments are part of the Association's ongoing commitment to maintaining safe and reliable transportation infrastructure.

Community Path Replacement

A total of \$275,000 is proposed for community path replacements. Following the completion of repairs in 2023, all community paths - except for sections adjacent to the marsh areas restricted by Department of Natural Resources (DNR) - have now been upgraded from asphalt to concrete, significantly improving durability and longevity. All paths accessible to motorized vehicles have now been converted to concrete. Paths designated exclusively for pedestrian use remain as walking paths, ensuring safe and appropriate use for all users.

Budget Transmittal

The Landings Association

Storm Drains

Due to the phased nature of the community's development, storm drain infrastructure comprises a mix of materials including corrugated metal, concrete, and plastic. Sections identified for potential repair are inspected using video technology and cleared debris, root intrusions, and natural obstructions. Where feasible, repairs are performed using a trenchless rehabilitation technique known as "slip-lining", which installs a cured-in-place pipe to create a jointless, seamless lining within the existing pipe. This method minimizes disruption while extending the life of the infrastructure. The proposed budget for storm drain rehabilitation in 2026 is \$1,039,000.

Other Capital Projects

Phase Three of the dry storage building replacement at Landings Harbor Marina is scheduled for completion in January 2026, adding 12 new rack spaces for vessels up to 26 feet in length. Phase Four will commence immediately following the issuance of the certificate of occupancy for Phase Three, with an expected completion date in late April 2026. The total allocation for the dry storage replacement project in 2026 is \$650,000, supporting continued improvements to marina infrastructure and service capacity.

Conclusion

Upon adoption by the Board of Directors, the 2026 Budget document serves as a comprehensive and integrated resource. It functions as a Policy Document, a Financial Plan, an Operations Guide, and a Communications Tool. As a Policy Document, it outlines the financial and operational policies, goals, and priorities of The Landings Association. As a Financial Plan, it provides both a short-term and long-range projection of revenues and expenditures by fund, department, division, and category for 2026 and the subsequent five years. As an Operations Guide, it details the activities and objectives for the fiscal year, performance measures to track progress, and workforce planning. As a Communications Tool, it conveys budgetary trends, planning processes, and the integration of the operating and capital budgets ensuring that both the Board and the community are fully informed of the Association's plan of work for the upcoming year. Suggestions for improving the clarity and utility of the information presented in this document are always welcome.

I extend my sincere appreciation to the Association's Board of Directors, the Finance Committee, and Reserves Subcommittee for their invaluable support, guidance, and engagement throughout the development of this Budget. The Finance Committee conducted thorough departmental reviews and provided critical input into both the annual Budget and the Long-Range Financial Plan. The Reserves Subcommittee, in collaboration with an independent Professional Reserve Analyst, conducted extensive evaluations of the Capital Reserves Fund and Capital Asset Management Plan. The Board of Directors offered essential feedback on service levels and capital priorities, helping to shape a balanced and forward-looking financial strategy.

Special recognition is due to Jessica Henderson, Finance Director, and Caden Thomas, Budget Analyst, for their diligence, professionalism, and commitment in preparing the 2026 Budget.

Budget Transmittal

The Landings Association

My deep appreciation is also extended to the Department Directors and Program Managers, whose full engagement throughout the budget process was instrumental to its success. Their commitment alongside the dedication of all Association employees, will ensure the exceptional service delivery and effective execution of the capital program outlined in this Budget, all for the benefit of our property owners.

Respectfully Submitted,

A handwritten signature in black ink that reads "Karl D. Stephens". The signature is written in a cursive, flowing style with a long horizontal stroke at the end.

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

Changes from 2025 Budget to 2026 Budget Plan				
Projected Revenue Changes	2025 Budget	2026 Budget	2026-2025 Variance	Explanation of Variance
Assessment Revenue	\$7,085,260	\$7,116,200	\$30,940	Larger Assessment Allocation to Operating Fund than in 2025
Vehicle Registration Revenue	\$1,202,976	\$1,526,990	\$324,014	Increase in Vendor Access Fees and elevated RFID gate activity
Service Agreements	\$219,298	\$243,750	\$24,452	Annual increases in Contractual Agreements
Architectural Fees Revenue	\$126,220	\$166,220	\$40,000	Implementation of new fees for roof, paint, and maintenance applications
Telecommunications Lease Revenue	\$145,049	\$107,190	(\$37,859)	Decline in telecommunications revenue attached to carrier loss
Meeting Room Rental Revenue	\$1,500	\$600	(\$900)	
Storage Yard Revenue	\$86,382	\$166,815	\$80,433	Increase in Storage Yard Fees and expansion of available slots
Brightview Rent Revenue	\$23,174	\$23,174	\$0	
Cable Head End Lease	\$20,512	\$21,128	\$616	
Room Rental Sunset Room	\$50,000	\$78,714	\$28,714	Increase in Sunset Room rental fees
Interest Earned	\$90,000	\$90,000	\$0	
Boat Storage	\$1,988,822	\$2,224,697	\$235,875	Fee increase for LHM and DCM boat storage with additional spaces added to LHM dry stack storage
Kayak Revenue	\$15,452	\$15,182	(\$270)	
Fuel Sales	\$382,000	\$352,000	(\$30,000)	Decrease in Gasoline and Diesel Sales
Merchandise Sales	\$88,800	\$88,500	(\$300)	
Bait Sales	\$3,250	\$3,780	\$530	
Telephone Directory	\$85	\$0	(\$85)	
Mailboxes	\$10,000	\$6,000	(\$4,000)	
Dog Park Fee Revenue	\$13,700	\$13,700	\$0	
Recycling Revenue	\$0	\$0	\$0	
Chipping Revenue	\$375,000	\$550,000	\$175,000	Rise in community activity and increased chipping rates
Resale Disclosure	\$53,100	\$70,000	\$16,900	Increase in home closures anticipated in 2026
Security Premise Check	\$0	\$10,000	\$10,000	New account established to track revenues from Security Premise Check Fees
Golf Cart Registration	\$0	\$50,000	\$50,000	New account established to track revenues from Golf Cart Registration Fees
Electric Service Revenue	\$5,100	\$4,500	(\$600)	
Sailing Program Revenue	\$46,000	\$46,000	\$0	
Finance Charge Revenue	\$33,900	\$40,000	\$6,100	Increase in aged receivable balance
EFT Processing Fee	\$44,618	\$43,946	(\$672)	
Directory Advertising Revenue	\$12,500	\$8,126	(\$4,374)	
Violation Fee Revenue	\$39,000	\$63,500	\$24,500	Rise in reported speeding violations
Security Service Fee Revenue	\$7,500	\$3,500	(\$4,000)	
Boat Wash Services	\$6,100	\$6,100	\$0	
Special Income	\$116,878	\$217,500	\$100,622	Comcast Revenue Share alongside introduction of new Fiber Internet Revenue Share
Total Non-Assessment Revenue*	\$5,206,916	\$6,241,612	\$1,034,696	
Total Revenue**	\$12,292,176	\$13,357,812	\$1,065,636	
Total Cost of Sales	\$380,157	\$338,604	(\$41,553)	Reduction in cost of gasoline and diesel

Projected Expense Changes	2025 Budget	2026 Budget	2026-2025 Variance	Explanation of Variance
Salaries and Wages	\$4,455,520	\$4,942,306	\$486,786	Addition of 2 FTEs; Security and Public Works budgeted at 95%, based on historical turnover rates
Benefits	\$1,752,606	\$1,779,820	\$27,214	Addition of 2 FTEs accompanied by increased employee participation in benefits programs
Training & Education, Memberships/Subscriptions	\$71,848	\$65,363	(\$6,485)	
Postage	\$5,825	\$10,895	\$5,070	
Mailing House	\$3,665	\$6,480	\$2,815	
Printing	\$12,707	\$33,791	\$21,084	Higher Costs for Assessment Packets and introduction of new Golf Cart Decals
Office Supplies	\$16,258	\$24,823	\$8,565	
Printer Supplies	\$3,200	\$3,300	\$100	
General Supplies	\$242,233	\$237,630	(\$4,603)	
Small Tools	\$5,120	\$3,900	(\$1,220)	
Janitorial Supplies	\$11,264	\$10,780	(\$484)	
Janitorial Services	\$10,083	\$5,000	(\$5,083)	
Kitchen Supplies	\$1,200	\$1,600	\$400	
Property Tax	\$77,414	\$79,236	\$1,822	
Provision for Income Taxes	\$65,000	\$5,757	(\$59,243)	Lower Income Tax obligations projected for 2026
Professional Fees	\$110,500	\$124,500	\$14,000	Legal expense categories consolidated across departments
Engineering Studies	\$179,000	\$186,190	\$7,190	
Insurance	\$809,967	\$990,762	\$180,795	Projected rate increase for 2026 premium renewals
Operating Contingency	\$145,000	\$145,000	\$0	
Employee Business Reimbursement	\$550	\$375	(\$175)	
Offsite Storage	\$2,420	\$2,984	\$564	
Board & Committee Expense-Meetings	\$4,500	\$6,000	\$1,500	
Fees/Licenses	\$31,194	\$14,140	(\$17,054)	Fire Service Fees are included within the property tax account
Provision for Bad Debt	\$25,000	\$10,000	(\$15,000)	Reduction in unpaid assessment and non-Assessment accounts
Consulting Services	\$6,000	\$2,500	(\$3,500)	
Service Charges/CC Fees	\$115,270	\$118,983	\$3,713	
Outside Services	\$0	\$3,700	\$3,700	
Physical Inventory Adjustment	\$420	\$470	\$50	
Covenant Property Litigation	\$3,000	\$0	(\$3,000)	
Sustainable Skidaway Renewal	\$1,500	\$1,500	\$0	
Creative Services	\$0	\$6,000	\$6,000	
Kayak Expense	\$2,000	\$0	(\$2,000)	
Software and Peripherals	\$84,140	\$168,840	\$84,700	Vendor Access Application Software scheduled for purchase in 2026
IT Maintenance Agreement	\$365,206	\$373,175	\$7,969	Rise in IT renewal and contract costs
System Maintenance	\$20,000	\$20,000	\$0	
Recruiting	\$15,000	\$15,000	\$0	
Employee Events	\$26,000	\$28,000	\$2,000	
Team Development	\$12,740	\$11,190	(\$1,550)	
Drug Free Workplace	\$1,000	\$500	(\$500)	
Town Meetings	\$2,400	\$13,636	\$11,236	Expanded schedule of Town Hall Meetings planned for 2026
Special Events Expense	\$15,924	\$16,877	\$953	
RFID Tags - Commercial	\$28,735	\$14,768	(\$13,967)	Additional residential tags purchased in place of commercial tags
RFID Tags - Residential	\$20,345	\$31,724	\$11,379	Additional residential tags purchased in place of commercial tags
Gate Claims	\$2,500	\$2,500	\$0	

Projected Expense Changes	2025 Budget	2026 Budget	2026-2025 Variance	Explanation of Variance
Communications	\$26,454	\$27,462	\$1,008	
Utilities	\$248,039	\$235,315	(\$12,724)	Reduced Utility Rates with service providers compared to 2025 budget projections
Hazard Material Registration	\$1,125	\$1,125	\$0	
Landscape-Contract	\$1,200,000	\$1,117,656	(\$82,344)	Contract was finalized post 2025 budget at a lower than expected cost
Landscaping	\$18,937	\$25,750	\$6,813	
Irrigation Expense	\$6,242	\$6,429	\$187	
Tree Removal	\$48,195	\$54,075	\$5,880	
Tree Replacement	\$5,500	\$5,665	\$165	
Median Refurbishment	\$150,000	\$154,500	\$4,500	
Algaecide/Herbicide Plant Control	\$79,568	\$77,250	(\$2,318)	
Aerator Expense	\$7,571	\$7,798	\$227	
Lab Testing	\$2,500	\$1,500	(\$1,000)	
Stocking Plant Control	\$3,925	\$4,043	\$118	
Aquatic Midge Control	\$14,447	\$14,935	\$488	
Angler's Support	\$1,000	\$1,000	\$0	
Lagoon Dredging	\$57,750	\$59,483	\$1,733	
Lagoon Beautification	\$5,500	\$5,665	\$165	
Auto Gate Maintenance	\$59,841	\$10,000	(\$49,841)	Extended Gate Arms included as a Capital Improvement Asset in 2025
Gatehouse Maintenance	\$12,607	\$12,985	\$378	
PW Buildings Maintenance	\$35,620	\$37,359	\$1,739	
Admin Building Maintenance	\$10,200	\$17,106	\$6,906	
Boat Service Expense	\$420	\$500	\$80	
Member Boat Damage	\$2,000	\$5,000	\$3,000	
R&M Phone/Radio	\$750	\$750	\$0	
License/Maintenance Cameras	\$86,098	\$97,790	\$11,692	Expanded camera replacement scheduled for 2026
Equipment Maintenance	\$84,594	\$90,775	\$6,181	
R&M Wiggins	\$36,750	\$40,000	\$3,250	
R&M Docks & Grounds	\$35,000	\$50,000	\$15,000	Higher repair and maintenance costs projected at both Marinas
R&M Seawall	\$65,000	\$20,000	(\$45,000)	Major replacement of LHM Seawall replaced in 2025; anticipated decline in repair costs for 2026
Channel Markers	\$1,000	\$1,000	\$0	
Harbor Basin Dredging Expense	\$150,891	\$168,000	\$17,109	Increased dredging cost
Signs/Mailbox/Fence Maintenance	\$113,300	\$116,699	\$3,399	
Mailbox and Signs Painting Contract	\$51,500	\$53,045	\$1,545	
Dry Trash Pickup	\$20,061	\$20,600	\$539	
Chipping Yard Expense	\$337,500	\$495,000	\$157,500	Anticipated increase in community activity; associated costs offset by revenue gains
Storage Yard Repair	\$2,652	\$2,000	(\$652)	
Dog Park Expense	\$7,527	\$7,753	\$226	
Athletic Facility	\$39,900	\$41,097	\$1,197	
Ad Valorem Tax	\$1,357	\$1,357	\$0	
Fuel & Lube	\$90,359	\$87,922	(\$2,437)	
Vehicle Maintenance	\$13,384	\$13,785	\$401	
Vehicle Damage	\$1,500	\$1,500	\$0	
Auto Expense	\$7,232	\$4,752	(\$2,480)	
Pavement Restriping	\$33,500	\$34,505	\$1,005	
Wildlife Management Contract	\$62,700	\$107,799	\$45,099	Additional USDA Wildlife Professional hired in 2025
Meat Processing	\$5,000	\$0	(\$5,000)	
TLA Animal Control	\$4,120	\$4,500	\$380	
Strategic Plan	\$50,000	\$68,000	\$18,000	Expanded Strategic Plan initiatives and associated costs projected for 2026
Special Project-Nature Trail	\$4,155	\$4,280	\$125	
Bridge Repair/Fixed Pier Repair	\$77,250	\$79,568	\$2,318	
Total Expenses (with COS)	\$12,524,932	\$13,353,677	\$828,745	

Executive Summary

The Landings Association



Overview

The Landings Association anticipates closing fiscal year 2025 with current assets totaling \$12,107,159, supported by revenues of \$17,938,740, and total operating and capital expenditures amounting to \$18,563,509.

Looking ahead to 2026, the budget outlines projected revenues of \$18,057,092 against total operating and capital expenditures of \$18,938,252. Assessment revenues for 2026 are based on a per-lot rate of \$2,594, with \$1,610 allocated to General Operations and \$984 designated to Capital Reserves. In addition to Assessment revenue, the Association expects to generate \$6,241,612 in non-Assessment revenue, primarily through Marinas Operations and Vehicle Registration, and Rental Income.

Budget Highlights

- Total projected gross revenue for the Operating Fund in 2026 is \$13,357,812, reflecting a 3% increase over the 2025 Year-End Estimate of \$12,943,025. This growth is primarily due to a higher allocation of Assessment revenue to the Operating Fund.
- Total projected gross revenue for the Capital Reserve Fund in 2026 is \$4,699,280, which includes \$4,349,280 from Assessment allocations and \$350,000 in interest income.
- Combined projected gross revenue for both the Operating and Capital Reserve Funds in 2026 is \$18,057,092, an increase from the 2025 Year-End Estimate of \$17,938,740. This increase reflects growth in both Assessment and non-Assessment revenue sources.
- Total projected expenditures for the Operating Fund in 2026 are \$13,353,677, representing a 2% increase over the 2025 year-end estimate of \$13,114,262 and a 7% increase from the 2025 Budget of \$12,524,932. The year-over-year increase is driven by higher costs in staffing, supplies, insurance, operating contingencies, IT Support, special projects, and landscaping.
- Total projected Capital expenditures in 2026 are \$5,584,575, a 2.5% increase from the 2025 year-end estimate of \$5,449,247. This reflects scheduled asset replacements outline in the Capital Asset Management Plan (CAMP) and rising infrastructure costs for roads, storm drains, Association capital repairs, Marina's capital repairs, and bridges, structures, and equipment.
- Combined projected expenditures for both the Operating and Capital Reserves Funds in 2026 total \$18,938,252.
- Total net revenues before depreciation in the Operating Fund for 2026 are projected to be \$4,135 at year-end.
- The projected year-end fund balances for 2026 are \$1,056,835 for the Operating Fund and \$10,169,164 for the Capital Reserves Fund.

Executive Summary

The Landings Association

Employees

The 2026 budget includes provisions for 81 Full-Time Equivalent (FTE) positions, representing an increase of two FTEs compared to the 2025 budgeted total of 79. Full staffing is planned across all departments, with the exception of Security and Public Works, which are budgeted at 95% staffing levels due to historical turnover trends in those two departments.

2026 Budget Highlights: Operating Fund

Starting Cash	\$1,052,700
Total Revenue	\$13,357,812
Cost of Goods Sold	\$338,604
Total Expenses	\$13,015,073
Net Revenues Before Depreciation	\$4,135
Ending Cash and Investments	<u>\$1,056,835</u>

2026 Budget Highlights: Capital Reserves Fund

Starting Cash	\$11,054,459
Total Revenue (including interest)	\$4,699,280
Total Expenditures	\$5,584,575
Net Revenue	\$(885,295)
Ending Cash and Investments	<u>\$10,169,164</u>

Executive Summary

The Landings Association



ADOPTING 2026 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 \$2,594 Annual Assessment per lot be allocated in the following manner:

Operating Allocation	\$1,610
Capital Reserve Allocation	\$984
Total Annual Assessment Per Lot	\$2,594

President, Board of Directors

Date

Executive Summary

The Landings Association



ADOPTING 2026 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 2026 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 2026 of **\$13,353,677**, as set forth in the 2026 Annual Budget.

President, Board of Directors

Date

Executive Summary

The Landings Association



ADOPTING 2026 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 2026 Budget that contains the Annual expenditure budget, staffing levels, and department work plans;

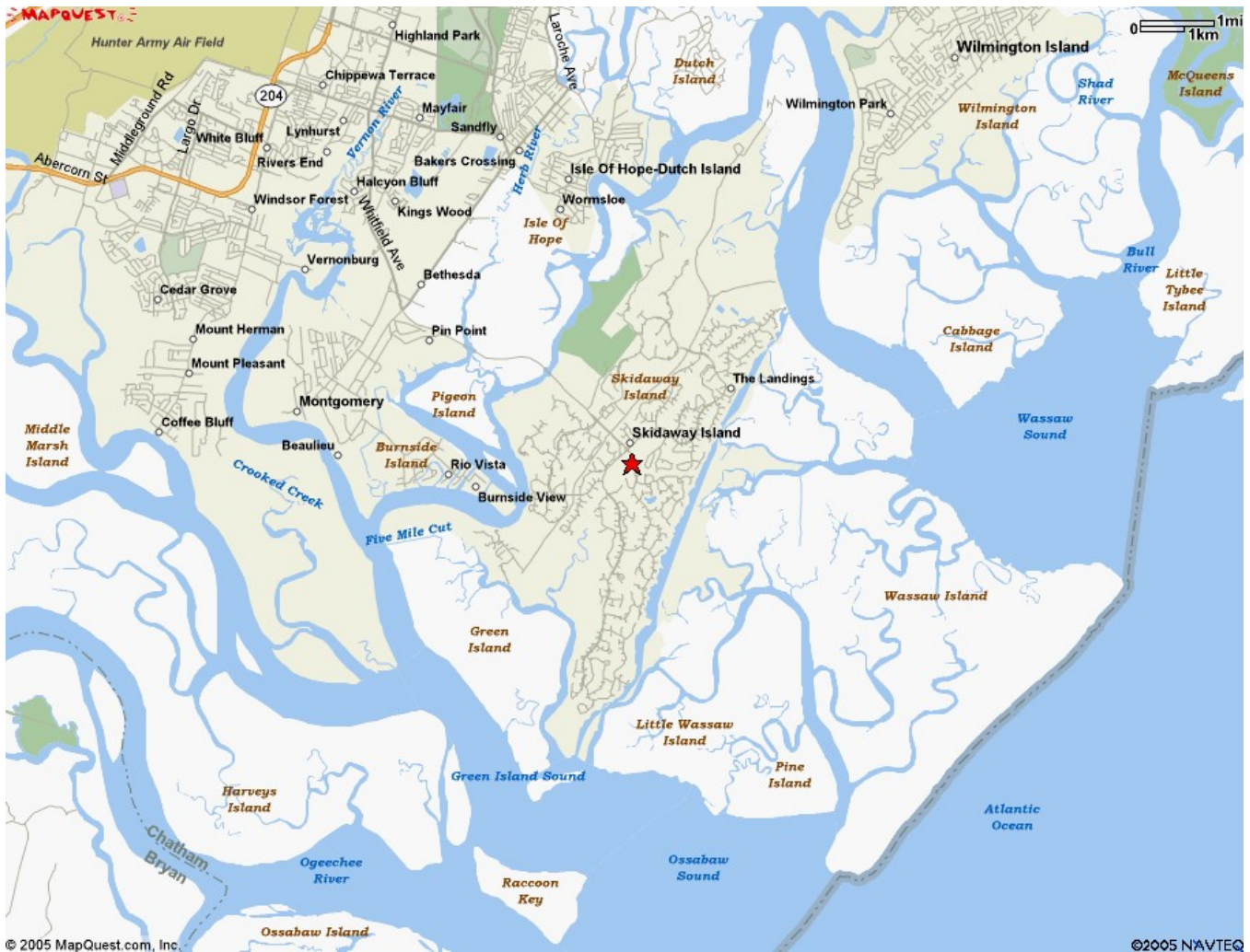
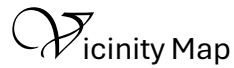
NOW, THEREFORE, BE IT RESOLVED: That the Board of Directors adopts a total capital expenditures budget for the year 2026 of **\$5,584,575**, as set forth in the 2026 Annual Budget.

President, Board of Directors

Date

Organizational Overview

The Landings Association



Landings Profile

General The Landings on Skidaway Island is zoned as a Planned Unit Development under the zoning laws of Chatham County, Georgia. The original developer was The Branigar Organization, Inc., which became a wholly owned subsidiary of Union Camp Corporation in 1969.

Description of Area Skidaway Island lies off the coast of Savannah, Georgia, separated from the mainland by the Intracoastal Waterway and the Wilmington River. Access is provided via bridge and causeway maintained by Chatham County. The land is characterized by lush forests of live oak, pine, magnolia, and other native tree species, and is surrounded by expansive sea marshes teeming with wildlife.

Organizational Overview

The Landings Association

Development Sequence Branigar and its parent corporation, Union Camp, initially owned approximately 5,000 acres on Skidaway Island. Their vision was to create a planned “natural community” that would appeal to both permanent residents and second-home owners. Development proceeded in phases, contingent upon public interest and economic viability. The initial community was developed in four phases. In 1995, the developer transitioned control to the property owners through the establishment of The Landings Association, Inc. In 2003 and 2004, residents approved the annexation of two adjacent properties, Marshview Landing and Moon River Landing, located off Green Island Road.

Land Plan and Use Concept The developer engaged Sasaki Associates, Inc., a renowned land planning firm, to design a schematic master plan for the first four phases. The plan for Skidaway Island emphasized open space preservation, including forested areas for parks, trails, and visual enhancement of the island’s natural beauty. Key features include: A trail and greenway system connecting community facilities and showcasing the island’s unique environment. A network of lagoons designed for storm water management, which also serve as scenic amenities. These lagoons are bordered by common areas or Landings Golf & Athletic Club property and are owned by either The Landings Association or The Landings Golf & Athletic Club.

Covenants and Restrictions Each lot within the community is subject to recorded Declaration of Covenants, Easements, and Restrictions, established for the collective benefit of all residents. Under this declaration each lot is assessed annually to cover the costs of maintaining common properties and facilities. These shared amenities are intended for the enjoyment and use of all residents.

Property Owners’ Association The Landings Association, Inc. was formed as a not-for-profit corporation under Georgia law. Upon accepting a deed, each lot automatically becomes a member of the Association, with corresponding rights and responsibilities. The Association functions similarly to a municipality, managing and maintaining common areas and facilities. Operational costs are funded through assessments levied on 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.
- 4,321 Lots containing Fully Constructed Houses (as of November 2025).
- 99 Undeveloped Lots (as of November 2025).
- 151 Lagoons (totaling 269 acres), including the Kids' Fishing Lagoon.
- 2 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:

- 81 Fulltime Equivalent Employees (FTE), supported by 135 volunteers.
- 40 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) is structured as a not-for-profit corporation under Georgia law and operates through a comprehensive governance model. This includes nine board members who serve staggered three-year terms and are elected by property owners. The organization relies on committees, skilled community volunteers, and professional staff led by a General Manager.

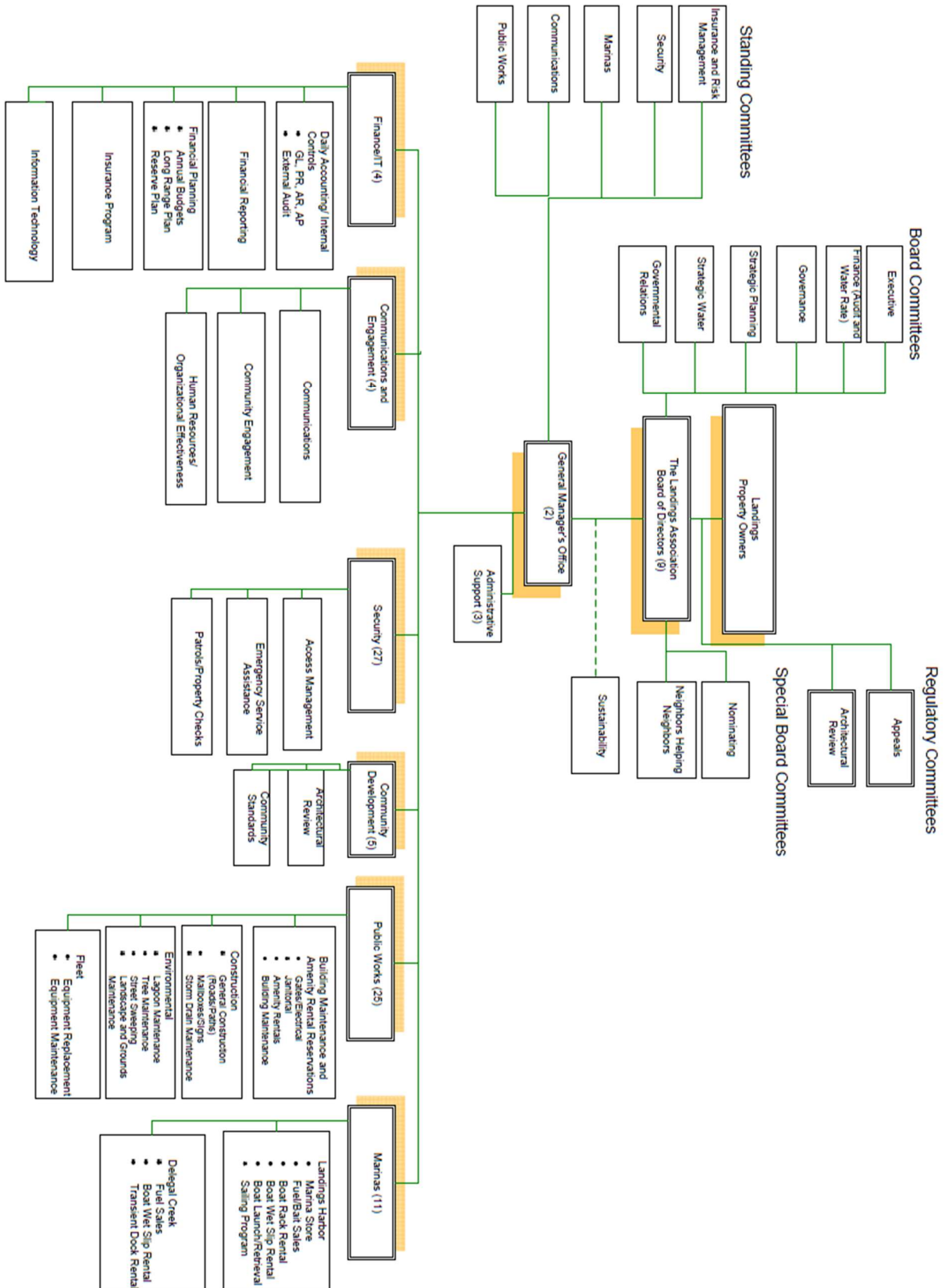
TLA is responsible for maintaining common property, enforcing the community's Covenants, and managing the collection and distribution of assessments that support the development's operations. The Board of Directors serves as the representative body for property owners, providing strategic policy direction and oversight. It adopts organizational plans, budgets, policies, and implementation guidelines, elects officers, appoints and removes the General Manager, and ensures the financial health of the Association.

The General Manager, who also serves as Chief Operating Officer, is tasked with administering the Association's affairs in alignment with Board directives, community Covenants, and established rules and regulations. This role includes developing organizational plans and programs, identifying and acquiring necessary equipment, hiring and managing employees, consultants, contractors, and agents, and implementing Board-approved initiatives. The General Manager may also oversee community volunteers in the execution of these responsibilities.

TLA's committee system is divided into two categories. Board Committees are composed primarily of Board members, operate under Board direction, and provide strategic recommendations. Standing Committees serve in an advisory capacity to the General Manager, offering operational support and executing tasks assigned by the Covenants.

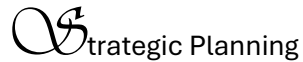
Organizational Overview

The Landings Association



Organizational Overview

The Landings Association



The Landings Association has maintained a tradition of strategic planning since its inception. The Strategic Plan serves as a foundational guide for long-term decision-making, helping the community remain competitive, enhance property values, attract new residents, and ensure the satisfaction and retention of current property owners. This plan outlines the organization's mission, vision, and core values, and is designed to operate on a three-year cycle. In 2025, the current Strategic Plan was finalized and adopted by the Board of Directors. Planning for the next iteration will begin in 2028. Below are the Mission, Vision, and Strategic Plan Goals as adopted by the Board for the current planning cycle.

Mission Statement, Vision, and Strategic Plan Goals

Mission of The Landings Association

The mission of The Landings Association is to maintain and improve community assets and provide services that enhance the benefits of all living in The Landings through effective leadership, management, fiscal responsibility, and strong stakeholder partnerships.

Vision for The Landings Association

Our Vision is to be a coastal community for all ages that values an active engaged lifestyle and stewardship of the island's natural environment.

Strategic Plan Goals

GOAL 1 – SAFETY & SECURITY: Foster a safe, secure environment for the community.

GOAL 2 – MAINTENANCE & INFRASTRUCTURE: Enhance and maintain TLA's infrastructure and assets to meet the evolving needs of our community.

GOAL 3 - COMMUNICATIONS: Provide effective communications that enhance community engagement and information sharing.

GOAL 4 – FINANCIAL SUSTAINABILITY: Maintain and enhance TLA's long term financial health to meet the needs of the community.

GOAL 5 – THE LANDINGS COMMUNITY PARTNERSHIPS & COLLABORATION: Strengthen existing relationships with The Landings Golf and Athletic Club and The Landings Real Estate Company for the benefit of our community.

GOAL 6 – NATURAL RESOURCES MANAGMENT: Sustainably manage and protect the community's natural resources for current and future generations.

Organizational Overview

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The staff of The Landings Association have crafted an Employee Vision and a set of core values that align with and support the broader Vision established by the Board of Directors. This Employee Vision serves as a guiding framework for how work is approached and executed, fostering a workplace culture that reflects and reinforces the organization's overarching mission and strategic direction.

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

In accordance with The Landings Association's Board Financial Policy, the Board of Directors must adopt an Annual Budget prior to the beginning of each fiscal year. This budget must be accompanied by detailed information outlining staffing levels, any new or expanded activities, planned capital expenditures, and the work plans for the upcoming year.

Budget Process

Budget preparation provides each department with a critical opportunity to reassess its goals and the strategies for achieving them, ensuring alignment with The Landings Association's Strategic Plan and core mission. Although the Board of Directors reviews the proposed budget in the fall and formally adopts it in December, the process begins at least six months earlier with the development of projections for reserves, revenues, and overall financial capacity. These projections form the foundation upon which departmental expenditure requests are formulated and evaluated.

The process begins with the development of key assumptions used to update the six-year Long Range Financial Plan (LRFP). This plan is reviewed and revised annually to reflect shifts in economic conditions, evolving Board priorities or policies, and other variables that may impact the Association's ability to deliver services and maintain long-term financial sustainability.

Once the Finance Committee and Board of Directors review and approve the planning assumptions, staff develop financial projections that guide decision-making throughout the remainder of the budget cycle. A critical input to these projections is the Capital Asset Management Plan (CAMP), which is reviewed and updated internally by departments during the first half of the year to ensure completion by the end of October. In addition, an independent Professional Reserve Analyst conducts a Reserve Study to validate CAMP assumptions, update asset valuations, and assess estimated useful lives in accordance with industry standards.

Department directors typically begin preparing their budget requests in July, starting with the development of a proposed Work Plan for the upcoming year. This Work Plan outlines the department's mission, core programs and services, staffing needs, planned projects and initiatives, and performance measures. During this phase, departments conduct a thorough review of all programs and services, evaluating their relevance and priority based on resident feedback and survey data. Year-end estimates are prepared, and detailed budget requests are submitted for each line item, including funding needs for Strategic Plan initiatives. Departments also assess the costs of services supported by user fees and recommend adjustments as appropriate.

Following the initial development of year-end estimates and department budget requests for the upcoming fiscal year, department directors meet with the General Manager/COO and Finance staff to review both operating and capital budget submissions. These reviews assess alignment with the Board of Directors' strategic priorities, responsiveness to community feedback, and overall financial capacity.

Once departmental budgets are reviewed internally, they are assigned to Finance Committee Budget Liaisons for further evaluation. These liaisons meet with staff to discuss requested changes and subsequently report their recommendations to the full Finance Committee. A parallel review process is conducted for the Capital Asset Management Plan (CAMP), supported by the Finance

Budgetary Overview

The Landings Association

Committee's Reserves Subcommittee and the Professional Reserve Analyst, who provides independent validation of asset valuations and lifecycle estimates.

Following these reports, the Finance Committee conducts a comprehensive review and discussion of the overall Budget and the Long-Range Financial Plan. Throughout the Fall, the Finance Committee works closely with staff to refine and finalize the recommended Budget. This final Budget is formally adopted by both the Finance Committee and Board of Directors in December.

Budget Controls

The Landings Association maintains control over expenditures through internal spending limits established by management and codified in the Board Financial Policy. As part of the budgeting methodology, revenues are recognized when they are both measurable and available to support expenditures within the current fiscal period. To further strengthen financial oversight, the Association employs an encumbrance system as a management control technique, ensuring that expenditures are tracked and constrained in accordance with approved budgetary allocations.

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

2026 Budget

This Budget has been prepared for the 2026 fiscal year and encompasses the 2027-2031 Long Range Financial Plan.

The Landings Association recognizes that transparent communication with residents is essential to organizational success. Accordingly, a copy of the Budget Book will be made available on the Association's website (www.landings.org) to ensure community members have full access to the financial planning and priorities for the upcoming year.

Budgetary Overview

The Landings Association

Tentative 2027 Budget Year Development Calendar¹

June 2026

Capital Asset Management Plan Review

- Inventory updates: new assets, descriptions, useful life, remaining life, unit cost, and total cost in 2026 dollars
- Physical Condition Assessment through site inspections
- Financial Analysis: starting fund balance, annual reserves contribution, inflation, preventive maintenance budget, and alternative contribution schedules

July-August

Baseline Operational Budget Review

- Develop 2026 year-end Estimates and 2027 department Work Plans
- Review prior year performance
- Conduct industry pricing research
- Departmental budget reviews with General Manager/COO
- Build baseline operational budget
- Finance Committee and Board review of budget assumptions

September-October

- Finance Committee departmental budget reviews
- Reserve Study update with Finance Committee Reserve Subcommittee and Professional Reserve Analyst
- Finance Committee review of Long-Range Financial Plan (LRFP)
- Finance Committee and Board review of overall 2027 Budget, 2028-2032 LRFP, and cash flow projections

November-December

- Finance Committee and Board review of Final Draft Budgets
- Formal adoption of 2027 Budget and 2028-2032 Long Range Financial Plan

Budgetary Overview

The Landings Association

Budget Assumptions - 2026 - 2031

Introduction

The Landings Association's Long Range Financial Plan is based on a set of assumptions intended to guide strategic decision-making. The accuracy of these projections depend on the continued validity of those assumptions throughout the forecast period. To ensure alignment with evolving conditions, the assumptions are reviewed and revised periodically and annually. Below is a summary of the key assumptions used to develop the six-year financial projections:

Overall Association and Marina Assumptions. The chart below illustrates the percentage change in the 2026 Budget compared to 2025 Year-End Estimates across various expense and revenue accounts for both Association and Marinas. It also highlights the year-over-year percentage changes from the 2026 Budget through each subsequent year of the Long-Range Financial Plan (LRFP). For comprehensive comparisons between the budget and the LRFP, please refer to the corresponding entries in the Budget Book.

Expense by Item	2026 Budget vs 2025 YE Est	2027+	Explanation of Assumption
Utilities	1%	3%	Georgia Power increases 1% in 2026 and 3% in future years; Utilities, Inc. increases .56% in 2026 and 3% in future years; GA Natural Gas increases 17.5% in 2026 and increases 3% in future years.
Motor Fuel	0%	0%	\$2.90 per gallon of Gasoline and \$3.50 per gallon of diesel. These estimates are from the U.S. Energy Information Administration.
Health Insurance and Medical Benefits	11%	4%	A 10% increase has been applied to health insurance for 2026 and a 4% increase for 2027-2031. Other Medical Benefits will remain flat for 2026-2031.
Non-Medical Benefits	(4)%	0%	Employee-related, non-medical benefits will remain flat for 2026-2031.
Total Salaries and Wages	5%	Varies	This includes all overtime, bonuses, temporary staffing, and the salary increase budget for individual employees. The 2026 budget provides for 81 Full-Time Equivalent Employees (FTE). For 2026-2031 full staff is assumed for all departments except for Security and Public Works, which are staffed at 95%. For year 2026, a 5% increase is factored in for this overall line item for individual employees, and a 3.5% increase for 2027-2031.

Budgetary Overview

The Landings Association

Expense by Item	2026 Budget vs 2025 YE Est	2027+	Explanation of Assumption
Workers Compensation Insurance	(21)%	0%	Workers Comp premiums are projected to remain flat for 2026-2031 due to our experience mod rating decreasing to .88 in 2025 from 1.13 in 2024.
Property and Casualty Insurance	16%	5%	For 2026, there is a 14% overall increase for both TLA and the Marinas for Property and Casualty Insurance. For years 2027-2031, a 5% increase has been applied.
Personal and Real Property Tax	3.5%	5%	Proposed increase by Chatham County Assessors for 2026 is 3.5%. Based on historical trends, property taxes in the years 2027-2031 are estimated to increase 5% annually.
Dry Trash Pickup	2.5%	2%	Per the Federal Reserve, the projected inflation rate for 2026 is 2.5% and 2027-2031 is projected at 2%.
Marinas Dredging	5%	0%	Dredging Expense is budgeted at \$168,000 for 2026-2031.
Landscaping Contract	5%	Varies	The annual expense for the BrightView landscape contract will increase to a cost of \$1,117,656 in 2026 and \$1,173,540 in 2027. A 3% increase is assumed for 2028-2031.
USDA Wildlife Management	3%	3%	The base USDA contract for Wildlife Management will increase by 3% for years 2026-2031. An additional part-time wildlife agent will be utilized in 2026-2031.
Chipping Yard	0%	(100)%	The Landings Association collects 100% of the revenue from dump tickets, but only keeps 10% of the revenue, with the other 90% going to Evergreen. Revenue and Expense will remain flat in 2026 and 2027-2031 is projected to decrease to \$0. This is due to the uncertainty that this program will continue, given the closure of International Paper.
Misc. Inflation Factor	3%	3%	Per the Federal Reserve, the projected inflation rate for 2026 is 2.5% and 2027-2031 is projected to be 2%. Many departments assumed a 3% inflationary factor, as PCE Price Index (Personal Consumption Expenditures) is not always the most accurate representation for inflationary factors that affect TLA.

Budgetary Overview

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Revenue by Item	2026 Budget vs 2025 YE Est	2027+	Explanation of Assumption
TLGAC Service Agreements - Lagoon Services	3.5%	3%	Contract for Lagoon Services will increase 3.5% in 2026. A 3% increase is assumed each year for 2027-2031.
Interest Earned	(46)%	0%	Interest is earned from Investments.
Chipping Yard Revenue	0%	(100)%	The Landings Association collects 100% of the revenue from dump tickets, but only keeps 10% of the revenue, with the other 90% going to Evergreen. Revenue and Expense will remain flat in 2026 and 2027-2031 is projected to decrease to \$0. This is due to the uncertainty that this program will continue, given the closure of International Paper.
Architectural Review Fees Revenue	8%	Varies	An increase in permits for new construction and improvements for existing property is expected in 2026. However, we are projecting this will begin to decrease in 2027 and continue to decrease through 2031.
Vehicle Registration Revenue	13%	0%	Residential and Commercial RFID fees are projected to increase 15% in 2026 and remain flat for 2027-2031.
Marinas Boat Storage	13%	Varies	Both marinas are operating slightly under capacity for 2025. A 12% increase is assumed for 2026, then a 10% increase is assumed each year for 2027-2029, and 2030-2031 is projected to remain flat at LHM and DCM. 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	(3)%	0%	Fuel revenue for 2026-2031 is projected to remain flat.
Marina Merchandise Sales	0%	0%	Merchandise revenue for 2026-2031 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 20% - 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 2026 - 2031.
 - The Sailing program will have a net positive revenue, exceeding its cost.

Budgetary Overview

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The Fee Schedule presented on the following pages outlines charges for services provided by The Landings Association that fall outside the scope of core services funded by Assessment revenue. These include user fees for optional or specialized services, as well as fines for infractions and late payments. Collectively, these charges are designed to support cost recovery, promote fairness by aligning fees with usage, and help offset the overall financial burden on property owners by supplementing Assessment income. This approach reflects the Association's commitment to fiscal responsibility, transparency, and equitable service delivery.

**The Landings Association
2026 Fee and Fine Schedule**

New or Revised Fees in Blue

Vehicle Fees (per vehicle):			
Description	Cost	Duration	
4 - wheel vehicle	\$265	1 Year	
6 - wheel vehicle	\$375	1 Year	
Vehicle > 6 wheels	\$485	1 Year	
Daily Pass - 4 wheel	\$20	1 Day	
Daily Pass - 6 wheel	\$30	1 Day	
Daily Pass > 6 wheels	\$45	1 Day	
Weekly Pass - 4 wheel	\$60	1 Week	
Weekly Pass - 6 wheel	\$90	1 Week	
Weekly Pass > 6 wheels	\$135	1 Week	
Monthly Pass - 4 wheel	\$100	1 Month	
Monthly Pass - 6 wheel	\$150	1 Month	
Monthly Pass > 6 wheels	\$250	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	\$50	1 Year	
Frequent Visitor	\$50	1 Year	
NPO (Non Property Owner) Club Member	\$648.50	1 Year	
PPO (Previous Property Owner, longer than three years) Club Member	\$194.55	1 Year	
NPOM National Club Member	\$50	1 Year	
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	\$200 minimum	Per occurrence	
Gate Hit + additional damage (i.e. re-wiring)	\$200 minimum + any additional time and outlined damage.	Per occurrence	
Golf Cart Registration	\$20	1 Year	
Security Premise Checks	\$40	Per occurrence	

Association/Assessment - Related Fees:			
Description	Cost	Duration	
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	3%	Per occurrence	

Rental Fees:			
Description	Cost	Duration	
TLA Conference Room	\$25	Per event	
TLA Conference Room (food/drinks)	\$60	Per event	
Sunset Room - Monday - Tuesday	\$500	Per event	
Sunset Room - Wednesday - Friday	\$500	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	

Mailbox Fees:			
Description	Cost	Duration	
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	

Storage Yard Fees:			
Description	Cost	Duration	
10 x 20	\$630	1 Year	
10 x 28	\$880	1 Year	
13 x 30	\$1,335	1 Year	
13 x 36	\$1,475	1 Year	
13 x 51	\$1,940	1 Year	
13 x 66	\$2,080	1 Year	
Lost Storage Yard Key	\$300	1 Time	
Beginning move to \$1.30/sq. ft., and 65% for 6 months			
TLA Parking - Daily	\$15	Per Day	
TLA Parking - Weekly (7 days)	\$60	Per Week	

**The Landings Association
2026 Fee and Fine Schedule**

New or Revised Fees in Blue

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

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	
Painting, Roofing, Maintenance Application	\$25	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	
FSBO Sign Rental	\$55	1 Year	

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	
Tandem Axel-Landscape Trailer - 7 tickets	\$175	1 load	
Tandem Axel-Landscape Trailer>4 tires 8 tickets	\$200	1 load	
Single-Axle Dump Truck - 7 tickets	\$175	1 load	
Tandem-Axle Dump Truck - 12 tickets	\$300	1 load	
Semi Truck - 16 tickets	\$400	1 load	

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	
Dry Rack Annual Agreement	\$20.40/ft.	Monthly	
Rack Fee for "Outside" Boats	\$20	Daily	
Haul-Out/Trailer Fee	\$5/ft.	1 Time	
Jet Ski Storage	\$137.81	Monthly	
Jet Ski Service Launch Fee	\$25	Per movement	
Landings Harbor Wet Slip Dockage	\$20.80/ft.	Monthly	
Delegal Wet Slip Dockage Annual Agreement (25ft. Minimum)	\$19.30/ft.	Monthly	
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			
Racing - Resident	\$75	Monthly	
Racing - NPOMM	\$95	Monthly	
Unauthorized Boat Fee-Wet Slip Dockage	\$100	Initial Fee	

The Landings Association 2026 Fee and Fine Schedule

New or Revised Fees in Blue

Fine Schedule:		
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
Non-Moving Vehicle and Golf Cart Violations (unregistered golf cart, etc.)	\$50	Per occurrence
Parking Violation	up to \$50	Per occurrence
Moving Vehicle and Golf Cart Violations (Failure to yield, stop, hands-free violation, 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	
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
Contractor Fines (Minimum)	\$50	1 Time
Unauthorized Removal of a Significant Tree	up to \$4,000	Per Tree
Unauthorized Removal of a Group I Tree	up to \$4,000	Per Tree
Unauthorized Removal of a Group II Tree	up to \$2,000	Per Tree
Unauthorized Removal of a Group III Tree	up to \$1,000	Per Tree

Warnings may be issued for first time non-safety related violations

Budgetary Overview

The Landings Association

Budget Summary by Fund

This section presents a Budget Summary by Fund for each of the next six years. It offers a condensed view of the Association's Long Range Financial Plan, highlighting key financial projections and illustrating the interrelationships among the various funds. To provide context for these summaries, a brief overview of The Landings Association's fund accounting structure is included below.

Description of Accounts and Funds

The Landings Association develops and manages its Budget in accordance with the principles of fund accounting. This accounting framework is specifically designed to meet the needs for not-for-profit, governmental, and quasi-governmental entities where legal or regulatory constraints require that specific receipts and disbursements be tracked separately. Each fund operates as a distinct accounting entity, maintained through a set of self-balancing accounts that include revenues, expenses, assets, liabilities, and fund equity.

Revenues allocated to a single fund may originate from multiple sources, and conversely, revenue from a single source may be distributed across several funds. A fund may support multiple activities to collaborate with other funds to finance shared initiatives. When revenue from one fund is designated to support expenditures in another, it is authorized in the budget as an "Interfund Transfer".

General Operating Fund

This fund supports the day-to-day operations of the Association, its primary revenue source is the Annual General Purpose Assessment (Annual Dues). Secondary, revenue sources include non-Assessment income such as Marinas boater fees and commercial vehicle registration.

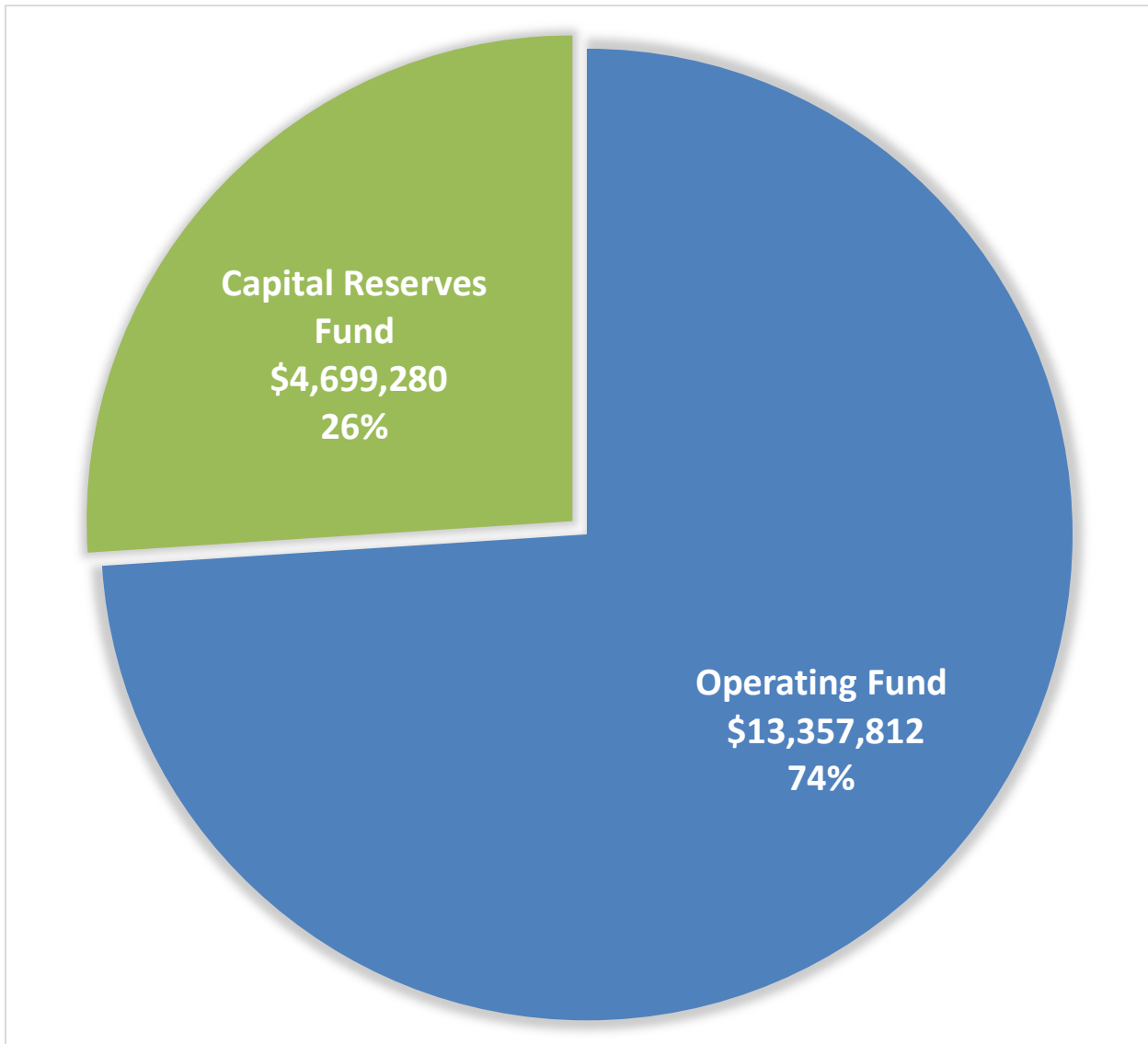
Capital Reserves Fund

This fund is designed for the repair and replacement of capital assets. It ensures that adequate financial resources are available to maintain infrastructure and facilities in accordance with long-term asset management plans.

Budgetary Overview

The Landings Association

2026 *R*evenues by Fund

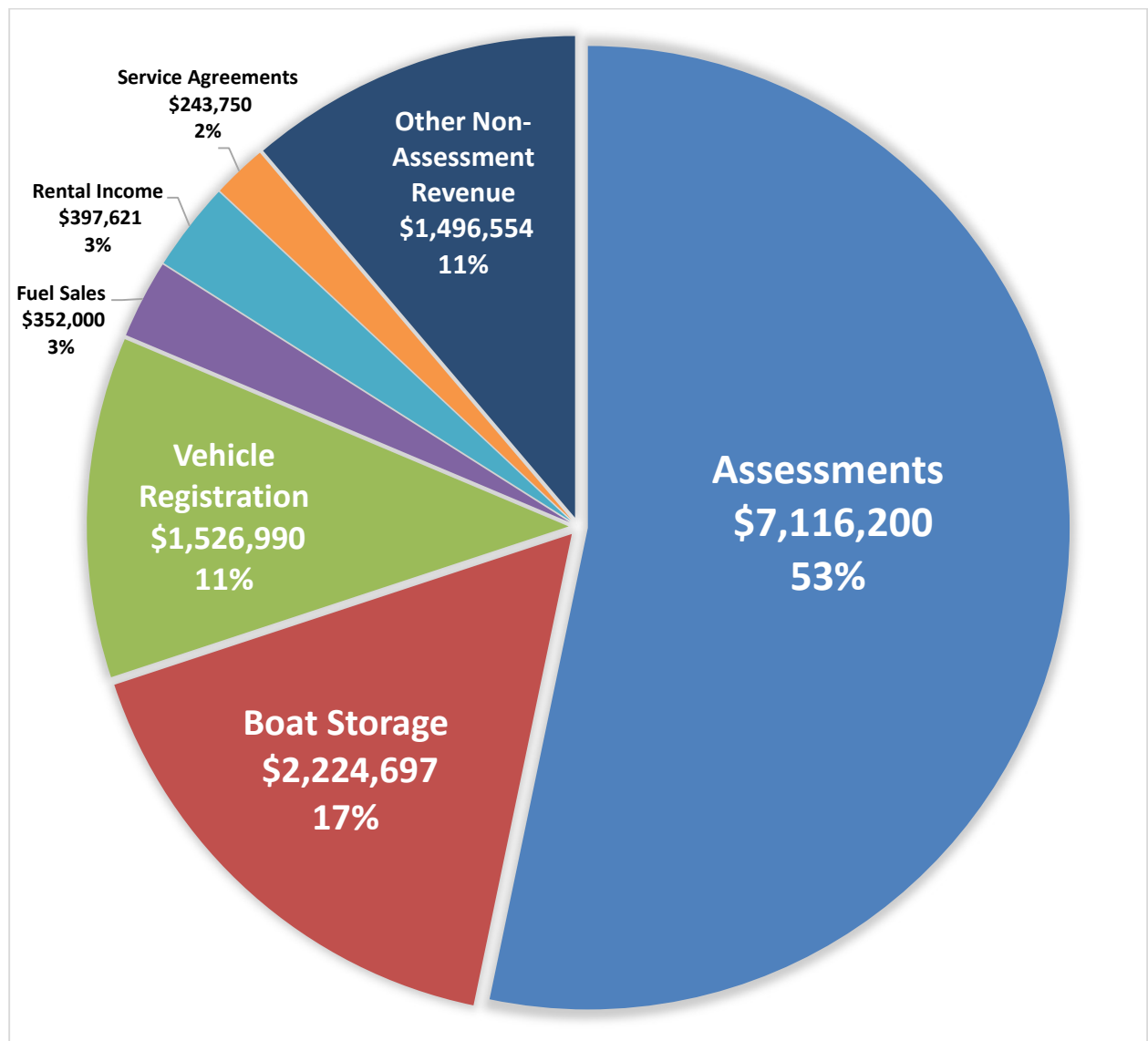


The chart illustrates the majority of The Landings Association's revenue is generated within and allocated to the Operating Fund, which supports the organizations day-to-day functions and services. Additionally, 26 percent of total revenue is directed to the Capital Reserves Fund, ensuring adequate financial resources are available for the repairs and replacement of capital assets in alignment with long-term infrastructure planning.

Budgetary Overview

The Landings Association

2026 *R*evenues by Type – Operating Fund

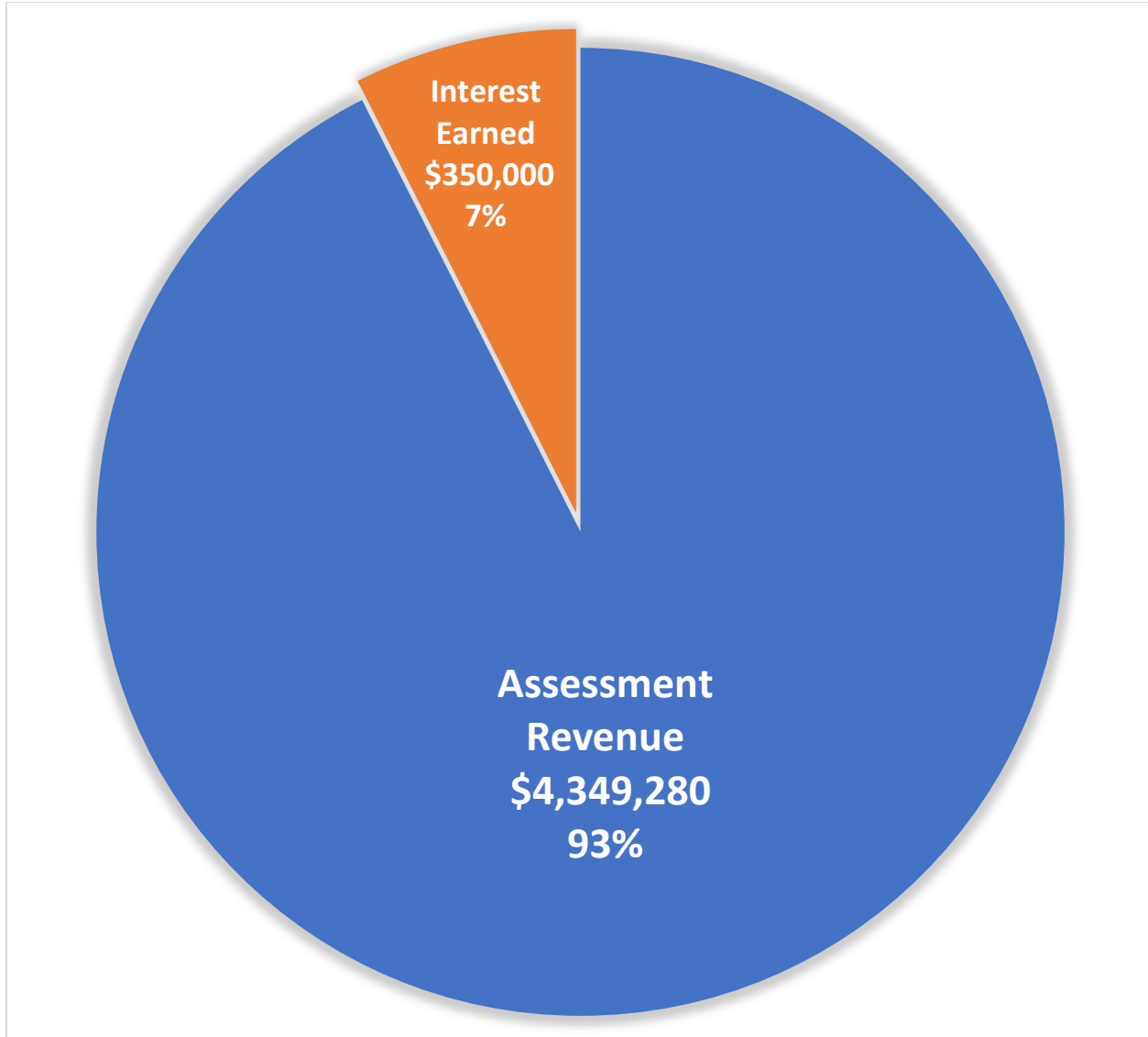


Eighty-one percent of The Landings Association's Operating Fund revenue is generated from three primary sources – Assessments, Boat Storage fees, and Vehicle Registration. The remaining 19 percent is derived from a combination of Fuel Sales, Rental Income, Service Agreements and other non-Assessment revenue sources. This distribution reflects the Association's reliance on core funding mechanisms while also incorporating diversified income streams to support operational needs.

Budgetary Overview

The Landings Association

2026 *R*evenues by Type – Capital Reserves Fund

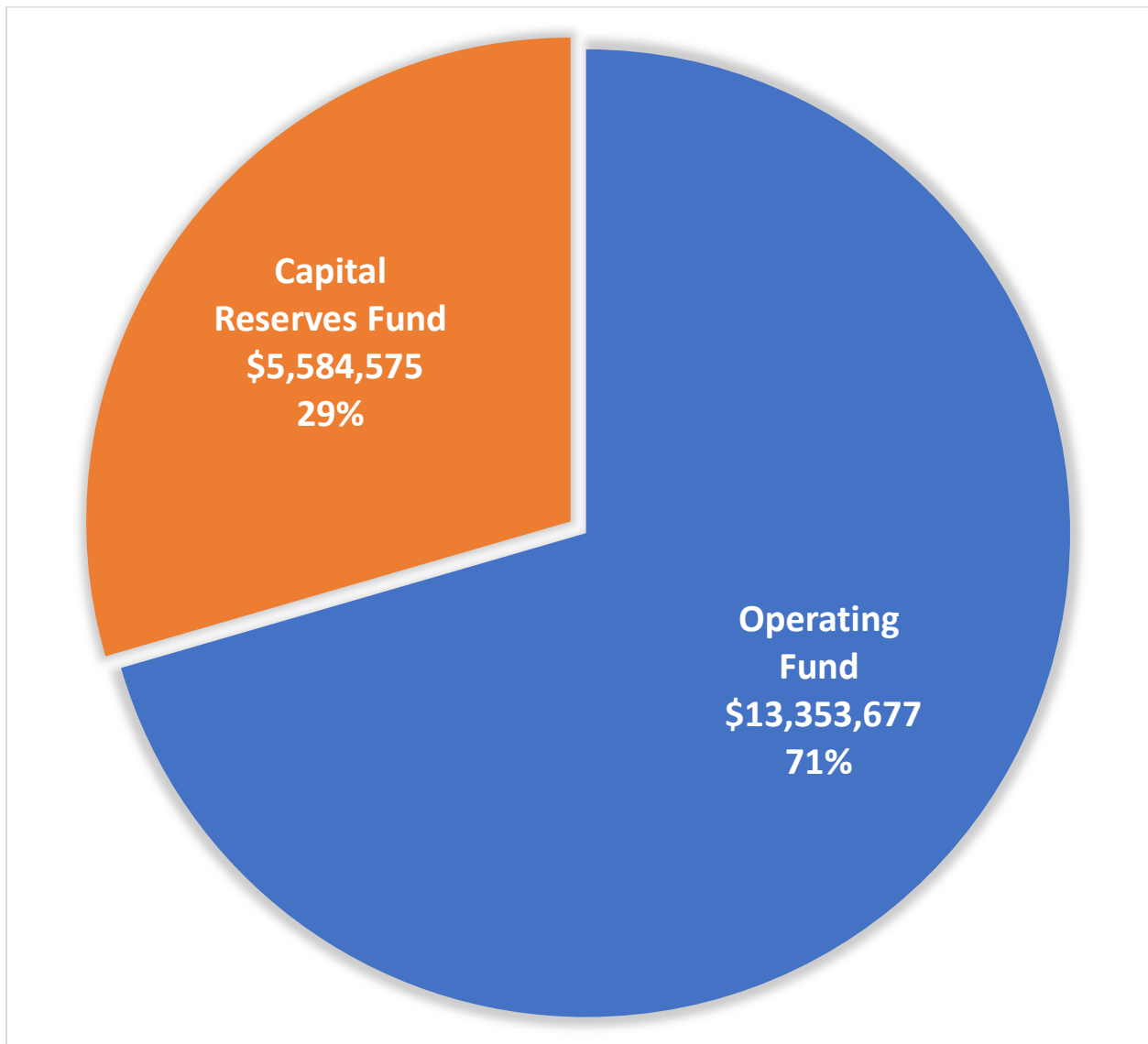


Ninety-three percent of The Landings Association's Capital Reserves revenue is derived from the Assessment allocations, reflecting the community's commitment to funding long-term infrastructure needs. The remaining 7 percent is generated through Interest Earned on reserve balances, contributing to the financial sustainability of the Capital Reserves fund.

Budgetary Overview

The Landings Association

2026 *E*xpenditures by Fund

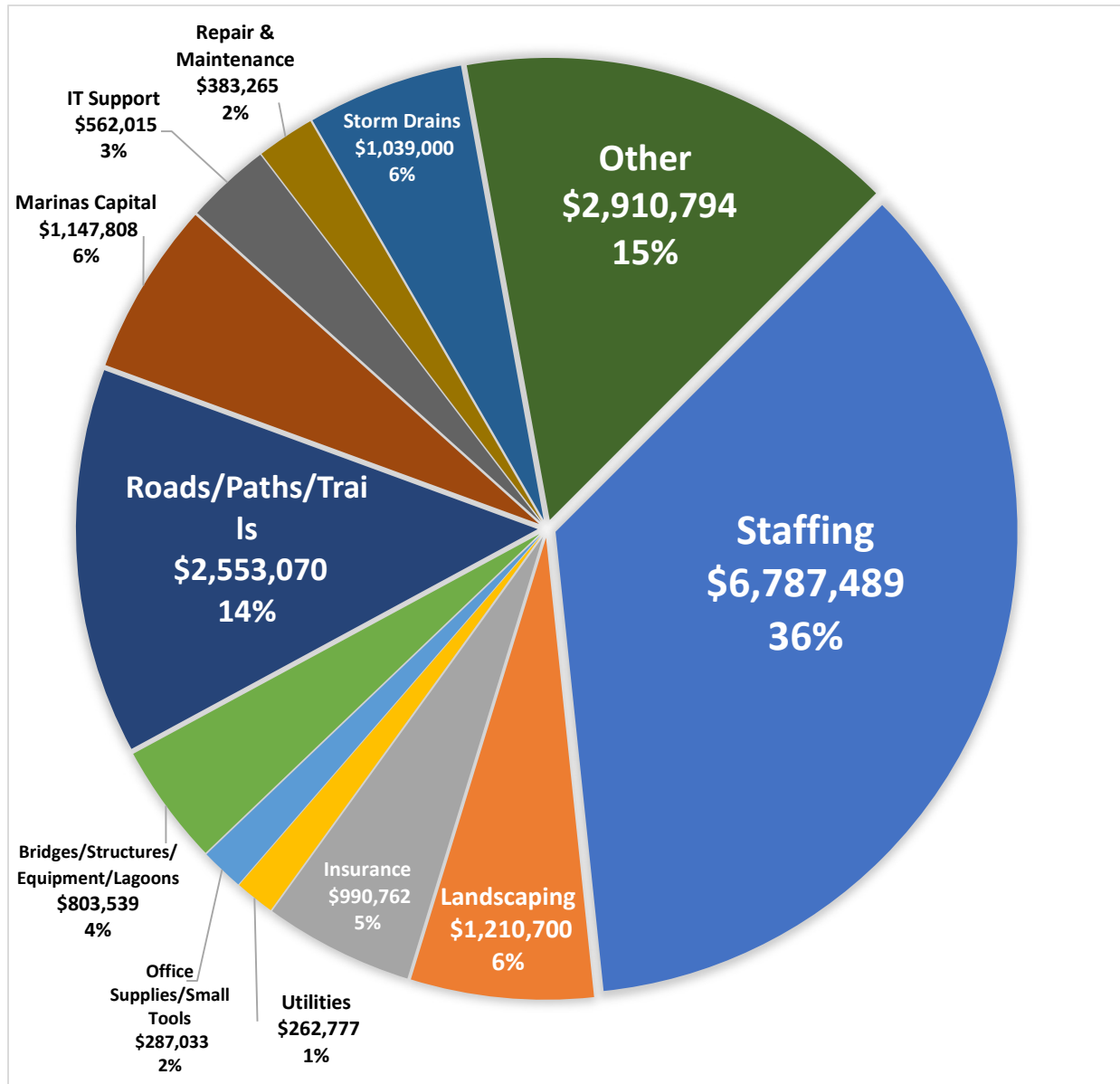


Seventy-one percent of the Association's total expenditures are dedicated to general operations funded through the Operating Fund, supporting the day-to-day delivery of services and programs. The remaining 29 percent is allocated to the Capital Reserves Fund, providing for scheduled repairs and replacements of the Association's capital assets in accordance with long-range infrastructure planning.

Budgetary Overview

The Landings Association


2026 Expenditures by Type – Operating and Capital Reserves Funds

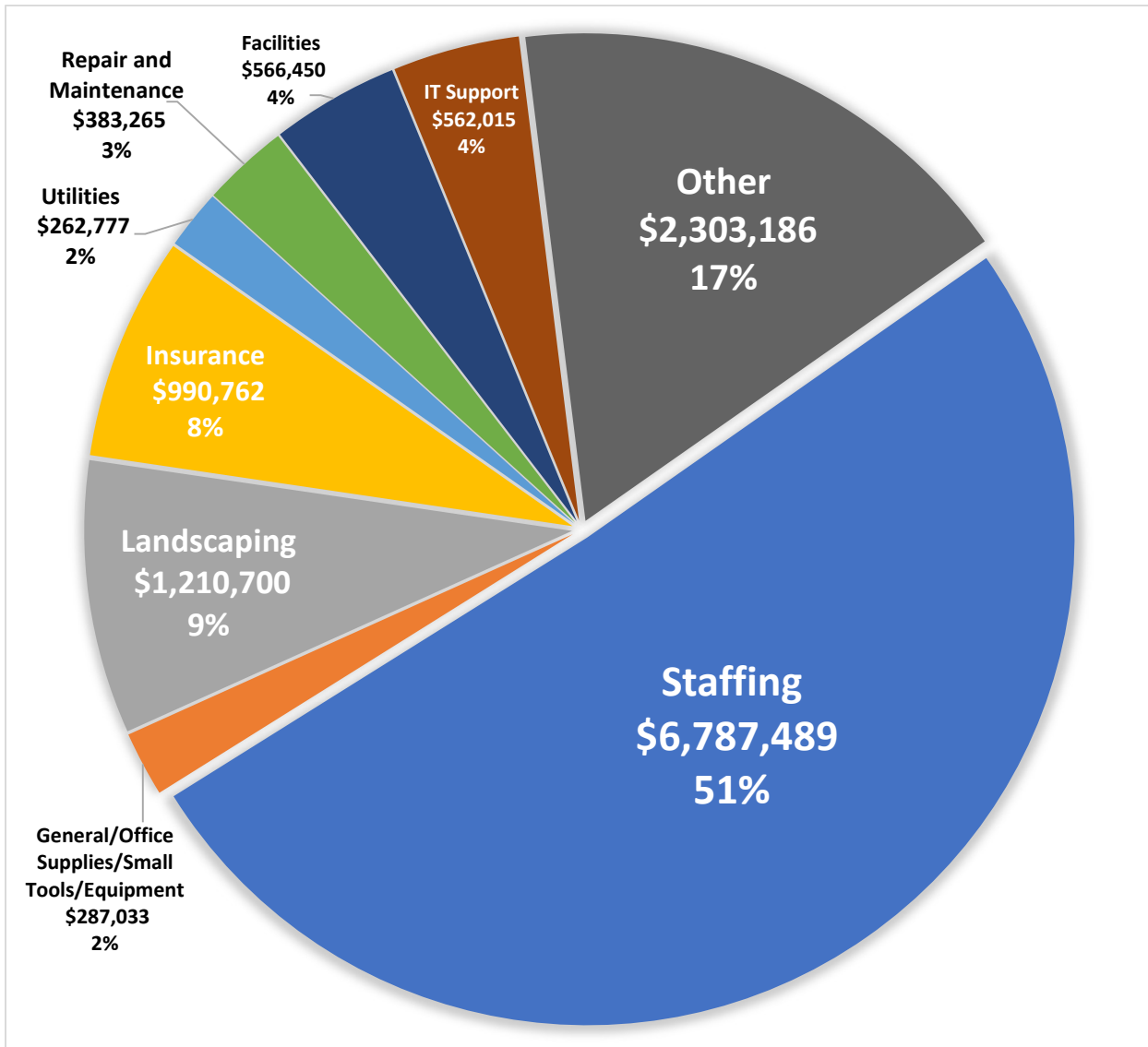


Staffing costs represent the largest portion of The Landings Association’s expenditures, accounting for 36 percent of the total. Common property maintenance including landscaping, storm drains, and the upkeep of roads, community paths, and trails comprises 26 percent. Marina operations and the maintenance of bridges, structures, equipment, and lagoons collectively make up 10 percent of expenditures. An additional 13 percent is allocated to support services such as insurance, repair and maintenance, IT support, office supplies, small tools, and utilities. The remaining 15 percent is categorized as “Other” encompassing a variety of smaller but essential items. These include association capital projects, lagoon-related expenses, professional fees, operating contingencies, engineering studies, service charges and credit card fees, dredging, signage and mailbox maintenance, facilities upkeep, and fleet maintenance.

Budgetary Overview

The Landings Association


2026  xpenditures by Type – Operating Fund

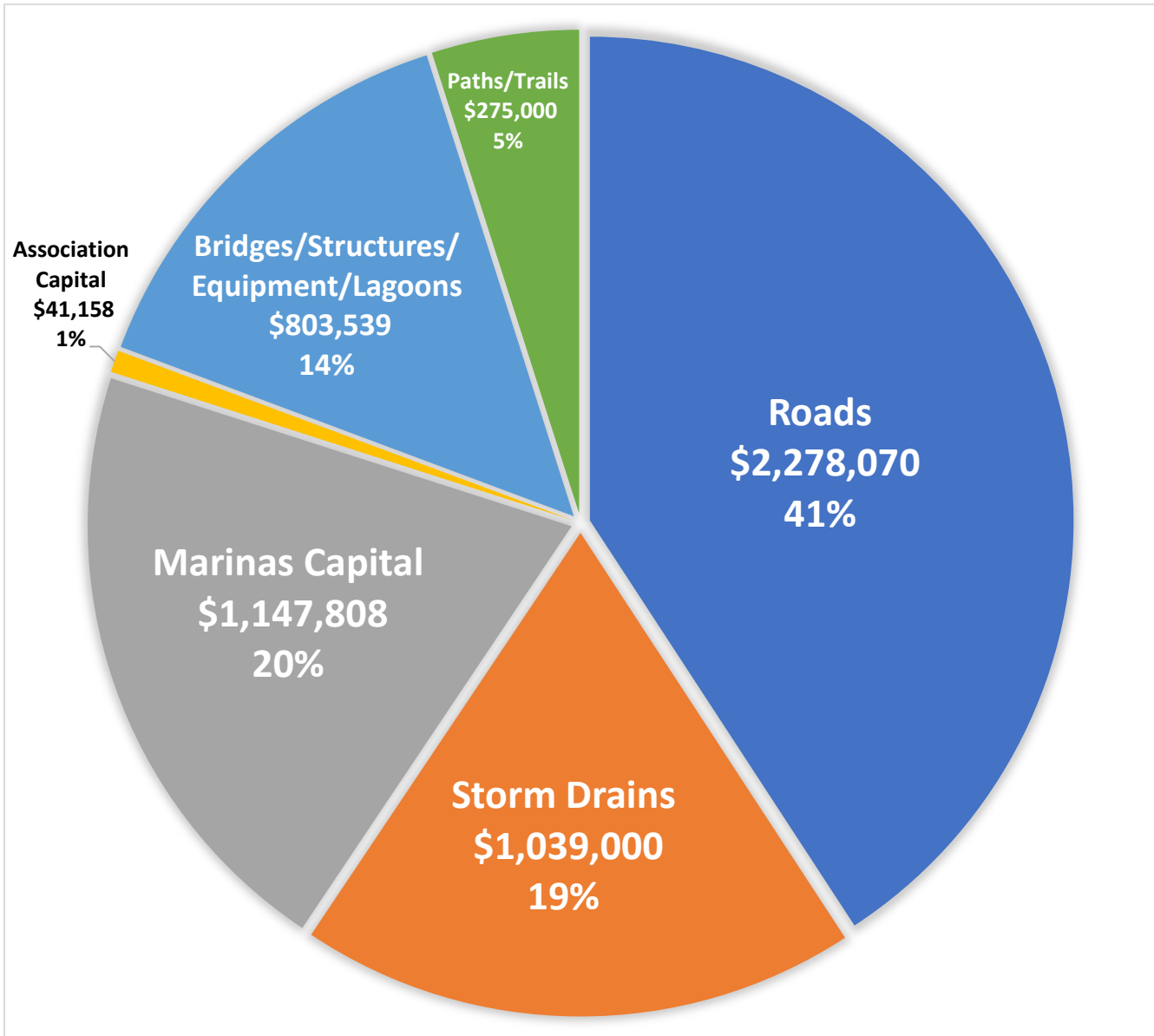


Fifty-one percent of expenditures from The Landings Association’s Operating Fund are staffing-related, reflecting the nature of the organization as a service delivery entity. 17 percent of expenditures are grouped under “Other,” which includes lagoon expenses, dredging, consulting services, engineering studies, operating contingencies, recruiting and retention efforts, and legal expenses. Insurance, landscaping, repair and maintenance, and utilities collectively account for 22 percent of the total. The remaining 10 percent is allocated to facilities, general and office supplies, small tools and equipment, and IT support.

Budgetary Overview

The Landings Association

2026  Expenditures by Type – Capital Reserves Fund



In 2026, the majority of The Landings Association's capital expenditures will be concentrated in four key areas: Roads, Storm Drains, Marinas Capital, and Bridges, Structures, Equipment, and Lagoons. Together, these categories account for 94 percent of the total capital spending, reflecting the Association's continued investment in critical infrastructure and long-term asset preservation.

Budgetary Overview

The Landings Association

2026 Budgeted Personnel Summary

The Landings Association is committed to employing individuals who embody the mission, goals, and values of both the organization and the broader Landings community. Achieving this requires a workforce that operates efficiently and effectively, continuously seeking to enhance service delivery and operational processes for property owners.

To support this commitment, the Association regularly evaluates its total compensation package to ensure a balance between market competitiveness and fiscal responsibility. This approach enables the organization to attract and retain high-quality employees who exemplify our values and embrace our mission. The Association remains focused on identifying innovative strategies to recruit, retain, and develop staff who are dedicated to serving the needs of The Landings' residents.

In accordance with Board policy, "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."

The proposed Plan for FY2026 reflects an increase of two positions compared to the 2025 Budget, supporting expanded service needs and strategic initiatives.

Classification and Compensation Plan

Position Title	FTE	2026 Minimum	2026 Maximum
<u>Exempt Positions</u>			
Leadership / Department Directors	9	\$80,000.00	\$151,200.00
Managerial	4	\$85,500.00	\$99,500.00
Professional	6	\$61,000.00	\$78,000.00
<u>Non-Exempt Position</u>			
Technical			
Supervisors	6	\$27.50	\$33.00
Admin Support, Accounting Specialists, Property			
Inspectors	8	\$20.50	\$31.00
Public Works Specialists	19	\$20.50	\$29.50
Security Officers	20	\$21.00	\$26.75
Marina Dockhand and Forklift Operators	8	\$18.00	\$26.25
Total FTEs for 2026	80	(Not including GM)	

Long Range Financial Plan

The Landings Association

Financial Overview

The Financial Overview provides a concise summary of the Financial Policies that guide The Landings Association's financial management practices and outlines the Association's Long Range Financial Plan (LRFP).

Financial Policies

This section summarizes the key policies the Association adheres to in managing its financial and budgetary operations.

Auditing and Financial Reporting

- The Association mandates an annual audit of its accounts, financial records, and fund transactions by Independent Certified Public Accountants.
- Annual financial reports are prepared in accordance with Generally Accepted Accounting Principles (GAAP).

Revenue Policy

- The Association enforces a proactive approach to revenue collection.
- User charges and fees are typically set to reflect the full cost of service delivery, including operating, direct, indirect, and capital expenses, and are reviewed annually.

Investment of Idle Funds

- Safeguarding Association funds is the highest priority; investments must not compromise the safety of the principal.
- Funds are managed to maximize net earnings while ensuring safe and responsible investment returns.

Purchasing Policy

- Goods and services procured at the lowest possible cost without compromising the quality needed for efficient departmental operations.
- Board-approved expenditure levels do not automatically authorize spending; purchases must be necessary and within the approved budget.
- A control system is maintained to ensure budget compliance, with regular reporting that compares actual expenditures to budgeted amounts.

Long Range Financial Plan

The Landings Association

Fixed Asset Policy

- The Fixed Asset Policy exists to:
 - Safeguard the Association's investment in fixed assets.
 - Utilize the fixed asset system as a management tool for replacing recurring items, minimizing duplication and inefficiency.
 - Provide accurate information for the preparation of financial statements in accordance with Generally Accepted Accounting Principles (GAAP).
- When disposing of fixed assets, the Association makes every effort to recover a portion of the original cost through sale or trade-in.

Capital Asset Management Plan

- The Association maintains a multi-year Capital Asset Management Plan (CAMP) for capital replacements and reserve assets, updated annually. This plan serves as a strategic tool for projecting Capital Reserves funding requirements.
- New capital projects are funded on a pay-as-you-go basis, either through operational revenues or donations from community organizations. Examples of amenities initially funded by donations 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.
- Once constructed or installed, all major assets are incorporated into CAMP for future repair or replacement planning.
- Capital replacements and reserve assets require significant financial investment and have long useful lives. The Association evaluates various funding strategies including Reserves, Debt, and Special Assessments. However, Reserves funding is preferred due to its stability and fairness, as recommended by the Community Association Institute's best practices.
- An independent Professional Reserve Analyst is engaged annually to update the Reserve Study, which provides a recommended Capital Reserves funding plan. This plan serves as guidance for the Board of Directors and Finance Committee, who may choose to adopt or modify its recommendations.

Accounting Policy

The Landings Association accounts for all funds using the modified accrual basis of accounting. Under this method, revenues are recognized when they become both measurable and available. Assessments are considered measurable once received by the Association, and a prorated portion is recognized as revenue each month. Certain major revenues, such as permits, fees, sales, and forfeitures, are not accrued if they are either not available in time to cover liabilities or cannot be objectively measurable; these are recorded within the operating fund. Expenditures, in general, are recognized when paid, aligning with the principles of modified accrual accounting.

Long Range Financial Plan

The Landings Association



This section outlines the Association's Long Range Financial Plan for the next six years. The plan is grounded in budget assumptions developed for both the Operating and Capital Reserves Fund. These assumptions are reviewed and approved annually by the Finance Committee and the Board of Directors.

The multi-year plan serves as a forward-looking tool to assess how various factors may influence the cost of delivering high-quality services. It informs strategic decision-making and helps the Association evaluate how today's actions may shape future outcomes. The specific assumptions used in developing the Long-Range Financial Plan are detailed in the Budgetary Overview section of this document.

It is essential to recognize the inherent limitations of any long-term financial plan:

- There will always be uncertainty about the future.
- Some factors will remain unknown at the time the plan is developed.
- Implementing policies in response to projections can alter the accuracy of those projections.
- Projections rely on current knowledge, trends, expectations, and policies, all of which may change and affect their reliability.
- The longer the forecast period, the less viable the projections become. For example, a projection for the coming year is generally more dependable than one for six years ahead.

Ultimately, the value of these projections lies not in their ability to predict the future with precision, but in their capacity to highlight long-term implications of present-day decisions. They function as an early warning system, equipping the Association to proactively address future opportunities and challenges.

Long Range Financial Plan

The Landings Association

Long Range Financial Plan Discussion

The chart below illustrates significant changes in anticipated revenues and expenses through 2030, compared to projections made in the 2025 Budget. Please note that all figures are cumulative over the five-year period.

Major Changes from 2025 to 2026 Long Range Financial Plan

Projected Operating Revenue Changes compared to 2025 Plan

Main Drivers:	<u>2026-2030</u>
Rack Rental - Boats LH	\$1,885,519
Vehicle Registration - Annual	\$1,019,130
Wet Slip Rental – LH and DC	\$729,975
Vehicle Registration - Other	\$579,304
Rental Fees – SSR/Harbor/Athletic Field/Parking	\$323,522
Architecture Fees	\$282,826
RV Storage Yard	\$253,967
Golf Cart Registration - Security	\$250,000
Dump Tickets (Chipping Revenue)	(\$1,325,000)
Assessment Revenue	(\$1,931,540)
Cumulative 5-Year Operating Revenue Change from 2025 LRFP to 2030 LRFP	<u>\$2,103,272</u>

Projected Operating Expense Changes compared to 2025 Plan

Main Drivers:	<u>2026-2030</u>
Salary and Wages	\$1,683,403
Insurance	\$634,772
Operating Contingency	\$501,000
Engineering Studies	\$294,234
General Supplies/Equipment	\$263,090
Workers Compensation	(\$175,099)
Provision for Income Taxes	(\$131,213)
Total 401k Benefits	(\$476,415)
Landscape Contract	(\$486,219)
Chipping Yard Expense	(\$1,192,500)
Cumulative 5-Year Operating Expense Change from 2025 LRFP to 2026 LRFP	<u>\$879,477</u>

Projected CAMP Changes compared to 2025 Plan

Main Drivers:	<u>2026-2030</u>
Roads	\$4,868,370
Storm Drains Increase	\$1,881,616
Bridges/Structures/Equipment Increase	\$1,253,555
Marina Capital	\$626,842
Paths/Trails	\$400,000
Assessment Revenues	(\$1,931,540)
Cumulative 5-Year CAMP Change from 2025 LRFP to 2026 LRFP	<u>\$6,969,345</u>

Long Range Financial Plan

The Landings Association

Other Changes

The Association's rolling six-year Long Range Financial Plan now extends through the year 2031.

In 2024, the minimum asset depreciation threshold was increased from a cost of \$1,000 with a three year useful life to a minimum cost of \$5,000, with the same useful life. As a result, qualifying assets were reclassified from the Capital Reserves budget to various expense accounts within TLA's Operating Budget.

Capital Assessment Management Plan Major Changes

The following significant updates have been made to the Capital Asset Management Plan (CAMP):

- Storm Drains (2026-2030): Cost and scope increased from \$4,703,000 to \$6,584,616 to address system failures and fund ongoing maintenance.
- Roads (2026-2030): Cost increased from \$7,835,186 to \$12,703,556 to support resurfacing and curb repair/replacement throughout the community.
- Paths (2026-2030): Cost increased from \$1,375,000 to \$1,775,000 for concrete panel repairs and replacements on community paths.
- Wiggins Forklift (2028): Cost increased from \$376,000 to \$500,000.
- McWhorter Bridge Redecking (2027): Project rescheduled from 2029 to 2027; cost increased from \$550,000 to \$700,000.
- Marsh Tower Observation Repair Allowance (2025): Project rescheduled to 2027; cost increased from \$495,000 to \$650,000.
- Marinas Dry Stack Replacement Project (2022-2026): Allocation for 2026 increased from \$350,000 to \$650,000.

The Cash Flow charts on the next page display projected Operations and Capital Reserves expenditures over the next six years.

Detailed charts on the subsequent pages provide a comprehensive breakdown of projected expenditures for both Operations and Capital Reserves through 2031.

Assessment Allocation Per Lot (4,420 lots)

General Assessment

Reserves

Total

Cash Flow Projection Operating

2024 Budget	2024 Budget Amendment	2024 Year-End Estimate	2024 Year-End Actual	2025 Budget	2025 Year-End Estimate	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
1,397	1,319	1,319	1,319	1,603	1,603	1,610	1,640	1,716	1,696	1,980	1,816
1,048	1,126	1,126	1,126	915	915	984	954	878	898	614	778
2,445	2,445	2,445	2,445	2,518	2,518	2,594	2,594	2,594	2,594	2,594	2,594

OPERATING FUND

Operating Fund Activity

Assessment Revenue	6,174,740	5,829,980	5,829,980	5,829,980	7,085,260	7,085,260	7,116,200	7,248,800	7,584,720	7,496,320	8,751,600	8,026,720
Non-Assessment Revenue	4,958,934	4,958,934	5,462,506	5,511,220	5,206,916	5,857,765	6,241,612	5,913,517	6,121,666	6,356,820	6,361,228	6,366,730
Total Operating Expenses	(12,249,467)	(12,249,467)	(12,475,073)	(12,521,515)	(13,271,509)	(13,867,581)	(14,107,386)	(13,913,446)	(14,459,059)	(14,603,846)	(14,664,896)	(15,144,301)
Net Revenues Over Expenses	(1,115,793)	(1,460,553)	(1,182,587)	(1,180,315)	(979,333)	(924,556)	(749,574)	(751,129)	(752,673)	(750,706)	447,932	(750,851)
Add Back: Depreciation	755,861	755,861	746,577	750,245	746,577	753,319	753,709	753,709	753,709	753,709	753,709	753,709
Net Operating Revenues Before Depreciation	(359,932)	(704,692)	(436,010)	(430,070)	(232,756)	(171,237)	4,135	2,580	1,036	3,003	1,201,641	2,858

Capital Improvement Projects

Radio Recorder	Included in Exp (6,000)	Included in Exp (6,000)	Included in Exp 0	Included in Exp (4,550)	Included in Exp	Included in Exp	Included in Exp	Included in Exp	Included in Exp	Included in Exp	Included in Exp	Included in Exp
Electronic Signs (Road Projects)	(18,000)	(18,000)	0	(24,607)								
A/C Condensing Fan (Mechanic Shop)	(5,500)	(5,500)	(3,745)	(3,745)								
Utility Locator	(10,000)	(10,000)	(10,242)	(10,242)								
Asphalt Hot Box	(6,500)	(6,500)	0	0								
Landings Harbor Picnic Pavillion	(120,000)	(120,000)	0	(20,255)								
Mainsail Stormwater Backflow Preventer	(10,960)	(10,960)	0	0								
John Boat	(1,750)	(1,750)	(1,513)	(1,513)								
Cameras					(51,808)	(51,808)						
Vacuum Trailer					(159,795)	(91,239)						
Extended Gate Arms					(36,872)	(36,872)						
Green Island Road Community Path Gates												
Gates for Community Paths												
Hydraulic Pole Saw for Bucket Truck												
GPS Trackers (4)							(2,700)					
Backdrop net for Basketball Court							(2,500)					
Additional Lighting for LH Parking Lot							(5,000)					
UTV for Construction Dept (1)							(7,500)					
Forestry Head for Bobcat							(20,000)					
Park Benches (6)							(40,000)					
Golf Cart							(12,000)					
Mobile Camera							(16,700)					
Guardian Pro							(16,000)					
Patrol Vehicle							(21,800)					
North Gate Building								(40,000)			(1,200,000)	
Operating Capital Total	(178,710)	(178,710)	(15,500)	(64,912)	(248,475)	(179,919)	(144,200)	(40,000)	(219,116)	0	(1,200,000)	0
Subtotal	(178,710)	(178,710)	(15,500)	(64,912)	(248,475)	(179,919)	(144,200)	(40,000)	(219,116)	0	(1,200,000)	0

Starting Cash & Investments

1,312,019	1,312,019	1,767,144	1,767,144	1,331,134	1,223,937	1,052,700	1,056,835	1,059,415	1,060,451	1,063,454	1,065,095
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Projected Net Change in Cash

(359,932)	(704,692)	(436,010)	(430,070)	(232,756)	(171,237)	4,135	2,580	1,036	3,003	1,641	2,858
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Ending Cash and Investments Total (minimum Cash Balance average of \$1,500,000)

952,087	607,327	1,331,134	1,223,937	1,098,378	1,052,700	1,056,835	1,059,415	1,060,451	1,063,454	1,065,095	1,067,953
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Cash Flow Projection Capital Reserves Fund

CAPITAL IMPROVEMENT AND RESERVE FUND

	2024 Budget	2024 Budget Amendment	2024 Year-End Estimate	2024 Year-End Actual	2025 Budget	2025 Year-End Estimate	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Assessment Revenues	4,632,160	4,976,920	4,976,920	4,976,920	4,044,300	4,044,300	4,349,280	4,216,680	3,880,760	3,969,160	2,713,880	3,438,760
Interest Earned	395,000	395,000	450,000	530,790	450,000	525,000	350,000	300,000	300,000	300,000	300,000	300,000
2021 Employee Retention Tax Credit			426,415	0		426,415						
Total	5,027,160	5,371,920	5,853,335	5,507,710	4,494,300	4,995,715	4,699,280	4,516,680	4,180,760	4,269,160	3,013,880	3,738,760

CASH FLOW PROJECTIONS

Source / (Use) of Cash

Projected Capital Expenditures:

Association Capital Other	(117,937)	(117,937)	(82,577)	(70,020)	(77,120)	0	(41,158)	(24,254)	(24,400)	(79,021)	(93,192)	(17,389)
Bridges/Structures/Equipment	(1,013,780)	(1,013,780)	(520,577)	(305,152)	(1,221,992)	(604,680)	(760,539)	(2,401,602)	(774,006)	(677,523)	(617,176)	(456,160)
Lagoons/Dikes/Structures					(197,200)	(196,442)	(43,000)	(71,070)	(332,593)	(295,036)	(140,970)	(19,638)
Marina Capital and Repair	(748,440)	(748,440)	(394,707)	(379,467)	(885,876)	(779,462)	(1,147,808)	(50,617)	(653,303)	(41,524)	(82,443)	(94,017)
Paths/Trails	(275,000)	(275,000)	(275,000)	(266,544)	(275,000)	(275,000)	(275,000)	(375,000)	(375,000)	(375,000)	(375,000)	(375,000)
Roads	(1,706,515)	(1,706,515)	(1,681,794)	(1,654,249)	(2,168,230)	(1,946,380)	(2,278,070)	(3,015,580)	(2,823,941)	(2,585,965)	(2,000,000)	(2,000,000)
Storm Drains Repairs	(1,064,000)	(1,064,000)	(846,589)	(996,447)	(1,000,000)	(1,000,000)	(1,039,000)	(1,375,750)	(1,375,750)	(1,418,366)	(1,375,750)	(1,375,750)
Carry Over Projects from Previous Year			(939,790)	(901,301)		(635,134)						
Unbudgeted Projects			(18,482)	(24,997)		(12,149)						
Subtotal	(4,925,672)	(4,925,672)	(4,759,516)	(4,598,177)	(5,825,418)	(5,449,247)	(5,584,575)	(7,313,873)	(6,358,993)	(5,472,435)	(4,684,531)	(4,337,954)
Projected Net Change in Cash	101,488	446,248	1,093,819	909,533	(1,331,118)	(453,532)	(885,295)	(2,797,193)	(2,178,233)	(1,203,275)	(1,670,651)	(599,194)
Projected Starting Cash & Investments	10,247,438	10,247,438	10,223,582	10,223,582	11,317,401	11,507,991	11,054,459	10,169,164	7,371,971	5,193,738	3,990,463	2,319,812
Projected Ending Cash & Investments	10,348,926	10,693,686	11,317,401	11,507,991	9,986,283	11,054,459	10,169,164	7,371,971	5,193,738	3,990,463	2,319,812	1,720,618
Fully Funded Reserves 2025 Update	34,702,029	34,702,029	34,702,029	34,702,029	32,826,690	32,826,690	38,077,945	37,468,210	36,730,490	36,243,087	36,672,315	36,303,988
Percent Funded for Capital Reserves Based on 2025 Update	30%	31%	33%	33%	30%	34%	27%	20%	14%	11%	6%	5%

TOTAL RESERVES

Projected Total Net Change in Current Assets
 Projected Total Ending Current Assets

2024 Budget	2024 Budget Amendment	2024 Year-End Estimate	2024 Year-End Actual	2025 Budget	2025 Year-End Estimate	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
101,488	446,248	1,093,819	909,533	(1,331,118)	(453,532)	(885,295)	(2,797,193)	(2,178,233)	(1,203,275)	(1,670,651)	(599,194)
10,348,926	10,693,686	11,317,401	11,507,991	9,986,283	11,054,459	10,169,164	7,371,971	5,193,738	3,990,463	2,319,812	1,720,618

TOTAL OPERATING CASH

Operating Fund
 Projected Total Ending Operating Cash & Investments

2024 Budget	2024 Budget Amendment	2024 Year-End Estimate	2024 Year-End Actual	2025 Budget	2025 Year-End Estimate	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
952,087	607,327	1,331,134	1,223,937	1,098,378	1,052,700	1,056,835	1,059,415	1,060,451	1,063,454	1,065,095	1,067,953
952,087	607,327	1,331,134	1,223,937	1,098,378	1,052,700	1,056,835	1,059,415	1,060,451	1,063,454	1,065,095	1,067,953

TOTAL CURRENT ASSETS

Projected Total Ending Current Assets

2024 Budget	2024 Budget Amendment	2024 Year-End Estimate	2024 Year-End Actual	2025 Budget	2025 Year-End Estimate	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2030 Plan
11,301,013	11,301,013	12,648,535	12,731,927	11,084,661	12,107,159	11,225,999	8,431,386	6,254,189	5,053,917	3,384,906	2,788,570

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)	\$ 453,499	\$ 7,797,535	\$ (14,385)	\$ 7,783,150
2021	\$ 7,797,535	\$ 13,510	\$ 2,955,508	\$ (2,387,122)	\$ (581,896)	\$ (2,969,018)	\$ 892,040	\$ 8,689,575	\$ (244,622)	\$ 8,444,953
2022	\$ 8,689,575	\$ 110,120	\$ 3,499,326	\$ (3,151,497)	\$ (457,949)	\$ (3,609,446)	\$ 1,055,546	\$ 9,745,121	\$ (102,799)	\$ 9,642,322
2023	\$ 9,745,121	\$ 464,602	\$ 3,301,101	\$ (3,054,875)	\$ (710,828)	\$ (3,765,703)	\$ 805,079	\$ 10,550,200	\$ (326,618)	\$ 10,223,582
2024	\$ 10,550,200	\$ 530,790	\$ 3,954,992	\$ (3,089,657)	\$ (1,396,125)	\$ (4,485,782)	\$ 1,074,021	\$ 11,624,221	\$ (116,231)	\$ 11,507,990
2025	\$ 11,624,221									

The amounts for 2025 will be available at the completion of the 2025 annual financial audit and will be published in the 2027 Budget Book vs. 2026.

*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.

Long Range Financial Plan

TLA and Marinas Operating

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Revenues									
Assessment Revenue	\$5,829,980	\$7,085,260	\$7,085,260	\$7,116,200	\$7,248,800	\$7,584,720	\$7,496,320	\$8,751,600	\$8,026,720
Non-Assessment Revenue									
Vehicle Registration - Annual	661,372	648,289	736,646	852,115	852,115	852,115	852,115	852,115	852,115
Vehicle Registration - Other	535,025	526,937	584,995	642,798	642,798	642,798	642,798	642,798	642,798
Vehicle Registration - Frequent Visitor	29,800	27,750	31,665	32,077	32,077	32,077	32,077	32,077	32,077
Vehicle Registration	1,226,197	1,202,976	1,353,306	1,526,990	1,526,990	1,526,990	1,526,990	1,526,990	1,526,990
Service Agreement - TLCo - Security	6,694	6,928	6,928	7,170	7,421	7,681	7,950	8,228	8,516
Service Agreement - TLGAC - Security/Lagoons	125,440	159,830	154,830	174,374	178,405	182,557	186,834	191,239	195,776
Service Agreement - Village POA	22,419	23,092	30,375	31,286	32,225	33,192	34,188	35,213	36,270
Service Agreement - Marine Service	28,045	29,448	29,448	30,920	32,466	34,089	35,794	37,584	39,463
Service Agreements	182,598	219,298	221,581	243,750	250,517	257,519	264,766	272,264	280,025
Architectural Review Fees	138,290	121,000	145,000	156,000	150,500	145,150	139,935	134,841	129,857
Contractor Forfeitures	21,948	5,000	2,000	10,000	10,000	10,000	10,000	10,000	10,000
"For Sale" Sign Rental & Return	85	220	145	220	220	220	220	220	220
Architectural Fees	160,323	126,220	147,145	166,220	160,720	155,370	150,155	145,061	140,077
Telecommunications Lease	139,554	145,049	122,003	107,190	107,190	107,190	107,190	107,190	107,190
Meeting Room Rental	1,720	1,500	800	600	1,200	1,200	1,200	1,200	1,200
Storage Yard	61,858	86,382	70,000	166,815	166,815	166,815	166,815	166,815	166,815
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	19,915	20,512	20,512	21,128	21,762	22,414	23,087	23,780	24,493
Room Rental - Sunset	60,287	50,000	60,000	78,714	117,594	120,560	125,653	131,000	136,614
Rental Income	306,508	326,617	296,489	397,621	437,735	441,353	447,119	453,159	459,486
Interest Earned	94,969	90,000	167,000	90,000	90,000	90,000	90,000	90,000	90,000
Total Interest	94,969	90,000	167,000	90,000	90,000	90,000	90,000	90,000	90,000
Rack Rental - Jet Ski & Dingie	33,338	35,417	33,075	33,075	33,075	33,075	33,075	33,075	33,075
Rack Rental - Boats	1,353,072	1,424,850	1,427,703	1,596,727	1,756,400	1,932,040	2,125,244	2,125,244	2,125,244
Wet Slip Rental	463,101	509,055	502,310	579,895	637,885	701,673	771,840	771,840	771,840
Boat Movement Fee	100	0	0	0	0	0	0	0	0
Guest Slip Rental	16,939	19,500	17,000	15,000	15,000	15,000	15,000	15,000	15,000
Boat Storage	1,866,550	1,988,822	1,980,088	2,224,697	2,442,360	2,681,788	2,945,159	2,945,159	2,945,159
Rack Rental - Kayak	13,636	13,652	13,652	13,652	13,652	13,652	13,652	13,652	13,652
Sticker/Registration - Kayak	140	300	0	0	0	0	0	0	0
Rental - Kayak	1,341	1,500	1,500	1,530	1,561	1,592	1,624	1,656	1,689
Kayak Revenues	15,117	15,452	15,152	15,182	15,213	15,244	15,276	15,308	15,341
Gasoline Sales	387,856	345,000	317,000	317,000	317,000	317,000	317,000	317,000	317,000
Diesel Sales	29,440	37,000	46,875	35,000	35,000	35,000	35,000	35,000	35,000
Fuel Sales	417,296	382,000	363,875	352,000	352,000	352,000	352,000	352,000	352,000
Merchandise Sales	97,901	88,800	88,500	88,500	88,500	88,500	88,500	88,500	88,500

Long Range Financial Plan

TLA and Marinas Operating

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Bait Sales	4,713	3,250	4,050	3,780	3,780	3,780	3,780	3,780	3,780
Total Merchandise	102,614	92,050	92,550	92,280	92,280	92,280	92,280	92,280	92,280
Programs-Charters	160	0	0	0	0	0	0	0	0
Event Income	160	0	0	0	0	0	0	0	0
Telephone Directory	45	85	40	0	0	0	0	0	0
Mail Boxes	11,645	10,000	6,000	6,000	6,180	6,365	6,556	6,753	6,956
Dog Park Fees	15,205	13,700	13,700	13,700	13,700	13,700	13,700	13,700	13,700
Recycling Revenue	524	0	250	0	0	0	0	0	0
Chipping Revenue	448,575	375,000	550,000	550,000	0	0	0	0	0
Reseal Disclosure	73,000	53,100	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Security Premise Check	0	0	0	10,000	10,000	10,000	10,000	10,000	10,000
Golf Cart Registration	0	0	0	50,000	50,000	50,000	50,000	50,000	50,000
Member Services	548,994	451,885	639,990	699,700	149,880	150,065	150,256	150,453	150,656
Electric Service	4,696	5,100	4,245	4,500	4,500	4,500	4,500	4,500	4,500
Sailing Program	42,120	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000
Marina Other	46,816	51,100	50,245	50,500	50,500	50,500	50,500	50,500	50,500
Finance Charge Revenue - TLA	39,006	33,900	41,500	40,000	40,000	40,000	40,000	40,000	40,000
EFT Processing Fee Revenue	53,384	44,618	44,618	43,946	43,946	43,946	43,946	43,946	43,946
Directory Advertising	19,570	12,500	9,626	8,126	8,126	5,126	3,626	3,626	3,626
Violation Fees	124,347	39,000	215,000	63,500	57,650	52,385	47,647	43,382	39,544
Security Service Fee	3,858	7,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Boat Wash Services	5,303	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100
Other Revenue	245,468	143,618	320,344	165,172	157,822	151,057	144,819	140,554	136,716
Special Income	297,610	116,878	210,000	217,500	187,500	157,500	127,500	127,500	127,500
Special Income	297,610	116,878	210,000	217,500	187,500	157,500	127,500	127,500	127,500
Non-Assessment Revenue	5,511,220	5,206,916	5,857,765	6,241,612	5,913,517	6,121,666	6,356,820	6,361,228	6,366,730
Total Revenue	11,341,200	12,292,176	12,943,025	13,357,812	13,162,317	13,706,386	13,853,140	15,112,828	14,393,450
Cost of Goods Sold									
Gasoline COGS	307,957	276,000	237,750	237,750	237,750	237,750	237,750	237,750	237,750
Diesel COGS	28,679	29,600	35,650	26,250	26,250	26,250	26,250	26,250	26,250
Fuel COS	336,636	305,600	273,400	264,000	264,000	264,000	264,000	264,000	264,000
Merchandise	65,716	57,769	57,525	57,525	57,525	57,525	57,525	57,525	57,525
Bait	2,450	1,788	2,370	2,079	2,079	2,079	2,079	2,079	2,079
Merchandise COS	68,166	59,557	59,895	59,604	59,604	59,604	59,604	59,604	59,604
Sailing Program expense	13,652	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total Cost of Sales	418,454	380,157	348,295	338,604	338,604	338,604	338,604	338,604	338,604
Gross Margin	10,922,746	11,912,019	12,594,730	13,019,208	12,823,713	13,367,782	13,514,536	14,774,224	14,054,846
Salaries & Wages	4,299,313	4,455,520	4,616,955	4,942,306	5,160,542	5,345,114	5,536,349	5,734,492	5,939,794

Long Range Financial Plan

TLA and Marinas Operating

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Training & Memberships	60,756	71,848	56,873	65,363	62,428	64,978	62,428	64,978	62,428
Uniforms	38,272	38,975	36,857	39,670	40,386	41,124	41,884	42,666	43,472
Overtime	131,379	87,500	142,500	60,000	60,000	60,000	60,000	60,000	60,000
Safety & Rain Gear	5,400	8,144	7,500	7,427	7,462	7,498	7,536	7,574	7,614
Temporary Personnel	21,994	0	35,000	0	0	0	0	0	0
Benefits (401(k), WC, LI, STD, LTD, Taxes)	1,507,211	1,617,987	1,598,325	1,672,723	1,728,134	1,783,652	1,842,623	1,905,355	1,972,195
Total Staffing	6,064,325	6,279,974	6,494,010	6,787,489	7,058,952	7,302,366	7,550,820	7,815,065	8,085,503
Other Expenses									
Postage	4,388	5,825	6,435	10,895	8,094	8,236	10,384	8,538	8,698
Mailing House	3,163	3,665	3,758	6,480	3,700	3,722	6,543	3,765	3,787
Printing	22,174	12,707	19,420	33,791	22,096	22,943	36,334	24,771	25,759
Total Printing and Postage	29,725	22,197	29,613	51,166	33,890	34,901	53,261	37,074	38,244
Office Supplies	34,686	16,258	23,011	24,823	21,010	21,232	21,460	21,695	21,937
Printer Supplies	2,977	3,200	3,126	3,300	3,354	3,410	3,467	3,526	3,587
General Supplies/Equipment	93,438	242,233	156,770	237,630	119,177	322,764	83,084	95,403	108,450
Small Tools	3,124	5,120	4,200	3,900	3,700	4,200	3,900	3,700	4,200
Janitorial Supplies	11,962	11,264	11,563	10,780	7,965	8,156	8,353	8,556	8,764
Janitorial Services	5,710	10,083	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Kitchen Supplies	1,923	1,200	2,000	1,600	1,600	1,600	1,600	1,600	1,600
Office Supplies / Small Tools	153,820	289,358	205,670	287,033	161,806	366,362	126,864	139,480	153,538
Property Taxes	58,817	77,414	76,556	79,236	83,198	87,357	91,725	96,312	101,127
Provision for Income Taxes	4,267	65,000	5,728	5,757	5,757	5,757	5,757	5,757	5,757
Total Taxes	63,084	142,414	82,284	84,993	88,955	93,114	97,482	102,069	106,884
Professional Fees - Legal Fees	117,783	71,000	181,000	84,500	84,500	84,500	84,500	84,500	84,500
Professional Fees - ARC	0	500	0	0	0	0	0	0	0
Professional Fees - CPA Firm	33,776	39,000	44,800	40,000	40,000	40,000	40,000	40,000	40,000
Professional Fees	151,559	110,500	225,800	124,500	124,500	124,500	124,500	124,500	124,500
Engineering Studies	61,813	179,000	185,200	186,190	188,536	194,042	202,713	86,000	86,000
Insurance	733,169	809,967	851,179	990,762	1,040,300	1,092,315	1,146,931	1,204,277	1,264,491
Operating Contingency	417,200	145,000	1,213	145,000	312,000	312,000	312,000	145,000	145,000
Employee Business Reimbursement	254	550	265	375	385	385	385	385	385
Offsite Storage	2,479	2,420	2,898	2,984	3,000	3,000	3,000	3,000	3,000
Board & Committee Expense - Meetings	5,324	4,500	11,000	6,000	6,000	6,000	6,000	6,000	6,000
Fees - Licenses	5,493	31,194	12,446	14,140	14,140	14,140	14,140	14,140	14,140
Provision for Bad Debt	50,888	25,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Consulting Services	2,400	6,000	2,900	2,500	2,500	2,500	2,500	3,000	2,500
Service Charges/CC Fees	109,294	115,270	180,250	118,983	120,250	120,250	120,250	120,250	120,250
Miscellaneous Expense	(2)	0	0	0	0	0	0	0	0
Outside Services	0	0	0	3,700	0	0	3,700	0	0
Physical Inventory Adjustment	474	420	600	470	470	470	470	470	470
Covenantant Litigation	2,681	3,000	5,100	0	0	0	0	0	0
Sustainable Skidaway Renewal	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Other	1,392,467	1,323,821	1,264,551	1,482,604	1,699,081	1,756,602	1,823,589	1,594,022	1,653,736

Long Range Financial Plan

TLA and Marinas Operating
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Marketing Expenses	1,200	0	0	0	0	0	0	0	0
Creative Services	0	0	0	6,000	6,000	6,000	6,000	6,000	6,000
Marketing Expenses	1,200	0	0	6,000	6,000	6,000	6,000	6,000	6,000
Kayak Expenses	38	2,000	2,000	0	2,000	0	2,000	0	3,000
Kayak Expenses	38	2,000	2,000	0	2,000	0	2,000	0	3,000
Software and Peripherals	84,370	84,140	114,140	168,840	36,854	15,000	31,390	19,502	23,346
IT Maintenance Agreements	336,110	365,206	359,072	373,175	373,175	373,175	373,175	373,175	373,175
System Maintenance	37,072	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
IT Support	457,552	469,346	493,212	562,015	430,029	408,175	424,565	412,677	416,521
Recruiting	26,934	15,000	21,000	15,000	15,000	15,000	15,000	15,000	15,000
Employee Events	27,547	26,000	26,000	28,000	28,000	28,000	28,000	28,000	28,000
Team Development	10,574	12,740	10,453	11,190	11,190	11,190	11,190	11,190	11,190
Drug Free Workplace	154	1,000	300	500	500	500	500	500	500
Recruiting / Retention	65,209	54,740	57,753	54,690	54,690	54,690	54,690	54,690	54,690
Town Meetings	2,382	2,400	4,545	13,636	6,000	6,000	13,636	6,000	6,000
Special Events Expense	11,361	15,924	16,877	16,877	16,877	16,877	16,877	16,877	16,877
Community Outreach	13,743	18,324	21,422	30,513	22,877	22,877	30,513	22,877	22,877
RFID Tags - Commercial	30,539	28,735	17,923	14,768	15,211	15,668	16,138	16,622	17,120
RFID Tags - Residential	19,657	20,345	39,323	31,724	32,676	52,906	34,666	35,706	36,777
Gate Claims	1,271	2,500	1,634	2,500	2,500	2,500	2,500	2,500	2,500
Police Augment	231	0	(231)	0	0	0	0	0	0
EMS Support	23,228	0	0	0	0	0	0	0	0
Safety Programs	52	0	0	0	0	0	0	0	0
Security/Police/EMS/Safety	74,978	51,580	58,649	48,992	50,387	71,074	53,304	54,828	56,397
Communications	27,238	26,454	25,088	27,462	27,462	27,462	27,462	27,462	27,462
Utilities	103,937	109,134	98,535	101,602	104,650	107,789	111,023	114,354	117,784
Admin Utilities	24,301	28,904	23,383	24,360	25,091	25,844	26,619	27,418	28,240
Gate House Utilities	38,910	40,413	42,427	42,748	44,030	45,351	46,711	48,113	49,556
Street Lighting	68,303	69,588	68,446	66,605	68,603	70,661	72,781	74,964	77,213
Utilities	262,689	274,493	257,879	262,777	269,836	277,107	284,596	292,311	300,255
Hazard Material Registration	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125
Landscape Contract - BrightView	1,064,429	1,200,000	1,064,424	1,117,656	1,173,540	1,208,746	1,245,009	1,282,359	1,320,830
Landscaping	6,515	18,937	25,000	25,750	26,523	27,318	28,138	28,982	29,851
Irrigation Expense	4,595	6,242	6,242	6,429	6,622	6,821	7,025	7,236	7,453
Tree Removal	46,175	48,195	65,000	54,075	55,697	57,368	59,089	60,862	62,688
Tree Replacement	0	5,500	5,500	5,665	5,835	6,010	6,190	6,376	6,567
Landscaping	1,122,839	1,279,999	1,167,291	1,210,700	1,269,342	1,307,388	1,346,576	1,386,940	1,428,514
Median Refurbishment	177,972	150,000	162,246	154,500	159,135	163,909	168,826	173,891	179,108
Total Median Refurbishment	177,972	150,000	162,246	154,500	159,135	163,909	168,826	173,891	179,108

Long Range Financial Plan

TLA and Marinas Operating

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Algaecide/Herbicide Plant Control	52,884	79,568	75,000	77,250	79,568	81,955	84,413	86,946	89,554
Aerator Expense	5,260	7,571	7,571	7,798	8,032	8,272	8,521	8,776	9,040
Lab Testing	366	2,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Stocking Plant Control	3,606	3,925	3,925	4,043	4,164	4,289	4,418	4,551	4,687
Aquatic Midge Control	13,359	14,447	14,500	14,935	15,383	15,845	16,320	16,809	17,314
Angler's Support	631	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Lagoon Dredging	51,600	57,750	57,750	59,483	61,267	63,105	64,998	66,948	68,957
Lagoon Beautification	(1,730)	5,500	5,500	5,665	5,835	6,010	6,190	6,376	6,567
Lagoon Related	125,976	172,261	166,746	171,674	176,749	181,976	187,360	192,906	198,619
Auto Gate Maintenance	25,776	59,841	10,000	10,000	5,000	5,000	5,000	5,000	5,000
Gatehouse Maintenance	6,386	12,607	15,000	12,985	23,375	16,797	14,190	18,667	15,054
PW Buildings Maintenance	35,213	35,620	36,620	37,359	39,119	39,903	45,627	41,541	42,398
Admin Buildings Maintenance	9,367	10,200	10,200	17,106	10,821	11,146	11,480	16,552	17,089
Boat Service Expense	491	420	250	500	500	500	500	500	500
Member Boat Damage	1,103	2,000	9,000	5,000	5,000	5,000	5,000	5,000	5,000
Radio/Phone/Repair&Maintenance	625	750	1,600	750	773	21,420	820	844	9,020
Cameras/License/Maintenance	27,876	86,098	86,000	97,790	44,657	38,812	109,613	56,366	85,067
Equipment Maintenance	91,728	84,594	83,800	90,775	91,330	93,962	96,673	99,465	102,341
Repair & Maint - Wiggins	34,952	36,750	65,000	40,000	40,000	40,000	40,000	40,000	40,000
Repair & Maint - Docks & Grounds	37,707	35,000	103,991	50,000	50,000	50,000	50,000	63,506	50,000
Repair & Maint- Seawall	26,539	65,000	433,000	20,000	20,000	20,000	20,000	20,000	20,000
Channel Markers	10,750	1,000	1,000	1,000	0	1,000	0	1,000	0
Total Repair & Maintenance	308,513	429,880	855,461	383,265	330,575	343,540	398,903	368,441	391,469
Dredging Expense	138,205	150,891	159,449	168,000	168,000	168,000	168,000	168,000	168,000
Total Dredging Expense	138,205	150,891	159,449	168,000	168,000	168,000	168,000	168,000	168,000
Signs/Mailbox/Fence Maintenance	72,469	113,300	113,300	116,699	120,200	123,806	129,705	137,537	135,286
Mailbox and Signs - Contract	17,030	51,500	51,500	53,045	54,636	56,275	57,964	59,703	61,494
Signs & Mailboxes	89,499	164,800	164,800	169,744	174,836	180,081	187,669	197,240	196,780
Dry Trash Pickup	19,501	20,061	20,098	20,600	21,012	21,432	21,861	22,298	22,744
Chipping Yard Expense	446,857	337,500	495,000	495,000	0	0	0	0	0
Storage Yard Repair	329	2,652	1,800	2,000	2,000	2,000	2,000	2,000	2,000
Dog Park Expense	4,169	7,527	7,527	7,753	7,985	8,225	8,472	8,726	8,988
Athletic Facility	39,679	39,900	39,900	41,097	42,330	43,600	44,908	46,255	47,643
Total Facilities	510,535	407,640	564,325	566,450	73,327	75,257	77,241	79,279	81,375
Ad Valorem Taxes	1,237	1,357	1,357	1,357	1,357	1,357	1,357	1,357	1,357
Fuel & Lube	80,553	90,359	87,922	87,922	87,922	87,922	87,922	87,922	87,922
Vehicle Maintenance	8,915	13,384	13,384	13,785	14,199	14,625	15,064	15,516	15,981
Vehicle Damage	365	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Auto Expense	3,514	7,232	3,579	4,752	8,252	8,500	8,755	9,017	9,288
Fleet Maintenance	94,584	113,832	107,742	109,316	113,230	113,904	114,598	115,312	116,048

Long Range Financial Plan

TLA and Marinas Operating

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Pavement Restriping	17,659	33,500	33,500	34,505	35,540	36,606	37,705	38,836	40,001
Road Paving/Striping/Cleaning	17,659	33,500	33,500	34,505	35,540	36,606	37,705	38,836	40,001
Herd Management Contract	64,954	62,700	104,659	107,799	111,033	114,364	117,795	121,328	124,968
Meat Processing	0	5,000	0	0	0	0	0	0	0
TLA Animal Control	4,519	4,120	5,500	4,500	5,000	5,000	5,000	5,000	5,000
Wildlife Management	69,473	71,820	110,159	112,299	116,033	119,364	122,795	126,328	129,968
Strategic Plan	6,000	50,000	50,000	68,000	40,000	70,000	40,000	40,000	70,000
Special Project - Nature Trail	22,537	4,155	4,155	4,280	79,408	4,540	4,676	4,817	4,961
Special Projects	28,537	54,155	54,155	72,280	119,408	74,540	44,676	44,817	74,961
Bridge Repair / Fixed Pier Repair	9,921	77,250	77,250	79,568	81,955	84,413	25,000	25,000	25,000
Other Infrastructure Repairs	9,921	77,250	77,250	79,568	81,955	84,413	25,000	25,000	25,000
Gain or Loss on Asset Disposal	(71,286)	0	(50,000)	0	0	0	0	0	0
Total Other Expenses	5,288,491	5,864,801	6,271,957	6,227,584	5,762,181	6,064,380	5,960,713	5,757,518	5,966,485
Total Expenses	11,352,816	12,144,775	12,765,967	13,015,073	12,821,133	13,366,746	13,511,533	13,572,583	14,051,988
Net Revenue Before Depreciation	(430,070)	(232,756)	(171,237)	4,135	2,580	1,036	3,003	1,201,641	2,858
Depreciation	750,245	746,577	753,319	753,709	753,709	753,709	753,709	753,709	753,709
Net Revenues Over Expenses	(1,180,315)	(979,333)	(924,556)	(749,574)	(751,129)	(752,673)	(750,706)	447,932	(750,851)

Long Range Financial Plan

TLA Operating Fund

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Revenues									
Assessment Revenue	\$5,829,980	\$7,085,260	\$7,085,260	\$7,116,200	\$7,248,800	\$7,584,720	\$7,496,320	\$8,751,600	\$8,026,720
Non-Assessment Revenue									
Vehicle Registration - Annual	661,372	648,289	736,646	852,115	852,115	852,115	852,115	852,115	852,115
Vehicle Registration - Other	535,025	526,937	584,995	642,798	642,798	642,798	642,798	642,798	642,798
Vehicle Registration - Frequent Visitor	29,800	27,750	31,665	32,077	32,077	32,077	32,077	32,077	32,077
Vehicle Registration	1,226,197	1,202,976	1,353,306	1,526,990	1,526,990	1,526,990	1,526,990	1,526,990	1,526,990
Service Agreement - TLCo - Security	6,694	6,928	6,928	7,170	7,421	7,681	7,950	8,228	8,516
Service Agreement - TLGAC - Security/Lagoons	125,440	159,830	154,830	174,374	178,405	182,557	186,834	191,239	195,776
Service Agreement - Village POA	22,419	23,092	30,375	31,286	32,225	33,192	34,188	35,213	36,270
Service Agreements	154,553	189,850	192,133	212,830	218,051	223,430	228,972	234,680	240,562
Architectural Review Fees	138,290	121,000	145,000	156,000	150,500	145,150	139,935	134,841	129,857
Contractor Forfeitures	21,948	5,000	2,000	10,000	10,000	10,000	10,000	10,000	10,000
"For Sale" Sign Rental & Return	85	220	145	220	220	220	220	220	220
Architectural Fees	160,323	126,220	147,145	166,220	160,720	155,370	150,155	145,061	140,077
Telecommunications Lease	119,506	125,000	101,955	87,142	87,142	87,142	87,142	87,142	87,142
Meeting Room Rental	1,720	1,500	800	600	1,200	1,200	1,200	1,200	1,200
Storage Yard	61,858	86,382	70,000	166,815	166,815	166,815	166,815	166,815	166,815
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	19,915	20,512	20,512	21,128	21,762	22,414	23,087	23,780	24,493
Room Rental - Sunset	60,287	50,000	60,000	78,714	117,594	120,560	125,653	131,000	136,614
Rental Income	286,460	306,568	276,441	377,573	417,687	421,305	427,071	433,111	439,438
Interest Earned	94,969	90,000	167,000	90,000	90,000	90,000	90,000	90,000	90,000
Total Interest	94,969	90,000	167,000	90,000	90,000	90,000	90,000	90,000	90,000
Telephone Directory	45	85	40	0	0	0	0	0	0
Mail Boxes	11,645	10,000	6,000	6,000	6,180	6,365	6,556	6,753	6,956
Dog Park Fees	15,205	13,700	13,700	13,700	13,700	13,700	13,700	13,700	13,700
Recycling Revenue	524	0	250	0	0	0	0	0	0
Chipping Revenue	448,575	375,000	550,000	550,000	0	0	0	0	0
Reseale Disclosure	73,000	53,100	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Security Premise Check	0	0	0	10,000	10,000	10,000	10,000	10,000	10,000
Golf Cart Registration	0	0	0	50,000	50,000	50,000	50,000	50,000	50,000
Member Services	548,994	451,885	639,990	699,700	149,880	150,065	150,256	150,453	150,656
Finance Charge Revenue - TLA	39,006	33,900	41,500	40,000	40,000	40,000	40,000	40,000	40,000

Long Range Financial Plan

TLA Operating Fund

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
EFT Processing Fee Revenue	53,384	44,618	44,618	43,946	43,946	43,946	43,946	43,946	43,946
Directory Advertising	19,570	12,500	9,626	8,126	6,626	5,126	3,626	3,626	3,626
Violation Fees	124,347	39,000	215,000	63,500	57,650	52,385	47,647	43,382	39,544
Security Service Fee	3,858	7,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Other Revenue	240,165	137,518	314,244	159,072	151,722	144,957	138,719	134,454	130,616
Special Income	297,610	116,878	210,000	217,500	187,500	157,500	127,500	127,500	127,500
Special Income	297,610	116,878	210,000	217,500	187,500	157,500	127,500	127,500	127,500
Non-Assessment Revenue	3,009,271	2,621,895	3,300,259	3,449,885	2,902,550	2,869,617	2,839,663	2,842,249	2,845,839
Total Revenue	8,839,251	9,707,155	10,385,519	10,566,085	10,151,350	10,454,337	10,335,983	11,593,849	10,872,559
Cost of Goods Sold									
Gross Margin	8,839,251	9,707,155	10,385,519	10,566,085	10,151,350	10,454,337	10,335,983	11,593,849	10,872,559
Salaries & Wages	3,776,077	3,886,092	4,054,743	4,353,572	4,551,492	4,715,046	4,884,537	5,060,184	5,242,213
Training & Memberships	55,077	65,848	55,698	60,363	55,428	57,978	55,428	57,978	55,428
Uniforms	34,434	35,775	35,157	36,470	37,186	37,924	38,684	39,466	40,272
Overtime	114,187	71,500	118,500	44,000	44,000	44,000	44,000	44,000	44,000
Safety & Rain Gear	5,350	7,894	7,250	7,177	7,212	7,248	7,286	7,324	7,364
Temporary Personnel	21,994	0	35,000	0	0	0	0	0	0
Benefits (401(k), WC, LI, STD, LTD, Taxes)	1,343,722	1,427,165	1,431,080	1,497,523	1,548,989	1,600,421	1,655,158	1,713,504	1,775,800
Total Staffing	5,350,841	5,494,274	5,737,428	5,999,105	6,244,307	6,462,617	6,685,093	6,922,456	7,165,077
Other Expenses									
Postage	4,388	5,825	6,435	10,895	8,094	8,236	10,384	8,538	8,698
Mailing House	996	1,025	1,018	3,840	1,060	1,082	3,903	1,125	1,147
Printing	22,174	12,707	19,420	33,791	22,096	22,943	36,334	24,771	25,759
Total Printing and Postage	27,558	19,557	26,873	48,526	31,250	32,261	50,621	34,434	35,604
Office Supplies	32,898	14,883	20,886	22,898	19,085	19,307	19,535	19,770	20,012
Printer Supplies	2,977	3,200	3,126	3,300	3,354	3,410	3,467	3,526	3,587
General Supplies/Equipment	88,456	238,849	149,920	224,880	115,427	318,014	78,334	90,653	103,700
Small Tools	2,461	4,120	2,500	2,500	2,500	3,000	2,500	2,500	3,000
Janitorial Supplies	9,730	9,713	9,713	9,180	6,365	6,556	6,753	6,956	7,164
Janitorial Services	5,710	10,083	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Kitchen Supplies	1,923	1,200	2,000	1,600	1,600	1,600	1,600	1,600	1,600
Office Supplies / Small Tools	144,155	282,048	193,145	269,358	153,331	356,887	117,189	130,005	144,063
Property Taxes	28,009	39,590	38,732	40,088	42,092	44,197	46,407	48,727	51,163
Provision for Income Taxes	4,267	65,000	5,728	5,757	5,757	5,757	5,757	5,757	5,757
Total Taxes	32,276	104,590	44,460	45,845	47,849	49,954	52,164	54,484	56,920
Professional Fees - Legal Fees	117,783	71,000	181,000	84,500	84,500	84,500	84,500	84,500	84,500
Professional Fees - ARC	0	500	0	0	0	0	0	0	0
Professional Fees - CPA Firm	33,776	39,000	44,800	40,000	40,000	40,000	40,000	40,000	40,000
Professional Fees	151,559	110,500	225,800	124,500	124,500	124,500	124,500	124,500	124,500

Long Range Financial Plan

TLA Operating Fund

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Engineering Studies	58,813	173,000	173,000	178,190	183,536	189,042	194,713	81,000	81,000
Insurance	261,740	282,700	338,727	413,922	434,618	456,349	479,167	503,125	528,281
Operating Contingency	357,355	100,000	1,213	100,000	267,000	267,000	267,000	100,000	100,000
Employee Business Reimbursement	254	550	265	375	385	385	385	385	385
Offsite Storage	2,479	2,420	2,898	2,984	3,000	3,000	3,000	3,000	3,000
Board & Committee Expense - Meetings	5,324	4,500	11,000	6,000	6,000	6,000	6,000	6,000	6,000
Fees - Licenses	1,755	16,500	6,140	6,140	6,140	6,140	6,140	6,140	6,140
Provision for Bad Debt	50,888	25,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Consulting Services	2,400	6,000	2,900	2,500	2,500	2,500	2,500	3,000	2,500
Service Charges/CC Fees	109,034	115,020	180,000	118,733	120,000	120,000	120,000	120,000	120,000
Miscellaneous Expense	(2)	0	0	0	0	0	0	0	0
Outside Services	0	0	0	3,700	0	0	3,700	0	0
Physical Inventory Adjustment	5	0	0	0	0	0	0	0	0
Covenant Property Litigation	2,681	3,000	5,100	0	0	0	0	0	0
Sustainable Skidaway Renewal	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Other	853,726	730,190	732,743	844,044	1,034,679	1,061,916	1,094,105	834,150	858,806
 Creative Services	 0	 0	 0	 6,000	 6,000	 6,000	 6,000	 6,000	 6,000
Marketing Expenses	0	0	0	6,000	6,000	6,000	6,000	6,000	6,000
Software and Peripherals	84,370	84,140	114,140	168,840	36,854	15,000	31,390	19,502	23,346
IT Maintenance Agreements	336,110	365,206	359,072	373,175	373,175	373,175	373,175	373,175	373,175
System Maintenance	37,072	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
IT Support	457,552	469,346	493,212	562,015	430,029	408,175	424,565	412,677	416,521
Recruiting	26,934	15,000	21,000	15,000	15,000	15,000	15,000	15,000	15,000
Employee Events	27,547	26,000	26,000	28,000	28,000	28,000	28,000	28,000	28,000
Team Development	10,014	11,990	9,703	10,340	10,340	10,340	10,340	10,340	10,340
Drug Free Workplace	154	1,000	300	500	500	500	500	500	500
Recruiting / Retention	64,649	53,990	57,003	53,840	53,840	53,840	53,840	53,840	53,840
Town Meetings	2,382	2,400	4,545	13,636	6,000	6,000	13,636	6,000	6,000
Special Events Expense	11,361	15,924	16,877	16,877	16,877	16,877	16,877	16,877	16,877
Community Outreach	13,743	18,324	21,422	30,513	22,877	22,877	30,513	22,877	22,877
RFID Tags - Commercial	30,539	28,735	17,923	14,768	15,211	15,668	16,138	16,622	17,120
RFID Tags - Residential	19,657	20,345	39,323	31,724	32,676	52,906	34,666	35,706	36,777
Gate Claims	1,271	2,500	1,634	2,500	2,500	2,500	2,500	2,500	2,500
Police Augment	231	0	(231)	0	0	0	0	0	0
EMS Support	23,228	0	0	0	0	0	0	0	0
Safety Programs	52	0	0	0	0	0	0	0	0
Security/Police/EMS/Safety	74,978	51,580	58,649	48,992	50,387	71,074	53,304	54,828	56,397
Communications	25,072	24,534	23,260	25,671	25,671	25,671	25,671	25,671	25,671
Utilities	58,392	59,400	55,087	57,575	59,303	61,082	62,914	64,802	66,746
Admin Utilities	24,301	28,904	23,383	24,360	25,091	25,844	26,619	27,418	28,240
Gate House Utilities	38,910	40,413	42,427	42,748	44,030	45,351	46,711	48,113	49,556

Long Range Financial Plan

TLA Operating Fund

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Street Lighting	68,303	69,588	68,446	66,605	68,603	70,661	72,781	74,964	77,213
Utilities	214,978	222,839	212,603	216,959	222,698	228,609	234,696	240,968	247,426
Hazard Material Registration	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125
Landscape Contract - BrightView	1,064,429	1,200,000	1,064,424	1,117,656	1,173,540	1,208,746	1,245,009	1,282,359	1,320,830
Landscaping	6,515	18,937	25,000	25,750	26,523	27,318	28,138	28,982	29,851
Irrigation Expense	4,595	6,242	6,242	6,429	6,622	6,821	7,025	7,236	7,453
Tree Removal	46,175	48,195	65,000	54,075	55,697	57,368	59,089	60,862	62,688
Tree Replacement	0	5,500	5,500	5,665	5,835	6,010	6,190	6,376	6,567
Landscaping	1,122,839	1,279,999	1,167,291	1,210,700	1,269,342	1,307,388	1,346,576	1,386,940	1,428,514
Median Refurbishment	177,972	150,000	162,246	154,500	159,135	163,909	168,826	173,891	179,108
Total Median Refurbishment	177,972	150,000	162,246	154,500	159,135	163,909	168,826	173,891	179,108
Algaecide/Herbicide Plant Control	52,884	79,568	75,000	77,250	79,568	81,955	84,413	86,946	89,554
Aerator Expense	5,260	7,571	7,571	7,798	8,032	8,272	8,521	8,776	9,040
Lab Testing	366	2,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Stocking Plant Control	3,606	3,925	3,925	4,043	4,164	4,289	4,418	4,551	4,687
Aquatic Midge Control	13,359	14,447	14,500	14,935	15,383	15,845	16,320	16,809	17,314
Angler's Support	631	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Lagoon Dredging	51,600	57,750	57,750	59,483	61,267	63,105	64,998	66,948	68,957
Lagoon Beautification	(1,730)	5,500	5,500	5,665	5,835	6,010	6,190	6,376	6,567
Lagoon Related	125,976	172,261	166,746	171,674	176,749	181,976	187,360	192,906	198,619
Auto Gate Maintenance	25,776	59,841	10,000	10,000	5,000	5,000	5,000	5,000	5,000
Gatehouse Maintenance	6,386	12,607	15,000	12,985	23,375	16,797	14,190	18,667	15,054
PW Buildings Maintenance	21,540	24,620	24,620	25,359	26,119	26,903	32,627	28,541	29,398
Admin Buildings Maintenance	9,367	10,200	10,200	17,106	10,821	11,146	11,480	16,552	17,089
Radio/Phone/Repair&Maintenance	625	750	1,600	750	773	21,420	820	844	9,020
Cameras/License/Maintenance	27,876	86,098	86,000	97,790	44,657	38,812	109,613	56,366	85,067
Equipment Maintenance	89,248	81,693	79,300	85,775	88,330	90,962	93,673	96,465	99,341
Total Repair & Maintenance	180,818	275,809	226,720	249,765	199,075	211,040	267,403	222,435	259,969
Signs/Mailbox/Fence Maintenance	72,469	113,300	113,300	116,699	120,200	123,806	129,705	137,537	135,286
Mailbox and Signs - Contract	17,030	51,500	51,500	53,045	54,636	56,275	57,964	59,703	61,494
Signs & Mailboxes	89,499	164,800	164,800	169,744	174,836	180,081	187,669	197,240	196,780
Dry Trash Pickup	6,545	6,173	6,173	6,327	6,453	6,582	6,714	6,848	6,985
Chipping Yard Expense	446,857	337,500	495,000	495,000	0	0	0	0	0
Storage Yard Repair	329	2,652	1,800	2,000	2,000	2,000	2,000	2,000	2,000
Dog Park Expense	4,169	7,527	7,527	7,753	7,985	8,225	8,472	8,726	8,988
Athletic Facility	39,679	39,900	39,900	41,097	42,330	43,600	44,908	46,255	47,643
Total Facilities	497,579	393,752	550,400	552,177	58,768	60,407	62,094	63,829	65,616
Ad Valorem Taxes	1,237	1,357	1,357	1,357	1,357	1,357	1,357	1,357	1,357
Fuel & Lube	74,063	80,319	81,506	81,506	81,506	81,506	81,506	81,506	81,506

Long Range Financial Plan

TLA Operating Fund

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Vehicle Maintenance	8,915	13,384	13,384	13,785	14,199	14,625	15,064	15,516	15,981
Vehicle Damage	365	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Auto Expense	3,514	7,232	3,579	4,752	8,252	8,500	8,755	9,017	9,288
Fleet Maintenance	88,094	103,792	101,326	102,900	106,814	107,488	108,182	108,896	109,632
 Pavement Restriping	 17,659	 33,500	 33,500	 34,505	 35,540	 36,606	 37,705	 38,836	 40,001
Road Paving/Striping/Cleaning	17,659	33,500	33,500	34,505	35,540	36,606	37,705	38,836	40,001
 Herd Management Contract	 64,954	 62,700	 104,659	 107,799	 111,033	 114,364	 117,795	 121,328	 124,968
Meat Processing	0	5,000	0	0	0	0	0	0	0
TLA Animal Control	4,519	4,120	5,500	4,500	5,000	5,000	5,000	5,000	5,000
Wildlife Management	69,473	71,820	110,159	112,299	116,033	119,364	122,795	126,328	129,968
 Strategic Plan	 6,000	 50,000	 50,000	 68,000	 40,000	 70,000	 40,000	 40,000	 70,000
Special Project - Nature Trail	22,537	4,155	4,155	4,280	79,408	4,540	4,676	4,817	4,961
Special Projects	28,537	54,155	54,155	72,280	119,408	74,540	44,676	44,817	74,961
 Bridge Repair / Fixed Pier Repair	 9,921	 77,250	 77,250	 79,568	 81,955	 84,413	 25,000	 25,000	 25,000
Other Infrastructure Repairs	9,921	77,250	77,250	79,568	81,955	84,413	25,000	25,000	25,000
 Gain or Loss on Asset Disposal	 (71,286)	 0	 (50,000)	 0	 0	 0	 0	 0	 0
Total Other Expenses	4,372,255	4,840,102	4,830,503	5,160,704	4,675,095	4,943,305	4,799,783	4,549,881	4,731,122
Total Expenses	9,723,096	10,334,376	10,567,931	11,159,809	10,919,402	11,405,922	11,484,876	11,472,337	11,896,199
Net Revenue Before Depreciation	(883,845)	(627,221)	(182,412)	(593,724)	(768,052)	(951,585)	(1,148,893)	121,512	(1,023,640)
Depreciation	529,757	526,089	555,598	556,230	556,230	556,230	556,230	556,230	556,230
Net Revenues Over Expenses	(1,413,602)	(1,153,310)	(738,010)	(1,149,954)	(1,324,282)	(1,507,815)	(1,705,123)	(434,718)	(1,579,870)

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Long Range Financial Plan

Marinas Operating Rollup

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Non-Assessment Revenue									
Service Agreement - Marine Service	\$28,045	\$29,448	\$29,448	\$30,920	\$32,466	\$34,089	\$35,794	\$37,584	\$39,463
Service Agreements	28,045	29,448	29,448	30,920	32,466	34,089	35,794	37,584	39,463
Telecommunications Lease	20,049	20,049	20,049	20,049	20,049	20,049	20,049	20,049	20,049
Rental Income	20,049	20,049	20,049	20,049	20,049	20,049	20,049	20,049	20,049
Rack Rental - Jet Ski & Dingie	33,338	35,417	33,075	33,075	33,075	33,075	33,075	33,075	33,075
Rack Rental - Boats	1,353,072	1,424,850	1,427,703	1,596,727	1,756,400	1,932,040	2,125,244	2,125,244	2,125,244
Wet Slip Rental	463,101	509,055	502,310	579,895	637,885	701,673	771,840	771,840	771,840
Boat Movement Fee	100	0	0	0	0	0	0	0	0
Guest Slip Rental	16,939	19,500	17,000	15,000	15,000	15,000	15,000	15,000	15,000
Boat Storage	1,866,550	1,988,822	1,980,088	2,224,697	2,442,360	2,681,788	2,945,159	2,945,159	2,945,159
Rack Rental - Kayak	13,636	13,652	13,652	13,652	13,652	13,652	13,652	13,652	13,652
Sticker/Registration - Kayak	140	300	0	0	0	0	0	0	0
Rental - Kayak	1,341	1,500	1,500	1,530	1,561	1,592	1,624	1,656	1,689
Kayak Revenues	15,117	15,452	15,152	15,182	15,213	15,244	15,276	15,308	15,341
Gasoline Sales	387,856	345,000	317,000	317,000	317,000	317,000	317,000	317,000	317,000
Diesel Sales	29,440	37,000	46,875	35,000	35,000	35,000	35,000	35,000	35,000
Fuel Sales	417,296	382,000	363,875	352,000	352,000	352,000	352,000	352,000	352,000
Merchandise Sales	97,901	88,800	88,500	88,500	88,500	88,500	88,500	88,500	88,500
Bait Sales	4,713	3,250	4,050	3,780	3,780	3,780	3,780	3,780	3,780
Total Merchandise	102,614	92,050	92,550	92,280	92,280	92,280	92,280	92,280	92,280
Programs-Charters	160	0	0	0	0	0	0	0	0
Event Income	160	0	0	0	0	0	0	0	0
Electric Service	4,696	5,100	4,245	4,500	4,500	4,500	4,500	4,500	4,500
Sailing Program	42,120	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000
Marina Other	46,816	51,100	50,245	50,500	50,500	50,500	50,500	50,500	50,500
Boat Wash Services	5,303	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100
Other Revenue	5,303	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100
Non-Assessment Revenue	2,501,950	2,585,021	2,557,507	2,791,728	3,010,968	3,252,050	3,517,158	3,518,980	3,520,892
Total Revenue	2,501,950	2,585,021	2,557,507	2,791,728	3,010,968	3,252,050	3,517,158	3,518,980	3,520,892
Cost of Goods Sold									
Gasoline COGS	307,957	276,000	237,750	237,750	237,750	237,750	237,750	237,750	237,750
Diesel COGS	28,679	29,600	35,650	26,250	26,250	26,250	26,250	26,250	26,250

Long Range Financial Plan

Marinas Operating Rollup

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Fuel COS	336,636	305,600	273,400	264,000	264,000	264,000	264,000	264,000	264,000
Merchandise	65,716	57,769	57,525	57,525	57,525	57,525	57,525	57,525	57,525
Bait	2,450	1,788	2,370	2,079	2,079	2,079	2,079	2,079	2,079
Merchandise COS	68,166	59,557	59,895	59,604	59,604	59,604	59,604	59,604	59,604
 Sailing Program expense	 13,652	 15,000	 15,000	 15,000	 15,000	 15,000	 15,000	 15,000	 15,000
Total Cost of Sales	418,454	380,157	348,295	338,604	338,604	338,604	338,604	338,604	338,604
Gross Margin	2,083,496	2,204,864	2,209,212	2,453,124	2,672,364	2,913,446	3,178,554	3,180,376	3,182,288
Salaries & Wages	523,236	569,427	562,212	588,734	609,050	630,067	651,812	674,308	697,582
Training & Memberships	5,679	6,000	1,175	5,000	7,000	7,000	7,000	7,000	7,000
Uniforms	3,838	3,200	1,700	3,200	3,200	3,200	3,200	3,200	3,200
Overtime	17,192	16,000	24,000	16,000	16,000	16,000	16,000	16,000	16,000
Safety & Rain Gear	50	250	250	250	250	250	250	250	250
Benefits (401(k), WC, LI, STD, LTD, Taxes)	163,488	190,822	167,244	175,200	179,145	183,231	187,465	191,852	196,395
Total Staffing	713,483	785,699	756,581	788,384	814,645	839,748	865,727	892,610	920,427
 Other Expenses									
Mailing House	2,167	2,640	2,740	2,640	2,640	2,640	2,640	2,640	2,640
Total Printing and Postage	2,167	2,640	2,740	2,640	2,640	2,640	2,640	2,640	2,640
 Office Supplies	 1,789	 1,375	 2,125	 1,925	 1,925	 1,925	 1,925	 1,925	 1,925
General Supplies/Equipment	4,982	3,384	6,850	12,750	3,750	4,750	4,750	4,750	4,750
Small Tools	663	1,000	1,700	1,400	1,200	1,200	1,400	1,200	1,200
Janitorial Supplies	2,232	1,551	1,850	1,600	1,600	1,600	1,600	1,600	1,600
Office Supplies / Small Tools	9,666	7,310	12,525	17,675	8,475	9,475	9,675	9,475	9,475
 Property Taxes	 30,808	 37,824	 37,824	 39,148	 41,105	 43,161	 45,319	 47,585	 49,964
Total Taxes	30,808	37,824	37,824	39,148	41,105	43,161	45,319	47,585	49,964
 Engineering Studies	 3,000	 6,000	 12,200	 8,000	 5,000	 5,000	 8,000	 5,000	 5,000
Insurance	471,430	527,267	512,453	576,840	605,682	635,966	667,764	701,152	736,210
Operating Contingency	59,845	45,000	0	45,000	45,000	45,000	45,000	45,000	45,000
Fees - Licenses	3,738	14,694	6,306	8,000	8,000	8,000	8,000	8,000	8,000
Service Charges/CC Fees	260	250	250	250	250	250	250	250	250
Physical Inventory Adjustment	469	420	600	470	470	470	470	470	470
Total Other	538,742	593,631	531,809	638,560	664,402	694,686	729,484	759,872	794,930
 Marketing Expenses	 1,200	 0	 0	 0	 0	 0	 0	 0	 0
Marketing Expenses	1,200	0	0	0	0	0	0	0	0
 Kayak Expenses	 38	 2,000	 2,000	 0	 2,000	 0	 2,000	 0	 3,000
Kayak Expenses	38	2,000	2,000	0	2,000	0	2,000	0	3,000
 Team Development	 560	 750	 750	 850	 850	 850	 850	 850	 850

Long Range Financial Plan

Marinas Operating Rollup

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Recruiting / Retention	560	750	750	850	850	850	850	850	850
Communications	2,167	1,920	1,828	1,792	1,792	1,792	1,792	1,792	1,792
Utilities	45,545	49,735	43,447	44,026	45,347	46,708	48,109	49,552	51,039
Utilities	47,712	51,655	45,275	45,818	47,139	48,500	49,901	51,344	52,831
PW Buildings Maintenance	13,673	11,000	12,000	12,000	13,000	13,000	13,000	13,000	13,000
Boat Service Expense	491	420	250	500	500	500	500	500	500
Member Boat Damage	1,103	2,000	9,000	5,000	5,000	5,000	5,000	5,000	5,000
Equipment Maintenance	2,480	2,901	4,500	5,000	3,000	3,000	3,000	3,000	3,000
Repair & Maint - Wiggins	34,952	36,750	65,000	40,000	40,000	40,000	40,000	40,000	40,000
Repair & Maint - Docks & Grounds	37,707	35,000	103,991	50,000	50,000	50,000	50,000	63,506	50,000
Repair & Maint- Seawall	26,539	65,000	433,000	20,000	20,000	20,000	20,000	20,000	20,000
Channel Markers	10,750	1,000	1,000	1,000	0	1,000	0	1,000	0
Total Repair & Maintenance	127,695	154,071	628,741	133,500	131,500	132,500	131,500	146,006	131,500
Dredging Expense	138,205	150,891	159,449	168,000	168,000	168,000	168,000	168,000	168,000
Total Dredging Expense	138,205	150,891	159,449	168,000	168,000	168,000	168,000	168,000	168,000
Dry Trash Pickup	12,956	13,889	13,925	14,273	14,559	14,850	15,147	15,450	15,759
Total Facilities	12,956	13,889	13,925	14,273	14,559	14,850	15,147	15,450	15,759
Fuel & Lube	6,490	10,040	6,416	6,416	6,416	6,416	6,416	6,416	6,416
Fleet Maintenance	6,490	10,040	6,416	6,416	6,416	6,416	6,416	6,416	6,416
Total Other Expenses	916,239	1,024,701	1,441,454	1,066,880	1,087,086	1,121,078	1,160,932	1,207,638	1,235,365
Total Expenses	1,629,722	1,810,400	2,198,035	1,855,264	1,901,731	1,960,826	2,026,659	2,100,248	2,155,792
Net Revenue Before Depreciation	453,774	394,464	11,177	597,860	770,633	952,620	1,151,895	1,080,128	1,026,496
Depreciation	220,487	220,488	197,722	197,479	197,479	197,479	197,479	197,479	197,479
Net Revenues Over Expenses	233,287	173,976	(186,545)	400,381	573,154	755,141	954,416	882,649	829,017

Department Budgets

TLA and Marinas Operating

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
Revenues								
5000	Assessment Revenue	\$5,829,980	\$7,085,260	\$5,904,383	\$7,085,260	\$0	\$7,116,200	\$30,940
Non-Assessment Revenue								
5200	Vehicle Registration - Annual	661,372	648,289	582,459	736,646	88,357	852,115	115,469
5210	Vehicle Registration - Other	535,025	526,937	479,868	584,995	58,058	642,798	57,803
5220	Vehicle Registration - Frequent Visitor	29,800	27,750	26,665	31,665	3,915	32,077	412
	Vehicle Registration	1,226,197	1,202,976	1,088,992	1,353,306	150,330	1,526,990	173,684
5100	Service Agreement - TLCo - Security	6,694	6,928	5,196	6,928	0	7,170	242
5110	Service Agreement - TLGAC - Security/Lagoons	125,440	159,830	133,192	154,830	(5,000)	174,374	19,544
5130	Service Agreement - Village POA	22,419	23,092	30,375	30,375	7,283	31,286	911
5140	Service Agreement - Marine Service	28,045	29,448	24,540	29,448	0	30,920	1,472
	Service Agreements	182,598	219,298	193,303	221,581	2,283	243,750	22,169
5240	Architectural Review Fees	138,290	121,000	138,700	145,000	24,000	156,000	11,000
5270	Contractor Forfeitures	21,948	5,000	400	2,000	(3,000)	10,000	8,000
5290	"For Sale" Sign Rental & Return	85	220	90	145	(75)	220	75
	Architectural Fees	160,323	126,220	139,190	147,145	20,925	166,220	19,075
5520	Telecommunications Lease	139,554	145,049	105,499	122,003	(23,046)	107,190	(14,813)
5560	Meeting Room Rental	1,720	1,500	710	800	(700)	600	(200)
5590	Storage Yard	61,858	86,382	66,156	70,000	(16,382)	166,815	96,815
5600	BrightView Rent Revenue	23,174	23,174	19,311	23,174	0	23,174	0
5610	Cable Head-End Lease	19,915	20,512	18,773	20,512	0	21,128	616
5620	Room Rental - Sunset	60,287	50,000	53,556	60,000	10,000	78,714	18,714
	Rental Income	306,508	326,617	264,005	296,489	(30,128)	397,621	101,132
5440	Interest Earned	94,969	90,000	149,273	167,000	77,000	90,000	(77,000)
	Total Interest	94,969	90,000	149,273	167,000	77,000	90,000	(77,000)
5030	Rack Rental - Jet Ski & Dingie	33,338	35,417	23,115	33,075	(2,342)	33,075	0
5031	Rack Rental - Boats	1,353,072	1,424,850	1,189,793	1,427,703	2,853	1,596,727	169,024
5032	Wet Slip Rental	463,101	509,055	419,509	502,310	(6,745)	579,895	77,585
5035	Boat Movement Fee	100	0	0	0	0	0	0
5033	Guest Slip Rental	16,939	19,500	13,330	17,000	(2,500)	15,000	(2,000)
	Boat Storage	1,866,550	1,988,822	1,645,747	1,980,088	(8,734)	2,224,697	244,609
5025	Rack Rental - Kayak	13,636	13,652	10,416	13,652	0	13,652	0
5026	Sticker/Registration - Kayak	140	300	0	0	(300)	0	0
5027	Rental - Kayak	1,341	1,500	1,074	1,500	0	1,530	30
	Kayak Revenues	15,117	15,452	11,490	15,152	(300)	15,182	30
5320	Gasoline Sales	387,856	345,000	279,468	317,000	(28,000)	317,000	0
5321	Diesel Sales	29,440	37,000	37,007	46,875	9,875	35,000	(11,875)

Department Budgets

TLA and Marinas Operating

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Fuel Sales	417,296	382,000	316,475	363,875	(18,125)	352,000	(11,875)
5300 + 9200	Merchandise Sales	97,901	88,800	72,703	88,500	(300)	88,500	0
5310	Bait Sales	4,713	3,250	3,815	4,050	800	3,780	(270)
	Total Merchandise	102,614	92,050	76,518	92,550	500	92,280	(270)
5553	Programs-Charters	160	0	0	0	0	0	0
	Event Income	160	0	0	0	0	0	0
5550	Telephone Directory	45	85	5	40	(45)	0	(40)
5570	Mail Boxes	11,645	10,000	4,710	6,000	(4,000)	6,000	0
5580	Dog Park Fees	15,205	13,700	12,840	13,700	0	13,700	0
5670	Recycling Revenue	524	0	250	250	250	0	(250)
5675	Chipping Revenue	448,575	375,000	543,875	550,000	175,000	550,000	0
5002	Reseale Disclosure	73,000	53,100	61,750	70,000	16,900	70,000	0
5667	Security Premise Check	0	0	0	0	0	10,000	10,000
5230	Golf Cart Registration	0	0	0	0	0	50,000	50,000
	Member Services	548,994	451,885	623,430	639,990	188,105	699,700	59,710
5040	Electric Service	4,696	5,100	4,059	4,245	(855)	4,500	255
5370	Sailing Program	42,120	46,000	39,455	46,000	0	46,000	0
	Marina Other	46,816	51,100	43,514	50,245	(855)	50,500	255
5005	Finance Charge Revenue - TLA	39,006	33,900	40,424	41,500	7,600	40,000	(1,500)
5006	EFT Processing Fee Revenue	53,384	44,618	32,981	44,618	0	43,946	(672)
5540	Directory Advertising	19,570	12,500	9,421	9,626	(2,874)	8,126	(1,500)
5660	Violation Fees	124,347	39,000	199,289	215,000	176,000	63,500	(151,500)
5665	Security Service Fee	3,858	7,500	3,228	3,500	(4,000)	3,500	0
5036	Boat Wash Services	5,303	6,100	3,930	6,100	0	6,100	0
	Other Revenue	245,468	143,618	289,273	320,344	176,726	165,172	(155,172)
5676	Special Income	297,610	116,878	162,674	210,000	93,122	217,500	7,500
	Special Income	297,610	116,878	162,674	210,000	93,122	217,500	7,500
	Non-Assessment Revenue	5,511,220	5,206,916	5,003,884	5,857,765	650,849	6,241,612	383,847
	Total Revenue	11,341,200	12,292,176	10,908,267	12,943,025	650,849	13,357,812	414,787
	<i>Cost of Goods Sold</i>							
5920	Gasoline COGS	307,957	276,000	205,575	237,750	38,250	237,750	0
5921	Diesel COGS	28,679	29,600	34,408	35,650	(6,050)	26,250	9,400
	Fuel COS	336,636	305,600	239,983	273,400	32,200	264,000	9,400
5900	Merchandise	65,716	57,769	48,460	57,525	244	57,525	0
5910	Bait	2,450	1,788	1,933	2,370	(582)	2,079	291
	Merchandise COS	68,166	59,557	50,393	59,895	(338)	59,604	291

Department Budgets

TLA and Marinas Operating

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Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
5970	Sailing Program expense	13,652	15,000	11,543	15,000	0	15,000	0
	Total Cost of Sales	418,454	380,157	301,919	348,295	31,862	338,604	9,691
	Gross Margin	10,922,746	11,912,019	10,606,348	12,594,730	682,711	13,019,208	424,478
6000 + 6010 + 60...	Salaries & Wages	4,299,313	4,455,520	3,698,892	4,616,955	(161,435)	4,942,306	(325,351)
6200	Training & Memberships	60,756	71,848	51,801	56,873	14,975	65,363	(8,490)
6210	Uniforms	38,272	38,975	31,779	36,857	2,118	39,670	(2,813)
6020	Overtime	131,379	87,500	128,404	142,500	(55,000)	60,000	82,500
6211	Safety & Rain Gear	5,400	8,144	4,028	7,500	644	7,427	73
6050	Temporary Personnel	21,994	0	27,417	35,000	(35,000)	0	35,000
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	1,507,211	1,617,987	1,326,804	1,598,325	19,662	1,672,723	(74,398)
	Total Staffing	6,064,325	6,279,974	5,269,125	6,494,010	(214,036)	6,787,489	(293,479)
	Other Expenses							
7000	Postage	4,388	5,825	4,272	6,435	(610)	10,895	(4,460)
7010	Mailing House	3,163	3,665	3,682	3,758	(93)	6,480	(2,722)
7020	Printing	22,174	12,707	14,647	19,420	(6,713)	33,791	(14,371)
	Total Printing and Postage	29,725	22,197	22,601	29,613	(7,416)	51,166	(21,553)
7030	Office Supplies	34,686	16,258	20,322	23,011	(6,753)	24,823	(1,812)
7031	Printer Supplies	2,977	3,200	2,915	3,126	74	3,300	(174)
7740	General Supplies/Equipment	93,438	242,233	136,505	156,770	85,463	237,630	(80,860)
7800	Small Tools	3,124	5,120	1,670	4,200	920	3,900	300
8110	Janitorial Supplies	11,962	11,264	7,306	11,563	(299)	10,780	783
8120	Janitorial Services	5,710	10,083	0	5,000	5,083	5,000	0
7035	Kitchen Supplies	1,923	1,200	1,853	2,000	(800)	1,600	400
	Office Supplies / Small Tools	153,820	289,358	170,571	205,670	83,688	287,033	(81,363)
7112 + 7113	Property Taxes	58,817	77,414	16,169	76,556	858	79,236	(2,680)
7120	Provision for Income Taxes	4,267	65,000	5,728	5,728	59,272	5,757	(29)
	Total Taxes	63,084	142,414	21,897	82,284	60,130	84,993	(2,709)
7130	Professional Fees - Legal Fees	117,783	71,000	155,973	181,000	(110,000)	84,500	96,500
7132	Professional Fees - ARC	0	500	0	0	500	0	0
7135	Professional Fees - CPA Firm	33,776	39,000	44,206	44,800	(5,800)	40,000	4,800
	Professional Fees	151,559	110,500	200,179	225,800	(115,300)	124,500	101,300
7315	Engineering Studies	61,813	179,000	81,943	185,200	(6,200)	186,190	(990)
7100	Insurance	733,169	809,967	702,655	851,179	(41,212)	990,762	(139,583)
7350	Operating Contingency	417,200	145,000	1,213	1,213	143,787	145,000	(143,787)
7040	Employee Business Reimbursement	254	550	185	265	285	375	(110)
7070	Offsite Storage	2,479	2,420	2,451	2,898	(478)	2,984	(86)
7150	Board & Committee Expense - Meetings	5,324	4,500	10,842	11,000	(6,500)	6,000	5,000
7170	Fees - Licenses	5,493	31,194	12,446	12,446	18,748	14,140	(1,694)
7180	Provision for Bad Debt	50,888	25,000	1,789	10,000	15,000	10,000	0

Department Budgets

TLA and Marinas Operating

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
7300	Consulting Services	2,400	6,000	2,900	2,900	3,100	2,500	400
7410	Service Charges/CC Fees	109,294	115,270	147,745	180,250	(64,980)	118,983	61,267
9900	Miscellaneous Expense	(2)	0	0	0	0	0	0
7011	Outside Services	0	0	0	0	0	3,700	(3,700)
7181	Physical Inventory Adjustment	474	420	494	600	(180)	470	130
7247	Covenant Property Litigation	2,681	3,000	5,055	5,100	(2,100)	0	5,100
7319	Sustainable Skidaway Renewal	1,000	1,500	1,000	1,500	0	1,500	0
	Total Other	1,392,467	1,323,821	970,718	1,264,551	59,270	1,482,604	(218,053)
7005	Marketing Expenses	1,200	0	0	0	0	0	0
7452	Creative Services	0	0	0	0	0	6,000	(6,000)
	Marketing Expenses	1,200	0	0	0	0	6,000	(6,000)
8105	Kayak Expenses	38	2,000	1,564	2,000	0	0	2,000
	Kayak Expenses	38	2,000	1,564	2,000	0	0	2,000
7260	Software and Peripherals	84,370	84,140	52,587	114,140	(30,000)	168,840	(54,700)
7261	IT Maintenance Agreements	336,110	365,206	306,347	359,072	6,134	373,175	(14,103)
7264	System Maintenance	37,072	20,000	19,616	20,000	0	20,000	0
	IT Support	457,552	469,346	378,550	493,212	(23,866)	562,015	(68,803)
7200:7210	Recruiting	26,934	15,000	19,460	21,000	(6,000)	15,000	6,000
7230	Employee Events	27,547	26,000	12,960	26,000	0	28,000	(2,000)
7240	Team Development	10,574	12,740	5,907	10,453	2,287	11,190	(737)
7251	Drug Free Workplace	154	1,000	139	300	700	500	(200)
	Recruiting / Retention	65,209	54,740	38,466	57,753	(3,013)	54,690	3,063
7440	Town Meetings	2,382	2,400	2,643	4,545	(2,145)	13,636	(9,091)
7451	Special Events Expense	11,361	15,924	16,877	16,877	(953)	16,877	0
	Community Outreach	13,743	18,324	19,520	21,422	(3,098)	30,513	(9,091)
7600	RFID Tags - Commercial	30,539	28,735	17,923	17,923	10,812	14,768	3,155
7601	RFID Tags - Residential	19,657	20,345	39,323	39,323	(18,978)	31,724	7,599
7610	Gate Claims	1,271	2,500	1,634	1,634	866	2,500	(866)
7620	Police Augment	231	0	(231)	(231)	231	0	(231)
7630	EMS Support	23,228	0	0	0	0	0	0
7640	Safety Programs	52	0	0	0	0	0	0
	Security/Police/EMS/Safety	74,978	51,580	58,649	58,649	(7,069)	48,992	9,657
7050	Communications	27,238	26,454	20,828	25,088	1,366	27,462	(2,374)
7060	Utilities	103,937	109,134	81,687	98,535	10,599	101,602	(3,067)
7061	Admin Utilities	24,301	28,904	18,594	23,383	5,521	24,360	(977)
7062	Gate House Utilities	38,910	40,413	35,173	42,427	(2,014)	42,748	(321)
8550	Street Lighting	68,303	69,588	57,875	68,446	1,142	66,605	1,841
	Utilities	262,689	274,493	214,157	257,879	16,614	262,777	(4,898)

Department Budgets

TLA and Marinas Operating

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
8180	Hazard Material Registration	1,125	1,125	1,125	1,125	0	1,125	0
8200	Landscape Contract - BrightView	1,064,429	1,200,000	887,024	1,064,424	135,576	1,117,656	(53,232)
8202	Landscaping	6,515	18,937	21,293	25,000	(6,063)	25,750	(750)
8203	Irrigation Expense	4,595	6,242	1,953	6,242	0	6,429	(187)
8210	Tree Removal	46,175	48,195	59,282	65,000	(16,805)	54,075	10,925
8211	Tree Replacement	0	5,500	275	5,500	0	5,665	(165)
	Landscaping	1,122,839	1,279,999	970,952	1,167,291	112,708	1,210,700	(43,409)
8240	Median Refurbishment	177,972	150,000	162,246	162,246	(12,246)	154,500	7,746
	Total Median Refurbishment	177,972	150,000	162,246	162,246	(12,246)	154,500	7,746
8400	Algaecide/Herbicide Plant Control	52,884	79,568	55,697	75,000	4,568	77,250	(2,250)
8410	Aerator Expense	5,260	7,571	4,417	7,571	0	7,798	(227)
8430	Lab Testing	366	2,500	0	1,500	1,000	1,500	0
8440	Stocking Plant Control	3,606	3,925	3,906	3,925	0	4,043	(118)
8450	Aquatic Midge Control	13,359	14,447	0	14,500	(53)	14,935	(435)
8470	Angler's Support	631	1,000	176	1,000	0	1,000	0
8480	Lagoon Dredging	51,600	57,750	47,600	57,750	0	59,483	(1,733)
8490	Lagoon Beautification	(1,730)	5,500	1,321	5,500	0	5,665	(165)
	Lagoon Related	125,976	172,261	113,117	166,746	5,515	171,674	(4,928)
8000	Auto Gate Maintenance	25,776	59,841	1,592	10,000	49,841	10,000	0
8010	Gatehouse Maintenance	6,386	12,607	14,425	15,000	(2,393)	12,985	2,015
8100	PW Buildings Maintenance	35,213	35,620	20,430	36,620	(1,000)	37,359	(739)
8101	Admin Buildings Maintenance	9,367	10,200	5,172	10,200	0	17,106	(6,906)
7750	Boat Service Expense	491	420	115	250	170	500	(250)
8130	Member Boat Damage	1,103	2,000	7,496	9,000	(7,000)	5,000	4,000
8135	Radio/Phone/Repair&Maintenance	625	750	1,569	1,600	(850)	750	850
8137	Cameras/License/Maintenance	27,876	86,098	85,295	86,000	98	97,790	(11,790)
8140	Equipment Maintenance	91,728	84,594	54,777	83,800	794	90,775	(6,975)
8141	Repair & Maint - Wiggins	34,952	36,750	63,379	65,000	(28,250)	40,000	25,000
8142	Repair & Maint - Docks & Grounds	37,707	35,000	70,087	103,991	(68,991)	50,000	53,991
8151	Repair & Maint- Seawall	26,539	65,000	124,125	433,000	(368,000)	20,000	413,000
8154	Channel Markers	10,750	1,000	616	1,000	0	1,000	0
	Total Repair & Maintenance	308,513	429,880	449,078	855,461	(425,581)	383,265	472,196
8152	Dredging Expense	138,205	150,891	159,449	159,449	(8,558)	168,000	(8,551)
	Total Dredging Expense	138,205	150,891	159,449	159,449	(8,558)	168,000	(8,551)
8700	Signs/Mailbox/Fence Maintenance	72,469	113,300	78,161	113,300	0	116,699	(3,399)
8710	Mailbox and Signs - Contract	17,030	51,500	3,249	51,500	0	53,045	(1,545)
	Signs & Mailboxes	89,499	164,800	81,410	164,800	0	169,744	(4,944)

Department Budgets

TLA and Marinas Operating

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Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
8230	Dry Trash Pickup	19,501	20,061	15,593	20,098	(37)	20,600	(502)
8232	Chipping Yard Expense	446,857	337,500	490,695	495,000	(157,500)	495,000	0
8720	Storage Yard Repair	329	2,652	23	1,800	852	2,000	(200)
8730	Dog Park Expense	4,169	7,527	3,744	7,527	0	7,753	(226)
8740	Athletic Facility	39,679	39,900	35,176	39,900	0	41,097	(1,197)
	Total Facilities	510,535	407,640	545,231	564,325	(156,685)	566,450	(2,125)
7111	Ad Valorem Taxes	1,237	1,357	396	1,357	0	1,357	0
8300	Fuel & Lube	80,553	90,359	63,882	87,922	2,437	87,922	0
8310	Vehicle Maintenance	8,915	13,384	8,788	13,384	0	13,785	(401)
8315	Vehicle Damage	365	1,500	1,000	1,500	0	1,500	0
8320	Auto Expense	3,514	7,232	3,057	3,579	3,653	4,752	(1,173)
	Fleet Maintenance	94,584	113,832	77,123	107,742	6,090	109,316	(1,574)
8540	Pavement Restriping	17,659	33,500	23,424	33,500	0	34,505	(1,005)
	Road Paving/Striping/Cleaning	17,659	33,500	23,424	33,500	0	34,505	(1,005)
8600	Herd Management Contract	64,954	62,700	70,639	104,659	(41,959)	107,799	(3,140)
8610	Meat Processing	0	5,000	0	0	5,000	0	0
8620	TLA Animal Control	4,519	4,120	2,887	5,500	(1,380)	4,500	1,000
	Wildlife Management	69,473	71,820	73,526	110,159	(38,339)	112,299	(2,140)
7316	Strategic Plan	6,000	50,000	49,621	50,000	0	68,000	(18,000)
8245	Special Project - Nature Trail	22,537	4,155	0	4,155	0	4,280	(125)
	Special Projects	28,537	54,155	49,621	54,155	0	72,280	(18,125)
8520	Bridge Repair / Fixed Pier Repair	9,921	77,250	2,551	77,250	0	79,568	(2,318)
	Other Infrastructure Repairs	9,921	77,250	2,551	77,250	0	79,568	(2,318)
9000	Gain or Loss on Asset Disposal	(71,286)	0	(1,799)	(50,000)	50,000	0	(50,000)
	Total Other Expenses	5,288,491	5,864,801	4,802,801	6,271,957	(407,156)	6,227,584	44,373
	Total Expenses	11,352,816	12,144,775	10,071,926	12,765,967	(621,192)	13,015,073	(249,106)
	Net Revenue Before Depreciation	(430,070)	(232,756)	534,422	(171,237)	61,519	4,135	175,372
9100	Depreciation	750,245	746,577	572,977	753,319	(6,742)	753,709	(390)
	Net Revenues Over Expenses	(1,180,315)	(979,333)	(38,555)	(924,556)	54,777	(749,574)	174,982

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Department Budgets

TLA Operating Fund
10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
Revenues								
5000	Assessment Revenue	\$5,829,980	\$7,085,260	\$5,904,383	\$7,085,260	\$0	\$7,116,200	\$30,940
Non-Assessment Revenue								
5200	Vehicle Registration - Annual	661,372	648,289	582,459	736,646	88,357	852,115	115,469
5210	Vehicle Registration - Other	535,025	526,937	479,868	584,995	58,058	642,798	57,803
5220	Vehicle Registration - Frequent Visitor	29,800	27,750	26,665	31,665	3,915	32,077	412
	Vehicle Registration	1,226,197	1,202,976	1,088,992	1,353,306	150,330	1,526,990	173,684
5100	Service Agreement - TLCO - Security	6,694	6,928	5,196	6,928	0	7,170	242
5110	Service Agreement - TLGAC - Security/Lagoons	125,440	159,830	133,192	154,830	(5,000)	174,374	19,544
5130	Service Agreement - Village POA	22,419	23,092	30,375	30,375	7,283	31,286	911
	Service Agreements	154,553	189,850	168,763	192,133	2,283	212,830	20,697
5240	Architectural Review Fees	138,290	121,000	138,700	145,000	24,000	156,000	11,000
5270	Contractor Forfeitures	21,948	5,000	400	2,000	(3,000)	10,000	8,000
5290	"For Sale" Sign Rental & Return	85	220	90	145	(75)	220	75
	Architectural Fees	160,323	126,220	139,190	147,145	20,925	166,220	19,075
5520	Telecommunications Lease	119,506	125,000	87,562	101,955	(23,045)	87,142	(14,813)
5560	Meeting Room Rental	1,720	1,500	710	800	(700)	600	(200)
5590	Storage Yard	61,858	86,382	66,156	70,000	(16,382)	166,815	96,815
5600	BrightView Rent Revenue	23,174	23,174	19,311	23,174	0	23,174	0
5610	Cable Head-End Lease	19,915	20,512	18,773	20,512	0	21,128	616
5620	Room Rental - Sunset	60,287	50,000	53,556	60,000	10,000	78,714	18,714
	Rental Income	286,460	306,568	246,068	276,441	(30,127)	377,573	101,132
5440	Interest Earned	94,969	90,000	149,273	167,000	77,000	90,000	(77,000)
	Total Interest	94,969	90,000	149,273	167,000	77,000	90,000	(77,000)
5550	Telephone Directory	45	85	5	40	(45)	0	(40)
5570	Mail Boxes	11,645	10,000	4,710	6,000	(4,000)	6,000	0
5580	Dog Park Fees	15,205	13,700	12,840	13,700	0	13,700	0
5670	Recycling Revenue	524	0	250	250	250	0	(250)
5675	Chipping Revenue	448,575	375,000	543,875	550,000	175,000	550,000	0
5002	Reseal Disclosure	73,000	53,100	61,750	70,000	16,900	70,000	0
5667	Security Premise Check	0	0	0	0	0	10,000	10,000
5230	Golf Cart Registration	0	0	0	0	0	50,000	50,000
	Member Services	548,994	451,885	623,430	639,990	188,105	699,700	59,710

Department Budgets

TLA Operating Fund

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
5005	Finance Charge Revenue - TLA	39,006	33,900	40,424	41,500	7,600	40,000	(1,500)
5006	EFT Processing Fee Revenue	53,384	44,618	32,981	44,618	0	43,946	(672)
5540	Directory Advertising	19,570	12,500	9,421	9,626	(2,874)	8,126	(1,500)
5660	Violation Fees	124,347	39,000	199,289	215,000	176,000	63,500	(151,500)
5665	Security Service Fee	3,858	7,500	3,228	3,500	(4,000)	3,500	0
	Other Revenue	240,165	137,518	285,343	314,244	176,726	159,072	(155,172)
5676	Special Income	297,610	116,878	162,674	210,000	93,122	217,500	7,500
	Special Income	297,610	116,878	162,674	210,000	93,122	217,500	7,500
	Non-Assessment Revenue	3,009,271	2,621,895	2,863,733	3,300,259	678,364	3,449,885	149,626
	Total Revenue	8,839,251	9,707,155	8,768,116	10,385,519	678,364	10,566,085	180,566
	Cost of Goods Sold							
	Gross Margin	8,839,251	9,707,155	8,768,116	10,385,519	678,364	10,566,085	180,566
6000 + 6010 + 60...	Salaries & Wages	3,776,077	3,886,092	3,251,725	4,054,743	(168,651)	4,353,572	(298,829)
6200	Training & Memberships	55,077	65,848	50,755	55,698	10,150	60,363	(4,665)
6210	Uniforms	34,434	35,775	30,913	35,157	618	36,470	(1,313)
6020	Overtime	114,187	71,500	107,098	118,500	(47,000)	44,000	74,500
6211	Safety & Rain Gear	5,350	7,894	4,028	7,250	644	7,177	73
6050	Temporary Personnel	21,994	0	27,417	35,000	(35,000)	0	35,000
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	1,343,722	1,427,165	1,189,942	1,431,080	(3,915)	1,497,523	(66,443)
	Total Staffing	5,350,841	5,494,274	4,661,878	5,737,428	(243,154)	5,999,105	(261,677)
	Other Expenses							
7000	Postage	4,388	5,825	4,272	6,435	(610)	10,895	(4,460)
7010	Mailing House	996	1,025	1,018	1,018	7	3,840	(2,822)
7020	Printing	22,174	12,707	14,647	19,420	(6,713)	33,791	(14,371)
	Total Printing and Postage	27,558	19,557	19,937	26,873	(7,316)	48,526	(21,653)
7030	Office Supplies	32,898	14,883	18,612	20,886	(6,003)	22,898	(2,012)
7031	Printer Supplies	2,977	3,200	2,915	3,126	74	3,300	(174)
7740	General Supplies/Equipment	88,456	238,849	129,875	149,920	88,929	224,880	(74,960)
7800	Small Tools	2,461	4,120	107	2,500	1,620	2,500	0
8110	Janitorial Supplies	9,730	9,713	5,547	9,713	0	9,180	533
8120	Janitorial Services	5,710	10,083	0	5,000	5,083	5,000	0
7035	Kitchen Supplies	1,923	1,200	1,853	2,000	(800)	1,600	400
	Office Supplies / Small Tools	144,155	282,048	158,909	193,145	88,903	269,358	(76,213)
7112 + 7113	Property Taxes	28,009	39,590	4,142	38,732	858	40,088	(1,356)
7120	Provision for Income Taxes	4,267	65,000	5,728	5,728	59,272	5,757	(29)

Department Budgets

TLA Operating Fund

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Total Taxes	32,276	104,590	9,870	44,460	60,130	45,845	(1,385)
7130	Professional Fees - Legal Fees	117,783	71,000	155,973	181,000	(110,000)	84,500	96,500
7132	Professional Fees - ARC	0	500	0	0	500	0	0
7135	Professional Fees - CPA Firm	33,776	39,000	44,206	44,800	(5,800)	40,000	4,800
	Professional Fees	151,559	110,500	200,179	225,800	(115,300)	124,500	101,300
7315	Engineering Studies	58,813	173,000	69,743	173,000	0	178,190	(5,190)
7100	Insurance	261,740	282,700	277,207	338,727	(56,027)	413,922	(75,195)
7350	Operating Contingency	357,355	100,000	1,213	1,213	98,787	100,000	(98,787)
7040	Employee Business Reimbursement	254	550	185	265	285	375	(110)
7070	Offsite Storage	2,479	2,420	2,451	2,898	(478)	2,984	(86)
7150	Board & Committee Expense - Meetings	5,324	4,500	10,842	11,000	(6,500)	6,000	5,000
7170	Fees - Licenses	1,755	16,500	6,140	6,140	10,360	6,140	0
7180	Provision for Bad Debt	50,888	25,000	1,789	10,000	15,000	10,000	0
7300	Consulting Services	2,400	6,000	2,900	2,900	3,100	2,500	400
7410	Service Charges/CC Fees	109,034	115,020	147,570	180,000	(64,980)	118,733	61,267
9900	Miscellaneous Expense	(2)	0	0	0	0	0	0
7011	Outside Services	0	0	0	0	0	3,700	(3,700)
7181	Physical Inventory Adjustment	5	0	0	0	0	0	0
7247	Covenant Property Litigation	2,681	3,000	5,055	5,100	(2,100)	0	5,100
7319	Sustainable Skidaway Renewal	1,000	1,500	1,000	1,500	0	1,500	0
	Total Other	853,726	730,190	526,095	732,743	(2,553)	844,044	(111,301)
7452	Creative Services	0	0	0	0	0	6,000	(6,000)
	Marketing Expenses	0	0	0	0	0	6,000	(6,000)
7260	Software and Peripherals	84,370	84,140	52,587	114,140	(30,000)	168,840	(54,700)
7261	IT Maintenance Agreements	336,110	365,206	306,347	359,072	6,134	373,175	(14,103)
7264	System Maintenance	37,072	20,000	19,616	20,000	0	20,000	0
	IT Support	457,552	469,346	378,550	493,212	(23,866)	562,015	(68,803)
7200:7210	Recruiting	26,934	15,000	19,460	21,000	(6,000)	15,000	6,000
7230	Employee Events	27,547	26,000	12,960	26,000	0	28,000	(2,000)
7240	Team Development	10,014	11,990	5,625	9,703	2,287	10,340	(637)
7251	Drug Free Workplace	154	1,000	139	300	700	500	(200)
	Recruiting / Retention	64,649	53,990	38,184	57,003	(3,013)	53,840	3,163
7440	Town Meetings	2,382	2,400	2,643	4,545	(2,145)	13,636	(9,091)
7451	Special Events Expense	11,361	15,924	16,877	16,877	(953)	16,877	0
	Community Outreach	13,743	18,324	19,520	21,422	(3,098)	30,513	(9,091)
7600	RFID Tags - Commercial	30,539	28,735	17,923	17,923	10,812	14,768	3,155
7601	RFID Tags - Residential	19,657	20,345	39,323	39,323	(18,978)	31,724	7,599

Department Budgets

TLA Operating Fund

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
7610	Gate Claims	1,271	2,500	1,634	1,634	866	2,500	(866)
7620	Police Augment	231	0	(231)	(231)	231	0	(231)
7630	EMS Support	23,228	0	0	0	0	0	0
7640	Safety Programs	52	0	0	0	0	0	0
	Security/Police/EMS/Safety	74,978	51,580	58,649	58,649	(7,069)	48,992	9,657
7050	Communications	25,072	24,534	19,323	23,260	1,274	25,671	(2,411)
7060	Utilities	58,392	59,400	44,941	55,087	4,313	57,575	(2,488)
7061	Admin Utilities	24,301	28,904	18,594	23,383	5,521	24,360	(977)
7062	Gate House Utilities	38,910	40,413	35,173	42,427	(2,014)	42,748	(321)
8550	Street Lighting	68,303	69,588	57,875	68,446	1,142	66,605	1,841
	Utilities	214,978	222,839	175,906	212,603	10,236	216,959	(4,356)
8180	Hazard Material Registration	1,125	1,125	1,125	1,125	0	1,125	0
8200	Landscape Contract - BrightView	1,064,429	1,200,000	887,024	1,064,424	135,576	1,117,656	(53,232)
8202	Landscaping	6,515	18,937	21,293	25,000	(6,063)	25,750	(750)
8203	Irrigation Expense	4,595	6,242	1,953	6,242	0	6,429	(187)
8210	Tree Removal	46,175	48,195	59,282	65,000	(16,805)	54,075	10,925
8211	Tree Replacement	0	5,500	275	5,500	0	5,665	(165)
	Landscaping	1,122,839	1,279,999	970,952	1,167,291	112,708	1,210,700	(43,409)
8240	Median Refurbishment	177,972	150,000	162,246	162,246	(12,246)	154,500	7,746
	Total Median Refurbishment	177,972	150,000	162,246	162,246	(12,246)	154,500	7,746
8400	Algaecide/Herbicide Plant Control	52,884	79,568	55,697	75,000	4,568	77,250	(2,250)
8410	Aerator Expense	5,260	7,571	4,417	7,571	0	7,798	(227)
8430	Lab Testing	366	2,500	0	1,500	1,000	1,500	0
8440	Stocking Plant Control	3,606	3,925	3,906	3,925	0	4,043	(118)
8450	Aquatic Midge Control	13,359	14,447	0	14,500	(53)	14,935	(435)
8470	Angler's Support	631	1,000	176	1,000	0	1,000	0
8480	Lagoon Dredging	51,600	57,750	47,600	57,750	0	59,483	(1,733)
8490	Lagoon Beautification	(1,730)	5,500	1,321	5,500	0	5,665	(165)
	Lagoon Related	125,976	172,261	113,117	166,746	5,515	171,674	(4,928)
8000	Auto Gate Maintenance	25,776	59,841	1,592	10,000	49,841	10,000	0
8010	Gatehouse Maintenance	6,386	12,607	14,425	15,000	(2,393)	12,985	2,015
8100	PW Buildings Maintenance	21,540	24,620	11,175	24,620	0	25,359	(739)
8101	Admin Buildings Maintenance	9,367	10,200	5,172	10,200	0	17,106	(6,906)
8135	Radio/Phone/Repair&Maintenance	625	750	1,569	1,600	(850)	750	850
8137	Cameras/License/Maintenance	27,876	86,098	85,295	86,000	98	97,790	(11,790)
8140	Equipment Maintenance	89,248	81,693	50,852	79,300	2,393	85,775	(6,475)
	Total Repair & Maintenance	180,818	275,809	170,080	226,720	49,089	249,765	(23,045)

Department Budgets

TLA Operating Fund

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
8700	Signs/Mailbox/Fence Maintenance	72,469	113,300	78,161	113,300	0	116,699	(3,399)
8710	Mailbox and Signs - Contract	17,030	51,500	3,249	51,500	0	53,045	(1,545)
	Signs & Mailboxes	89,499	164,800	81,410	164,800	0	169,744	(4,944)
8230	Dry Trash Pickup	6,545	6,173	4,654	6,173	0	6,327	(154)
8232	Chipping Yard Expense	446,857	337,500	490,695	495,000	(157,500)	495,000	0
8720	Storage Yard Repair	329	2,652	23	1,800	852	2,000	(200)
8730	Dog Park Expense	4,169	7,527	3,744	7,527	0	7,753	(226)
8740	Athletic Facility	39,679	39,900	35,176	39,900	0	41,097	(1,197)
	Total Facilities	497,579	393,752	534,292	550,400	(156,648)	552,177	(1,777)
7111	Ad Valorem Taxes	1,237	1,357	396	1,357	0	1,357	0
8300	Fuel & Lube	74,063	80,319	59,603	81,506	(1,187)	81,506	0
8310	Vehicle Maintenance	8,915	13,384	8,788	13,384	0	13,785	(401)
8315	Vehicle Damage	365	1,500	1,000	1,500	0	1,500	0
8320	Auto Expense	3,514	7,232	3,057	3,579	3,653	4,752	(1,173)
	Fleet Maintenance	88,094	103,792	72,844	101,326	2,466	102,900	(1,574)
8540	Pavement Restriping	17,659	33,500	23,424	33,500	0	34,505	(1,005)
	Road Paving/Striping/Cleaning	17,659	33,500	23,424	33,500	0	34,505	(1,005)
8600	Herd Management Contract	64,954	62,700	70,639	104,659	(41,959)	107,799	(3,140)
8610	Meat Processing	0	5,000	0	0	5,000	0	0
8620	TLA Animal Control	4,519	4,120	2,887	5,500	(1,380)	4,500	1,000
	Wildlife Management	69,473	71,820	73,526	110,159	(38,339)	112,299	(2,140)
7316	Strategic Plan	6,000	50,000	49,621	50,000	0	68,000	(18,000)
8245	Special Project - Nature Trail	22,537	4,155	0	4,155	0	4,280	(125)
	Special Projects	28,537	54,155	49,621	54,155	0	72,280	(18,125)
8520	Bridge Repair / Fixed Pier Repair	9,921	77,250	2,551	77,250	0	79,568	(2,318)
	Other Infrastructure Repairs	9,921	77,250	2,551	77,250	0	79,568	(2,318)
9000	Gain or Loss on Asset Disposal	(71,286)	0	(1,799)	(50,000)	50,000	0	(50,000)
	Total Other Expenses	4,372,255	4,840,102	3,838,063	4,830,503	9,599	5,160,704	(330,201)
	Total Expenses	9,723,096	10,334,376	8,499,941	10,567,931	(233,555)	11,159,809	(591,878)
	Net Revenue Before Depreciation	(883,845)	(627,221)	268,175	(182,412)	444,809	(593,724)	(411,312)
9100	Depreciation	529,757	526,089	424,625	555,598	(29,509)	556,230	(632)
	Net Revenues Over Expenses	(1,413,602)	(1,153,310)	(156,450)	(738,010)	415,300	(1,149,954)	(411,944)

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Department Budgets

Marinas Operating Rollup

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Non-Assessment Revenue							
5140	Service Agreement - Marine Service	\$28,045	\$29,448	\$24,540	\$29,448	\$0	\$30,920	\$1,472
	Service Agreements	28,045	29,448	24,540	29,448	0	30,920	1,472
5520	Telecommunications Lease	20,049	20,049	17,937	20,049	0	20,049	0
	Rental Income	20,049	20,049	17,937	20,049	0	20,049	0
5030	Rack Rental - Jet Ski & Dingie	33,338	35,417	23,115	33,075	(2,342)	33,075	0
5031	Rack Rental - Boats	1,353,072	1,424,850	1,189,793	1,427,703	2,853	1,596,727	169,024
5032	Wet Slip Rental	463,101	509,055	419,509	502,310	(6,745)	579,895	77,585
5035	Boat Movement Fee	100	0	0	0	0	0	0
5033	Guest Slip Rental	16,939	19,500	13,330	17,000	(2,500)	15,000	(2,000)
	Boat Storage	1,866,550	1,988,822	1,645,747	1,980,088	(8,734)	2,224,697	244,609
5025	Rack Rental - Kayak	13,636	13,652	10,416	13,652	0	13,652	0
5026	Sticker/Registration - Kayak	140	300	0	0	(300)	0	0
5027	Rental - Kayak	1,341	1,500	1,074	1,500	0	1,530	30
	Kayak Revenues	15,117	15,452	11,490	15,152	(300)	15,182	30
5320	Gasoline Sales	387,856	345,000	279,468	317,000	(28,000)	317,000	0
5321	Diesel Sales	29,440	37,000	37,007	46,875	9,875	35,000	(11,875)
	Fuel Sales	417,296	382,000	316,475	363,875	(18,125)	352,000	(11,875)
5300 + 9200	Merchandise Sales	97,901	88,800	72,703	88,500	(300)	88,500	0
5310	Bait Sales	4,713	3,250	3,815	4,050	800	3,780	(270)
	Total Merchandise	102,614	92,050	76,518	92,550	500	92,280	(270)
5553	Programs-Charters	160	0	0	0	0	0	0
	Event Income	160	0	0	0	0	0	0
5040	Electric Service	4,696	5,100	4,059	4,245	(855)	4,500	255
5370	Sailing Program	42,120	46,000	39,455	46,000	0	46,000	0
	Marina Other	46,816	51,100	43,514	50,245	(855)	50,500	255
5036	Boat Wash Services	5,303	6,100	3,930	6,100	0	6,100	0
	Other Revenue	5,303	6,100	3,930	6,100	0	6,100	0
	Non-Assessment Revenue	2,501,950	2,585,021	2,140,151	2,557,507	(27,514)	2,791,728	234,221

Department Budgets

Marinas Operating Rollup

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Total Revenue	2,501,950	2,585,021	2,140,151	2,557,507	(27,514)	2,791,728	234,221
	<i>Cost of Goods Sold</i>							
5920	Gasoline COGS	307,957	276,000	205,575	237,750	38,250	237,750	0
5921	Diesel COGS	28,679	29,600	34,408	35,650	(6,050)	26,250	9,400
	Fuel COS	336,636	305,600	239,983	273,400	32,200	264,000	9,400
5900	Merchandise	65,716	57,769	48,460	57,525	244	57,525	0
5910	Bait	2,450	1,788	1,933	2,370	(582)	2,079	291
	Merchandise COS	68,166	59,557	50,393	59,895	(338)	59,604	291
5970	Sailing Program expense	13,652	15,000	11,543	15,000	0	15,000	0
	Total Cost of Sales	418,454	380,157	301,919	348,295	31,862	338,604	9,691
	Gross Margin	2,083,496	2,204,864	1,838,232	2,209,212	4,348	2,453,124	243,912
6000 + 6010 + 60...	Salaries & Wages	523,236	569,427	447,166	562,212	7,215	588,734	(26,522)
6200	Training & Memberships	5,679	6,000	1,046	1,175	4,825	5,000	(3,825)
6210	Uniforms	3,838	3,200	866	1,700	1,500	3,200	(1,500)
6020	Overtime	17,192	16,000	21,306	24,000	(8,000)	16,000	8,000
6211	Safety & Rain Gear	50	250	0	250	0	250	0
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	163,488	190,822	136,864	167,244	23,578	175,200	(7,956)
	Total Staffing	713,483	785,699	607,248	756,581	29,118	788,384	(31,803)
	<i>Other Expenses</i>							
7010	Mailing House	2,167	2,640	2,664	2,740	(100)	2,640	100
	Total Printing and Postage	2,167	2,640	2,664	2,740	(100)	2,640	100
7030	Office Supplies	1,789	1,375	1,711	2,125	(750)	1,925	200
7740	General Supplies/Equipment	4,982	3,384	6,630	6,850	(3,466)	12,750	(5,900)
7800	Small Tools	663	1,000	1,563	1,700	(700)	1,400	300
8110	Janitorial Supplies	2,232	1,551	1,759	1,850	(299)	1,600	250
	Office Supplies / Small Tools	9,666	7,310	11,663	12,525	(5,215)	17,675	(5,150)
7112 + 7113	Property Taxes	30,808	37,824	12,027	37,824	0	39,148	(1,324)
	Total Taxes	30,808	37,824	12,027	37,824	0	39,148	(1,324)
7315	Engineering Studies	3,000	6,000	12,200	12,200	(6,200)	8,000	4,200
7100	Insurance	471,430	527,267	425,448	512,453	14,814	576,840	(64,387)
7350	Operating Contingency	59,845	45,000	0	0	45,000	45,000	(45,000)
7170	Fees - Licenses	3,738	14,694	6,306	6,306	8,388	8,000	(1,694)
7410	Service Charges/CC Fees	260	250	175	250	0	250	0
7181	Physical Inventory Adjustment	469	420	494	600	(180)	470	130
	Total Other	538,742	593,631	444,623	531,809	61,822	638,560	(106,751)

Department Budgets

Marinas Operating Rollup

10/27/2025

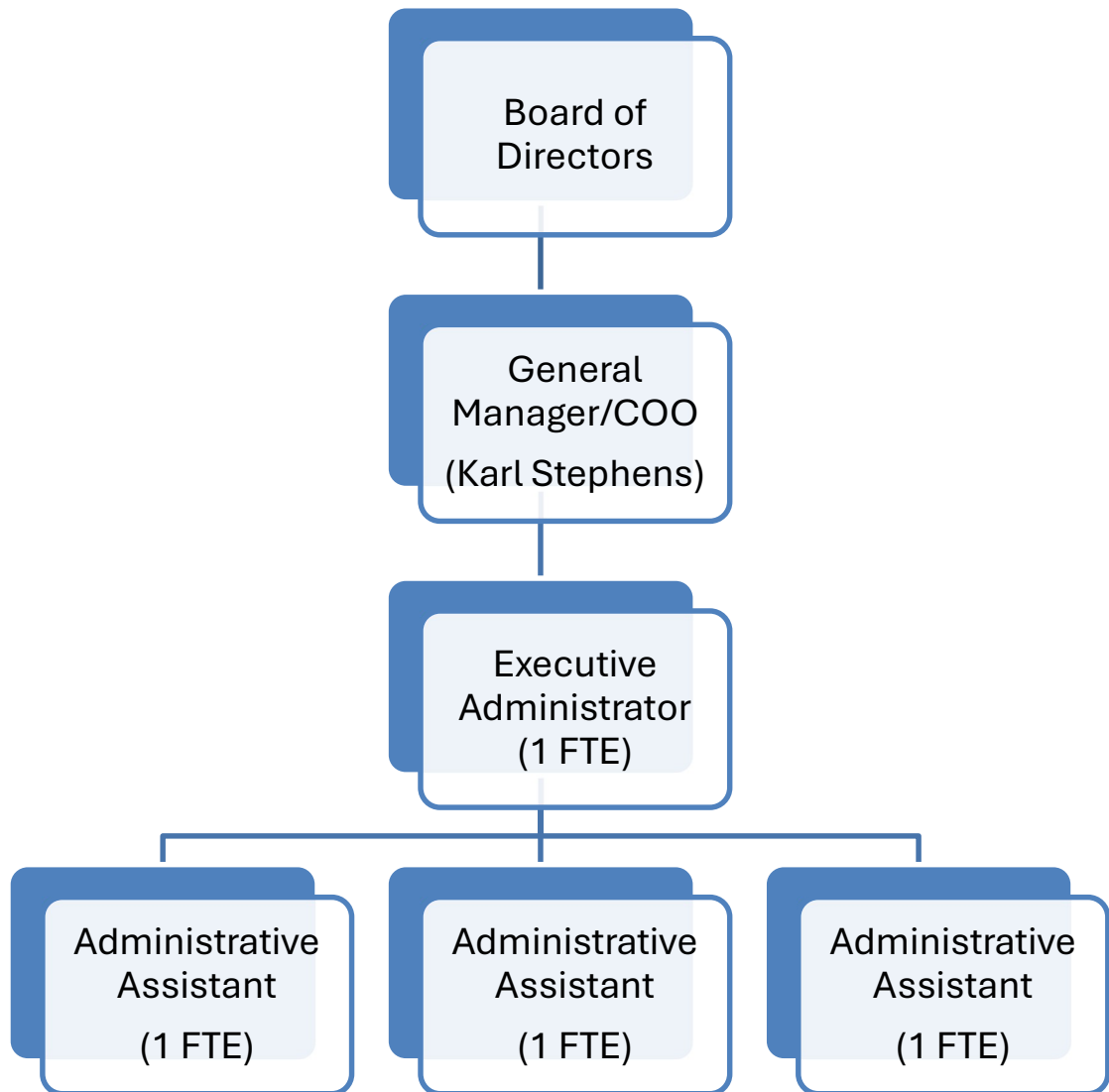
Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
7005	Marketing Expenses	1,200	0	0	0	0	0	0
	Marketing Expenses	1,200	0	0	0	0	0	0
8105	Kayak Expenses	38	2,000	1,564	2,000	0	0	2,000
	Kayak Expenses	38	2,000	1,564	2,000	0	0	2,000
7240	Team Development	560	750	283	750	0	850	(100)
	Recruiting / Retention	560	750	283	750	0	850	(100)
7050	Communications	2,167	1,920	1,506	1,828	92	1,792	36
7060	Utilities	45,545	49,735	36,746	43,447	6,288	44,026	(579)
	Utilities	47,712	51,655	38,252	45,275	6,380	45,818	(543)
8100	PW Buildings Maintenance	13,673	11,000	9,255	12,000	(1,000)	12,000	0
7750	Boat Service Expense	491	420	115	250	170	500	(250)
8130	Member Boat Damage	1,103	2,000	7,496	9,000	(7,000)	5,000	4,000
8140	Equipment Maintenance	2,480	2,901	3,925	4,500	(1,599)	5,000	(500)
8141	Repair & Maint - Wiggins	34,952	36,750	63,379	65,000	(28,250)	40,000	25,000
8142	Repair & Maint - Docks & Grounds	37,707	35,000	70,087	103,991	(68,991)	50,000	53,991
8151	Repair & Maint- Seawall	26,539	65,000	124,125	433,000	(368,000)	20,000	413,000
8154	Channel Markers	10,750	1,000	616	1,000	0	1,000	0
	Total Repair & Maintenance	127,695	154,071	278,998	628,741	(474,670)	133,500	495,241
8152	Dredging Expense	138,205	150,891	159,449	159,449	(8,558)	168,000	(8,551)
	Total Dredging Expense	138,205	150,891	159,449	159,449	(8,558)	168,000	(8,551)
8230	Dry Trash Pickup	12,956	13,889	10,939	13,925	(36)	14,273	(348)
	Total Facilities	12,956	13,889	10,939	13,925	(36)	14,273	(348)
8300	Fuel & Lube	6,490	10,040	4,279	6,416	3,624	6,416	0
	Fleet Maintenance	6,490	10,040	4,279	6,416	3,624	6,416	0
Total Other Expenses		916,239	1,024,701	964,741	1,441,454	(416,753)	1,066,880	374,574

Department Budgets

Marinas Operating Rollup

10/27/2025

<i>Account</i>	<i>Description</i>	<i>2024 Actual</i>	<i>2025 Budget</i>	<i>2025 YTD</i>	<i>2025 YE EST</i>	<i>2025 YE EST vs. 2025 Budget</i>	<i>2026 Budget</i>	<i>2026 Budget vs. 2025 YE EST</i>
	Total Expenses	1,629,722	1,810,400	1,571,989	2,198,035	(387,635)	1,855,264	342,771
	Net Revenue Before Depreciation	453,774	394,464	266,243	11,177	(383,287)	597,860	586,683
9100	<i>Depreciation</i>	220,487	220,488	148,352	197,722	22,766	197,479	243
	Net Revenues Over Expenses	233,287	173,976	117,891	(186,545)	(360,521)	400,381	586,926



Total FTE - 4

xecutive Management Work Plan

2026 Operating Revenues:	\$7,500,316
2026 Operating Expenditures:	\$1,973,745
2026 Net Income Before Depreciation:	\$5,526,571

2026 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 81 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 2026 Work Plan places highest priority on the following projects and initiatives.

Strategic Plan

In 2024, a comprehensive and collaborative effort was undertaken to chart the organization's direction for the years ahead. Working in partnership with the consultant Points North Strategies, the Board of Directors, numerous committees, focus groups, and dedicated staff, The Landings Association developed a new three-year Strategic Plan. This inclusive process captured perspectives from across the community, ensuring that the resulting plan reflects a shared vision and actionable priorities. In 2025, 84 action items were identified to start or continue, laying the foundation for substantial progress, though much work remains as we pursue excellence in the years to come.

Some projects included the Community Paths Task Force to identify ways to improve safety on our shared paths; a Website Task Force to reimagine the way information is shared and accessed by our residents; and work to improve the functionality and "uptime" of our seven security gates that see ~3.5 million automated entries per year. Quarterly updates on progress against the Strategic Plan can be found on our website (www.landings.org).

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 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 October, the team provided 237 new property owners and 37 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 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 2,384 passes were issued through October 2025.

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, storage facility lease agreements, and coordinates the Food Truck Friday events.

2026 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 2026, 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 2025 year-end estimate for Executive Management operating expenses are \$1,715,740, a decrease of \$37,874 compared to the 2025 budget of \$1,753,614. Expenses are lower than budgeted mainly due to lower income tax and operating contingency expenses.

The department's budget for 2026 totals \$1,973,745 in operating expenses, an increase of \$220,131 compared to the 2025 budget and an increase of \$258,005 compared to 2025 year-end estimates. The increase compared to the 2025 Budget is mainly due to a planned increase in staffing expenses and property and casualty insurance premiums.

As with expenditures, significant organization-wide revenue is also reflected in the Executive Management budget. The budget for 2026 totals \$7,500,316 in operating revenues, an increase of \$10,667 compared to the 2025 budget and a decrease of \$64,169 compared to 2025 year-end estimate. \$384,116 of the total 2026 revenue is from non-Assessment sources, including interest earned, telecommunications lease, resale disclosure package, meeting room rentals, finance charges, and advertising revenue. The decrease in revenue from the 2026 budget to the 2025 year-end estimate of \$64,169 is primarily due to a decrease in interest earned revenue in 2026.

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Department Budgets

Executive Mgmt Rollup

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Revenues							
5000	Assessment Revenue	\$5,829,980	\$7,085,260	\$5,904,383	\$7,085,260	\$0	\$7,116,200	\$30,940
	Non-Assessment Revenue							
5520	Telecommunications Lease	119,506	125,000	87,562	101,955	(23,045)	87,142	(14,813)
5560	Meeting Room Rental	1,720	1,500	710	800	(700)	600	(200)
5600	BrightView Rent Revenue	23,174	23,174	19,311	23,174	0	23,174	0
5610	Cable Head-End Lease	19,915	20,512	18,773	20,512	0	21,128	616
	Rental Income	164,315	170,186	126,356	146,441	(23,745)	132,044	(14,397)
5440	Interest Earned	94,969	90,000	149,273	167,000	77,000	90,000	(77,000)
	Total Interest	94,969	90,000	149,273	167,000	77,000	90,000	(77,000)
5550	Telephone Directory	45	85	5	40	(45)	0	(40)
5002	Reseale Disclosure	73,000	53,100	61,750	70,000	16,900	70,000	0
	Member Services	73,045	53,185	61,755	70,040	16,855	70,000	(40)
5005	Finance Charge Revenue - TLA	39,006	33,900	40,424	41,500	7,600	40,000	(1,500)
5006	EFT Processing Fee Revenue	53,384	44,618	32,981	44,618	0	43,946	(672)
5540	Directory Advertising	19,570	12,500	9,421	9,626	(2,874)	8,126	(1,500)
	Other Revenue	111,960	91,018	82,826	95,744	4,726	92,072	(3,672)
	Non-Assessment Revenue	444,289	404,389	420,210	479,225	74,836	384,116	(95,109)
	Total Revenue	6,274,269	7,489,649	6,324,593	7,564,485	74,836	7,500,316	(64,169)
	Cost of Goods Sold							
	Gross Margin	6,274,269	7,489,649	6,324,593	7,564,485	74,836	7,500,316	(64,169)
6000 + 6010 + 60...	Salaries & Wages	696,800	739,757	585,505	728,058	11,699	852,401	(124,343)
6200	Training & Memberships	28,549	30,500	28,616	29,350	1,150	27,500	1,850
6020	Overtime	4,093	4,500	3,934	4,500	0	4,500	0

Department Budgets

Executive Mgmt Rollup

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	251,952	289,275	216,213	273,536	15,739	298,351	(24,815)
	Total Staffing	981,394	1,064,032	834,268	1,035,444	28,588	1,182,752	(147,308)
	Other Expenses							
7000	Postage	167	250	86	2,150	(1,900)	4,650	(2,500)
7010	Mailing House	0	0	0	0	0	2,800	(2,800)
7020	Printing	9,280	0	0	500	(500)	13,000	(12,500)
	Total Printing and Postage	9,447	250	86	2,650	(2,400)	20,450	(17,800)
7030	Office Supplies	9,106	6,300	9,809	9,950	(3,650)	8,300	1,650
7031	Printer Supplies	2,977	1,700	1,318	1,350	350	1,500	(150)
7035	Kitchen Supplies	1,923	1,200	1,853	2,000	(800)	1,600	400
	Office Supplies / Small Tools	14,006	9,200	12,980	13,300	(4,100)	11,400	1,900
7112 + 7113	Property Taxes	28,009	39,590	4,142	38,732	858	40,088	(1,356)
7120	Provision for Income Taxes	4,267	65,000	5,728	5,728	59,272	5,757	(29)
	Total Taxes	32,276	104,590	9,870	44,460	60,130	45,845	(1,385)
7130	Professional Fees - Legal Fees	117,783	71,000	155,973	181,000	(110,000)	84,500	96,500
	Professional Fees	117,783	71,000	155,973	181,000	(110,000)	84,500	96,500
7100	Insurance	218,993	237,468	227,327	279,762	(42,294)	347,695	(67,933)
7350	Operating Contingency	357,355	100,000	1,213	1,213	98,787	100,000	(98,787)
7040	Employee Business Reimbursement	146	250	185	200	50	150	50
7150	Board & Committee Expense - Meetings	5,324	4,500	10,842	11,000	(6,500)	6,000	5,000
7170	Fees - Licenses	1,755	16,500	6,140	6,140	10,360	6,140	0
7180	Provision for Bad Debt	50,888	25,000	1,789	10,000	15,000	10,000	0
9900	Miscellaneous Expense	(2)	0	0	0	0	0	0
7011	Outside Services	0	0	0	0	0	3,700	(3,700)
7181	Physical Inventory Adjustment	5	0	0	0	0	0	0
7247	Covenant Property Litigation	2,681	3,000	5,055	5,100	(2,100)	0	5,100
	Total Other	637,145	386,718	252,551	313,415	73,303	473,685	(160,270)
7452	Creative Services	0	0	0	0	0	6,000	(6,000)
	Marketing Expenses	0	0	0	0	0	6,000	(6,000)
7200:7210	Recruiting	26,934	15,000	19,460	21,000	(6,000)	15,000	6,000
7230	Employee Events	27,547	26,000	12,960	26,000	0	28,000	(2,000)
7240	Team Development	5,392	5,100	2,386	3,749	1,351	4,100	(351)
7251	Drug Free Workplace	154	1,000	139	300	700	500	(200)
	Recruiting / Retention	60,027	47,100	34,945	51,049	(3,949)	47,600	3,449

Department Budgets

Executive Mgmt Rollup

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
7440	Town Meetings	2,382	2,400	2,643	4,545	(2,145)	13,636	(9,091)
7451	Special Events Expense	11,361	15,924	16,877	16,877	(953)	16,877	0
	Community Outreach	13,743	18,324	19,520	21,422	(3,098)	30,513	(9,091)
7050	Communications	2,800	2,400	2,500	3,000	(600)	3,000	0
	Utilities	2,800	2,400	2,500	3,000	(600)	3,000	0
7316	Strategic Plan	6,000	50,000	49,621	50,000	0	68,000	(18,000)
	Special Projects	6,000	50,000	49,621	50,000	0	68,000	(18,000)
9000	Gain or Loss on Asset Disposal	1,758	0	0	0	0	0	0
	Total Other Expenses	894,985	689,582	538,046	680,296	9,286	790,993	(110,697)
	Total Expenses	1,876,379	1,753,614	1,372,314	1,715,740	37,874	1,973,745	(258,005)
	Net Revenue Before Depreciation	4,397,890	5,736,035	4,952,279	5,848,745	112,710	5,526,571	(322,174)
9100	Depreciation	242,059	234,105	201,596	267,882	(33,777)	265,145	2,737
	Net Revenues Over Expenses	4,155,831	5,501,930	4,750,683	5,580,863	78,933	5,261,426	(319,437)

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Long Range Financial Plan

Executive Mgmt Rollup

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Revenues									
Assessment Revenue	\$5,829,980	\$7,085,260	\$7,085,260	\$7,116,200	\$7,248,800	\$7,584,720	\$7,496,320	\$8,751,600	\$8,026,720
Non-Assessment Revenue									
Telecommunications Lease	119,506	125,000	101,955	87,142	87,142	87,142	87,142	87,142	87,142
Meeting Room Rental	1,720	1,500	800	600	1,200	1,200	1,200	1,200	1,200
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	19,915	20,512	20,512	21,128	21,762	22,414	23,087	23,780	24,493
Rental Income	164,315	170,186	146,441	132,044	133,278	133,930	134,603	135,296	136,009
Interest Earned	94,969	90,000	167,000	90,000	90,000	90,000	90,000	90,000	90,000
Total Interest	94,969	90,000	167,000	90,000	90,000	90,000	90,000	90,000	90,000
Telephone Directory	45	85	40	0	0	0	0	0	0
Reseale Disclosure	73,000	53,100	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Member Services	73,045	53,185	70,040	70,000	70,000	70,000	70,000	70,000	70,000
Finance Charge Revenue - TLA	39,006	33,900	41,500	40,000	40,000	40,000	40,000	40,000	40,000
EFT Processing Fee Revenue	53,384	44,618	44,618	43,946	43,946	43,946	43,946	43,946	43,946
Directory Advertising	19,570	12,500	9,626	8,126	6,626	5,126	3,626	3,626	3,626
Other Revenue	111,960	91,018	95,744	92,072	90,572	89,072	87,572	87,572	87,572
Non-Assessment Revenue	444,289	404,389	479,225	384,116	383,850	383,002	382,175	382,868	383,581
Total Revenue	6,274,269	7,489,649	7,564,485	7,500,316	7,632,650	7,967,722	7,878,495	9,134,468	8,410,301
Cost of Goods Sold									
Gross Margin	6,274,269	7,489,649	7,564,485	7,500,316	7,632,650	7,967,722	7,878,495	9,134,468	8,410,301
Salaries & Wages	696,800	739,757	728,058	852,401	886,284	921,556	958,275	996,503	1,036,302
Training & Memberships	28,549	30,500	29,350	27,500	27,500	27,500	27,500	27,500	27,500
Overtime	4,093	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Benefits (401(k), WC, LI, STD, LTD, Taxes)	251,952	289,275	273,536	298,351	313,756	330,701	349,380	370,008	392,828
Total Staffing	981,394	1,064,032	1,035,444	1,182,752	1,232,040	1,284,257	1,339,655	1,398,511	1,461,130
Other Expenses									

Long Range Financial Plan

Executive Mgmt Rollup

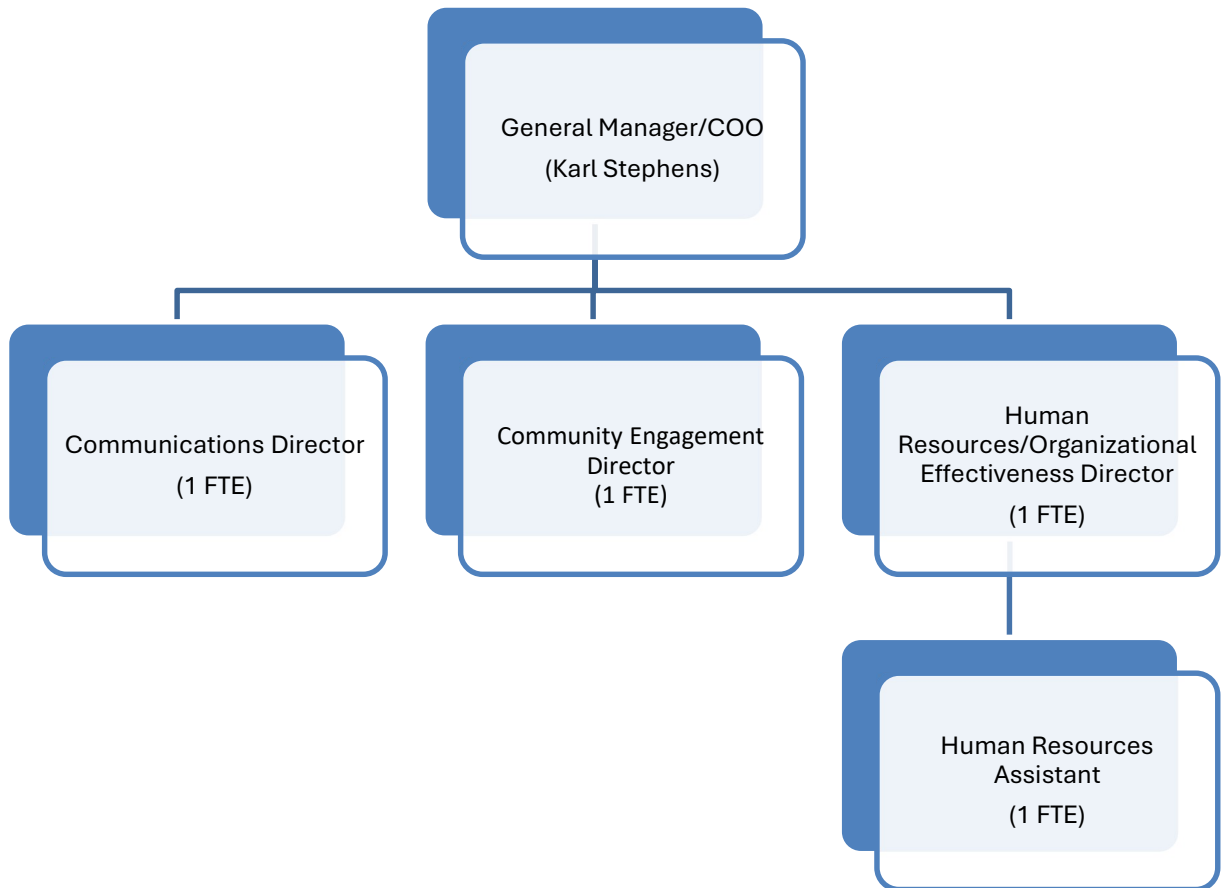
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Postage	167	250	2,150	4,650	2,650	2,650	4,650	2,650	2,650
Mailing House	0	0	0	2,800	0	0	2,800	0	0
Printing	9,280	0	500	13,000	500	500	13,000	500	500
Total Printing and Postage	9,447	250	2,650	20,450	3,150	3,150	20,450	3,150	3,150
Office Supplies	9,106	6,300	9,950	8,300	8,300	8,300	8,300	8,300	8,300
Printer Supplies	2,977	1,700	1,350	1,500	1,500	1,500	1,500	1,500	1,500
Kitchen Supplies	1,923	1,200	2,000	1,600	1,600	1,600	1,600	1,600	1,600
Office Supplies / Small Tools	14,006	9,200	13,300	11,400	11,400	11,400	11,400	11,400	11,400
Property Taxes	28,009	39,590	38,732	40,088	42,092	44,197	46,407	48,727	51,163
Provision for Income Taxes	4,267	65,000	5,728	5,757	5,757	5,757	5,757	5,757	5,757
Total Taxes	32,276	104,590	44,460	45,845	47,849	49,954	52,164	54,484	56,920
Professional Fees - Legal Fees	117,783	71,000	181,000	84,500	84,500	84,500	84,500	84,500	84,500
Professional Fees	117,783	71,000	181,000	84,500	84,500	84,500	84,500	84,500	84,500
Insurance	218,993	237,468	279,762	347,695	365,079	383,333	402,500	422,625	443,756
Operating Contingency	357,355	100,000	1,213	100,000	267,000	267,000	267,000	100,000	100,000
Employee Business Reimbursement	146	250	200	150	150	150	150	150	150
Board & Committee Expense - Meetings	5,324	4,500	11,000	6,000	6,000	6,000	6,000	6,000	6,000
Fees - Licenses	1,755	16,500	6,140	6,140	6,140	6,140	6,140	6,140	6,140
Provision for Bad Debt	50,888	25,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Miscellaneous Expense	(2)	0	0	0	0	0	0	0	0
Outside Services	0	0	0	3,700	0	0	3,700	0	0
Physical Inventory Adjustment	5	0	0	0	0	0	0	0	0
Covenant Property Litigation	2,681	3,000	5,100	0	0	0	0	0	0
Total Other	637,145	386,718	313,415	473,685	654,369	672,623	695,490	544,915	566,046
Creative Services	0	0	0	6,000	6,000	6,000	6,000	6,000	6,000
Marketing Expenses	0	0	0	6,000	6,000	6,000	6,000	6,000	6,000
Recruiting	26,934	15,000	21,000	15,000	15,000	15,000	15,000	15,000	15,000
Employee Events	27,547	26,000	26,000	28,000	28,000	28,000	28,000	28,000	28,000
Team Development	5,392	5,100	3,749	4,100	4,100	4,100	4,100	4,100	4,100
Drug Free Workplace	154	1,000	300	500	500	500	500	500	500
Recruiting / Retention	60,027	47,100	51,049	47,600	47,600	47,600	47,600	47,600	47,600
Town Meetings	2,382	2,400	4,545	13,636	6,000	6,000	13,636	6,000	6,000
Special Events Expense	11,361	15,924	16,877	16,877	16,877	16,877	16,877	16,877	16,877
Community Outreach	13,743	18,324	21,422	30,513	22,877	22,877	30,513	22,877	22,877
Communications	2,800	2,400	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Utilities	2,800	2,400	3,000	3,000	3,000	3,000	3,000	3,000	3,000

Long Range Financial Plan

Executive Mgmt Rollup
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Strategic Plan	6,000	50,000	50,000	68,000	40,000	70,000	40,000	40,000	70,000
Special Projects	6,000	50,000	50,000	68,000	40,000	70,000	40,000	40,000	70,000
Gain or Loss on Asset Disposal	1,758	0	0	0	0	0	0	0	0
Total Other Expenses	894,985	689,582	680,296	790,993	920,745	971,104	991,117	817,926	871,493
Total Expenses	1,876,379	1,753,614	1,715,740	1,973,745	2,152,785	2,255,361	2,330,772	2,216,437	2,332,623
Net Revenue Before Depreciation	4,397,890	5,736,035	5,848,745	5,526,571	5,479,865	5,712,361	5,547,723	6,918,031	6,077,678
Depreciation	242,059	234,105	267,882	265,145	265,145	265,145	265,145	265,145	265,145
Net Revenues Over Expenses	4,155,831	5,501,930	5,580,863	5,261,426	5,214,720	5,447,216	5,282,578	6,652,886	5,812,533



Total FTE - 4

Communications and Human Resources Work Plan

2026 Work Plan

The mission of the Communications and Engagement Department is to provide timely and effective communications and internal human resources. The department consists of the Communications program, Community Engagement program, and the Employee Engagement 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), a smartphone app (Landings Association), Email Bulletins, a podcast (*Talking TLA*), *The Landings Journal* digital newsletter, and other media (including Facebook, 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 Real Estate Company and The Landings Golf & Athletic Club to ensure consistent community communications and branding. 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 2025-2027 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, as well as gathering community feedback on various issues. In 2025, we continued providing short videos and converting those videos into audio files, which were posted as podcasts. Additionally, staff determined that our phone app, which launched in 2023, is no longer meeting our needs. Research for a more robust phone app began in 2025, with development of its replacement begun in 2025 and slated for completion in 2026.

Current functions of the Communications program area are highlighted below:

Landings Association Website (www.landings.org) and Social Media Sites

In 2025, the Communications team's primary project was redesigning the website (www.landings.org), which had its last major update in 2016. Staff collaborated with the resident Communications Committee, the Internal Communications Committee, a Website Task Force, and beta testers to improve user-friendliness, organization, navigation, search capabilities, and visual design.

We also hosted several contests to increase our Instagram users, reaching 1,000 followers in spring 2025. The Landings Association's Facebook Group continues to be our most popular social media platform.

- 2026 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.

2025 marked the third year of *The Landings Journal's* transition from print to digital. The digital format incorporates videos, live hyperlinks, and sharing options with trackable analytics. Printed copies of the publication are available on demand.

Work to improve communications across all platforms will continue in 2026.

- 2026 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 and made several other 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. 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.

- 2026 Operating Revenues: \$8,126 (Residential Directory Advertising)
- 2026 Operating Expenditures: \$46,036 (Postage, Mailing House, Outside Services, Printing, Communications, Team Development, Town Meetings, and Creative Services)
- 2026 Net Income (Loss): (\$37,910)

Community Engagement

The 2026 budget includes an additional full-time employee. This position will be responsible for developing and implementing a community engagement strategy that leverages our social media platforms and utilizes short form media and in-person events to inform and engage residents with TLA projects and initiatives.

Employee Engagement

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

The additional FTE added to this department in 2024 has allowed an increased focus on strategic planning. The HR Director has been able to work closely with each department to evaluate resources and activities and develop new initiatives that align with TLA's mission and strategic plan. Constant communication and evaluation are vital to ensure all resources (people, time, money) are used wisely, and that the departments have the resources to achieve their goals while maintaining or increasing overall morale.

New training and onboarding initiatives were implemented in the Security Department in early 2024, and HR continues to work closely with them to ensure they are operating smoothly.

All department job descriptions are being updated and will continue through the first half of 2026.

The focus for the latter half of 2025 and the beginning of 2026 will be reviewing and updating the structure, training, and onboarding for the Marinas department. Similar to the program implemented in Security, HR will work with the Marinas staff to update the SOPs, clarify roles, and develop an onboarding training program with set parameters and expectations which will include opportunities for growth.

The retention rate continues to be lower than desired, particularly in Marinas and Security. One of the contributing factors is a misalignment of skills stated by the candidate during the interview process compared to their actual performance on the job. To help us alleviate this problem, we are now using a pre-employment assessment from the Wonderlic company. After the initial resume review, candidates are given a link to take an online assessment that will test them in three areas: cognitive ability, motivation, and personality. Each assessment is tailored to the job description and provides a score in each area with a detailed interpretation of the results. Low scores do not automatically eliminate candidates but do provide greater insight before a subsequent interview.

The overall organizational turnover rate as of October 2025 is 35%. As mentioned above, the primary contributors are employees within their first year of employment.

Training and Development

In 2025, we continued to use our online Learning Management System with a purchased content library from BizLibrary. The content library provides a large variety of training from soft skills to safety training. The subscription for this content library expires at the end of 2025. Utilization reports show that the content is not being used enough to justify a renewal. Instead, staff are researching more department-specific content packages.

The monthly Lunch-n-Learn series continued in 2025. 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 2026, offering new topics to engage employees.

Other budget considerations for this department include:

Recruiting

The recruitment budget is \$15,000 and is spent on advertising as well as pre-employment screenings. In 2024 a different background screening vendor was used, which decreased overall costs. Additionally, staff tested new advertising strategies with the primary job site service, Indeed. For example, instead of posting a job with a set daily budget for two or more weeks, the job was posted for a few days with a higher daily amount, which prioritizes it over other job postings. This lowered the cost per job. However, the budget will remain the same for 2026, even with these strategies to cover the cost of the candidate assessment program mentioned above.

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. We are requesting a budget of \$28,000 for 2026, an increase of \$2,000 from 2025.

The E3 Committee is divided into three subcommittees: Events, Recognition, and Wellness. Each committee is chaired by an employee volunteer and ideally changes each year to prevent burnout. In 2025, the wellness committee researched and implement the new Employee Assistance Program (EAP). The Recognition committee started a new employee newsletter, and the Events committee held quarterly events such as picnics, ice cream socials, and the end of year holiday party.

401(k) Plan and Health Insurance Programs

The Association's 401(k) plan is administered by Fidelity Investments. In July 2023, the Association merged its 401(k) structure with The Landings Real Estate Company under Fidelity's administration. In 2022, the Association partnered with SageView, the designated 401(k) advisor, to conduct a full plan review, recommend investment strategies, ensure Employee Retirement Income Security Act (ERISA) compliance, and deliver employee education on retirement planning.

Sterling Seacrest Pritchard, the broker for employee health insurance, continues to provide options to minimize insurance premium increases. In 2023 and 2024, captive plan options were reviewed and considered. Captive plans are a type of self-funded insurance model in which multiple employers come together to form or join a captive insurance company to provide health benefits to their employees. These plans are designed to give employers more control over their healthcare spending while still sharing risk and resources with other like-minded organizations. This type of plan has the potential to be beneficial to control cost increases. However, the initial entrance can have a high cost if claims are high in the plan year. Therefore, with TLA's current claims history, this was not a viable option for 2025. However, Sterling Seacrest Pritchard will continue to monitor our claims history to find an optimal time to enter the new plan.

United Healthcare has been the employee healthcare provider since 2022 and will remain so for 2026.

- 2026 Health Insurance Operating Expenditures (reflected in all TLA departments): \$503,079
- 2026 401(k) Operating Expenditures (reflected in all TLA departments): \$405,425

2026 Staff Plan

The Communications and Community Outreach Department Staff Plan for 2026 consists of the Communications Director, the Human Resources/Organizational Effectiveness Director, the Human Resources Assistant, and the Community Engagement Director.

Performance Measures	2024 Actual	2025 Target	2025 YTD	2026 Target
Videos Posted	23	N/A	24	N/A
Facebook Group Members	2,562	2,750	2,761	2,750
Workers Comp mod rating	1.13	<1.0	.88	<1.0
Organizational Turnover Rate	39%	<25%	35%	<30%
Communications and Community Outreach Turnover Rate *	33%	0	0%	0

* No turnover is anticipated for 2026.

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Department Budgets

Community Communications - 320

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Non-Assessment Revenue							
5550	Telephone Directory Member Services	\$45 45	\$85 85	\$5 5	\$40 40	(\$45) (45)	\$0 0	(\$40) (40)
5540	Directory Advertising Other Revenue	19,570 19,570	12,500 12,500	9,421 9,421	9,626 9,626	(2,874) (2,874)	8,126 8,126	(1,500) (1,500)
	Non-Assessment Revenue	19,615	12,585	9,426	9,666	(2,919)	8,126	(1,540)
	Total Revenue	19,615	12,585	9,426	9,666	(2,919)	8,126	(1,540)
	Cost of Goods Sold							
	Gross Margin	19,615	12,585	9,426	9,666	(2,919)	8,126	(1,540)
6000 + 6010 + 60...	Salaries & Wages	227,597	248,738	202,120	251,888	(3,150)	348,687	(96,799)
6200	Training & Memberships	8,459	10,000	10,228	10,250	(250)	10,000	250
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	86,971	96,319	78,277	96,918	(599)	112,188	(15,270)
	Total Staffing	323,027	355,057	290,625	359,056	(3,999)	470,875	(111,819)
	Other Expenses							
7000	Postage	0	0	0	2,000	(2,000)	4,500	(2,500)
7010	Mailing House	0	0	0	0	0	2,800	(2,800)
7020	Printing	9,280	0	0	500	(500)	13,000	(12,500)
	Total Printing and Postage	9,280	0	0	2,500	(2,500)	20,300	(17,800)
7011	Outside Services	0	0	0	0	0	3,700	(3,700)

Department Budgets

Community Communications - 320

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Total Other	0	0	0	0	0	3,700	(3,700)
7452	Creative Services	0	0	0	0	0	6,000	(6,000)
	Marketing Expenses	0	0	0	0	0	6,000	(6,000)
7240	Team Development	458	600	649	649	(49)	600	49
	Recruiting / Retention	458	600	649	649	(49)	600	49
7440	Town Meetings	2,382	2,400	2,643	4,545	(2,145)	13,636	(9,091)
	Community Outreach	2,382	2,400	2,643	4,545	(2,145)	13,636	(9,091)
7050	Communications	1,600	1,200	1,500	1,800	(600)	1,800	0
	Utilities	1,600	1,200	1,500	1,800	(600)	1,800	0
	Total Other Expenses	13,720	4,200	4,792	9,494	(5,294)	46,036	(36,542)
	Total Expenses	336,747	359,257	295,417	368,550	(9,293)	516,911	(148,361)
	Net Revenue Before Depreciation	(317,132)	(346,672)	(285,991)	(358,884)	(12,212)	(508,785)	(149,901)
	Net Revenues Over Expenses	(317,132)	(346,672)	(285,991)	(358,884)	(12,212)	(508,785)	(149,901)

Department Budgets

HR & Org Effectiveness - 230

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
	Cost of Goods Sold							
6200	Training & Memberships	\$13,342	\$13,000	\$12,345	\$13,000	\$0	\$10,000	\$3,000
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	4,640	4,640	3,615	4,640	0	4,640	0
	Total Staffing	17,982	17,640	15,960	17,640	0	14,640	3,000
	Other Expenses							
7130	Professional Fees - Legal Fees	343	1,000	950	1,000	0	0	1,000
	Professional Fees	343	1,000	950	1,000	0	0	1,000
7200:7210	Recruiting	26,934	15,000	19,460	21,000	(6,000)	15,000	6,000
7230	Employee Events	27,547	26,000	12,960	26,000	0	28,000	(2,000)
7240	Team Development	4,272	4,000	1,447	2,600	1,400	3,000	(400)
7251	Drug Free Workplace	154	1,000	139	300	700	500	(200)
	Recruiting / Retention	58,907	46,000	34,006	49,900	(3,900)	46,500	3,400

Department Budgets

HR & Org Effectiveness - 230

10/27/2025

<i>Account</i>	<i>Description</i>	<i>2024 Actual</i>	<i>2025 Budget</i>	<i>2025 YTD</i>	<i>2025 YE EST</i>	<i>2025 YE EST vs. 2025 Budget</i>	<i>2026 Budget</i>	<i>2026 Budget vs. 2025 YE EST</i>
	Total Other Expenses	59,250	47,000	34,956	50,900	(3,900)	46,500	4,400
	Total Expenses	77,232	64,640	50,916	68,540	(3,900)	61,140	7,400
	Net Revenue Before Depreciation	(77,232)	(64,640)	(50,916)	(68,540)	(3,900)	(61,140)	7,400
	Net Revenues Over Expenses	(77,232)	(64,640)	(50,916)	(68,540)	(3,900)	(61,140)	7,400

Long Range Financial Plan

Community Communications - 320
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Non-Assessment Revenue									
Telephone Directory	\$45	\$85	\$40	\$0	\$0	\$0	\$0	\$0	\$0
Member Services	45	85	40	0	0	0	0	0	0
Directory Advertising	19,570	12,500	9,626	8,126	6,626	5,126	3,626	3,626	3,626
Other Revenue	19,570	12,500	9,626	8,126	6,626	5,126	3,626	3,626	3,626
Non-Assessment Revenue	19,615	12,585	9,666	8,126	6,626	5,126	3,626	3,626	3,626
Total Revenue	19,615	12,585	9,666	8,126	6,626	5,126	3,626	3,626	3,626
Cost of Goods Sold									
Gross Margin	19,615	12,585	9,666	8,126	6,626	5,126	3,626	3,626	3,626
Salaries & Wages	227,597	248,738	251,888	348,687	360,891	373,523	386,596	400,127	414,131
Training & Memberships	8,459	10,000	10,250	10,000	10,000	10,000	10,000	10,000	10,000
Benefits (401(k), WC, LI, STD, LTD, Taxes)	86,971	96,319	96,918	112,188	116,762	121,655	126,893	132,506	138,526
Total Staffing	323,027	355,057	359,056	470,875	487,653	505,178	523,489	542,633	562,657
Other Expenses									
Postage	0	0	2,000	4,500	2,500	2,500	4,500	2,500	2,500
Mailing House	0	0	0	2,800	0	0	2,800	0	0
Printing	9,280	0	500	13,000	500	500	13,000	500	500
Total Printing and Postage	9,280	0	2,500	20,300	3,000	3,000	20,300	3,000	3,000
Outside Services	0	0	0	3,700	0	0	3,700	0	0
Total Other	0	0	0	3,700	0	0	3,700	0	0
Creative Services	0	0	0	6,000	6,000	6,000	6,000	6,000	6,000

Long Range Financial Plan

Community Communications - 320
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Marketing Expenses	0	0	0	6,000	6,000	6,000	6,000	6,000	6,000
Team Development	458	600	649	600	600	600	600	600	600
Recruiting / Retention	458	600	649	600	600	600	600	600	600
Town Meetings	2,382	2,400	4,545	13,636	6,000	6,000	13,636	6,000	6,000
Community Outreach	2,382	2,400	4,545	13,636	6,000	6,000	13,636	6,000	6,000
Communications	1,600	1,200	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Utilities	1,600	1,200	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Total Other Expenses	13,720	4,200	9,494	46,036	17,400	17,400	46,036	17,400	17,400
Total Expenses	336,747	359,257	368,550	516,911	505,053	522,578	569,525	560,033	580,057
Net Revenue Before Depreciation	(317,132)	(346,672)	(358,884)	(508,785)	(498,427)	(517,452)	(565,899)	(556,407)	(576,431)
Net Revenues Over Expenses	(317,132)	(346,672)	(358,884)	(508,785)	(498,427)	(517,452)	(565,899)	(556,407)	(576,431)

Long Range Financial Plan

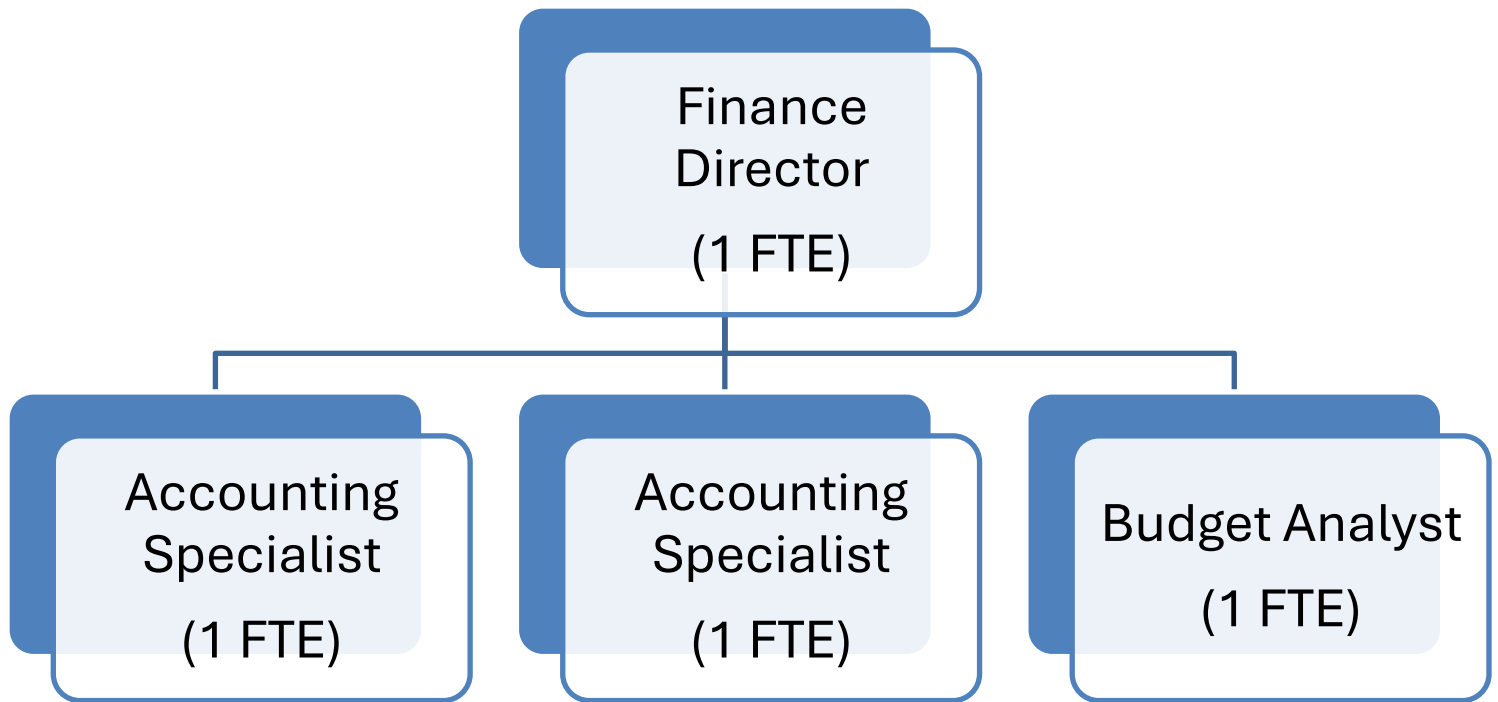
HR & Org Effectiveness - 230
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Cost of Goods Sold									
Training & Memberships	\$13,342	\$13,000	\$13,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Benefits (401(k), WC, LI, STD, LTD, Taxes)	4,640	4,640	4,640	4,640	4,640	4,640	4,640	4,640	4,640
Total Staffing	17,982	17,640	17,640	14,640	14,640	14,640	14,640	14,640	14,640
Other Expenses									
Professional Fees - Legal Fees	343	1,000	1,000	0	0	0	0	0	0
Professional Fees	343	1,000	1,000	0	0	0	0	0	0
Recruiting	26,934	15,000	21,000	15,000	15,000	15,000	15,000	15,000	15,000
Employee Events	27,547	26,000	26,000	28,000	28,000	28,000	28,000	28,000	28,000
Team Development	4,272	4,000	2,600	3,000	3,000	3,000	3,000	3,000	3,000
Drug Free Workplace	154	1,000	300	500	500	500	500	500	500
Recruiting / Retention	58,907	46,000	49,900	46,500	46,500	46,500	46,500	46,500	46,500

Long Range Financial Plan

HR & Org Effectiveness - 230
10/27/2025

<i>Description</i>	<i>2024 Actual</i>	<i>2025 Budget</i>	<i>2025 YE EST</i>	<i>2026 Budget</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>	<i>2031 Plan</i>
Total Other Expenses	59,250	47,000	50,900	46,500	46,500	46,500	46,500	46,500	46,500
Total Expenses	77,232	64,640	68,540	61,140	61,140	61,140	61,140	61,140	61,140
Net Revenue Before Depreciation	(77,232)	(64,640)	(68,540)	(61,140)	(61,140)	(61,140)	(61,140)	(61,140)	(61,140)
Net Revenues Over Expenses	(77,232)	(64,640)	(68,540)	(61,140)	(61,140)	(61,140)	(61,140)	(61,140)	(61,140)



Total FTE - 4

Finance and Information Technology Work Plan

2026 Operating Revenues:	\$217,500
2026 Operating Expenditures:	\$1,183,256
2026 Net Loss Before Depreciation:	(\$965,756)

2026 Work Plan

The mission of the Finance Department is to ensure prudent management of the community's financial resources while safeguarding its assets. We are committed to:

- Ensuring compliance with all applicable laws and internal policies governing financial transactions
- Conducting sound investment research to guide strategic financial decisions
- Building and maintaining strong relationships with financial partners
- Delivering exceptional customer service on financial matters
- Providing timely, transparent, and accurate reporting on The Landings Association's financial position
- Supporting organization-wide Information Technology infrastructure and strategy

To complete this mission, the Finance Department has several key functions:

- Accounting & Collection – including Annual and Non-Annual Dues
- Financial Planning & Budgeting – aligning strategic goals with financial stewardship
- Financial Management & Reporting – ensuring clarity and accountability
- Insurance & Risk Management – protecting people and property
- Information Technology – empowering the organization through technology

The department is overseen by the Finance Director, who reports directly to the General Manager/COO and supervises a dedicated team consisting of two Accounting Specialists and a Budget Analyst.

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

The purpose of Accounting and Collection (Annual and Non-Annual Dues) function is to ensure accurate and timely accounting, disbursement, and safeguarding of Association funds. This is achieved through maintaining comprehensive accounting records in adherence to the Board's Financial Policies, following Generally Accepted Accounting Principles to uphold industry standards, completing and reviewing financial transactions to ensure precision and regulatory compliance, while supporting transparency and fiscal responsibility across all financial activities. This function plays a vital role in protecting the financial integrity of The Landings Association while ensuring members' dues are processed efficiently and reliably.

Accounts Receivable

The Accounts Receivable function supports the financial health of The Landings Association through effective billing, collection, and cash flow management across a wide range of dues and service-related charges. On an annual basis, 4,420 Annual Dues (Assessment) statements are issued to property owners. In addition, the Finance Department facilitates 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 prepares and distributes the following recurring invoices: Marinas monthly storage and sales statements; Service Agreement statements to The Landings Golf & Athletic Club, The Landings Real Estate 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 enables the customer to register for online account access and view non-Assessment transaction details and payment history, receive automatic email invoices when charges are posted, and make secure payments online for outstanding invoices. As of this writing, there are more than 1,500 registered users, with 281 enrolled in Automatic Payment.

The department is responsible for the collection of late payments and assists other departments in the collection of overdue invoices by collaborating with a collection attorney. These operations ensure transparent, timely, and secure financial transactions across the Association, reinforcing its commitment to financial stewardship.

Cash Receipts

The department oversees the auditing and secure deposit of daily cash receipts generated from various operations across the Association. This includes reception desk activities, retail operations at the marinas, such as fuel sales, and vehicle and Dog Park registrations. Average daily cash receipts across these operations total approximately \$1,168. One notable procedure update includes the security gate payment reform. Effective July 1, 2025, the Association discontinued cash transactions for the sale of daily, weekly, and monthly vendor passes, as well as with chipping yard tickets at the North Deer Creek security gate. Beginning January 1, 2026, the Association will fully transition to a cashless environment across all remaining point-of-sale locations. This strategic shift is designed to strengthen internal controls by enhancing financial transparency, minimizing risk, and ensuring proper stewardship of cash-based transactions throughout the organization.

Accounts Payable

The accounts payable function ensures timely and accurate payment processing for authorized purchases and contractual obligations throughout the organization. Invoices that receive the proper authorization through the electronic purchase order and payable program are paid within 14 days or in accordance with the specified terms on the invoice. Payments are issued via check, direct debit, and credit card. In 2025, weekly disbursements averaged \$223,070 across the Operating, Reserves, and Escrow bank accounts, ensuring steady outflow management and vendor support.

Capital Assets

The department is responsible for maintaining and depreciating a comprehensive ledger of the Association's personal assets, safeguarding long-term investments and ensuring accurate financial reporting. This ledger manages more than 970 personal assets, with a current net book value that exceeds \$8,500,000. In 2025, the Association updated the depreciation policy. The updated policy requires assets to meet all the following criteria to be depreciated: Initial cost over \$5,000, useful life of at least three years, and the ability to be resold by the Association. Previous depreciation thresholds were items with initial cost over \$1,000 with the same life expectancy and resale condition. This update aligns depreciation practices with the Association's evolving financial strategy.

Financial Planning and Budgeting

The Financial Planning and Budgeting function ensures that The Landings Association operates within a responsible and strategic fiscal framework that aligns with its core mission and long-term vision. In accordance with the Board Financial Policy, an Annual Budget complete with staffing data, ongoing and new initiatives, capital projects, and departmental work plans is adopted before the start of each calendar year.

Budget preparation affords the departments the opportunity to reevaluate their goals as well as the strategies for accomplishing them to align priorities 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, including forecasting 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 each fall to refine budget proposals. A final recommended Budget is presented and formally adopted by both the Finance Committee and Board of Directors in December.

Financial Management and Reporting

The Financial Management and Reporting function provides key financial insight and guidance to support both operational and strategic decision-making across The Landings Association. Primary responsibilities include strategic financial support and reporting, collaborative oversight, reserve study management, banking relationships and procurement, and investment strategy and execution.

Strategic Financial Support, Reporting and Collaborative Oversight

The department provides support to the General Manager on the Long-Range Financial Plan, Annual Dues (Assessments), and operational and capital budgets, and offers recommendations to the Finance Committee and Board of Directors ensuring alignment with organizational goals and fiscal sustainability. The department works in partnership with the Finance Committee, composed of volunteer residents, and supported by its subcommittees, including Audit, Reserves, and Investment.

Monthly and annual 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 monthly and annual financial reports to the Finance Committee and Board of Directors. Subsidiary ledgers are reconciled

monthly to reported financial balances to guarantee data integrity. 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.

The department also compiles historical data to produce external and internal benchmarks that aid in evaluating the Association's fiscal trends and performance over time, along with internal audits and process evaluations to ensure accuracy and compliance with applicable laws, regulations, and Board Financial policy.

Reserve Study Management

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 Reserve Study is updated annually, with a full onsite visit scheduled every six years, the most recent of which occurred on July 8, 2025.

Banking Relationships and Procurement

The Finance Department conducted a formal Request for Proposal (RFP) for Comprehensive Banking Services in 2022. After careful review, staff recommended maintaining the current relationship with Ameris Bank for its financial strength and technology. A future RFP is scheduled for 2027, continuing the practice every five years.

Investment Strategy and Execution

Investments with available funds are made in accordance with the Board financial policy and with the assistance of the Investment Subcommittee. The interest rates during 2025 remained strong throughout the year. Invested funds employ a ladder CD approach, with maturities ranging from 18 months to nine years, optimizing reinvestment opportunities 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 2025. Both operating and capital reserve money market accounts at Ameris Bank are earning 3.17% in interest, and the average rate for the portfolio at FNC is 4%, as of this writing. The market will continue to be evaluated to ensure resilience and long-term financial health that aligns with the strategic plan.

- 2026 Interest Operating Revenues (reflected in Executive Management's Budget): \$90,000
- 2026 Interest Reserve Revenues (reflected on the Statement of Cash Flow): \$350,000

Insurance and Risk Management

The purpose of the Insurance and Risk Management function is designed to safeguard The Landings Association's assets and operations by acquiring insurance for areas where risk control measures are insufficient to offset potential losses the Board is unwilling to assume. Risk control techniques include implementing strategies such as exposure avoidance, loss prevention, loss reduction, segregation of exposures, and contractual transfer. These are informed by periodic asset appraisals, evaluation of potential exposures, and ongoing monitoring of claims and market conditions. A resident-led Insurance Committee with industry expertise supports the annual policy reviews. Recommendations are presented for Finance Committee and Board of Directors review and approval.

In 2024, a Risk Management Task Force was formed. This task force includes a staff member from each department, or operating discipline, paired with resident liaisons. The goal for this team is to identify known and potential risks along with mitigating controls. In April 2025, its work was formalized into Board policy, with quarterly updates continuing indefinitely.

In April 2025, the Association maintained its Commercial General Liability, Commercial Auto, and Umbrella coverages with Selective Insurance Company, which offers favorable coverage terms and fewer exclusions based on the needs of the Association. Selective holds an A+ (Superior) rating, and also carries the Inland Marine for the third year. The deductible amounts for each marina remain at \$500K per location.

- 2026 Property and Casualty Insurance Operating Expenditures (reflected in Executive Management, Marinas, and Public Works Budgets): \$990,762

Information Technology

The Information Technology (IT) function, overseen by the General Manager/COO, ensures high-quality digital service and infrastructure for residents, contractors, external partners, and employees by administering and supporting a broad range of technology systems. The support and maintenance of these systems include computer hardware and software, phone networks, security cameras, along with other essential IT tools used by the Association. Most technical support is outsourced through professional vendors.

In 2022, the Association partnered with an internet provider to establish fiber-to-the-home service as an alternative to Comcast, while also running fiber between Association facilities and Landings Golf & Athletic Club facilities, generating long-term savings for the Association and the Club. This project has now been successfully completed.

The Association operates with various software platforms to support operations. Staff actively evaluate vendor performance and explore consolidation opportunities for increased efficiency. In 2025, the Association launched a fully redesigned Association website and transitioned the database from Applications by Design, Inc. to Microsoft Dynamics 365.

In 2025, development began on a new mobile application and kiosk system. This technology is focused on supporting vendor interactions and payment activity, particularly at the North Gate entrance. This will be an ongoing development and implementation project for 2026.

In 2025, the Association continued collaboration 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. Eight additional Wi-Fi nodes were placed in various locations throughout the community to improve connectivity in common areas.

2026 Operating Revenues:	\$217,500
2026 Operating Expenditures:	\$562,015
2026 Net Loss Before Depreciation:	(\$344,515)

2026 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 2025 year-end estimate for the Finance and IT Department in operating expenses of \$1,152,758 is a \$102,644 increase compared to the 2025 Budget of \$1,050,114.

The department's budget for 2026 totals \$1,183,256 in operating expenses, an increase of \$133,142 compared to the 2025 Budget, and a \$30,498 increase compared to the 2025 year-end estimate. This increase compared to the 2025 year-end estimate is due primarily to higher costs associated with software needed to produce a Vendor Gate Access application.

The department's budget for 2026 operating revenue totals \$217,500, a \$100,622 increase compared to the 2025 Budget of \$116,878, and a \$7,500 increase compared to the 2025 year-end estimate. This is mainly due to increased revenue procured through the current resident usage of Comcast and now Live Oak Fiber.

Performance Measures	2024 Actual	2025 Target	2025 YTD	2026 Target
Percent of Receivables over 90 Days old	8%	10%	18%	10%
Percent of Marina Statements sent out by the 5 th of each month	100%	100%	89%	100%
Quarterly Percent of Expense Accounts better than Budget	60%	20%	44%	20%
Finance/IT Turnover Rate *	0%	0%	0%	0%

* The Finance Department experienced 0% turnover in 2025, and none is anticipated for 2026. The Finance Director has been with the Association for six 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, along with three years of tenure in the budget analyst position.

Department Budgets

Finance and IT Rollup

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Non-Assessment Revenue							
5676	Special Income	\$297,610	\$116,878	\$162,674	\$210,000	\$93,122	\$217,500	\$7,500
	Special Income	297,610	116,878	162,674	210,000	93,122	217,500	7,500
	Non-Assessment Revenue	297,610	116,878	162,674	210,000	93,122	217,500	7,500
	Total Revenue	297,610	116,878	162,674	210,000	93,122	217,500	7,500
	Cost of Goods Sold							
	Gross Margin	297,610	116,878	162,674	210,000	93,122	217,500	7,500
6000 + 6010 + 60...	Salaries & Wages	289,327	298,939	248,441	308,769	(9,830)	330,035	(21,266)
6200	Training & Memberships	340	1,000	939	939	61	360	579
6020	Overtime	1,799	3,000	1,960	3,000	0	3,000	0
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	96,853	105,659	86,092	106,683	(1,024)	110,760	(4,077)
	Total Staffing	388,319	408,598	337,432	419,391	(10,793)	444,155	(24,764)
	Other Expenses							
7000	Postage	2,983	3,275	3,258	3,275	0	3,420	(145)
7010	Mailing House	996	1,025	1,018	1,018	7	1,040	(22)
7020	Printing	2,587	2,665	2,849	2,849	(184)	3,134	(285)
	Total Printing and Postage	6,566	6,965	7,125	7,142	(177)	7,594	(452)
7030	Office Supplies	4,311	915	436	650	265	3,500	(2,850)
	Office Supplies / Small Tools	4,311	915	436	650	265	3,500	(2,850)
7135	Professional Fees - CPA Firm	33,776	39,000	44,206	44,800	(5,800)	40,000	4,800

Department Budgets

Finance and IT Rollup

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Professional Fees	33,776	39,000	44,206	44,800	(5,800)	40,000	4,800
7040	Employee Business Reimbursement	34	150	0	65	85	75	(10)
7070	Offsite Storage	2,479	2,420	2,451	2,898	(478)	2,984	(86)
7300	Consulting Services	2,400	6,000	2,900	2,900	3,100	2,500	400
7410	Service Charges/CC Fees	109,034	115,020	147,570	180,000	(64,980)	118,733	61,267
	Total Other	113,947	123,590	152,921	185,863	(62,273)	124,292	61,571
7260	Software and Peripherals	84,370	84,140	52,587	114,140	(30,000)	168,840	(54,700)
7261	IT Maintenance Agreements	336,110	365,206	306,347	359,072	6,134	373,175	(14,103)
7264	System Maintenance	37,072	20,000	19,616	20,000	0	20,000	0
	IT Support	457,552	469,346	378,550	493,212	(23,866)	562,015	(68,803)
7240	Team Development	539	500	201	500	0	500	0
	Recruiting / Retention	539	500	201	500	0	500	0
7050	Communications	1,200	1,200	1,100	1,200	0	1,200	0
	Utilities	1,200	1,200	1,100	1,200	0	1,200	0
Total Other Expenses		617,891	641,516	584,539	733,367	(91,851)	739,101	(5,734)
Total Expenses		1,006,210	1,050,114	921,971	1,152,758	(102,644)	1,183,256	(30,498)
Net Revenue Before Depreciation		(708,600)	(933,236)	(759,297)	(942,758)	(9,522)	(965,756)	(22,998)
9100	Depreciation	11,543	11,544	7,459	9,628	1,916	8,676	952
Net Revenues Over Expenses		(720,143)	(944,780)	(766,756)	(952,386)	(7,606)	(974,432)	(22,046)

Department Budgets

IT Department - 220

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
	Non-Assessment Revenue							
5676	Special Income	\$297,610	\$116,878	\$162,674	\$210,000	\$93,122	\$217,500	\$7,500
	Special Income	297,610	116,878	162,674	210,000	93,122	217,500	7,500
	Non-Assessment Revenue	297,610	116,878	162,674	210,000	93,122	217,500	7,500
	Total Revenue	297,610	116,878	162,674	210,000	93,122	217,500	7,500
	Cost of Goods Sold							
	Gross Margin	297,610	116,878	162,674	210,000	93,122	217,500	7,500
	Other Expenses							
7260	Software and Peripherals	84,370	84,140	52,587	114,140	(30,000)	168,840	(54,700)
7261	IT Maintenance Agreements	336,110	365,206	306,347	359,072	6,134	373,175	(14,103)
7264	System Maintenance	37,072	20,000	19,616	20,000	0	20,000	0
	IT Support	457,552	469,346	378,550	493,212	(23,866)	562,015	(68,803)

Department Budgets

IT Department - 220

10/27/2025

<i>Account</i>	<i>Description</i>	<i>2024 Actual</i>	<i>2025 Budget</i>	<i>2025 YTD</i>	<i>2025 YE EST</i>	<i>2025 YE EST vs. 2025 Budget</i>	<i>2026 Budget</i>	<i>2026 Budget vs. 2025 YE EST</i>
	Total Other Expenses	457,552	469,346	378,550	493,212	(23,866)	562,015	(68,803)
	Total Expenses	457,552	469,346	378,550	493,212	(23,866)	562,015	(68,803)
	Net Revenue Before Depreciation	(159,942)	(352,468)	(215,876)	(283,212)	69,256	(344,515)	(61,303)
9100	Depreciation	11,543	11,544	7,459	9,628	1,916	8,676	952
	Net Revenues Over Expenses	(171,485)	(364,012)	(223,335)	(292,840)	71,172	(353,191)	(60,351)

Department Budgets

Finance - 310

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
<i>Cost of Goods Sold</i>								
6000 + 6010 + 60...	Salaries & Wages	\$289,327	\$298,939	\$248,441	\$308,769	(\$9,830)	\$330,035	(\$21,266)
6200	Training & Memberships	340	1,000	939	939	61	360	579
6020	Overtime	1,799	3,000	1,960	3,000	0	3,000	0
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	96,853	105,659	86,092	106,683	(1,024)	110,760	(4,077)
	Total Staffing	388,319	408,598	337,432	419,391	(10,793)	444,155	(24,764)
	<i>Other Expenses</i>							
7000	Postage	2,983	3,275	3,258	3,275	0	3,420	(145)
7010	Mailing House	996	1,025	1,018	1,018	7	1,040	(22)
7020	Printing	2,587	2,665	2,849	2,849	(184)	3,134	(285)
	Total Printing and Postage	6,566	6,965	7,125	7,142	(177)	7,594	(452)
7030	Office Supplies	4,311	915	436	650	265	3,500	(2,850)
	Office Supplies / Small Tools	4,311	915	436	650	265	3,500	(2,850)
7135	Professional Fees - CPA Firm	33,776	39,000	44,206	44,800	(5,800)	40,000	4,800
	Professional Fees	33,776	39,000	44,206	44,800	(5,800)	40,000	4,800
7040	Employee Business Reimbursement	34	150	0	65	85	75	(10)
7070	Offsite Storage	2,479	2,420	2,451	2,898	(478)	2,984	(86)
7300	Consulting Services	2,400	6,000	2,900	2,900	3,100	2,500	400
7410	Service Charges/CC Fees	109,034	115,020	147,570	180,000	(64,980)	118,733	61,267
	Total Other	113,947	123,590	152,921	185,863	(62,273)	124,292	61,571

Department Budgets

Finance - 310

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
7240	Team Development Recruiting / Retention	539 539	500 500	201 201	500 500	0 0	500 500	0 0
7050	Communications Utilities	1,200 1,200	1,200 1,200	1,100 1,100	1,200 1,200	0 0	1,200 1,200	0 0
	Total Other Expenses	160,339	172,170	205,989	240,155	(67,985)	177,086	63,069
	Total Expenses	548,658	580,768	543,421	659,546	(78,778)	621,241	38,305
	Net Revenue Before Depreciation	(548,658)	(580,768)	(543,421)	(659,546)	(78,778)	(621,241)	38,305
	Net Revenues Over Expenses	(548,658)	(580,768)	(543,421)	(659,546)	(78,778)	(621,241)	38,305

Long Range Financial Plan

Finance and IT Rollup
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Non-Assessment Revenue									
Special Income	\$297,610	\$116,878	\$210,000	\$217,500	\$187,500	\$157,500	\$127,500	\$127,500	\$127,500
Special Income	297,610	116,878	210,000	217,500	187,500	157,500	127,500	127,500	127,500
Non-Assessment Revenue	297,610	116,878	210,000	217,500	187,500	157,500	127,500	127,500	127,500
Total Revenue	297,610	116,878	210,000	217,500	187,500	157,500	127,500	127,500	127,500
Cost of Goods Sold									
Gross Margin	297,610	116,878	210,000	217,500	187,500	157,500	127,500	127,500	127,500
Salaries & Wages	289,327	298,939	308,769	330,035	341,586	353,542	365,916	378,723	391,978
Training & Memberships	340	1,000	939	360	400	400	400	400	400
Overtime	1,799	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Benefits (401(k), WC, LI, STD, LTD, Taxes)	96,853	105,659	106,683	110,760	114,493	118,456	122,665	127,142	131,905
Total Staffing	388,319	408,598	419,391	444,155	459,479	475,398	491,981	509,265	527,283
Other Expenses									
Postage	2,983	3,275	3,275	3,420	3,556	3,698	3,846	4,000	4,160
Mailing House	996	1,025	1,018	1,040	1,060	1,082	1,103	1,125	1,147
Printing	2,587	2,665	2,849	3,134	3,416	3,724	4,059	4,424	4,822
Total Printing and Postage	6,566	6,965	7,142	7,594	8,032	8,504	9,008	9,549	10,129
Office Supplies	4,311	915	650	3,500	1,000	1,000	1,000	1,000	1,000
Office Supplies / Small Tools	4,311	915	650	3,500	1,000	1,000	1,000	1,000	1,000
Professional Fees - CPA Firm	33,776	39,000	44,800	40,000	40,000	40,000	40,000	40,000	40,000
Professional Fees	33,776	39,000	44,800	40,000	40,000	40,000	40,000	40,000	40,000
Employee Business Reimbursement	34	150	65	75	85	85	85	85	85
Offsite Storage	2,479	2,420	2,898	2,984	3,000	3,000	3,000	3,000	3,000

Long Range Financial Plan

Finance and IT Rollup
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Consulting Services	2,400	6,000	2,900	2,500	2,500	2,500	2,500	3,000	2,500
Service Charges/CC Fees	109,034	115,020	180,000	118,733	120,000	120,000	120,000	120,000	120,000
Total Other	113,947	123,590	185,863	124,292	125,585	125,585	125,585	126,085	125,585
Software and Peripherals	84,370	84,140	114,140	168,840	36,854	15,000	31,390	19,502	23,346
IT Maintenance Agreements	336,110	365,206	359,072	373,175	373,175	373,175	373,175	373,175	373,175
System Maintenance	37,072	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
IT Support	457,552	469,346	493,212	562,015	430,029	408,175	424,565	412,677	416,521
Team Development	539	500	500	500	500	500	500	500	500
Recruiting / Retention	539	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	617,891	641,516	733,367	739,101	606,346	584,964	601,858	591,011	594,935
Total Expenses	1,006,210	1,050,114	1,152,758	1,183,256	1,065,825	1,060,362	1,093,839	1,100,276	1,122,218
Net Revenue Before Depreciation	(708,600)	(933,236)	(942,758)	(965,756)	(878,325)	(902,862)	(966,339)	(972,776)	(994,718)
Depreciation	11,543	11,544	9,628	8,676	8,676	8,676	8,676	8,676	8,676
Net Revenues Over Expenses	(720,143)	(944,780)	(952,386)	(974,432)	(887,001)	(911,538)	(975,015)	(981,452)	(1,003,394)

Long Range Financial Plan

IT Department - 220
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Non-Assessment Revenue									
Special Income	\$297,610	\$116,878	\$210,000	\$217,500	\$187,500	\$157,500	\$127,500	\$127,500	\$127,500
Special Income	297,610	116,878	210,000	217,500	187,500	157,500	127,500	127,500	127,500
Non-Assessment Revenue	297,610	116,878	210,000	217,500	187,500	157,500	127,500	127,500	127,500
Total Revenue	297,610	116,878	210,000	217,500	187,500	157,500	127,500	127,500	127,500
Cost of Goods Sold									
Gross Margin	297,610	116,878	210,000	217,500	187,500	157,500	127,500	127,500	127,500
Other Expenses									
Software and Peripherals	84,370	84,140	114,140	168,840	36,854	15,000	31,390	19,502	23,346
IT Maintenance Agreements	336,110	365,206	359,072	373,175	373,175	373,175	373,175	373,175	373,175
System Maintenance	37,072	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
IT Support	457,552	469,346	493,212	562,015	430,029	408,175	424,565	412,677	416,521

Long Range Financial Plan

IT Department - 220
10/27/2025

<i>Description</i>	<i>2024 Actual</i>	<i>2025 Budget</i>	<i>2025 YE EST</i>	<i>2026 Budget</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>	<i>2031 Plan</i>
Total Other Expenses	457,552	469,346	493,212	562,015	430,029	408,175	424,565	412,677	416,521
Total Expenses	457,552	469,346	493,212	562,015	430,029	408,175	424,565	412,677	416,521
Net Revenue Before Depreciation	(159,942)	(352,468)	(283,212)	(344,515)	(242,529)	(250,675)	(297,065)	(285,177)	(289,021)
Depreciation	11,543	11,544	9,628	8,676	8,676	8,676	8,676	8,676	8,676
Net Revenues Over Expenses	(171,485)	(364,012)	(292,840)	(353,191)	(251,205)	(259,351)	(305,741)	(293,853)	(297,697)

Long Range Financial Plan

Finance - 310

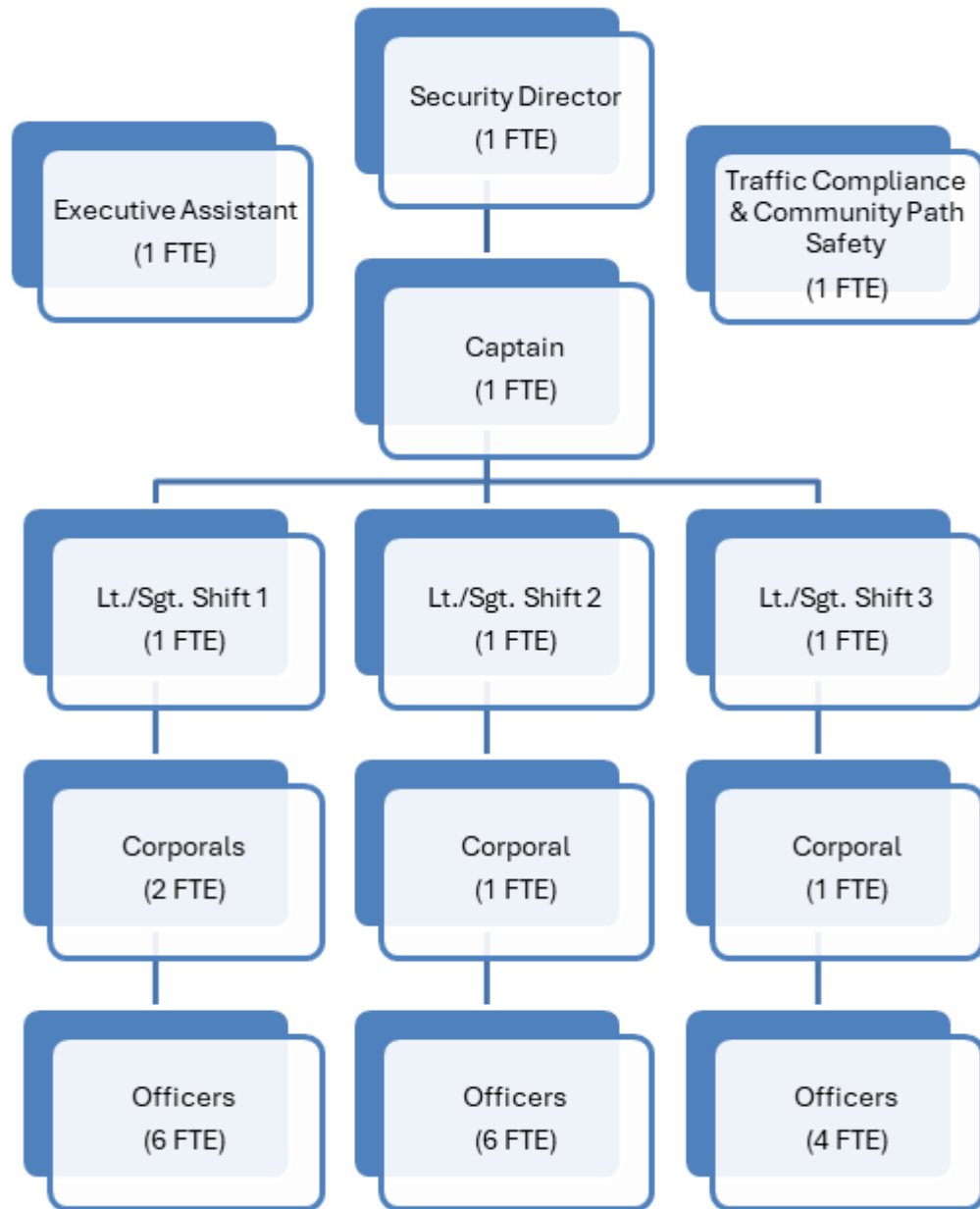
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
<i>Cost of Goods Sold</i>									
Salaries & Wages	\$289,327	\$298,939	\$308,769	\$330,035	\$341,586	\$353,542	\$365,916	\$378,723	\$391,978
Training & Memberships	340	1,000	939	360	400	400	400	400	400
Overtime	1,799	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Benefits (401(k), WC, LI, STD, LTD, Taxes)	96,853	105,659	106,683	110,760	114,493	118,456	122,665	127,142	131,905
Total Staffing	388,319	408,598	419,391	444,155	459,479	475,398	491,981	509,265	527,283
Other Expenses									
Postage	2,983	3,275	3,275	3,420	3,556	3,698	3,846	4,000	4,160
Mailing House	996	1,025	1,018	1,040	1,060	1,082	1,103	1,125	1,147
Printing	2,587	2,665	2,849	3,134	3,416	3,724	4,059	4,424	4,822
Total Printing and Postage	6,566	6,965	7,142	7,594	8,032	8,504	9,008	9,549	10,129
Office Supplies	4,311	915	650	3,500	1,000	1,000	1,000	1,000	1,000
Office Supplies / Small Tools	4,311	915	650	3,500	1,000	1,000	1,000	1,000	1,000
Professional Fees - CPA Firm	33,776	39,000	44,800	40,000	40,000	40,000	40,000	40,000	40,000
Professional Fees	33,776	39,000	44,800	40,000	40,000	40,000	40,000	40,000	40,000
Employee Business Reimbursement	34	150	65	75	85	85	85	85	85
Offsite Storage	2,479	2,420	2,898	2,984	3,000	3,000	3,000	3,000	3,000
Consulting Services	2,400	6,000	2,900	2,500	2,500	2,500	2,500	3,000	2,500
Service Charges/CC Fees	109,034	115,020	180,000	118,733	120,000	120,000	120,000	120,000	120,000
Total Other	113,947	123,590	185,863	124,292	125,585	125,585	125,585	126,085	125,585

Long Range Financial Plan

Finance - 310
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Team Development	539	500	500	500	500	500	500	500	500
Recruiting / Retention	539	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	160,339	172,170	240,155	177,086	176,317	176,789	177,293	178,334	178,414
Total Expenses	548,658	580,768	659,546	621,241	635,796	652,187	669,274	687,599	705,697
Net Revenue Before Depreciation	(548,658)	(580,768)	(659,546)	(621,241)	(635,796)	(652,187)	(669,274)	(687,599)	(705,697)
Net Revenues Over Expenses	(548,658)	(580,768)	(659,546)	(621,241)	(635,796)	(652,187)	(669,274)	(687,599)	(705,697)



Total FTE - 27

Security Work Plan

2026 Operating Revenues:	\$1,696,160
2026 Operating Expenditures:	\$2,286,272
2026 Net Loss Before Depreciation:	(\$590,112)

2026 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 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.

The Security Committee is composed of resident volunteers who are appointed by the Board of Directors, along with representatives from the Chatham County Police Department (CCPD) and Chatham County Fire Department (CCFD).

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, ASIS International, International Security Conference & Exposition (ISC), and the Security Industry Association (SIA).

2026 Staffing Recommendation

The 2025 authorized staffing level increased to 27 with the addition of our Captain position. The 2026 proposed staffing level will remain the same. Although the total number of Full Time Equivalents (FTEs) increased in 2025, we still are below other benchmarked communities for officer to resident, acreage, and gate ratios.

The turnover rate for 2025 was 46.4% as of November 1, and our goal for 2026 will be below 30%.

In 2020, the Main Gate Volunteer program was suspended due to several reasons, including COVID. In 2025, we hope to revive the program and rebrand the initiative as the Security Volunteer Program to encompass other duties that will be performed by the volunteers to assist our department's daily duties and may include assisting residents with preauthorizing guests and vendors, app and security software, golf cart registration, video surveillance, education initiatives, and preliminary research and investigations.

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 people on golf carts may enter by the designated 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 \$1,321,641.

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 \$31,665 in revenue for 2025.

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

- Processing an average of 29,593 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 21,921 active RFID tags).
- Monitoring live video displays from more than 74 cameras that provide full-time video on demand of the seven gates, Landings Community Park, and both marinas, among other locations.
- 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 2026 by one full-time 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. Additionally, the North ACF will be staffed by one part-time officer during peak traffic hours to expedite entry and mitigate traffic safety issues on McWhorter Road.

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

As of November 1, 2025, an average of 9,457 vehicles entered the community daily using the automated entry system. Preauthorized expected arrivals averaged 986 per day, while the sales of commercial passes (Monday through Saturday) averaged 70 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. Following the installation of longer gate arms at Marshview Landing in 2024, we installed them at the Moon River Landing, Oakridge, Deer Creek Village, Deer Creek North, Marshwood, and Main gates in 2025. Chatham County will be installing a path along Green Island Road in the coming years, so, in 2028, we have proposed installing gates on the community path along Green Island Road. Additionally, we have proposed installing gates on the community paths at the entrances of the Main Gate, Oakridge, Deer Creek Village, and Marshwood in our 2028 budget. The community path gates are 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 2026.

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, the patrol officer helps with traffic control and assists as warranted by 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 CCPD's response to escort and assist as deemed necessary.

In 2026, the goal for the Security Department is to have all Officers certified in CPR and AED as well as first aid.

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 21% decrease in the number of premise checks conducted as of November 1, 2025.

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 Real Estate Company as part of the service agreement between TLA and the Company. Security personnel conducted an average of 2,892 facility, amenity, and equipment checks per month as of November 1, 2025.

Patrol officers and 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.

Patrols responded to an average of 139 incidents per month through November 1, 2025, and Part 1 Crimes saw a significant decrease from 30 in 2024 to 15 in 2025. The total number of burglaries and thefts reported to CCPD and Security, inclusive of Part 1 Crimes, also decreased from 43 to 22, a 49% decrease. In 2026, we will continue to work with CCPD supervisors, road patrol officers, crime analysts, and investigators to deter crimes and to continue the downward trends. 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 evaluation of other crime prevention strategies.

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

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

In previous years, we budgeted conservatively for violations and only increased the annual budget by \$10,000. Going forward, this figure will be based on historical data.

The Appeals Committee will continue to meet once per month to hear any appeals for violations.

Chatham County Police Department (CCPD), Chatham County Fire Department (CCFD), and Chatham Emergency Management Agency (CEMA)

We continue to have a strong working relationship with CCPD, and we are excited to establish a relationship with their newly appointed Community Liaison Officer, De'Antionette Rodriguez-Hairston. We will continue to collaborate on issues such as scams, crime trends, disaster preparedness including hurricanes, and active assailant education and training.

During 2025, Chatham County fully transitioned from a private fire department to a County-run fire service. We will continue to foster our relationship with their leadership and staff and collaborate on training and resident education opportunities.

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

In 2025, we completed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the overall Security and Safety program with CCPD, CCFD, and CEMA. Further analysis, resource allocation, and implementation will continue in 2026.

Chatham Emergency Services (CES)

CES continues to provide emergency medical transport services (ambulance) for the island. We will continue to foster our professional relationship with their leadership and staff.

Technology

In 2026, following our Capital Asset Management Program schedule, we will replace 23 cameras, 10 AEDs in the community, and our mobile radar placard.

Patrol officers will continue to utilize Axon's body-worn cameras and the Evidence.com cloud storage for the video footage captured.

Service Levels and Budget Explanations

The Security Department's budget is composed primarily of staffing costs (87% 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 2025 year-end estimate for the Security Department in operating expenses is \$2,178,224, an increase of \$163,124 compared to the 2025 Budget of \$2,015,100. This is primarily due to staffing and benefits. The Security department was budgeted at 90% staffing in 2025 due to historical shortages in staffing levels.

The department's budget for 2026 totals \$2,286,272 in operating expenses, an increase of \$271,172 compared to the 2025 Budget, and a \$108,048 increase compared to the 2025 year-end estimate. This increase in the budget is primarily due to adjusting staffing cost projections from 90% to 95%, other related staffing expenses, and the purchase of a new golf cart, Guardian Pro, and mobile camera.

The department's revenue for 2026 totals \$1,696,160, an increase of \$412,756 compared to the 2025 Budget. Revenue is primarily generated from annual vendor passes and RFID sales, frequent visitor RFIDs, service agreements with The Landings Real Estate Company, and entrance fees for Club vendors and non-property owner Club members. The increase in the budget is primarily due to a revised fee structure in 2026.

Performance Measures	2024 Actual	2025 Target	2025 YTD	2026 Target
Total Number of Incident Reports	1,734	1,620	1,386	1,620
Emergency in Nature	654	648	641	650
False Alarms	20	36	22	20
Non-Emergency in Nature	1,060	936	723	950
Number of Part 1 Crimes	37	20	15	20
Average Number of Crimes per FTE Officer (Inclusive of Part 1 Crimes)	.19	.70	.16	.50
Number of Fines Issued (sans Guardian Pro) (Residential & Commercial violations)	183	400	297	400
Number of Traffic-Related Incidents**	147	126	228	214
Number of Thefts & Burglaries reported to CCPD and/or Security	52	30	22	30
Number of Vandalism Incidents reported to CCPD and/or Security	10	10	9	10
Average Emergency Response Time in Minutes	5.8	5	6.2	5
Number of Golf Cart Complaints Received	23	10	11	10
Number of Golf Cart Citations Issued *A citation may have multiple offenses*	62	50	42	60
Number of Unlicensed Driving Offenses	37	40	24	48
Number of Formal Complaints filed against Security Department Team Members	2	0	1	0
Average Number of Guests/Vendors Processed per FTE Officer	1,168	900	1,233	1,200

Performance Measures	2024 Actual	2025 Target	2025 YTD	2026 Target
Percent of Web/App Logins vs. Main Gate Phone Calls	57.8%	70%	60.4%	70%
Security Turnover Rate	34.6%	30%	46.4%	30%

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

Total YTD figures as of November 1, 2025

Department Budgets

Security - 400

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Non-Assessment Revenue							
5200	Vehicle Registration - Annual	\$661,372	\$648,289	\$582,459	\$736,646	\$88,357	\$852,115	\$115,469
5210	Vehicle Registration - Other	535,025	526,937	479,868	584,995	58,058	642,798	57,803
5220	Vehicle Registration - Frequent Visitor	29,800	27,750	26,665	31,665	3,915	32,077	412
	Vehicle Registration	1,226,197	1,202,976	1,088,992	1,353,306	150,330	1,526,990	173,684
5100	Service Agreement - TLCo - Security	6,694	6,928	5,196	6,928	0	7,170	242
5110	Service Agreement - TLGAC - Security/Lagoons	0	30,000	25,000	25,000	(5,000)	40,000	15,000
	Service Agreements	6,694	36,928	30,196	31,928	(5,000)	47,170	15,242
5667	Security Premise Check	0	0	0	0	0	10,000	10,000
5230	Golf Cart Registration	0	0	0	0	0	50,000	50,000
	Member Services	0	0	0	0	0	60,000	60,000
5660	Violation Fees	112,330	36,000	52,239	65,000	29,000	58,500	(6,500)
5665	Security Service Fee	3,858	7,500	3,228	3,500	(4,000)	3,500	0
	Other Revenue	116,188	43,500	55,467	68,500	25,000	62,000	(6,500)
	Non-Assessment Revenue	1,349,079	1,283,404	1,174,655	1,453,734	170,330	1,696,160	242,426
	Total Revenue	1,349,079	1,283,404	1,174,655	1,453,734	170,330	1,696,160	242,426
	Cost of Goods Sold							
	Gross Margin	1,349,079	1,283,404	1,174,655	1,453,734	170,330	1,696,160	242,426
6000 + 6010 + 60...	Salaries & Wages	1,220,819	1,248,869	1,098,468	1,380,506	(131,637)	1,437,021	(56,515)
6200	Training & Memberships	16,439	17,028	16,250	16,959	69	17,953	(994)
6210	Uniforms	10,360	12,000	11,314	11,332	668	12,000	(668)
6020	Overtime	89,362	50,000	76,827	85,000	(35,000)	30,000	55,000
6211	Safety & Rain Gear	3,459	1,827	1,191	1,250	577	1,177	73
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	452,147	457,291	403,813	473,945	(16,654)	498,977	(25,032)
	Total Staffing	1,792,586	1,787,015	1,607,863	1,968,992	(181,977)	1,997,128	(28,136)

Department Budgets

Security - 400

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Other Expenses							
7000	Postage	836	2,000	640	650	1,350	2,475	(1,825)
7020	Printing	8,561	7,700	10,158	13,828	(6,128)	15,250	(1,422)
	Total Printing and Postage	9,397	9,700	10,798	14,478	(4,778)	17,725	(3,247)
7030	Office Supplies	15,055	3,000	4,493	4,618	(1,618)	5,744	(1,126)
7031	Printer Supplies	0	1,500	1,597	1,776	(276)	1,800	(24)
7740	General Supplies/Equipment	9,252	28,280	5,336	5,500	22,780	71,966	(66,466)
	Office Supplies / Small Tools	24,307	32,780	11,426	11,894	20,886	79,510	(67,616)
7040	Employee Business Reimbursement	74	150	0	0	150	150	(150)
	Total Other	74	150	0	0	150	150	(150)
7240	Team Development	1,645	2,500	1,392	1,764	736	1,850	(86)
	Recruiting / Retention	1,645	2,500	1,392	1,764	736	1,850	(86)
7600	RFID Tags - Commercial	30,539	28,735	17,923	17,923	10,812	14,768	3,155
7601	RFID Tags - Residential	19,657	20,345	39,323	39,323	(18,978)	31,724	7,599
7610	Gate Claims	1,271	2,500	1,634	1,634	866	2,500	(866)
7620	Police Augment	231	0	(231)	(231)	231	0	(231)
7630	EMS Support	23,228	0	0	0	0	0	0
7640	Safety Programs	52	0	0	0	0	0	0
	Security/Police/EMS/Safety	74,978	51,580	58,649	58,649	(7,069)	48,992	9,657
7050	Communications	9,066	8,700	5,512	6,607	2,093	8,839	(2,232)
	Utilities	9,066	8,700	5,512	6,607	2,093	8,839	(2,232)
8135	Radio/Phone/Repair&Maintenance	625	750	1,569	1,600	(850)	750	850
8137	Cameras/License/Maintenance	27,876	86,098	85,295	86,000	98	97,790	(11,790)
8140	Equipment Maintenance	3,400	1,500	3,754	3,800	(2,300)	7,925	(4,125)
	Total Repair & Maintenance	31,901	88,348	90,618	91,400	(3,052)	106,465	(15,065)

Department Budgets

Security - 400

10/27/2025

<i>Account</i>	<i>Description</i>	<i>2024 Actual</i>	<i>2025 Budget</i>	<i>2025 YTD</i>	<i>2025 YE EST</i>	<i>2025 YE EST vs. 2025 Budget</i>	<i>2026 Budget</i>	<i>2026 Budget vs. 2025 YE EST</i>
8300	Fuel & Lube	20,652	25,595	14,882	19,361	6,234	19,361	0
8315	Vehicle Damage	365	1,500	1,000	1,500	0	1,500	0
8320	Auto Expense	3,514	7,232	3,057	3,579	3,653	4,752	(1,173)
	Fleet Maintenance	24,531	34,327	18,939	24,440	9,887	25,613	(1,173)
	Total Other Expenses	175,899	228,085	197,334	209,232	18,853	289,144	(79,912)
	Total Expenses	1,968,485	2,015,100	1,805,197	2,178,224	(163,124)	2,286,272	(108,048)
	Net Revenue Before Depreciation	(619,406)	(731,696)	(630,542)	(724,490)	7,206	(590,112)	134,378
9100	Depreciation	42,420	42,420	27,067	36,498	5,922	37,721	(1,223)
	Net Revenues Over Expenses	(661,826)	(774,116)	(657,609)	(760,988)	13,128	(627,833)	133,155

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Long Range Financial Plan

Security - 400

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Non-Assessment Revenue									
Vehicle Registration - Annual	\$661,372	\$648,289	\$736,646	\$852,115	\$852,115	\$852,115	\$852,115	\$852,115	\$852,115
Vehicle Registration - Other	535,025	526,937	584,995	642,798	642,798	642,798	642,798	642,798	642,798
Vehicle Registration - Frequent Visitor	29,800	27,750	31,665	32,077	32,077	32,077	32,077	32,077	32,077
Vehicle Registration	1,226,197	1,202,976	1,353,306	1,526,990	1,526,990	1,526,990	1,526,990	1,526,990	1,526,990
Service Agreement - TLCo - Security	6,694	6,928	6,928	7,170	7,421	7,681	7,950	8,228	8,516
Service Agreement - TLGAC - Security/Lagoons	0	30,000	25,000	40,000	40,000	40,000	40,000	40,000	40,000
Service Agreements	6,694	36,928	31,928	47,170	47,421	47,681	47,950	48,228	48,516
Security Premise Check	0	0	0	10,000	10,000	10,000	10,000	10,000	10,000
Golf Cart Registration	0	0	0	50,000	50,000	50,000	50,000	50,000	50,000
Member Services	0	0	0	60,000	60,000	60,000	60,000	60,000	60,000
Violation Fees	112,330	36,000	65,000	58,500	52,650	47,385	42,647	38,382	34,544
Security Service Fee	3,858	7,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Other Revenue	116,188	43,500	68,500	62,000	56,150	50,885	46,147	41,882	38,044
Non-Assessment Revenue	1,349,079	1,283,404	1,453,734	1,696,160	1,690,561	1,685,556	1,681,087	1,677,100	1,673,550
Total Revenue	1,349,079	1,283,404	1,453,734	1,696,160	1,690,561	1,685,556	1,681,087	1,677,100	1,673,550
Cost of Goods Sold									
Gross Margin	1,349,079	1,283,404	1,453,734	1,696,160	1,690,561	1,685,556	1,681,087	1,677,100	1,673,550
Salaries & Wages	1,220,819	1,248,869	1,380,506	1,437,021	1,528,813	1,582,321	1,637,702	1,695,022	1,754,348
Training & Memberships	16,439	17,028	16,959	17,953	15,528	15,528	15,528	15,528	15,528
Uniforms	10,360	12,000	11,332	12,000	12,000	12,000	12,000	12,000	12,000
Overtime	89,362	50,000	85,000	30,000	30,000	30,000	30,000	30,000	30,000
Safety & Rain Gear	3,459	1,827	1,250	1,177	1,212	1,248	1,286	1,324	1,364
Benefits (401(k), WC, LI, STD, LTD, Taxes)	452,147	457,291	473,945	498,977	515,776	530,116	545,098	560,755	577,124
Total Staffing	1,792,586	1,787,015	1,968,992	1,997,128	2,103,329	2,171,213	2,241,614	2,314,629	2,390,364
Other Expenses									
Postage	836	2,000	650	2,475	1,538	1,538	1,538	1,538	1,538
Printing	8,561	7,700	13,828	15,250	15,708	16,179	16,664	17,164	17,679

Long Range Financial Plan

Security - 400

10/27/2025

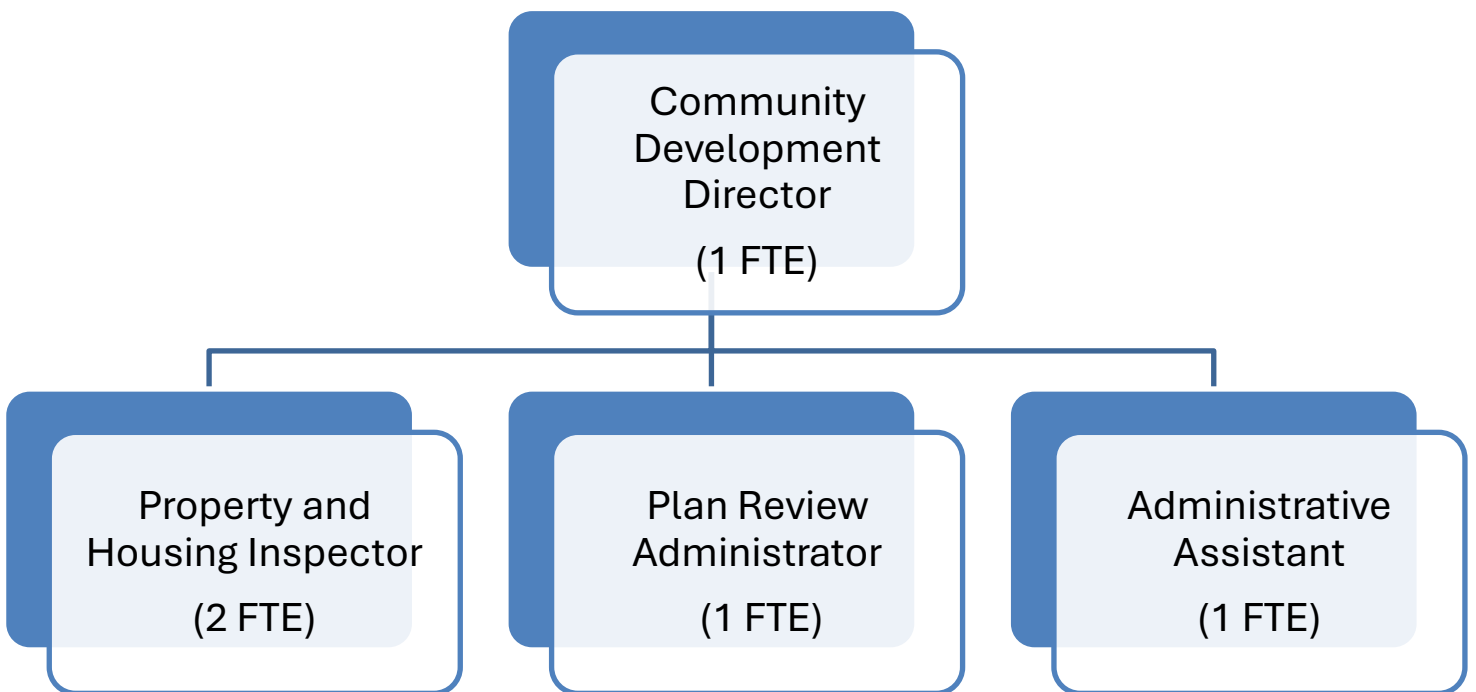
Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Total Printing and Postage	9,397	9,700	14,478	17,725	17,246	17,717	18,202	18,702	19,217
Office Supplies	15,055	3,000	4,618	5,744	4,343	4,473	4,607	4,745	4,888
Printer Supplies	0	1,500	1,776	1,800	1,854	1,910	1,967	2,026	2,087
General Supplies/Equipment	9,252	28,280	5,500	71,966	49,850	246,206	10,450	10,763	29,635
Office Supplies / Small Tools	24,307	32,780	11,894	79,510	56,047	252,589	17,024	17,534	36,610
Employee Business Reimbursement	74	150	0	150	150	150	150	150	150
Total Other	74	150	0	150	150	150	150	150	150
Team Development	1,645	2,500	1,764	1,850	1,850	1,850	1,850	1,850	1,850
Recruiting / Retention	1,645	2,500	1,764	1,850	1,850	1,850	1,850	1,850	1,850
RFID Tags - Commercial	30,539	28,735	17,923	14,768	15,211	15,668	16,138	16,622	17,120
RFID Tags - Residential	19,657	20,345	39,323	31,724	32,676	52,906	34,666	35,706	36,777
Gate Claims	1,271	2,500	1,634	2,500	2,500	2,500	2,500	2,500	2,500
Police Augment	231	0	(231)	0	0	0	0	0	0
EMS Support	23,228	0	0	0	0	0	0	0	0
Safety Programs	52	0	0	0	0	0	0	0	0
Security/Police/EMS/Safety	74,978	51,580	58,649	48,992	50,387	71,074	53,304	54,828	56,397
Communications	9,066	8,700	6,607	8,839	8,839	8,839	8,839	8,839	8,839
Utilities	9,066	8,700	6,607	8,839	8,839	8,839	8,839	8,839	8,839
Radio/Phone/Repair&Maintenance	625	750	1,600	750	773	21,420	820	844	9,020
Cameras/License/Maintenance	27,876	86,098	86,000	97,790	44,657	38,812	109,613	56,366	85,067
Equipment Maintenance	3,400	1,500	3,800	7,925	8,163	8,408	8,660	8,920	9,187
Total Repair & Maintenance	31,901	88,348	91,400	106,465	53,593	68,640	119,093	66,130	103,274
Fuel & Lube	20,652	25,595	19,361	19,361	19,361	19,361	19,361	19,361	19,361
Vehicle Damage	365	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Auto Expense	3,514	7,232	3,579	4,752	8,252	8,500	8,755	9,017	9,288
Fleet Maintenance	24,531	34,327	24,440	25,613	29,113	29,361	29,616	29,878	30,149

Long Range Financial Plan

Security - 400

10/27/2025

<i>Description</i>	<i>2024 Actual</i>	<i>2025 Budget</i>	<i>2025 YE EST</i>	<i>2026 Budget</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>	<i>2031 Plan</i>
Total Other Expenses	175,899	228,085	209,232	289,144	217,225	450,220	248,078	197,911	256,486
Total Expenses	1,968,485	2,015,100	2,178,224	2,286,272	2,320,554	2,621,433	2,489,692	2,512,540	2,646,850
Net Revenue Before Depreciation	(619,406)	(731,696)	(724,490)	(590,112)	(629,993)	(935,877)	(808,605)	(835,440)	(973,300)
<i>Depreciation</i>	<i>42,420</i>	<i>42,420</i>	<i>36,498</i>	<i>37,721</i>	<i>37,721</i>	<i>37,721</i>	<i>37,721</i>	<i>37,721</i>	<i>37,721</i>
Net Revenues Over Expenses	(661,826)	(774,116)	(760,988)	(627,833)	(667,714)	(973,598)	(846,326)	(873,161)	(1,011,021)



Total FTE - 5

Community Development Work Plan

2026 Operating Revenues:	\$171,220
2026 Operating Expenditures:	\$481,018
2026 Net Loss Before Depreciation:	(\$309,798)

2026 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.

Increased Workload and Permit Management

The 2025 workload of the department has unexpectedly increased by more than 13% after remaining steady following a very sharp uptick in submissions starting in 2020 and plateauing at roughly double the pre-pandemic activity level of 2019. This level of construction activity in the community is in part a result of steady property sales, bringing new owners into the community who are investing in improvements and renovations. The initial uptick coincides with the beginning of the COVID-19 pandemic when many residents ceased traveling 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 have slowed due to increased 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 caused 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 just over 8% of all permit activity so far this year.

Building on the momentum of 2024 when the Community Development Department permitting portal launched, throughout 2025 we have continued to fine tune this software platform for efficiency and are developing updated SOPs for the new processes. The permitting platform affords residents the opportunity to learn about what requires an application, understand what is needed in a submission, submit and pay for applications online, upload additional information, check the status of their applications, schedule inspections, and send messages all in one place. This platform, hosted by CitizenServe, integrates all permitting data into the same database that we have used for the last six years to manage the Private Property Maintenance Standards cases, resulting in a very efficient administrative tool with easy data reporting and case management. 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.

The permitting portal also allows for efficient management of the inspection activities and property documentation. With an average of 14 inspections/site visits per day conducted to ensure compliance with the 1,331 approved permit applications issued in 2024, a good record-keeping system is imperative. These inspections include those for 27 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 2025 has reached record levels that will likely exceed 1,600 permits this year. In 2026, it is projected that 18 new homes will be completed, and that other permit activity will gradually slow. It is expected that 1,500 permit applications will be processed, requiring a minimum of 3,090 construction inspections and permit postings to ensure compliance with this number of approved plans.

Future Projects and Initiatives

In 2026, 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.
- Maintain a high level of service from initial inquiry to application submission, and through final inspection.

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.

Inspection Results and Compliance

In 2025, 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. Proactive inspections are typically conducted from the primary (streetside) view of the home. As a continuation of previous efforts in 2024, 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 89 property violations carried forward from 2024 to 2025. As of October 29, 2025, staff issued violations to 140 additional properties and successfully resolved violations at 168 properties, 84% of those through voluntary compliance without formal written notice. The past five years have resulted 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 with 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 85% year over year. So far this year, 151 properties have received courtesy education notifications. In 2026, staff intend to continue this initiative and the quarterly proactive inspections. It is expected that staff will conduct more than 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 2,700 architectural inspections for compliance with approved plans.

Future Projects and Initiatives

In 2026, staff will focus on the following initiatives:

- Build partnerships with contractors and community organizations to assist property owners in overcoming hardships associated with compliance issues.
- Continue to perform proactive inspections from alternative vantage points, such as the golf courses and community pathways.
- Utilize all available technology for the communication of Private Property Maintenance Standards, Architectural Guidelines, and Covenant compliance expectations.

2026 Staff Plan

The Community Development Department budgeted for a staff level of five FTEs for 2026 - the department director, the plan review administrator, the administrative assistant, and two property and housing inspectors.

The Community Development Department has one employee dedicated solely 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. The department also issues permits for construction activities and inspects properties for compliance with governing documents such as the Private Property Maintenance Standards and the Architectural Guidelines. In addition, these employees provide educational materials and serve as staff support to the Architectural Review Committee and the Appeals Committee as needed.

Service Levels and Budget Explanation

The 2025 year-end estimate for Community Development's operating expenses is \$443,300 which is a \$7,861 decrease compared to the budget of \$451,161. The decrease in operating expenses is mainly due to a decrease in staffing expenses.

Community Development's budget for 2026 totals \$481,018 in operating expenses, an increase of \$29,857 compared to the 2025 budget and a \$37,718 increase compared to 2025 year-end estimates. This increase is primarily due to higher staffing expenses in 2026 compared to 2025.

The department's budget for 2026 totals \$171,220 in operating revenues, a \$42,000 increase compared to the 2025 budget and a \$125,925 decrease compared to 2025 year-end estimates. The increase in 2026 revenues compared to the 2025 budget is due mainly to an increase in Architectural Review Fees (user fees) based on external benchmarking.

Performance Measures	2024 Actual	2025 Target	2025 YTD	2026 Target
Percent of 1st pass plan review approvals by ARC	83%	90%	70%	90%
Percent of plans approved by ARC within two meetings	85%	95%	61%	85%
Number of permits issued	1331	1000	1275	1500
New homes constructed	26	10	10	18
Total properties with PPMS violations	283	150	140	150
Total properties with remaining PPMS violations	89	50	61	50
Percent voluntary compliance (w/o formal written notice)	93%	85%	84%	90%
Properties Received Educational Courtesy Notice	296	250	151	250
Community Development Turnover Rate *	20%	0%	20%	0%

Total YTD figures as of October 29, 2025

Department Budgets

Community Development - 410

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Non-Assessment Revenue							
5240	Architectural Review Fees	\$138,290	\$121,000	\$138,700	\$145,000	\$24,000	\$156,000	\$11,000
5270	Contractor Forfeitures	21,948	5,000	400	2,000	(3,000)	10,000	8,000
5290	"For Sale" Sign Rental & Return	85	220	90	145	(75)	220	75
	Architectural Fees	160,323	126,220	139,190	147,145	20,925	166,220	19,075
5660	Violation Fees	12,017	3,000	147,050	150,000	147,000	5,000	(145,000)
	Other Revenue	12,017	3,000	147,050	150,000	147,000	5,000	(145,000)
	Non-Assessment Revenue	172,340	129,220	286,240	297,145	167,925	171,220	(125,925)
	Total Revenue	172,340	129,220	286,240	297,145	167,925	171,220	(125,925)
	Cost of Goods Sold							
	Gross Margin	172,340	129,220	286,240	297,145	167,925	171,220	(125,925)
6000 + 6010 + 60...	Salaries & Wages	306,955	331,816	258,776	314,817	16,999	350,605	(35,788)
6200	Training & Memberships	998	4,960	2,813	3,450	1,510	4,550	(1,100)
6210	Uniforms	520	600	621	650	(50)	600	50
6020	Overtime	460	500	689	1,000	(500)	500	500
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	97,518	104,155	93,252	114,259	(10,104)	115,609	(1,350)
	Total Staffing	406,451	442,031	356,151	434,176	7,855	471,864	(37,688)
	Other Expenses							
7000	Postage	403	300	289	360	(60)	350	10
7020	Printing	155	200	8	100	100	200	(100)
	Total Printing and Postage	558	500	297	460	40	550	(90)
7030	Office Supplies	1,852	1,800	2,360	2,800	(1,000)	2,400	400

Department Budgets

Community Development - 410

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
7740	General Supplies/Equipment	641	550	0	650	(100)	650	0
	Office Supplies / Small Tools	2,493	2,350	2,360	3,450	(1,100)	3,050	400
7132	Professional Fees - ARC	0	500	0	0	500	0	0
	Professional Fees	0	500	0	0	500	0	0
7240	Team Development	91	800	71	600	200	800	(200)
	Recruiting / Retention	91	800	71	600	200	800	(200)
7050	Communications	2,702	2,880	2,280	2,795	85	2,835	(40)
	Utilities	2,702	2,880	2,280	2,795	85	2,835	(40)
8140	Equipment Maintenance	58	600	400	500	100	600	(100)
	Total Repair & Maintenance	58	600	400	500	100	600	(100)
8300	Fuel & Lube	1,380	1,500	1,090	1,319	181	1,319	0
	Fleet Maintenance	1,380	1,500	1,090	1,319	181	1,319	0
	Total Other Expenses	7,282	9,130	6,498	9,124	6	9,154	(30)
	Total Expenses	413,733	451,161	362,649	443,300	7,861	481,018	(37,718)
	Net Revenue Before Depreciation	(241,393)	(321,941)	(76,409)	(146,155)	175,786	(309,798)	(163,643)
	Net Revenues Over Expenses	(241,393)	(321,941)	(76,409)	(146,155)	175,786	(309,798)	(163,643)

Long Range Financial Plan

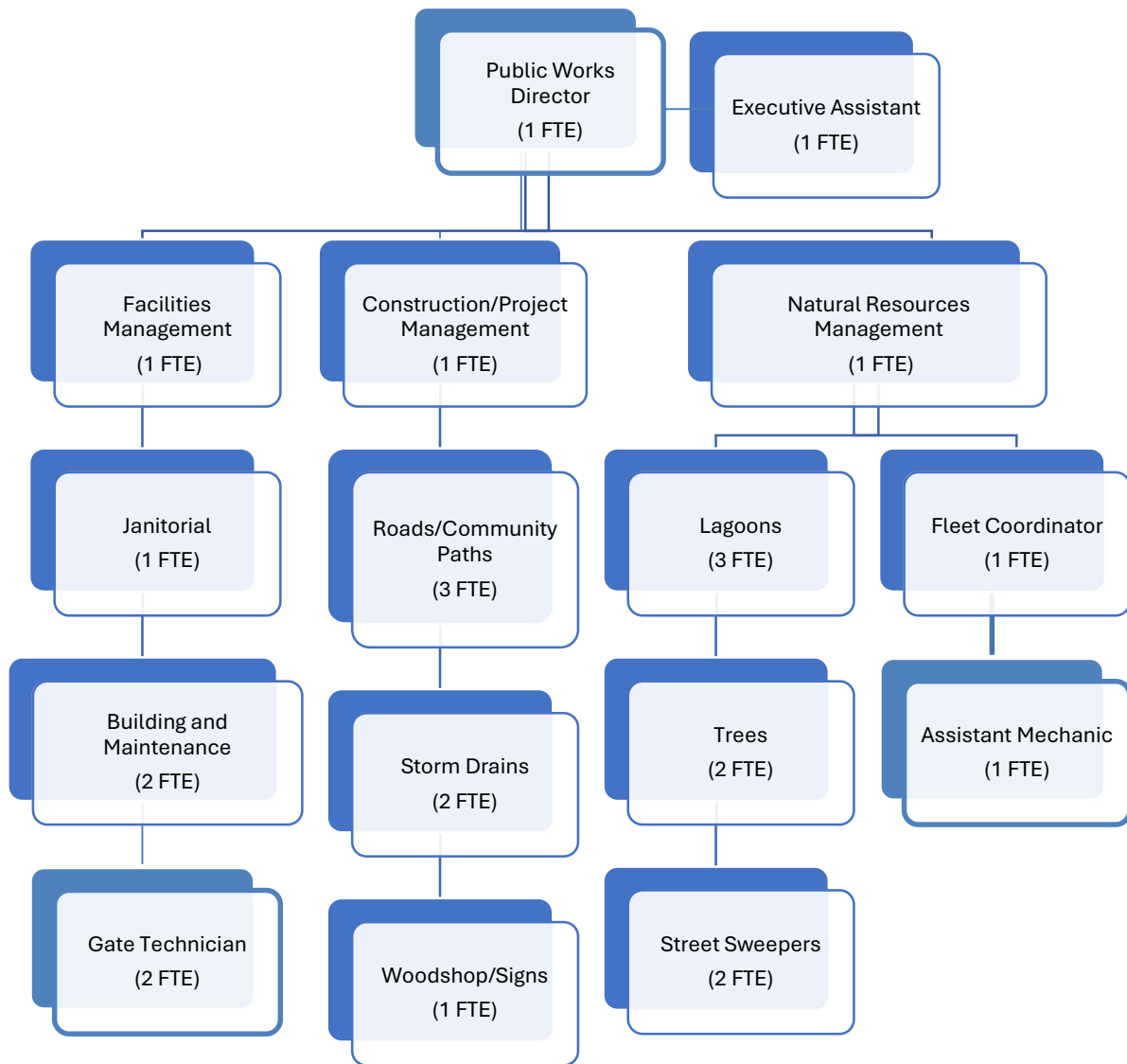
Community Development - 410
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Non-Assessment Revenue									
Architectural Review Fees	\$138,290	\$121,000	\$145,000	\$156,000	\$150,500	\$145,150	\$139,935	\$134,841	\$129,857
Contractor Forfeitures	21,948	5,000	2,000	10,000	10,000	10,000	10,000	10,000	10,000
"For Sale" Sign Rental & Return	85	220	145	220	220	220	220	220	220
Architectural Fees	160,323	126,220	147,145	166,220	160,720	155,370	150,155	145,061	140,077
Violation Fees	12,017	3,000	150,000	5,000	5,000	5,000	5,000	5,000	5,000
Other Revenue	12,017	3,000	150,000	5,000	5,000	5,000	5,000	5,000	5,000
Non-Assessment Revenue	172,340	129,220	297,145	171,220	165,720	160,370	155,155	150,061	145,077
Total Revenue	172,340	129,220	297,145	171,220	165,720	160,370	155,155	150,061	145,077
Cost of Goods Sold									
Gross Margin	172,340	129,220	297,145	171,220	165,720	160,370	155,155	150,061	145,077
Salaries & Wages	306,955	331,816	314,817	350,605	362,876	375,577	388,722	402,327	416,408
Training & Memberships	998	4,960	3,450	4,550	2,000	4,550	2,000	4,550	2,000
Uniforms	520	600	650	600	600	600	600	600	600
Overtime	460	500	1,000	500	500	500	500	500	500
Benefits (401(k), WC, LI, STD, LTD, Taxes)	97,518	104,155	114,259	115,609	119,611	123,837	128,308	133,041	138,054
Total Staffing	406,451	442,031	434,176	471,864	485,587	505,064	520,130	541,018	557,562
Other Expenses									
Postage	403	300	360	350	350	350	350	350	350
Printing	155	200	100	200	200	200	200	200	200
Total Printing and Postage	558	500	460	550	550	550	550	550	550
Office Supplies	1,852	1,800	2,800	2,400	2,400	2,400	2,400	2,400	2,400
General Supplies/Equipment	641	550	650	650	650	650	650	650	650
Office Supplies / Small Tools	2,493	2,350	3,450	3,050	3,050	3,050	3,050	3,050	3,050

Long Range Financial Plan

Community Development - 410
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Professional Fees - ARC	0	500	0	0	0	0	0	0	0
Professional Fees	0	500	0	0	0	0	0	0	0
Team Development	91	800	600	800	800	800	800	800	800
Recruiting / Retention	91	800	600	800	800	800	800	800	800
Communications	2,702	2,880	2,795	2,835	2,835	2,835	2,835	2,835	2,835
Utilities	2,702	2,880	2,795	2,835	2,835	2,835	2,835	2,835	2,835
Equipment Maintenance	58	600	500	600	600	600	600	600	600
Total Repair & Maintenance	58	600	500	600	600	600	600	600	600
Fuel & Lube	1,380	1,500	1,319	1,319	1,319	1,319	1,319	1,319	1,319
Fleet Maintenance	1,380	1,500	1,319	1,319	1,319	1,319	1,319	1,319	1,319
Total Other Expenses	7,282	9,130	9,124	9,154	9,154	9,154	9,154	9,154	9,154
Total Expenses	413,733	451,161	443,300	481,018	494,741	514,218	529,284	550,172	566,716
Net Revenue Before Depreciation	(241,393)	(321,941)	(146,155)	(309,798)	(329,021)	(353,848)	(374,129)	(400,111)	(421,639)
Net Revenues Over Expenses	(241,393)	(321,941)	(146,155)	(309,798)	(329,021)	(353,848)	(374,129)	(400,111)	(421,639)



Total FTE - 25

Public Works Department Work Plan

2026 Operating Revenues:	\$980,889
2026 Operating Expenditures:	\$5,235,519
2026 Net Loss Before Depreciation:	(\$4,254,630)

2026 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 Real Estate 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, infrastructure repair and replacement such as road resurfacing and community path replacement, storm drain slip lining, the McWhorter Drive cellulose chipping facility, and engineering.

2026 Contracts

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 of a ¾ time USDA wildlife biologist who serves as a wildlife expert for TLA, responding to residential complaints/questions associated with wildlife concerns/issues. In 2026, This contract program is funded operationally in the amount of \$107,799. In 2026 the USDA contract will include additional personnel to provide increased hunts in high density residential areas.

2026-2028 Road Repair and Replacement Project Fixed Pricing Agreement

The Landings Association has 91 miles of roadways. Each year, staff, in conjunction with the Public Works Committee and an engineering firm review all association-owned roads and make recommendations for the annual replacement program. These recommendations are based on the condition of the roadway, the amount of root intrusions and ride altering bumps, whether separation of asphalt exists, along with a determination of whether any curb/drainage issues exist.

Due to budget and capital expenditure restrictions, the increasing costs in raw materials and contractor availability concerns, Bennett Paving has agreed to set the unit pricing at \$21.50 per square yard for full mill and pave for the years 2026-2028. It's important to note that this pricing is approximately \$3.50 per square yard below the current market which ranges between \$24 to \$28 per square yard.

Note: Both parties have agreed to use the Georgia asphalt & fuel indexes for increases for asphalt and diesel fuel during the active project period.

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.

2026 Programs, Projects, and Initiatives

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 addition of a vacuum trailer in 2025 has been utilized to vacuum out debris in stormwater inlet boxes, and the trailer has worked well in areas where the material is dry. They have had improved success in boxes where the material is wet or flooded (approximately 40% of inlets).

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.



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 Palmetto area of the community. In 2026, the budgeted amount of \$1,039,000 (from the Capital Reserves Fund) will focus on the repair and replacement of sections of storm drain pipes in the Palmetto phase of the community that have been identified as compromised through the camera work and evaluation (e.g., pipe separation, root intrusions, etc.), specifically along Adams Point Road, Marsh Haven Lane, Delegal Road, Seawatch Drive, Sweetgum Crossing, and Marina Drive. The 2026 project is scheduled to include the lining and repair of approximately 4,700 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 2026 from the Capital Reserves Fund is \$1,666,639 for the repair and replacement of approximately 77,518 square yards of asphalt at a unit cost of \$21.50 (with additional costs set aside for curb repair and replacement, engineering, drainage repairs, etc.). In addition, a budget of \$611,431 is included in the 2026 Capital Reserves Budget for road repair and maintenance expenses to various roads throughout the community. The 2026 Road Repair, Replacement, and Maintenance budget is \$2,278,070.

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:

- Marshwood - 2026
- Deer Creek - 2027
- Oakridge - 2028
- Palmetto - 2029
- Midpoint, Moon River Landing, Marsh View Landing, Lake Street, and West Ridge - 2030



This program is funded operationally in the amount of \$34,505.



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 2026 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 2026 program will include all units (mailbox posts, mailbox numbers, yard plaques, and street signs) in the Deer Creek Phase of the community and moving into Marshwood working along the north Bartram Road. This project will be funded operationally in the amount of \$169,744.

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.

2026 Programs, Projects, and Initiatives

Item	2026 Budget
TLA Exterior Doors and Hardware	\$19,000
Moon River Gazebo Replacement	\$16,500
6 Polywood Benches - 3 at Landings Harbor and 3 TLA Community Playground	\$12,000
Backdrop net for Basketball Court	\$5,000
Additional Lighting for LH Parking Lot	\$7,500

HVAC Units

The Landings Association maintains a total of 17 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 2026, the units located at The Delegal Creek Marina Sunset Pavilion prep room, Landings Harbor Maintenance Building (Phil Dolan's Shop), BrightView Maintenance Facility, Sunset Room Prep Area, and the USDA facility (both located in TLA-owned facilities on McWhorter Drive) are scheduled for replacement.

Item	2026 Budget
Delegal Marina Sunset Room Prep Kitchen - Minisplit	\$8,348
BrightView Maintenance Facility (Heat Pump)	\$7,348
USDA Facility - Minisplit	\$5,000
SSR Prep Area - Minisplit	\$4,235
Landings Harbor Maintenance Building (Phil Dolan's Shop)	\$7,348

Gate Replacement

The Landings Association has seven access control facilities located throughout the community (Deer Creek (2), Main Gate, Marshview Landing, Marshwood, Moon River Landing, and Oakridge). These facilities are for use by residents and guests entering and exiting the community. The automatic gate systems have an average useful life of 10 years. In 2026, the gate access system at the Oakridge Gatehouse and both Deer Creek Gatehouse facilities will be replaced in the amount of \$246,495.

Item	2026 Budget
Oakridge Automatic Gatehouse System	\$107,674
Deer Creek Automatic Gate	\$71,655
Deer Creek North Automatic Gate System	\$67,166

Small Equipment/Facility Replacements

Item	2026 Budget
Main Gate Refrigerator	\$3,000
TLA Administration Building Refrigerator	\$3,000
TLA Administration Building Ice Machine	\$3,600

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.

2026 Programs, Projects, and Initiatives

Small Equipment Replacements

Item	2026 Budget
Hydraulic Pole Saw for Bucket Truck	\$2,700

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 2026, the irrigation system at Delegal Creek Marina is scheduled for replacement in the amount of \$15,000.

Item	2026 Budget
Delegal Creek Marina Irrigation Replacement	\$15,000

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 2026 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.

For roughly six months out of the year, three running sweepers are required to keep the 90+ miles of paved roadway clear of debris. 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. The third street sweeper is a Tymco unit which has a wider turn radius, making the unit suited for use on the main thoroughfares/primary roads as opposed to the secondary or tertiary roads where the Ravo units perform best.



Fleet

The purpose of the Fleet program is to ensure that all Association-owned equipment, including 23 vehicles, 53 small engines, and 15 pieces of heavy equipment, are maintained in good working order, available as needed, and 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 older, more run-down vehicles.

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 2026:

Public Works Vehicle Replacements

Item	2026 Budget
Natural Resources Manager Truck - Ford F-150 - 4x4	\$55,000
Lagoon Truck – Ford F-150 – 4x4	\$52,000
PW Director Truck - Ford F-150	\$67,000

Large Equipment Replacements

Item	2026 Budget
Bobcat Steer Loader with Attachments	\$95,500
John Deere 5065E	\$67,000

Small Equipment Replacements

Item	2026 Budget
Dump Trailer	\$13,500
Dump Trailer	\$13,500
UTV for Construction Department	\$20,000
GPS Trackers (4)	\$2,500
Forestry Head for Bobcat	\$40,000
John Deere Small Farm Tractor	\$37,000

Service Levels and Budget Explanation

The 2025 year-end estimate for the Public Works Department operating expenses is \$5,077,909, a decrease of \$13,523 compared to the 2025 budget of \$5,064,386.

The department's budget for 2026 totals \$5,235,519 in operating expenses, an increase of \$171,133 compared to the 2025 budget and an increase of \$157,610 from the 2025 year-end estimates. Several factors contribute to this, including a combination of contracts and other categories that have seen increases such as landscaping contracts, insurance costs, and staffing costs.

The department's budget for 2026 totals \$980,889 in revenues, an increase of \$292,885 from the 2025 budget and an increase of \$120,734 from the 2025 year-end estimates. The majority of this increase is due to the creation of more available slots in the RV Storage Yard along with increased fees in 2026 compared to the 2025 year-end estimate.

Performance Measures	2024 Actual	2025 Target	2025 YTD	2026 Target
Percent of mowing cycles completed on time	98%	98%	90%	98%
Percent of street sweeping routes completed within a 10-day cycle	100%	100%	95%	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*	25%	20%	16%	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.

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Department Budgets

Public Works Rollup

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Non-Assessment Revenue							
5110	Service Agreement - TLGAC - Security/Lagoons	\$125,440	\$129,830	\$108,192	\$129,830	\$0	\$134,374	\$4,544
5130	Service Agreement - Village POA	22,419	23,092	30,375	30,375	7,283	31,286	911
	Service Agreements	147,859	152,922	138,567	160,205	7,283	165,660	5,455
5590	Storage Yard	61,858	86,382	66,156	70,000	(16,382)	166,815	96,815
5620	Room Rental - Sunset	60,287	50,000	53,556	60,000	10,000	78,714	18,714
	Rental Income	122,145	136,382	119,712	130,000	(6,382)	245,529	115,529
5570	Mail Boxes	11,645	10,000	4,710	6,000	(4,000)	6,000	0
5580	Dog Park Fees	15,205	13,700	12,840	13,700	0	13,700	0
5670	Recycling Revenue	524	0	250	250	250	0	(250)
5675	Chipping Revenue	448,575	375,000	543,875	550,000	175,000	550,000	0
	Member Services	475,949	398,700	561,675	569,950	171,250	569,700	(250)
	Non-Assessment Revenue	745,953	688,004	819,954	860,155	172,151	980,889	120,734
	Total Revenue	745,953	688,004	819,954	860,155	172,151	980,889	120,734
	Cost of Goods Sold							
	Gross Margin	745,953	688,004	819,954	860,155	172,151	980,889	120,734
6000 + 6010 + 60...	Salaries & Wages	1,262,176	1,266,711	1,060,535	1,322,595	(55,884)	1,383,510	(60,915)
6200	Training & Memberships	8,751	12,360	2,137	5,000	7,360	10,000	(5,000)
6210	Uniforms	23,554	23,175	18,978	23,175	0	23,870	(695)
6020	Overtime	18,473	13,500	23,688	25,000	(11,500)	6,000	19,000
6211	Safety & Rain Gear	1,891	6,067	2,838	6,000	67	6,000	0
6050	Temporary Personnel	21,994	0	27,417	35,000	(35,000)	0	35,000
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	445,256	470,784	390,569	462,656	8,128	473,827	(11,171)
	Total Staffing	1,782,095	1,792,597	1,526,162	1,879,426	(86,829)	1,903,207	(23,781)
	Other Expenses							

Department Budgets

Public Works Rollup

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
7020	Printing	1,591	2,142	1,631	2,142	0	2,206	(64)
	Total Printing and Postage	1,591	2,142	1,631	2,142	0	2,206	(64)
7030	Office Supplies	2,573	2,868	1,513	2,868	0	2,954	(86)
7740	General Supplies/Equipment	78,563	210,019	124,539	143,770	66,249	152,264	(8,494)
7800	Small Tools	2,461	4,120	107	2,500	1,620	2,500	0
8110	Janitorial Supplies	9,730	9,713	5,547	9,713	0	9,180	533
8120	Janitorial Services	5,710	10,083	0	5,000	5,083	5,000	0
	Office Supplies / Small Tools	99,037	236,803	131,706	163,851	72,952	171,898	(8,047)
7315	Engineering Studies	58,813	173,000	69,743	173,000	0	178,190	(5,190)
7100	Insurance	42,747	45,232	49,880	58,965	(13,733)	66,228	(7,263)
7319	Sustainable Skidaway Renewal	1,000	1,500	1,000	1,500	0	1,500	0
	Total Other	102,560	219,732	120,623	233,465	(13,733)	245,918	(12,453)
7240	Team Development	2,347	3,090	1,575	3,090	0	3,090	0
	Recruiting / Retention	2,347	3,090	1,575	3,090	0	3,090	0
7050	Communications	9,304	9,354	7,930	9,658	(304)	9,797	(139)
7060	Utilities	58,392	59,400	44,941	55,087	4,313	57,575	(2,488)
7061	Admin Utilities	24,301	28,904	18,594	23,383	5,521	24,360	(977)
7062	Gate House Utilities	38,910	40,413	35,173	42,427	(2,014)	42,748	(321)
8550	Street Lighting	68,303	69,588	57,875	68,446	1,142	66,605	1,841
	Utilities	199,210	207,659	164,513	199,001	8,658	201,085	(2,084)
8180	Hazard Material Registration	1,125	1,125	1,125	1,125	0	1,125	0
8200	Landscape Contract - BrightView	1,064,429	1,200,000	887,024	1,064,424	135,576	1,117,656	(53,232)
8202	Landscaping	6,515	18,937	21,293	25,000	(6,063)	25,750	(750)
8203	Irrigation Expense	4,595	6,242	1,953	6,242	0	6,429	(187)
8210	Tree Removal	46,175	48,195	59,282	65,000	(16,805)	54,075	10,925
8211	Tree Replacement	0	5,500	275	5,500	0	5,665	(165)
	Landscaping	1,122,839	1,279,999	970,952	1,167,291	112,708	1,210,700	(43,409)
8240	Median Refurbishment	177,972	150,000	162,246	162,246	(12,246)	154,500	7,746
	Total Median Refurbishment	177,972	150,000	162,246	162,246	(12,246)	154,500	7,746
8400	Algaecide/Herbicide Plant Control	52,884	79,568	55,697	75,000	4,568	77,250	(2,250)
8410	Aerator Expense	5,260	7,571	4,417	7,571	0	7,798	(227)

Department Budgets

Public Works Rollup

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
8430	Lab Testing	366	2,500	0	1,500	1,000	1,500	0
8440	Stocking Plant Control	3,606	3,925	3,906	3,925	0	4,043	(118)
8450	Aquatic Midge Control	13,359	14,447	0	14,500	(53)	14,935	(435)
8470	Angler's Support	631	1,000	176	1,000	0	1,000	0
8480	Lagoon Dredging	51,600	57,750	47,600	57,750	0	59,483	(1,733)
8490	Lagoon Beautification	(1,730)	5,500	1,321	5,500	0	5,665	(165)
	Lagoon Related	125,976	172,261	113,117	166,746	5,515	171,674	(4,928)
8000	Auto Gate Maintenance	25,776	59,841	1,592	10,000	49,841	10,000	0
8010	Gatehouse Maintenance	6,386	12,607	14,425	15,000	(2,393)	12,985	2,015
8100	PW Buildings Maintenance	21,540	24,620	11,175	24,620	0	25,359	(739)
8101	Admin Buildings Maintenance	9,367	10,200	5,172	10,200	0	17,106	(6,906)
8140	Equipment Maintenance	85,790	79,593	46,699	75,000	4,593	77,250	(2,250)
	Total Repair & Maintenance	148,859	186,861	79,063	134,820	52,041	142,700	(7,880)
8700	Signs/Mailbox/Fence Maintenance	72,469	113,300	78,161	113,300	0	116,699	(3,399)
8710	Mailbox and Signs - Contract	17,030	51,500	3,249	51,500	0	53,045	(1,545)
	Signs & Mailboxes	89,499	164,800	81,410	164,800	0	169,744	(4,944)
8230	Dry Trash Pickup	6,545	6,173	4,654	6,173	0	6,327	(154)
8232	Chipping Yard Expense	446,857	337,500	490,695	495,000	(157,500)	495,000	0
8720	Storage Yard Repair	329	2,652	23	1,800	852	2,000	(200)
8730	Dog Park Expense	4,169	7,527	3,744	7,527	0	7,753	(226)
8740	Athletic Facility	39,679	39,900	35,176	39,900	0	41,097	(1,197)
	Total Facilities	497,579	393,752	534,292	550,400	(156,648)	552,177	(1,777)
7111	Ad Valorem Taxes	1,237	1,357	396	1,357	0	1,357	0
8300	Fuel & Lube	52,030	53,224	43,631	60,826	(7,602)	60,826	0
8310	Vehicle Maintenance	8,915	13,384	8,788	13,384	0	13,785	(401)
	Fleet Maintenance	62,182	67,965	52,815	75,567	(7,602)	75,968	(401)
8540	Pavement Restriping	17,659	33,500	23,424	33,500	0	34,505	(1,005)
	Road Paving/Striping/Cleaning	17,659	33,500	23,424	33,500	0	34,505	(1,005)
8600	Herd Management Contract	64,954	62,700	70,639	104,659	(41,959)	107,799	(3,140)
8610	Meat Processing	0	5,000	0	0	5,000	0	0
8620	TLA Animal Control	4,519	4,120	2,887	5,500	(1,380)	4,500	1,000
	Wildlife Management	69,473	71,820	73,526	110,159	(38,339)	112,299	(2,140)
8245	Special Project - Nature Trail	22,537	4,155	0	4,155	0	4,280	(125)
	Special Projects	22,537	4,155	0	4,155	0	4,280	(125)
8520	Bridge Repair / Fixed Pier Repair	9,921	77,250	2,551	77,250	0	79,568	(2,318)

Department Budgets

Public Works Rollup

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Other Infrastructure Repairs	9,921	77,250	2,551	77,250	0	79,568	(2,318)
9000	Gain or Loss on Asset Disposal	(73,044)	0	(1,799)	(50,000)	50,000	0	(50,000)
	Total Other Expenses	2,676,197	3,271,789	2,511,645	3,198,483	73,306	3,332,312	(133,829)
	Total Expenses	4,458,292	5,064,386	4,037,807	5,077,909	(13,523)	5,235,519	(157,610)
	Net Revenue Before Depreciation	(3,712,339)	(4,376,382)	(3,217,853)	(4,217,754)	158,628	(4,254,630)	(36,876)
9100	Depreciation	233,736	238,020	188,502	241,590	(3,570)	244,689	(3,099)
	Net Revenues Over Expenses	(3,946,075)	(4,614,402)	(3,406,355)	(4,459,344)	155,058	(4,499,319)	(39,975)

Department Budgets

Public Works - 500

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Non-Assessment Revenue							
5110	Service Agreement - TLGAC - Security/Lagoons	\$125,440	\$129,830	\$108,192	\$129,830	\$0	\$134,374	\$4,544
5130	Service Agreement - Village POA	22,419	23,092	30,375	30,375	7,283	31,286	911
	Service Agreements	147,859	152,922	138,567	160,205	7,283	165,660	5,455
5590	Storage Yard	61,858	86,382	66,156	70,000	(16,382)	166,815	96,815
	Rental Income	61,858	86,382	66,156	70,000	(16,382)	166,815	96,815
5570	Mail Boxes	11,645	10,000	4,710	6,000	(4,000)	6,000	0
5580	Dog Park Fees	15,205	13,700	12,840	13,700	0	13,700	0
5670	Recycling Revenue	524	0	250	250	250	0	(250)
5675	Chipping Revenue	448,575	375,000	543,875	550,000	175,000	550,000	0
	Member Services	475,949	398,700	561,675	569,950	171,250	569,700	(250)
	Non-Assessment Revenue	685,666	638,004	766,398	800,155	162,151	902,175	102,020
	Total Revenue	685,666	638,004	766,398	800,155	162,151	902,175	102,020
	Cost of Goods Sold							
	Gross Margin	685,666	638,004	766,398	800,155	162,151	902,175	102,020
6000 + 6010 + 60...	Salaries & Wages	1,262,176	1,266,711	1,060,535	1,322,595	(55,884)	1,383,510	(60,915)
6200	Training & Memberships	8,751	12,360	2,137	5,000	7,360	10,000	(5,000)
6210	Uniforms	23,554	23,175	18,978	23,175	0	23,870	(695)
6020	Overtime	18,473	13,500	23,688	25,000	(11,500)	6,000	19,000
6211	Safety & Rain Gear	1,891	6,067	2,838	6,000	67	6,000	0
6050	Temporary Personnel	21,994	0	27,417	35,000	(35,000)	0	35,000
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	445,256	470,784	390,569	462,656	8,128	473,827	(11,171)
	Total Staffing	1,782,095	1,792,597	1,526,162	1,879,426	(86,829)	1,903,207	(23,781)
7020	Other Expenses							
	Printing	1,591	2,142	1,631	2,142	0	2,206	(64)

Department Budgets

Public Works - 500

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Total Printing and Postage	1,591	2,142	1,631	2,142	0	2,206	(64)
7030	Office Supplies	2,573	2,868	1,513	2,868	0	2,954	(86)
	Office Supplies / Small Tools	2,573	2,868	1,513	2,868	0	2,954	(86)
7315	Engineering Studies	58,813	173,000	69,743	173,000	0	178,190	(5,190)
7319	Sustainable Skidaway Renewal	1,000	1,500	1,000	1,500	0	1,500	0
	Total Other	59,813	174,500	70,743	174,500	0	179,690	(5,190)
7240	Team Development	2,347	3,090	1,575	3,090	0	3,090	0
	Recruiting / Retention	2,347	3,090	1,575	3,090	0	3,090	0
7050	Communications	9,304	9,354	7,930	9,658	(304)	9,797	(139)
7060	Utilities	31,739	34,372	27,278	32,297	2,075	34,558	(2,261)
	Utilities	41,043	43,726	35,208	41,955	1,771	44,355	(2,400)
8232	Chipping Yard Expense	446,857	337,500	490,695	495,000	(157,500)	495,000	0
	Total Facilities	446,857	337,500	490,695	495,000	(157,500)	495,000	0
9000	Gain or Loss on Asset Disposal	(73,044)	0	(1,799)	(50,000)	50,000	0	(50,000)
	Total Other Expenses	481,180	563,826	599,566	669,555	(105,729)	727,295	(57,740)
	Total Expenses	2,263,275	2,356,423	2,125,728	2,548,981	(192,558)	2,630,502	(81,521)
	Net Revenue Before Depreciation	(1,577,609)	(1,718,419)	(1,359,330)	(1,748,826)	(30,407)	(1,728,327)	20,499
9100	Depreciation	183,175	185,343	153,849	195,386	(10,043)	198,485	(3,099)
	Net Revenues Over Expenses	(1,760,784)	(1,903,762)	(1,513,179)	(1,944,212)	(40,450)	(1,926,812)	17,400

Department Budgets

Environmental Resources - 510

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
	Cost of Goods Sold							
	Other Expenses							
8200	Landscape Contract - BrightView	\$1,064,429	\$1,200,000	\$887,024	\$1,064,424	\$135,576	\$1,117,656	(\$53,232)
8202	Landscaping	6,515	18,937	21,293	25,000	(6,063)	25,750	(750)
8203	Irrigation Expense	4,595	6,242	1,953	6,242	0	6,429	(187)
8210	Tree Removal	46,175	48,195	59,282	65,000	(16,805)	54,075	10,925
8211	Tree Replacement	0	5,500	275	5,500	0	5,665	(165)
	Landscaping	1,121,714	1,278,874	969,827	1,166,166	112,708	1,209,575	(43,409)
8240	Median Refurbishment	177,972	150,000	162,246	162,246	(12,246)	154,500	7,746
	Total Median Refurbishment	177,972	150,000	162,246	162,246	(12,246)	154,500	7,746

Department Budgets

Environmental Resources - 510

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
8230	Dry Trash Pickup	6,545	6,173	4,654	6,173	0	6,327	(154)
	Total Facilities	6,545	6,173	4,654	6,173	0	6,327	(154)
8245	Special Project - Nature Trail	0	1,655	0	1,655	0	1,705	(50)
	Special Projects	0	1,655	0	1,655	0	1,705	(50)
	Total Other Expenses	1,306,231	1,436,702	1,136,727	1,336,240	100,462	1,372,107	(35,867)
	Total Expenses	1,306,231	1,436,702	1,136,727	1,336,240	100,462	1,372,107	(35,867)
	Net Revenue Before Depreciation	(1,306,231)	(1,436,702)	(1,136,727)	(1,336,240)	100,462	(1,372,107)	(35,867)
	Net Revenues Over Expenses	(1,306,231)	(1,436,702)	(1,136,727)	(1,336,240)	100,462	(1,372,107)	(35,867)

Department Budgets

Lagoons - 520
10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
	<i>Cost of Goods Sold</i>							
	<i>Other Expenses</i>							
7740	General Supplies/Equipment	\$5,680	\$3,193	\$5,327	\$5,500	(\$2,307)	\$5,665	(\$165)
	Office Supplies / Small Tools	5,680	3,193	5,327	5,500	(2,307)	5,665	(165)
8180	Hazard Material Registration	1,125	1,125	1,125	1,125	0	1,125	0
	Landscaping	1,125	1,125	1,125	1,125	0	1,125	0
8400	Algaecide/Herbicide Plant Control	52,884	79,568	55,697	75,000	4,568	77,250	(2,250)
8410	Aerator Expense	5,260	7,571	4,417	7,571	0	7,798	(227)
8430	Lab Testing	366	2,500	0	1,500	1,000	1,500	0
8440	Stocking Plant Control	3,606	3,925	3,906	3,925	0	4,043	(118)
8450	Aquatic Midge Control	13,359	14,447	0	14,500	(53)	14,935	(435)
8470	Angler's Support	631	1,000	176	1,000	0	1,000	0

Department Budgets

Lagoons - 520

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
8480	Lagoon Dredging	51,600	57,750	47,600	57,750	0	59,483	(1,733)
8490	Lagoon Beautification	(1,730)	5,500	1,321	5,500	0	5,665	(165)
	Lagoon Related	125,976	172,261	113,117	166,746	5,515	171,674	(4,928)
	Total Other Expenses	132,781	176,579	119,569	173,371	3,208	178,464	(5,093)
	Total Expenses	132,781	176,579	119,569	173,371	3,208	178,464	(5,093)
	Net Revenue Before Depreciation	(132,781)	(176,579)	(119,569)	(173,371)	3,208	(178,464)	(5,093)
	Net Revenues Over Expenses	(132,781)	(176,579)	(119,569)	(173,371)	3,208	(178,464)	(5,093)

Department Budgets

Construction - 530

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
	<i>Cost of Goods Sold</i>							
	<i>Other Expenses</i>							
7740	General Supplies/Equipment	\$52,222	\$17,500	\$13,089	\$17,500	\$0	\$18,025	(\$525)
	Office Supplies / Small Tools	52,222	17,500	13,089	17,500	0	18,025	(525)
8540	Pavement Restriping	17,659	33,500	23,424	33,500	0	34,505	(1,005)

Department Budgets

Construction - 530

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
	Road Paving/Striping/Cleaning	17,659	33,500	23,424	33,500	0	34,505	(1,005)
8245	Special Project - Nature Trail	22,537	2,500	0	2,500	0	2,575	(75)
	Special Projects	22,537	2,500	0	2,500	0	2,575	(75)
8520	Bridge Repair / Fixed Pier Repair	9,921	77,250	2,551	77,250	0	79,568	(2,318)
	Other Infrastructure Repairs	9,921	77,250	2,551	77,250	0	79,568	(2,318)
	Total Other Expenses	102,339	130,750	39,064	130,750	0	134,673	(3,923)
	Total Expenses	102,339	130,750	39,064	130,750	0	134,673	(3,923)
	Net Revenue Before Depreciation	(102,339)	(130,750)	(39,064)	(130,750)	0	(134,673)	(3,923)
	Net Revenues Over Expenses	(102,339)	(130,750)	(39,064)	(130,750)	0	(134,673)	(3,923)

Department Budgets

Sunset Pavilion - 535

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Non-Assessment Revenue							
5620	Room Rental - Sunset Rental Income	\$60,287 60,287	\$50,000 50,000	\$53,556 53,556	\$60,000 60,000	\$10,000 10,000	\$78,714 78,714	\$18,714 18,714
	Non-Assessment Revenue	60,287	50,000	53,556	60,000	10,000	78,714	18,714
	Total Revenue	60,287	50,000	53,556	60,000	10,000	78,714	18,714
	Cost of Goods Sold							
	Gross Margin	60,287	50,000	53,556	60,000	10,000	78,714	18,714
	Other Expenses							
7740	General Supplies/Equipment	60	1,030	80	1,030	0	5,296	(4,266)
8110	Janitorial Supplies	2,927	3,713	1,967	3,713	0	0	3,713
8120	Janitorial Services	5,710	10,083	0	5,000	5,083	5,000	0
	Office Supplies / Small Tools	8,697	14,826	2,047	9,743	5,083	10,296	(553)
7060	Utilities	26,653	25,027	17,663	22,790	2,237	23,018	(228)
	Utilities	26,653	25,027	17,663	22,790	2,237	23,018	(228)

Department Budgets

Sunset Pavilion - 535

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
8100	PW Buildings Maintenance	11,367	14,420	5,543	14,420	0	14,853	(433)
	Total Repair & Maintenance	11,367	14,420	5,543	14,420	0	14,853	(433)
	Total Other Expenses	46,717	54,273	25,253	46,953	7,320	48,167	(1,214)
	Total Expenses	46,717	54,273	25,253	46,953	7,320	48,167	(1,214)
	Net Revenue Before Depreciation	13,570	(4,273)	28,303	13,047	17,320	30,547	17,500
9100	Depreciation	12,401	12,401	9,275	12,367	34	12,367	0
	Net Revenues Over Expenses	1,169	(16,674)	19,028	680	17,354	18,180	17,500

Department Budgets

Facility Maintenance - 540

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
	<i>Cost of Goods Sold</i>							
	<i>Other Expenses</i>							
7740	General Supplies/Equipment	\$4,205	\$167,696	\$93,231	\$99,140	\$68,556	\$36,860	\$62,280
8110	Janitorial Supplies	6,803	6,000	3,580	6,000	0	9,180	(3,180)
	Office Supplies / Small Tools	11,008	173,696	96,811	105,140	68,556	46,040	59,100
7061	Admin Utilities	24,301	28,904	18,594	23,383	5,521	24,360	(977)
7062	Gate House Utilities	38,910	40,413	35,173	42,427	(2,014)	42,748	(321)
8550	Street Lighting	68,303	69,588	57,875	68,446	1,142	66,605	1,841
	Utilities	131,514	138,905	111,642	134,256	4,649	133,713	543
8000	Auto Gate Maintenance	25,776	59,841	1,592	10,000	49,841	10,000	0
8010	Gatehouse Maintenance	6,386	12,607	14,425	15,000	(2,393)	12,985	2,015

Department Budgets

Facility Maintenance - 540

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
8100	PW Buildings Maintenance	10,173	10,200	5,632	10,200	0	10,506	(306)
8101	Admin Buildings Maintenance	9,367	10,200	5,172	10,200	0	17,106	(6,906)
	Total Repair & Maintenance	51,702	92,848	26,821	45,400	47,448	50,597	(5,197)
8700	Signs/Mailbox/Fence Maintenance	72,469	113,300	78,161	113,300	0	116,699	(3,399)
8710	Mailbox and Signs - Contract	17,030	51,500	3,249	51,500	0	53,045	(1,545)
	Signs & Mailboxes	89,499	164,800	81,410	164,800	0	169,744	(4,944)
8720	Storage Yard Repair	329	2,652	23	1,800	852	2,000	(200)
8730	Dog Park Expense	4,169	7,527	3,744	7,527	0	7,753	(226)
8740	Athletic Facility	39,679	39,900	35,176	39,900	0	41,097	(1,197)
	Total Facilities	44,177	50,079	38,943	49,227	852	50,850	(1,623)
	Total Other Expenses	327,900	620,328	355,627	498,823	121,505	450,944	47,879
	Total Expenses	327,900	620,328	355,627	498,823	121,505	450,944	47,879
	Net Revenue Before Depreciation	(327,900)	(620,328)	(355,627)	(498,823)	121,505	(450,944)	47,879
	Net Revenues Over Expenses	(327,900)	(620,328)	(355,627)	(498,823)	121,505	(450,944)	47,879

Department Budgets

Fleet Maintenance - 550

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
	<i>Cost of Goods Sold</i>							
	<i>Other Expenses</i>							
7740	General Supplies/Equipment	\$16,397	\$20,600	\$12,812	\$20,600	\$0	\$86,418	(\$65,818)
7800	Small Tools	2,461	4,120	107	2,500	1,620	2,500	0
	Office Supplies / Small Tools	18,858	24,720	12,919	23,100	1,620	88,918	(65,818)
7100	Insurance	42,747	45,232	49,880	58,965	(13,733)	66,228	(7,263)
	Total Other	42,747	45,232	49,880	58,965	(13,733)	66,228	(7,263)
8140	Equipment Maintenance	85,790	79,593	46,699	75,000	4,593	77,250	(2,250)
	Total Repair & Maintenance	85,790	79,593	46,699	75,000	4,593	77,250	(2,250)

Department Budgets

Fleet Maintenance - 550

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
7111	Ad Valorem Taxes	1,237	1,357	396	1,357	0	1,357	0
8300	Fuel & Lube	48,435	50,040	41,256	58,073	(8,033)	58,073	0
8310	Vehicle Maintenance	8,915	13,384	8,788	13,384	0	13,785	(401)
	Fleet Maintenance	58,587	64,781	50,440	72,814	(8,033)	73,215	(401)
	Total Other Expenses	205,982	214,326	159,938	229,879	(15,553)	305,611	(75,732)
	Total Expenses	205,982	214,326	159,938	229,879	(15,553)	305,611	(75,732)
	Net Revenue Before Depreciation	(205,982)	(214,326)	(159,938)	(229,879)	(15,553)	(305,611)	(75,732)
9100	Depreciation	38,161	40,276	25,377	33,836	6,440	33,836	0
	Net Revenues Over Expenses	(244,143)	(254,602)	(185,315)	(263,715)	(9,113)	(339,447)	(75,732)

Department Budgets

Wildlife Management - 560

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
	<i>Cost of Goods Sold</i>							
	<i>Other Expenses</i>							
8300	Fuel & Lube	\$3,595	\$3,184	\$2,375	\$2,753	\$431	\$2,753	\$0
	Fleet Maintenance	3,595	3,184	2,375	2,753	431	2,753	0

Department Budgets

Wildlife Management - 560

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
8600	Herd Management Contract	64,954	62,700	70,639	104,659	(41,959)	107,799	(3,140)
8610	Meat Processing	0	5,000	0	0	5,000	0	0
8620	TLA Animal Control	4,519	4,120	2,887	5,500	(1,380)	4,500	1,000
	Wildlife Management	69,473	71,820	73,526	110,159	(38,339)	112,299	(2,140)
	Total Other Expenses	73,068	75,004	75,901	112,912	(37,908)	115,052	(2,140)
	Total Expenses	73,068	75,004	75,901	112,912	(37,908)	115,052	(2,140)
	Net Revenue Before Depreciation	(73,068)	(75,004)	(75,901)	(112,912)	(37,908)	(115,052)	(2,140)
	Net Revenues Over Expenses	(73,068)	(75,004)	(75,901)	(112,912)	(37,908)	(115,052)	(2,140)

Long Range Financial Plan

Public Works Rollup

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Non-Assessment Revenue									
Service Agreement - TLGAC - Security/Lagoons	\$125,440	\$129,830	\$129,830	\$134,374	\$138,405	\$142,557	\$146,834	\$151,239	\$155,776
Service Agreement - Village POA	22,419	23,092	30,375	31,286	32,225	33,192	34,188	35,213	36,270
Service Agreements	147,859	152,922	160,205	165,660	170,630	175,749	181,022	186,452	192,046
Storage Yard	61,858	86,382	70,000	166,815	166,815	166,815	166,815	166,815	166,815
Room Rental - Sunset	60,287	50,000	60,000	78,714	117,594	120,560	125,653	131,000	136,614
Rental Income	122,145	136,382	130,000	245,529	284,409	287,375	292,468	297,815	303,429
Mail Boxes	11,645	10,000	6,000	6,000	6,180	6,365	6,556	6,753	6,956
Dog Park Fees	15,205	13,700	13,700	13,700	13,700	13,700	13,700	13,700	13,700
Recycling Revenue	524	0	250	0	0	0	0	0	0
Chipping Revenue	448,575	375,000	550,000	550,000	0	0	0	0	0
Member Services	475,949	398,700	569,950	569,700	19,880	20,065	20,256	20,453	20,656
Non-Assessment Revenue	745,953	688,004	860,155	980,889	474,919	483,189	493,746	504,720	516,131
Total Revenue	745,953	688,004	860,155	980,889	474,919	483,189	493,746	504,720	516,131
Cost of Goods Sold									
Gross Margin	745,953	688,004	860,155	980,889	474,919	483,189	493,746	504,720	516,131
Salaries & Wages	1,262,176	1,266,711	1,322,595	1,383,510	1,431,933	1,482,050	1,533,922	1,587,609	1,643,176
Training & Memberships	8,751	12,360	5,000	10,000	10,000	10,000	10,000	10,000	10,000
Uniforms	23,554	23,175	23,175	23,870	24,586	25,324	26,084	26,866	27,672
Overtime	18,473	13,500	25,000	6,000	6,000	6,000	6,000	6,000	6,000
Safety & Rain Gear	1,891	6,067	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Temporary Personnel	21,994	0	35,000	0	0	0	0	0	0
Benefits (401(k), WC, LI, STD, LTD, Taxes)	445,256	470,784	462,656	473,827	485,356	497,311	509,708	522,561	535,890
Total Staffing	1,782,095	1,792,597	1,879,426	1,903,207	1,963,875	2,026,685	2,091,714	2,159,036	2,228,738
Other Expenses									
Printing	1,591	2,142	2,142	2,206	2,272	2,341	2,411	2,483	2,558
Total Printing and Postage	1,591	2,142	2,142	2,206	2,272	2,341	2,411	2,483	2,558

Long Range Financial Plan

Public Works Rollup

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Office Supplies	2,573	2,868	2,868	2,954	3,043	3,134	3,228	3,325	3,425
General Supplies/Equipment	78,563	210,019	143,770	152,264	64,927	71,158	67,235	79,240	73,415
Small Tools	2,461	4,120	2,500	2,500	2,500	3,000	2,500	2,500	3,000
Janitorial Supplies	9,730	9,713	9,713	9,180	6,365	6,556	6,753	6,956	7,164
Janitorial Services	5,710	10,083	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Office Supplies / Small Tools	99,037	236,803	163,851	171,898	81,835	88,848	84,716	97,021	92,004
Engineering Studies	58,813	173,000	173,000	178,190	183,536	189,042	194,713	81,000	81,000
Insurance	42,747	45,232	58,965	66,228	69,539	73,016	76,667	80,500	84,525
Sustainable Skidaway Renewal	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Other	102,560	219,732	233,465	245,918	254,575	263,558	272,880	163,000	167,025
Team Development	2,347	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090
Recruiting / Retention	2,347	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090
Communications	9,304	9,354	9,658	9,797	9,797	9,797	9,797	9,797	9,797
Utilities	58,392	59,400	55,087	57,575	59,303	61,082	62,914	64,802	66,746
Admin Utilities	24,301	28,904	23,383	24,360	25,091	25,844	26,619	27,418	28,240
Gate House Utilities	38,910	40,413	42,427	42,748	44,030	45,351	46,711	48,113	49,556
Street Lighting	68,303	69,588	68,446	66,605	68,603	70,661	72,781	74,964	77,213
Utilities	199,210	207,659	199,001	201,085	206,824	212,735	218,822	225,094	231,552
Hazard Material Registration	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125
Landscape Contract - BrightView	1,064,429	1,200,000	1,064,424	1,117,656	1,173,540	1,208,746	1,245,009	1,282,359	1,320,830
Landscaping	6,515	18,937	25,000	25,750	26,523	27,318	28,138	28,982	29,851
Irrigation Expense	4,595	6,242	6,242	6,429	6,622	6,821	7,025	7,236	7,453
Tree Removal	46,175	48,195	65,000	54,075	55,697	57,368	59,089	60,862	62,688
Tree Replacement	0	5,500	5,500	5,665	5,835	6,010	6,190	6,376	6,567
Landscaping	1,122,839	1,279,999	1,167,291	1,210,700	1,269,342	1,307,388	1,346,576	1,386,940	1,428,514
Median Refurbishment	177,972	150,000	162,246	154,500	159,135	163,909	168,826	173,891	179,108
Total Median Refurbishment	177,972	150,000	162,246	154,500	159,135	163,909	168,826	173,891	179,108
Algaecide/Herbicide Plant Control	52,884	79,568	75,000	77,250	79,568	81,955	84,413	86,946	89,554
Aerator Expense	5,260	7,571	7,571	7,798	8,032	8,272	8,521	8,776	9,040
Lab Testing	366	2,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Stocking Plant Control	3,606	3,925	3,925	4,043	4,164	4,289	4,418	4,551	4,687
Aquatic Midge Control	13,359	14,447	14,500	14,935	15,383	15,845	16,320	16,809	17,314
Angler's Support	631	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Lagoon Dredging	51,600	57,750	57,750	59,483	61,267	63,105	64,998	66,948	68,957
Lagoon Beautification	(1,730)	5,500	5,500	5,665	5,835	6,010	6,190	6,376	6,567

Long Range Financial Plan

Public Works Rollup

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Lagoon Related	125,976	172,261	166,746	171,674	176,749	181,976	187,360	192,906	198,619
Auto Gate Maintenance	25,776	59,841	10,000	10,000	5,000	5,000	5,000	5,000	5,000
Gatehouse Maintenance	6,386	12,607	15,000	12,985	23,375	16,797	14,190	18,667	15,054
PW Buildings Maintenance	21,540	24,620	24,620	25,359	26,119	26,903	32,627	28,541	29,398
Admin Buildings Maintenance	9,367	10,200	10,200	17,106	10,821	11,146	11,480	16,552	17,089
Equipment Maintenance	85,790	79,593	75,000	77,250	79,568	81,955	84,413	86,946	89,554
Total Repair & Maintenance	148,859	186,861	134,820	142,700	144,883	141,801	147,710	155,706	156,095
Signs/Mailbox/Fence Maintenance	72,469	113,300	113,300	116,699	120,200	123,806	129,705	137,537	135,286
Mailbox and Signs - Contract	17,030	51,500	51,500	53,045	54,636	56,275	57,964	59,703	61,494
Signs & Mailboxes	89,499	164,800	164,800	169,744	174,836	180,081	187,669	197,240	196,780
Dry Trash Pickup	6,545	6,173	6,173	6,327	6,453	6,582	6,714	6,848	6,985
Chipping Yard Expense	446,857	337,500	495,000	495,000	0	0	0	0	0
Storage Yard Repair	329	2,652	1,800	2,000	2,000	2,000	2,000	2,000	2,000
Dog Park Expense	4,169	7,527	7,527	7,753	7,985	8,225	8,472	8,726	8,988
Athletic Facility	39,679	39,900	39,900	41,097	42,330	43,600	44,908	46,255	47,643
Total Facilities	497,579	393,752	550,400	552,177	58,768	60,407	62,094	63,829	65,616
Ad Valorem Taxes	1,237	1,357	1,357	1,357	1,357	1,357	1,357	1,357	1,357
Fuel & Lube	52,030	53,224	60,826	60,826	60,826	60,826	60,826	60,826	60,826
Vehicle Maintenance	8,915	13,384	13,384	13,785	14,199	14,625	15,064	15,516	15,981
Fleet Maintenance	62,182	67,965	75,567	75,968	76,382	76,808	77,247	77,699	78,164
Pavement Restriping	17,659	33,500	33,500	34,505	35,540	36,606	37,705	38,836	40,001
Road Paving/Striping/Cleaning	17,659	33,500	33,500	34,505	35,540	36,606	37,705	38,836	40,001
Herd Management Contract	64,954	62,700	104,659	107,799	111,033	114,364	117,795	121,328	124,968
Meat Processing	0	5,000	0	0	0	0	0	0	0
TLA Animal Control	4,519	4,120	5,500	4,500	5,000	5,000	5,000	5,000	5,000
Wildlife Management	69,473	71,820	110,159	112,299	116,033	119,364	122,795	126,328	129,968
Special Project - Nature Trail	22,537	4,155	4,155	4,280	79,408	4,540	4,676	4,817	4,961
Special Projects	22,537	4,155	4,155	4,280	79,408	4,540	4,676	4,817	4,961
Bridge Repair / Fixed Pier Repair	9,921	77,250	77,250	79,568	81,955	84,413	25,000	25,000	25,000
Other Infrastructure Repairs	9,921	77,250	77,250	79,568	81,955	84,413	25,000	25,000	25,000
Gain or Loss on Asset Disposal	(73,044)	0	(50,000)	0	0	0	0	0	0
Total Other Expenses	2,676,197	3,271,789	3,198,483	3,332,312	2,921,627	2,927,865	2,949,577	2,933,880	2,999,055
Total Expenses	4,458,292	5,064,386	5,077,909	5,235,519	4,885,502	4,954,550	5,041,291	5,092,916	5,227,793
Net Revenue Before Depreciation	(3,712,339)	(4,376,382)	(4,217,754)	(4,254,630)	(4,410,583)	(4,471,361)	(4,547,545)	(4,588,196)	(4,711,662)
Depreciation	233,736	238,020	241,590	244,689	244,689	244,689	244,689	244,689	244,689
Net Revenues Over Expenses	(3,946,075)	(4,614,402)	(4,459,344)	(4,499,319)	(4,655,272)	(4,716,050)	(4,792,234)	(4,832,885)	(4,956,351)

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Long Range Financial Plan

Public Works - 500

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Non-Assessment Revenue									
Service Agreement - TLGAC - Security/Lagoons	\$125,440	\$129,830	\$129,830	\$134,374	\$138,405	\$142,557	\$146,834	\$151,239	\$155,776
Service Agreement - Village POA	22,419	23,092	30,375	31,286	32,225	33,192	34,188	35,213	36,270
Service Agreements	147,859	152,922	160,205	165,660	170,630	175,749	181,022	186,452	192,046
Storage Yard	61,858	86,382	70,000	166,815	166,815	166,815	166,815	166,815	166,815
Rental Income	61,858	86,382	70,000	166,815	166,815	166,815	166,815	166,815	166,815
Mail Boxes	11,645	10,000	6,000	6,000	6,180	6,365	6,556	6,753	6,956
Dog Park Fees	15,205	13,700	13,700	13,700	13,700	13,700	13,700	13,700	13,700
Recycling Revenue	524	0	250	0	0	0	0	0	0
Chipping Revenue	448,575	375,000	550,000	550,000	0	0	0	0	0
Member Services	475,949	398,700	569,950	569,700	19,880	20,065	20,256	20,453	20,656
Non-Assessment Revenue	685,666	638,004	800,155	902,175	357,325	362,629	368,093	373,720	379,517
Total Revenue	685,666	638,004	800,155	902,175	357,325	362,629	368,093	373,720	379,517
Cost of Goods Sold									
Gross Margin	685,666	638,004	800,155	902,175	357,325	362,629	368,093	373,720	379,517
Salaries & Wages	1,262,176	1,266,711	1,322,595	1,383,510	1,431,933	1,482,050	1,533,922	1,587,609	1,643,176
Training & Memberships	8,751	12,360	5,000	10,000	10,000	10,000	10,000	10,000	10,000
Uniforms	23,554	23,175	23,175	23,870	24,586	25,324	26,084	26,866	27,672
Overtime	18,473	13,500	25,000	6,000	6,000	6,000	6,000	6,000	6,000
Safety & Rain Gear	1,891	6,067	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Temporary Personnel	21,994	0	35,000	0	0	0	0	0	0
Benefits (401(k), WC, LI, STD, LTD, Taxes)	445,256	470,784	462,656	473,827	485,356	497,311	509,708	522,561	535,890
Total Staffing	1,782,095	1,792,597	1,879,426	1,903,207	1,963,875	2,026,685	2,091,714	2,159,036	2,228,738
Other Expenses									
Printing	1,591	2,142	2,142	2,206	2,272	2,341	2,411	2,483	2,558
Total Printing and Postage	1,591	2,142	2,142	2,206	2,272	2,341	2,411	2,483	2,558
Office Supplies	2,573	2,868	2,868	2,954	3,043	3,134	3,228	3,325	3,425

Long Range Financial Plan

Public Works - 500

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Office Supplies / Small Tools	2,573	2,868	2,868	2,954	3,043	3,134	3,228	3,325	3,425
Engineering Studies	58,813	173,000	173,000	178,190	183,536	189,042	194,713	81,000	81,000
Sustainable Skidaway Renewal	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Other	59,813	174,500	174,500	179,690	185,036	190,542	196,213	82,500	82,500
Team Development	2,347	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090
Recruiting / Retention	2,347	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090
Communications	9,304	9,354	9,658	9,797	9,797	9,797	9,797	9,797	9,797
Utilities	31,739	34,372	32,297	34,558	35,594	36,662	37,762	38,895	40,062
Utilities	41,043	43,726	41,955	44,355	45,391	46,459	47,559	48,692	49,859
Chipping Yard Expense	446,857	337,500	495,000	495,000	0	0	0	0	0
Total Facilities	446,857	337,500	495,000	495,000	0	0	0	0	0
Gain or Loss on Asset Disposal	(73,044)	0	(50,000)	0	0	0	0	0	0
Total Other Expenses	481,180	563,826	669,555	727,295	238,832	245,566	252,501	140,090	141,432
Total Expenses	2,263,275	2,356,423	2,548,981	2,630,502	2,202,707	2,272,251	2,344,215	2,299,126	2,370,170
Net Revenue Before Depreciation	(1,577,609)	(1,718,419)	(1,748,826)	(1,728,327)	(1,845,382)	(1,909,622)	(1,976,122)	(1,925,406)	(1,990,653)
Depreciation	183,175	185,343	195,386	198,485	198,485	198,485	198,485	198,485	198,485
Net Revenues Over Expenses	(1,760,784)	(1,903,762)	(1,944,212)	(1,926,812)	(2,043,867)	(2,108,107)	(2,174,607)	(2,123,891)	(2,189,138)

Long Range Financial Plan

Environmental Resources - 510

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Cost of Goods Sold									
Other Expenses									
Landscape Contract - BrightView	\$1,064,429	\$1,200,000	\$1,064,424	\$1,117,656	\$1,173,540	\$1,208,746	\$1,245,009	\$1,282,359	\$1,320,830
Landscaping	6,515	18,937	25,000	25,750	26,523	27,318	28,138	28,982	29,851
Irrigation Expense	4,595	6,242	6,242	6,429	6,622	6,821	7,025	7,236	7,453
Tree Removal	46,175	48,195	65,000	54,075	55,697	57,368	59,089	60,862	62,688
Tree Replacement	0	5,500	5,500	5,665	5,835	6,010	6,190	6,376	6,567
Landscaping	1,121,714	1,278,874	1,166,166	1,209,575	1,268,217	1,306,263	1,345,451	1,385,815	1,427,389
Median Refurbishment	177,972	150,000	162,246	154,500	159,135	163,909	168,826	173,891	179,108
Total Median Refurbishment	177,972	150,000	162,246	154,500	159,135	163,909	168,826	173,891	179,108

Long Range Financial Plan

Environmental Resources - 510

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Dry Trash Pickup	6,545	6,173	6,173	6,327	6,453	6,582	6,714	6,848	6,985
Total Facilities	6,545	6,173	6,173	6,327	6,453	6,582	6,714	6,848	6,985
Special Project - Nature Trail	0	1,655	1,655	1,705	1,756	1,808	1,863	1,919	1,976
Special Projects	0	1,655	1,655	1,705	1,756	1,808	1,863	1,919	1,976
Total Other Expenses	1,306,231	1,436,702	1,336,240	1,372,107	1,435,561	1,478,562	1,522,854	1,568,473	1,615,458
Total Expenses	1,306,231	1,436,702	1,336,240	1,372,107	1,435,561	1,478,562	1,522,854	1,568,473	1,615,458
Net Revenue Before Depreciation	(1,306,231)	(1,436,702)	(1,336,240)	(1,372,107)	(1,435,561)	(1,478,562)	(1,522,854)	(1,568,473)	(1,615,458)
Net Revenues Over Expenses	(1,306,231)	(1,436,702)	(1,336,240)	(1,372,107)	(1,435,561)	(1,478,562)	(1,522,854)	(1,568,473)	(1,615,458)

Long Range Financial Plan

Lagoons - 520

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Cost of Goods Sold									
Other Expenses									
General Supplies/Equipment	\$5,680	\$3,193	\$5,500	\$5,665	\$5,835	\$6,010	\$6,190	\$6,376	\$6,567
Office Supplies / Small Tools	5,680	3,193	5,500	5,665	5,835	6,010	6,190	6,376	6,567
Hazard Material Registration	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125
Landscaping	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125
Algaecide/Herbicide Plant Control	52,884	79,568	75,000	77,250	79,568	81,955	84,413	86,946	89,554
Aerator Expense	5,260	7,571	7,571	7,798	8,032	8,272	8,521	8,776	9,040
Lab Testing	366	2,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Stocking Plant Control	3,606	3,925	3,925	4,043	4,164	4,289	4,418	4,551	4,687
Aquatic Midge Control	13,359	14,447	14,500	14,935	15,383	15,845	16,320	16,809	17,314
Angler's Support	631	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Lagoon Dredging	51,600	57,750	57,750	59,483	61,267	63,105	64,998	66,948	68,957
Lagoon Beautification	(1,730)	5,500	5,500	5,665	5,835	6,010	6,190	6,376	6,567
Lagoon Related	125,976	172,261	166,746	171,674	176,749	181,976	187,360	192,906	198,619

Long Range Financial Plan

Lagoons - 520

10/27/2025

<i>Description</i>	<i>2024 Actual</i>	<i>2025 Budget</i>	<i>2025 YE EST</i>	<i>2026 Budget</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>	<i>2031 Plan</i>
Total Other Expenses	132,781	176,579	173,371	178,464	183,709	189,111	194,675	200,407	206,311
Total Expenses	132,781	176,579	173,371	178,464	183,709	189,111	194,675	200,407	206,311
Net Revenue Before Depreciation	(132,781)	(176,579)	(173,371)	(178,464)	(183,709)	(189,111)	(194,675)	(200,407)	(206,311)
Net Revenues Over Expenses	(132,781)	(176,579)	(173,371)	(178,464)	(183,709)	(189,111)	(194,675)	(200,407)	(206,311)

Long Range Financial Plan

Construction - 530

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Cost of Goods Sold									
Other Expenses									
General Supplies/Equipment	\$52,222	\$17,500	\$17,500	\$18,025	\$23,414	\$28,400	\$19,696	\$33,877	\$26,692
Office Supplies / Small Tools	52,222	17,500	17,500	18,025	23,414	28,400	19,696	33,877	26,692
Pavement Restriping	17,659	33,500	33,500	34,505	35,540	36,606	37,705	38,836	40,001
Road Paving/Striping/Cleaning	17,659	33,500	33,500	34,505	35,540	36,606	37,705	38,836	40,001

Long Range Financial Plan

Construction - 530

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Special Project - Nature Trail	22,537	2,500	2,500	2,575	77,652	2,732	2,814	2,898	2,985
Special Projects	22,537	2,500	2,500	2,575	77,652	2,732	2,814	2,898	2,985
Bridge Repair / Fixed Pier Repair	9,921	77,250	77,250	79,568	81,955	84,413	25,000	25,000	25,000
Other Infrastructure Repairs	9,921	77,250	77,250	79,568	81,955	84,413	25,000	25,000	25,000
Total Other Expenses	102,339	130,750	130,750	134,673	218,561	152,151	85,215	100,611	94,678
Total Expenses	102,339	130,750	130,750	134,673	218,561	152,151	85,215	100,611	94,678
Net Revenue Before Depreciation	(102,339)	(130,750)	(130,750)	(134,673)	(218,561)	(152,151)	(85,215)	(100,611)	(94,678)
Net Revenues Over Expenses	(102,339)	(130,750)	(130,750)	(134,673)	(218,561)	(152,151)	(85,215)	(100,611)	(94,678)

Long Range Financial Plan

Sunset Pavilion - 535

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Non-Assessment Revenue									
<i>Room Rental - Sunset</i>	\$60,287	\$50,000	\$60,000	\$78,714	\$117,594	\$120,560	\$125,653	\$131,000	\$136,614
Rental Income	60,287	50,000	60,000	78,714	117,594	120,560	125,653	131,000	136,614
Non-Assessment Revenue	60,287	50,000	60,000	78,714	117,594	120,560	125,653	131,000	136,614
Total Revenue	60,287	50,000	60,000	78,714	117,594	120,560	125,653	131,000	136,614
<i>Cost of Goods Sold</i>									
Gross Margin	60,287	50,000	60,000	78,714	117,594	120,560	125,653	131,000	136,614
<i>Other Expenses</i>									
<i>General Supplies/Equipment</i>	60	1,030	1,030	5,296	1,093	1,126	4,656	1,194	1,230
<i>Janitorial Supplies</i>	2,927	3,713	3,713	0	0	0	0	0	0
<i>Janitorial Services</i>	5,710	10,083	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Office Supplies / Small Tools	8,697	14,826	9,743	10,296	6,093	6,126	9,656	6,194	6,230
<i>Utilities</i>	26,653	25,027	22,790	23,018	23,708	24,420	25,152	25,907	26,684
Utilities	26,653	25,027	22,790	23,018	23,708	24,420	25,152	25,907	26,684

Long Range Financial Plan

Sunset Pavilion - 535

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
PW Buildings Maintenance	11,367	14,420	14,420	14,853	15,298	15,757	16,230	16,717	17,218
Total Repair & Maintenance	11,367	14,420	14,420	14,853	15,298	15,757	16,230	16,717	17,218

Total Other Expenses	46,717	54,273	46,953	48,167	45,099	46,303	51,038	48,818	50,132
Total Expenses	46,717	54,273	46,953	48,167	45,099	46,303	51,038	48,818	50,132
Net Revenue Before Depreciation	13,570	(4,273)	13,047	30,547	72,495	74,257	74,615	82,182	86,482
Depreciation	12,401	12,401	12,367	12,367	12,367	12,367	12,367	12,367	12,367
Net Revenues Over Expenses	1,169	(16,674)	680	18,180	60,128	61,890	62,248	69,815	74,115

Long Range Financial Plan

Facility Maintenance - 540

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Cost of Goods Sold									
Other Expenses									
General Supplies/Equipment	\$4,205	\$167,696	\$99,140	\$36,860	\$12,731	\$13,113	\$13,506	\$13,911	\$14,329
Janitorial Supplies	6,803	6,000	6,000	9,180	6,365	6,556	6,753	6,956	7,164
Office Supplies / Small Tools	11,008	173,696	105,140	46,040	19,096	19,669	20,259	20,867	21,493
Admin Utilities	24,301	28,904	23,383	24,360	25,091	25,844	26,619	27,418	28,240
Gate House Utilities	38,910	40,413	42,427	42,748	44,030	45,351	46,711	48,113	49,556
Street Lighting	68,303	69,588	68,446	66,605	68,603	70,661	72,781	74,964	77,213
Utilities	131,514	138,905	134,256	133,713	137,724	141,856	146,111	150,495	155,009
Auto Gate Maintenance	25,776	59,841	10,000	10,000	5,000	5,000	5,000	5,000	5,000
Gatehouse Maintenance	6,386	12,607	15,000	12,985	23,375	16,797	14,190	18,667	15,054
PW Buildings Maintenance	10,173	10,200	10,200	10,506	10,821	11,146	16,397	11,825	12,179
Admin Buildings Maintenance	9,367	10,200	10,200	17,106	10,821	11,146	11,480	16,552	17,089
Total Repair & Maintenance	51,702	92,848	45,400	50,597	50,017	44,089	47,067	52,044	49,322

Long Range Financial Plan

Facility Maintenance - 540

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Signs/Mailbox/Fence Maintenance	72,469	113,300	113,300	116,699	120,200	123,806	129,705	137,537	135,286
Mailbox and Signs - Contract	17,030	51,500	51,500	53,045	54,636	56,275	57,964	59,703	61,494
Signs & Mailboxes	89,499	164,800	164,800	169,744	174,836	180,081	187,669	197,240	196,780
Storage Yard Repair	329	2,652	1,800	2,000	2,000	2,000	2,000	2,000	2,000
Dog Park Expense	4,169	7,527	7,527	7,753	7,985	8,225	8,472	8,726	8,988
Athletic Facility	39,679	39,900	39,900	41,097	42,330	43,600	44,908	46,255	47,643
Total Facilities	44,177	50,079	49,227	50,850	52,315	53,825	55,380	56,981	58,631
Total Other Expenses	327,900	620,328	498,823	450,944	433,988	439,520	456,486	477,627	481,235
Total Expenses	327,900	620,328	498,823	450,944	433,988	439,520	456,486	477,627	481,235
Net Revenue Before Depreciation	(327,900)	(620,328)	(498,823)	(450,944)	(433,988)	(439,520)	(456,486)	(477,627)	(481,235)
Net Revenues Over Expenses	(327,900)	(620,328)	(498,823)	(450,944)	(433,988)	(439,520)	(456,486)	(477,627)	(481,235)

Long Range Financial Plan

Fleet Maintenance - 550

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Cost of Goods Sold									
Other Expenses									
General Supplies/Equipment	\$16,397	\$20,600	\$20,600	\$86,418	\$21,855	\$22,510	\$23,185	\$23,881	\$24,597
Small Tools	2,461	4,120	2,500	2,500	2,500	3,000	2,500	2,500	3,000
Office Supplies / Small Tools	18,858	24,720	23,100	88,918	24,355	25,510	25,685	26,381	27,597
Insurance	42,747	45,232	58,965	66,228	69,539	73,016	76,667	80,500	84,525
Total Other	42,747	45,232	58,965	66,228	69,539	73,016	76,667	80,500	84,525
Equipment Maintenance	85,790	79,593	75,000	77,250	79,568	81,955	84,413	86,946	89,554
Total Repair & Maintenance	85,790	79,593	75,000	77,250	79,568	81,955	84,413	86,946	89,554

Long Range Financial Plan

Fleet Maintenance - 550

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Ad Valorem Taxes	1,237	1,357	1,357	1,357	1,357	1,357	1,357	1,357	1,357
Fuel & Lube	48,435	50,040	58,073	58,073	58,073	58,073	58,073	58,073	58,073
Vehicle Maintenance	8,915	13,384	13,384	13,785	14,199	14,625	15,064	15,516	15,981
Fleet Maintenance	58,587	64,781	72,814	73,215	73,629	74,055	74,494	74,946	75,411

Total Other Expenses	205,982	214,326	229,879	305,611	247,091	254,536	261,259	268,773	277,087
Total Expenses	205,982	214,326	229,879	305,611	247,091	254,536	261,259	268,773	277,087
Net Revenue Before Depreciation	(205,982)	(214,326)	(229,879)	(305,611)	(247,091)	(254,536)	(261,259)	(268,773)	(277,087)
Depreciation	38,161	40,276	33,836	33,836	33,836	33,836	33,836	33,836	33,836
Net Revenues Over Expenses	(244,143)	(254,602)	(263,715)	(339,447)	(280,927)	(288,372)	(295,095)	(302,609)	(310,923)

Long Range Financial Plan

Wildlife Management - 560
10/27/2025

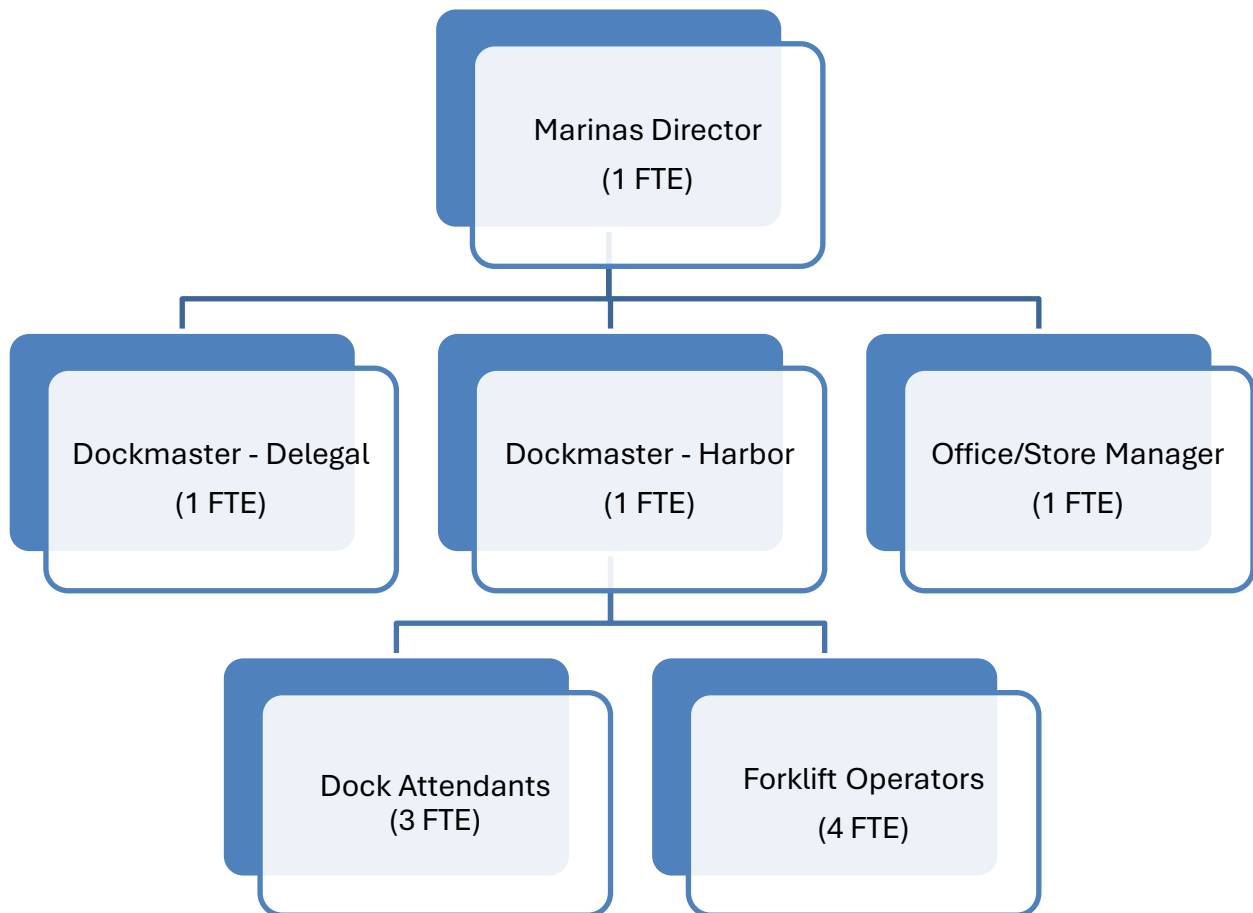
Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Cost of Goods Sold									
Other Expenses									
Fuel & Lube	\$3,595	\$3,184	\$2,753	\$2,753	\$2,753	\$2,753	\$2,753	\$2,753	\$2,753
Fleet Maintenance	3,595	3,184	2,753	2,753	2,753	2,753	2,753	2,753	2,753
Herd Management Contract	64,954	62,700	104,659	107,799	111,033	114,364	117,795	121,328	124,968
Meat Processing	0	5,000	0	0	0	0	0	0	0
TLA Animal Control	4,519	4,120	5,500	4,500	5,000	5,000	5,000	5,000	5,000

Long Range Financial Plan

Wildlife Management - 560

10/27/2025

<i>Description</i>	<i>2024 Actual</i>	<i>2025 Budget</i>	<i>2025 YE EST</i>	<i>2026 Budget</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>	<i>2031 Plan</i>
Wildlife Management	69,473	71,820	110,159	112,299	116,033	119,364	122,795	126,328	129,968
Total Other Expenses	73,068	75,004	112,912	115,052	118,786	122,117	125,548	129,081	132,721
Total Expenses	73,068	75,004	112,912	115,052	118,786	122,117	125,548	129,081	132,721
Net Revenue Before Depreciation	(73,068)	(75,004)	(112,912)	(115,052)	(118,786)	(122,117)	(125,548)	(129,081)	(132,721)
Net Revenues Over Expenses	(73,068)	(75,004)	(112,912)	(115,052)	(118,786)	(122,117)	(125,548)	(129,081)	(132,721)



Total FTE - 11

*M*arinas Work Plan

2026 Operating Revenues:	\$2,791,728
2026 Operating Expenditures:	\$2,193,868
2026 Net Revenue Before Depreciation:	\$597,860

2026 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 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:

2026 Operating Revenues:	\$2,122,499
2026 Operating Expenditures:	\$1,658,838
2026 Net Revenue Before Depreciation:	\$463,661

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. 20 Jet ski and kayak storage racks are also available. In 2025, Landings Harbor Marina was at maximum occupancy, with a waiting list of 111 residents for a wet slip and 132 residents for dry storage. (Note: Residents could be on both lists.)

Annual dredging continues to be a major budgeted expense at Landings Harbor Marina. We plan to continue operating the bubbler curtain system to minimize the amount of dredge material necessary to maintain adequate depths in the basin. We are also looking at alternative sites suitable for constructing a new settling pond location for the future. Our nationwide permit will be renewed in 2026 to continue dredging projects for the next three years, and it is directly tied to the available capacity the settling ponds can accept.

In addition to operating 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. 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.

The seawall surrounding the marina was severely damaged during the 2024 Hurricane Season. An estimated \$433,000 has been allocated to repairs that are scheduled to be completed in 2025. Redesigning of the marina entrance is being discussed with marine contractors and State agencies to determine the costs and permitting requirements for this change.

The Marine Services Center at Landings Harbor is leased to Dolan Yacht Services. Dolan has continued to lease the service center building for more than 19 years and supports the large boating population on the island. Having an onsite repair service positions us ahead of our

competitors while providing a convenient service option for our boaters. Dolan Yacht Service also provides dredging services for Landings Harbor Marina as well as supplementary lagoon dredge maintenance for the Landings community.

Delegal Creek Marina:

2026 Operating Revenues:	\$592,309
2026 Operating Expenditures:	\$513,028
2026 Net Revenue Before Depreciation:	\$79,281

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. 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 five 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 space are used for transient vessels up to 125 feet in length. In addition to the transient slip fee revenue added to marina operations, transient boaters frequently purchase fuel and merchandise during their stay. Transient dock space will continue to be offered to boaters, as they are considered prospective buyers at The Landings. The Landings Golf & Athletic Club works with the Marinas to offer day memberships for transient customers to access dining and other Club amenities.

Marinas Programs

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, attracting more than 100 Landings resident families as boat club members. 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 vessels to learn how to sail without having to own a sailboat. The Marinas own nine Rhodes 19 and three J24 sailboats and charge participants a monthly membership fee. Weekly races promote camaraderie with a bit of competition among sailing members. The sailing program hosts "Beer Can" races every other Friday during the summer followed by a social gathering at the Dockside (Tiki) Bar. Recreational sailing continues year-round and includes the "Frost Bite" winter race series. The Landings Association Sailing Club program's expenses are covered by revenue created by its user

fees. The program is managed by its members, who also handle much of the required maintenance. In 2025, the sailing program added two newer Rhodes 19 boats to the fleet and retired one aging boat. Membership goals were reached in 2024 with 50 members and continue to hold strong throughout today.

Major Facility Improvements

Delegal Creek Marina

In 2025, major improvement projects include the parking lot asphalt re-seal and striping. Minor repairs were performed to the fuel tank monitoring system, fuel drop inlet, and spill bucket. The fuel tanks are scheduled for replacement in 2026. The Marinas plan to move forward with an aboveground fuel tank, like the one installed in 2024 at Landings Harbor Marina. Also, the restroom facilities in the Sunset Pavilion are scheduled to be remodeled in 2026.

Landings Harbor

Landings Harbor Marina is scheduled to complete Phase Three of the dry storage buildings replacement project in January 2026. A total of 12 additional rack spaces will be added to this phase for vessels up to 26 feet. Phase Four is scheduled to start as soon as the third phase is completed and receives the certificate of occupancy from the County, with an expected completion date for phase four in late April 2026.

During Hurricane Helene, the transformer that supports the Marine service center building and the South dock was damaged and was replaced.

The Marine Service Center building's roof sustained damage during Hurricane Helene and was replaced.

The restrooms and shower room at Landings Harbor were remodeled with fixtures and materials that will allow the staff-maintained facility to be managed at a higher standard and improve access.

The Seawall surrounding the marina basin was damaged during the fall 2024 Hurricane Season by two passing storms. Myrick Marine was selected to make repairs and panel replacement. After some extensive research, the marina seawall panels will be replaced with fiberglass panels that are designed to withstand the saltwater environment better than aluminum.

The Marinas staff are working with engineers and the local permitting authorities to change the entrance to the basin to provide better protection from major storms and redirect the waterflow away from the entrance and reduce the silt carried into the basin.

2026 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 2025. 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 Marinas 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 operating adjustment allows for a less crowded basin for staff to manage during the morning shifts and to focus on launching new reservations. 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, 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 asset replacements. Major expenditures include floating docks, seawalls, marina facilities, marina forklifts, engineering, dredging, and staffing. The revenue generated from storage fees and the sale of goods and services cover the annual operating costs for the Marinas. The Marinas year-end revenue balances are transferred to the Reserves Fund to support the replacement of major capital assets.

The 2025 year-end estimate for Marinas operating expenses is \$2,546,330, an increase of \$355,773 compared to the 2025 budget of \$2,190,557 before depreciation. Much of this increase is due to expenses related to the repairs done to the Landings Harbor Seawall for damages caused by Hurricane Helene.

The department's budget for 2026 totals \$2,193,868 in operating expenses, a decrease of \$352,462 compared to 2025 year-end estimated expenditures before depreciation.

The department's budget for 2026 totals \$2,791,728 in operating revenue, an increase of \$234,221 compared to the 2025 year-end estimate of \$2,577,507.

The increase in revenue for the 2026 budget compared to the 2025 year-end estimates is primarily due to the Boat Storage fee increases. 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 Actual	2025 Actual	2026 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%	73%	30%

* Most of the turnover in this department (75%) 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 dock 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

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Non-Assessment Revenue							
5140	Service Agreement - Marine Service Service Agreements	\$28,045 28,045	\$29,448 29,448	\$24,540 24,540	\$29,448 29,448	\$0 0	\$30,920 30,920	\$1,472 1,472
5520	Telecommunications Lease Rental Income	20,049 20,049	20,049 20,049	17,937 17,937	20,049 20,049	0 0	20,049 20,049	0 0
5030	Rack Rental - Jet Ski & Dingie	33,338	35,417	23,115	33,075	(2,342)	33,075	0
5031	Rack Rental - Boats	1,353,072	1,424,850	1,189,793	1,427,703	2,853	1,596,727	169,024
5032	Wet Slip Rental	463,101	509,055	419,509	502,310	(6,745)	579,895	77,585
5035	Boat Movement Fee	100	0	0	0	0	0	0
5033	Guest Slip Rental Boat Storage	16,939 1,866,550	19,500 1,988,822	13,330 1,645,747	17,000 1,980,088	(2,500) (8,734)	15,000 2,224,697	(2,000) 244,609
5025	Rack Rental - Kayak	13,636	13,652	10,416	13,652	0	13,652	0
5026	Sticker/Registration - Kayak	140	300	0	0	(300)	0	0
5027	Rental - Kayak Kayak Revenues	1,341 15,117	1,500 15,452	1,074 11,490	1,500 15,152	0 (300)	1,530 15,182	30 30
5320	Gasoline Sales	387,856	345,000	279,468	317,000	(28,000)	317,000	0
5321	Diesel Sales Fuel Sales	29,440 417,296	37,000 382,000	37,007 316,475	46,875 363,875	9,875 (18,125)	35,000 352,000	(11,875) (11,875)
5300 + 9200	Merchandise Sales	97,901	88,800	72,703	88,500	(300)	88,500	0
5310	Bait Sales Total Merchandise	4,713 102,614	3,250 92,050	3,815 76,518	4,050 92,550	800 500	3,780 92,280	(270) (270)
5553	Programs-Charters Event Income	160 160	0 0	0 0	0 0	0 0	0 0	0 0
5040	Electric Service	4,696	5,100	4,059	4,245	(855)	4,500	255
5370	Sailing Program Marina Other	42,120 46,816	46,000 51,100	39,455 43,514	46,000 50,245	0 (855)	46,000 50,500	0 255
5036	Boat Wash Services Other Revenue	5,303 5,303	6,100 6,100	3,930 3,930	6,100 6,100	0 0	6,100 6,100	0 0

Department Budgets

Marinas Operating Rollup

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Non-Assessment Revenue	2,501,950	2,585,021	2,140,151	2,557,507	(27,514)	2,791,728	234,221
	Total Revenue	2,501,950	2,585,021	2,140,151	2,557,507	(27,514)	2,791,728	234,221
	<i>Cost of Goods Sold</i>							
5920	Gasoline COGS	307,957	276,000	205,575	237,750	38,250	237,750	0
5921	Diesel COGS	28,679	29,600	34,408	35,650	(6,050)	26,250	9,400
	Fuel COS	336,636	305,600	239,983	273,400	32,200	264,000	9,400
	<i>Merchandise</i>							
5900	Merchandise	65,716	57,769	48,460	57,525	244	57,525	0
5910	Bait	2,450	1,788	1,933	2,370	(582)	2,079	291
	Merchandise COS	68,166	59,557	50,393	59,895	(338)	59,604	291
5970	Sailing Program expense	13,652	15,000	11,543	15,000	0	15,000	0
	Total Cost of Sales	418,454	380,157	301,919	348,295	31,862	338,604	9,691
	Gross Margin	2,083,496	2,204,864	1,838,232	2,209,212	4,348	2,453,124	243,912
6000 + 6010 + 60...	Salaries & Wages	523,236	569,427	447,166	562,212	7,215	588,734	(26,522)
6200	Training & Memberships	5,679	6,000	1,046	1,175	4,825	5,000	(3,825)
6210	Uniforms	3,838	3,200	866	1,700	1,500	3,200	(1,500)
6020	Overtime	17,192	16,000	21,306	24,000	(8,000)	16,000	8,000
6211	Safety & Rain Gear	50	250	0	250	0	250	0
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	163,488	190,822	136,864	167,244	23,578	175,200	(7,956)
	Total Staffing	713,483	785,699	607,248	756,581	29,118	788,384	(31,803)
	<i>Other Expenses</i>							
7010	Mailing House	2,167	2,640	2,664	2,740	(100)	2,640	100
	Total Printing and Postage	2,167	2,640	2,664	2,740	(100)	2,640	100
7030	Office Supplies	1,789	1,375	1,711	2,125	(750)	1,925	200
7740	General Supplies/Equipment	4,982	3,384	6,630	6,850	(3,466)	12,750	(5,900)
7800	Small Tools	663	1,000	1,563	1,700	(700)	1,400	300
8110	Janitorial Supplies	2,232	1,551	1,759	1,850	(299)	1,600	250
	Office Supplies / Small Tools	9,666	7,310	11,663	12,525	(5,215)	17,675	(5,150)
7112 + 7113	Property Taxes	30,808	37,824	12,027	37,824	0	39,148	(1,324)
	Total Taxes	30,808	37,824	12,027	37,824	0	39,148	(1,324)
7315	Engineering Studies	3,000	6,000	12,200	12,200	(6,200)	8,000	4,200
7100	Insurance	471,430	527,267	425,448	512,453	14,814	576,840	(64,387)
7350	Operating Contingency	59,845	45,000	0	0	45,000	45,000	(45,000)
7170	Fees - Licenses	3,738	14,694	6,306	6,306	8,388	8,000	(1,694)
7410	Service Charges/CC Fees	260	250	175	250	0	250	0

Department Budgets

Marinas Operating Rollup

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
7181	Physical Inventory Adjustment	469	420	494	600	(180)	470	130
	Total Other	538,742	593,631	444,623	531,809	61,822	638,560	(106,751)
7005	Marketing Expenses	1,200	0	0	0	0	0	0
	Marketing Expenses	1,200	0	0	0	0	0	0
8105	Kayak Expenses	38	2,000	1,564	2,000	0	0	2,000
	Kayak Expenses	38	2,000	1,564	2,000	0	0	2,000
7240	Team Development	560	750	283	750	0	850	(100)
	Recruiting / Retention	560	750	283	750	0	850	(100)
7050	Communications	2,167	1,920	1,506	1,828	92	1,792	36
7060	Utilities	45,545	49,735	36,746	43,447	6,288	44,026	(579)
	Utilities	47,712	51,655	38,252	45,275	6,380	45,818	(543)
8100	PW Buildings Maintenance	13,673	11,000	9,255	12,000	(1,000)	12,000	0
7750	Boat Service Expense	491	420	115	250	170	500	(250)
8130	Member Boat Damage	1,103	2,000	7,496	9,000	(7,000)	5,000	4,000
8140	Equipment Maintenance	2,480	2,901	3,925	4,500	(1,599)	5,000	(500)
8141	Repair & Maint - Wiggins	34,952	36,750	63,379	65,000	(28,250)	40,000	25,000
8142	Repair & Maint - Docks & Grounds	37,707	35,000	70,087	103,991	(68,991)	50,000	53,991
8151	Repair & Maint- Seawall	26,539	65,000	124,125	433,000	(368,000)	20,000	413,000
8154	Channel Markers	10,750	1,000	616	1,000	0	1,000	0
	Total Repair & Maintenance	127,695	154,071	278,998	628,741	(474,670)	133,500	495,241
8152	Dredging Expense	138,205	150,891	159,449	159,449	(8,558)	168,000	(8,551)
	Total Dredging Expense	138,205	150,891	159,449	159,449	(8,558)	168,000	(8,551)
8230	Dry Trash Pickup	12,956	13,889	10,939	13,925	(36)	14,273	(348)
	Total Facilities	12,956	13,889	10,939	13,925	(36)	14,273	(348)
8300	Fuel & Lube	6,490	10,040	4,279	6,416	3,624	6,416	0
	Fleet Maintenance	6,490	10,040	4,279	6,416	3,624	6,416	0

Department Budgets

Marinas Operating Rollup

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
	Total Other Expenses	916,239	1,024,701	964,741	1,441,454	(416,753)	1,066,880	374,574
	Total Expenses	1,629,722	1,810,400	1,571,989	2,198,035	(387,635)	1,855,264	342,771
	Net Revenue Before Depreciation	453,774	394,464	266,243	11,177	(383,287)	597,860	586,683
9100	Depreciation	220,487	220,488	148,352	197,722	22,766	197,479	243
	Net Revenues Over Expenses	233,287	173,976	117,891	(186,545)	(360,521)	400,381	586,926

Department Budgets

Landings Harbor - 610

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Non-Assessment Revenue							
5520	Telecommunications Lease	\$16,440	\$16,440	\$14,930	\$16,440	\$0	\$16,440	\$0
	Rental Income	16,440	16,440	14,930	16,440	0	16,440	0
5030	Rack Rental - Jet Ski & Dingie	33,338	35,417	23,115	33,075	(2,342)	33,075	0
5031	Rack Rental - Boats	1,353,072	1,424,850	1,189,793	1,427,703	2,853	1,596,727	169,024
5032	Wet Slip Rental	171,738	180,083	146,995	176,803	(3,280)	200,305	23,502
5035	Boat Movement Fee	100	0	0	0	0	0	0
5033	Guest Slip Rental	2,086	1,000	3,065	3,500	2,500	1,500	(2,000)
	Boat Storage	1,560,334	1,641,350	1,362,968	1,641,081	(269)	1,831,607	190,526
5025	Rack Rental - Kayak	2,576	2,652	2,240	2,652	0	2,652	0
	Kayak Revenues	2,576	2,652	2,240	2,652	0	2,652	0
5320	Gasoline Sales	208,086	185,000	146,553	172,000	(13,000)	172,000	0
5321	Diesel Sales	3,944	5,000	7,888	16,875	11,875	5,000	(11,875)
	Fuel Sales	212,030	190,000	154,441	188,875	(1,125)	177,000	(11,875)
5300 + 9200	Merchandise Sales	94,617	85,000	69,252	85,000	0	85,000	0
5310	Bait Sales	4,188	3,000	3,299	3,500	500	3,500	0
	Total Merchandise	98,805	88,000	72,551	88,500	500	88,500	0
5553	Programs-Charters	160	0	0	0	0	0	0
	Event Income	160	0	0	0	0	0	0
5040	Electric Service	297	900	39	45	(855)	300	255
	Marina Other	297	900	39	45	(855)	300	255
5036	Boat Wash Services	5,228	6,000	3,875	6,000	0	6,000	0
	Other Revenue	5,228	6,000	3,875	6,000	0	6,000	0
	Non-Assessment Revenue	1,895,870	1,945,342	1,611,044	1,943,593	(1,749)	2,122,499	178,906
	Total Revenue	1,895,870	1,945,342	1,611,044	1,943,593	(1,749)	2,122,499	178,906
5920	Cost of Goods Sold							
	Gasoline COGS	163,209	148,000	106,781	129,000	19,000	129,000	0

Department Budgets

Landings Harbor - 610

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
5921	Diesel COGS	8,747	4,000	12,852	13,150	(9,150)	3,750	9,400
	Fuel COS	171,956	152,000	119,633	142,150	9,850	132,750	9,400
5900	Merchandise	63,884	55,250	47,680	55,250	0	55,250	0
5910	Bait	2,430	1,650	1,994	2,150	(500)	1,925	225
	Merchandise COS	66,314	56,900	49,674	57,400	(500)	57,175	225
	Total Cost of Sales	238,270	208,900	169,307	199,550	9,350	189,925	9,625
	Gross Margin	1,657,600	1,736,442	1,441,737	1,744,043	7,601	1,932,574	188,531
6000 + 6010 + 60...	Salaries & Wages	474,540	516,067	401,884	506,114	9,953	530,652	(24,538)
6200	Training & Memberships	3,391	4,000	871	1,000	3,000	4,000	(3,000)
6210	Uniforms	3,793	3,000	866	1,500	1,500	3,000	(1,500)
6020	Overtime	13,143	13,000	15,921	18,000	(5,000)	13,000	5,000
6211	Safety & Rain Gear	50	250	0	250	0	250	0
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	146,352	171,432	119,852	147,004	24,428	154,836	(7,832)
	Total Staffing	641,269	707,749	539,394	673,868	33,881	705,738	(31,870)
	Other Expenses							
7010	Mailing House	1,777	2,160	2,184	2,260	(100)	2,160	100
	Total Printing and Postage	1,777	2,160	2,184	2,260	(100)	2,160	100
7030	Office Supplies	1,477	1,225	885	1,225	0	1,225	0
7740	General Supplies/Equipment	4,096	2,884	5,884	6,000	(3,116)	3,000	3,000
7800	Small Tools	575	700	1,025	1,100	(400)	1,000	100
8110	Janitorial Supplies	1,428	1,051	1,103	1,150	(99)	1,100	50
	Office Supplies / Small Tools	7,576	5,860	8,897	9,475	(3,615)	6,325	3,150
7112 + 7113	Property Taxes	20,078	23,818	7,290	23,818	0	24,652	(834)
	Total Taxes	20,078	23,818	7,290	23,818	0	24,652	(834)
7315	Engineering Studies	3,000	6,000	12,200	12,200	(6,200)	8,000	4,200
7100	Insurance	306,429	342,724	276,541	333,094	9,630	374,946	(41,852)
7350	Operating Contingency	59,845	20,000	0	0	20,000	20,000	(20,000)
7170	Fees - Licenses	1,985	12,131	3,304	3,304	8,827	5,000	(1,696)
7181	Physical Inventory Adjustment	345	300	237	300	0	350	(50)
	Total Other	371,604	381,155	292,282	348,898	32,257	408,296	(59,398)

Department Budgets

Landings Harbor - 610

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
7240	Team Development	560	500	283	500	0	600	(100)
	Recruiting / Retention	560	500	283	500	0	600	(100)
7050	Communications	1,600	1,500	1,100	1,300	200	1,200	100
7060	Utilities	32,675	35,377	27,368	31,646	3,731	32,107	(461)
	Utilities	34,275	36,877	28,468	32,946	3,931	33,307	(361)
8100	PW Buildings Maintenance	9,814	8,000	8,843	9,000	(1,000)	9,000	0
7750	Boat Service Expense	491	420	115	250	170	500	(250)
8130	Member Boat Damage	1,103	2,000	7,496	9,000	(7,000)	5,000	4,000
8140	Equipment Maintenance	1,785	2,101	271	500	1,601	2,000	(1,500)
8141	Repair & Maint - Wiggins	34,952	36,750	63,379	65,000	(28,250)	40,000	25,000
8142	Repair & Maint - Docks & Grounds	30,123	25,000	48,817	81,991	(56,991)	30,000	51,991
8151	Repair & Maint- Seawall	26,539	65,000	124,125	433,000	(368,000)	20,000	413,000
	Total Repair & Maintenance	104,807	139,271	253,046	598,741	(459,470)	106,500	492,241
8152	Dredging Expense	138,205	150,891	159,449	159,449	(8,558)	168,000	(8,551)
	Total Dredging Expense	138,205	150,891	159,449	159,449	(8,558)	168,000	(8,551)
8230	Dry Trash Pickup	6,445	6,714	5,470	6,750	(36)	6,919	(169)
	Total Facilities	6,445	6,714	5,470	6,750	(36)	6,919	(169)
8300	Fuel & Lube	6,485	10,000	4,279	6,416	3,584	6,416	0
	Fleet Maintenance	6,485	10,000	4,279	6,416	3,584	6,416	0
	Total Other Expenses	691,812	757,246	761,648	1,189,253	(432,007)	763,175	426,078
	Total Expenses	1,333,081	1,464,995	1,301,042	1,863,121	(398,126)	1,468,913	394,208
	Net Revenue Before Depreciation	324,519	271,447	140,695	(119,078)	(390,525)	463,661	582,739
9100	Depreciation	157,299	157,299	101,089	134,704	22,595	134,462	242
	Net Revenues Over Expenses	167,220	114,148	39,606	(253,782)	(367,930)	329,199	582,981

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Department Budgets

Delegal - 630

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
	Non-Assessment Revenue							
5520	Telecommunications Lease	\$3,609	\$3,609	\$3,007	\$3,609	\$0	\$3,609	\$0
	Rental Income	3,609	3,609	3,007	3,609	0	3,609	0
5032	Wet Slip Rental	291,364	328,972	272,514	325,507	(3,465)	379,590	54,083
5033	Guest Slip Rental	14,853	18,500	10,265	13,500	(5,000)	13,500	0
	Boat Storage	306,217	347,472	282,779	339,007	(8,465)	393,090	54,083
5025	Rack Rental - Kayak	11,060	11,000	8,176	11,000	0	11,000	0
5026	Sticker/Registration - Kayak	140	300	0	0	(300)	0	0
5027	Rental - Kayak	1,341	1,500	1,074	1,500	0	1,530	30
	Kayak Revenues	12,541	12,800	9,250	12,500	(300)	12,530	30
5320	Gasoline Sales	179,770	160,000	132,916	145,000	(15,000)	145,000	0
5321	Diesel Sales	25,497	32,000	29,119	30,000	(2,000)	30,000	0
	Fuel Sales	205,267	192,000	162,035	175,000	(17,000)	175,000	0
5300 + 9200	Merchandise Sales	3,284	3,800	3,451	3,500	(300)	3,500	0
5310	Bait Sales	525	250	516	550	300	280	(270)
	Total Merchandise	3,809	4,050	3,967	4,050	0	3,780	(270)
5040	Electric Service	4,399	4,200	4,020	4,200	0	4,200	0
	Marina Other	4,399	4,200	4,020	4,200	0	4,200	0
5036	Boat Wash Services	75	100	55	100	0	100	0
	Other Revenue	75	100	55	100	0	100	0
	Non-Assessment Revenue	535,917	564,231	465,113	538,466	(25,765)	592,309	53,843
	Total Revenue	535,917	564,231	465,113	538,466	(25,765)	592,309	53,843
	Cost of Goods Sold							
5920	Gasoline COGS	144,748	128,000	98,794	108,750	19,250	108,750	0
5921	Diesel COGS	19,932	25,600	21,555	22,500	3,100	22,500	0
	Fuel COS	164,680	153,600	120,349	131,250	22,350	131,250	0

Department Budgets

Delegal - 630

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
5900	Merchandise	1,832	2,519	779	2,275	244	2,275	0
5910	Bait	20	138	(61)	220	(82)	154	66
	Merchandise COS	1,852	2,657	718	2,495	162	2,429	66
	Total Cost of Sales	166,532	156,257	121,067	133,745	22,512	133,679	66
	Gross Margin	369,385	407,974	344,046	404,721	(3,253)	458,630	53,909
6000 + 6010 + 60...	Salaries & Wages	48,696	53,360	45,283	56,099	(2,739)	58,082	(1,983)
6200	Training & Memberships	2,288	2,000	175	175	1,825	1,000	(825)
6210	Uniforms	45	200	0	200	0	200	0
6020	Overtime	4,049	3,000	5,385	6,000	(3,000)	3,000	3,000
	Benefits (401(k), WC, LI, STD, LTD, Taxes)	17,136	19,391	17,011	20,240	(849)	20,362	(122)
	Total Staffing	72,214	77,951	67,854	82,714	(4,763)	82,644	70
	Other Expenses							
7010	Mailing House	390	480	480	480	0	480	0
	Total Printing and Postage	390	480	480	480	0	480	0
7030	Office Supplies	312	150	826	900	(750)	700	200
7740	General Supplies/Equipment	885	500	746	850	(350)	2,750	(1,900)
7800	Small Tools	88	300	538	600	(300)	400	200
8110	Janitorial Supplies	804	500	656	700	(200)	500	200
	Office Supplies / Small Tools	2,089	1,450	2,766	3,050	(1,600)	4,350	(1,300)
7112 + 7113	Property Taxes	10,731	14,006	4,737	14,006	0	14,496	(490)
	Total Taxes	10,731	14,006	4,737	14,006	0	14,496	(490)
7100	Insurance	165,000	184,544	148,907	179,358	5,186	201,894	(22,536)
7350	Operating Contingency	0	25,000	0	0	25,000	25,000	(25,000)
7170	Fees - Licenses	1,753	2,563	3,002	3,002	(439)	3,000	2
7410	Service Charges/CC Fees	260	250	175	250	0	250	0
7181	Physical Inventory Adjustment	125	120	258	300	(180)	120	180
	Total Other	167,138	212,477	152,342	182,910	29,567	230,264	(47,354)
7005	Marketing Expenses	1,200	0	0	0	0	0	0
	Marketing Expenses	1,200	0	0	0	0	0	0
8105	Kayak Expenses	38	2,000	1,564	2,000	0	0	2,000
	Kayak Expenses	38	2,000	1,564	2,000	0	0	2,000

Department Budgets

Delegal - 630

10/27/2025

Account	Description	2024 Actual	2025 Budget	2025 YTD	2025 YE EST	2025 YE EST vs. 2025 Budget	2026 Budget	2026 Budget vs. 2025 YE EST
7240	Team Development	0	250	0	250	0	250	0
	Recruiting / Retention	0	250	0	250	0	250	0
7050	Communications	567	420	406	528	(108)	592	(64)
7060	Utilities	12,870	14,357	9,378	11,801	2,556	11,919	(118)
	Utilities	13,437	14,777	9,784	12,329	2,448	12,511	(182)
8100	PW Buildings Maintenance	3,859	3,000	412	3,000	0	3,000	0
8140	Equipment Maintenance	695	800	3,654	4,000	(3,200)	3,000	1,000
8142	Repair & Maint - Docks & Grounds	7,585	10,000	21,270	22,000	(12,000)	20,000	2,000
8154	Channel Markers	10,750	1,000	616	1,000	0	1,000	0
	Total Repair & Maintenance	22,889	14,800	25,952	30,000	(15,200)	27,000	3,000
8230	Dry Trash Pickup	6,511	7,175	5,470	7,175	0	7,354	(179)
	Total Facilities	6,511	7,175	5,470	7,175	0	7,354	(179)
8300	Fuel & Lube	5	40	0	0	40	0	0
	Fleet Maintenance	5	40	0	0	40	0	0
	Total Other Expenses	224,428	267,455	203,095	252,200	15,255	296,705	(44,505)
	Total Expenses	296,642	345,406	270,949	334,914	10,492	379,349	(44,435)
	Net Revenue Before Depreciation	72,743	62,568	73,097	69,807	7,239	79,281	9,474
9100	Depreciation	61,633	61,633	46,100	61,466	167	61,466	0
	Net Revenues Over Expenses	11,110	935	26,997	8,341	7,406	17,815	9,474

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Department Budgets

LMS - 650

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
	Non-Assessment Revenue							
5140	Service Agreement - Marine Service Service Agreements	\$28,045 28,045	\$29,448 29,448	\$24,540 24,540	\$29,448 29,448	\$0 0	\$30,920 30,920	\$1,472 1,472
	Non-Assessment Revenue	28,045	29,448	24,540	29,448	0	30,920	1,472
	Total Revenue	28,045	29,448	24,540	29,448	0	30,920	1,472
	Cost of Goods Sold							
	Gross Margin	28,045	29,448	24,540	29,448	0	30,920	1,472
	Other Expenses							
7740	General Supplies/Equipment Office Supplies / Small Tools	0 0	0 0	0 0	0 0	0 0	7,000 7,000	(7,000) (7,000)

Department Budgets

LMS - 650

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
	Total Other Expenses	0	0	0	0	0	7,000	(7,000)
	Total Expenses	0	0	0	0	0	7,000	(7,000)
	Net Revenue Before Depreciation	28,045	29,448	24,540	29,448	0	23,920	(5,528)
9100	Depreciation	1,555	1,555	1,163	1,551	4	1,551	0
	Net Revenues Over Expenses	26,490	27,893	23,377	27,897	4	22,369	(5,528)

Department Budgets

Sailing Prog-660

10/27/2025

<u>Account</u>	<u>Description</u>	<u>2024 Actual</u>	<u>2025 Budget</u>	<u>2025 YTD</u>	<u>2025 YE EST</u>	<u>2025 YE EST vs. 2025 Budget</u>	<u>2026 Budget</u>	<u>2026 Budget vs. 2025 YE EST</u>
	Non-Assessment Revenue							
5370	Sailing Program	\$42,120	\$46,000	\$39,455	\$46,000	\$0	\$46,000	\$0
	Marina Other	42,120	46,000	39,455	46,000	0	46,000	0
	Non-Assessment Revenue	42,120	46,000	39,455	46,000	0	46,000	0
	Total Revenue	42,120	46,000	39,455	46,000	0	46,000	0
	Cost of Goods Sold							
5970	Sailing Program expense	13,652	15,000	11,543	15,000	0	15,000	0
	Total Cost of Sales	13,652	15,000	11,543	15,000	0	15,000	0
	Gross Margin	28,468	31,000	27,912	31,000	0	31,000	0
	Other Expenses							

Department Budgets

Sailing Prog-660

10/27/2025

[illegible]

Long Range Financial Plan

Marinas Operating Rollup
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Non-Assessment Revenue									
Service Agreement - Marine Service	\$28,045	\$29,448	\$29,448	\$30,920	\$32,466	\$34,089	\$35,794	\$37,584	\$39,463
Service Agreements	28,045	29,448	29,448	30,920	32,466	34,089	35,794	37,584	39,463
Telecommunications Lease	20,049	20,049	20,049	20,049	20,049	20,049	20,049	20,049	20,049
Rental Income	20,049	20,049	20,049	20,049	20,049	20,049	20,049	20,049	20,049
Rack Rental - Jet Ski & Dingie	33,338	35,417	33,075	33,075	33,075	33,075	33,075	33,075	33,075
Rack Rental - Boats	1,353,072	1,424,850	1,427,703	1,596,727	1,756,400	1,932,040	2,125,244	2,125,244	2,125,244
Wet Slip Rental	463,101	509,055	502,310	579,895	637,885	701,673	771,840	771,840	771,840
Boat Movement Fee	100	0	0	0	0	0	0	0	0
Guest Slip Rental	16,939	19,500	17,000	15,000	15,000	15,000	15,000	15,000	15,000
Boat Storage	1,866,550	1,988,822	1,980,088	2,224,697	2,442,360	2,681,788	2,945,159	2,945,159	2,945,159
Rack Rental - Kayak	13,636	13,652	13,652	13,652	13,652	13,652	13,652	13,652	13,652
Sticker/Registration - Kayak	140	300	0	0	0	0	0	0	0
Rental - Kayak	1,341	1,500	1,500	1,530	1,561	1,592	1,624	1,656	1,689
Kayak Revenues	15,117	15,452	15,152	15,182	15,213	15,244	15,276	15,308	15,341
Gasoline Sales	387,856	345,000	317,000	317,000	317,000	317,000	317,000	317,000	317,000
Diesel Sales	29,440	37,000	46,875	35,000	35,000	35,000	35,000	35,000	35,000
Fuel Sales	417,296	382,000	363,875	352,000	352,000	352,000	352,000	352,000	352,000
Merchandise Sales	97,901	88,800	88,500	88,500	88,500	88,500	88,500	88,500	88,500
Bait Sales	4,713	3,250	4,050	3,780	3,780	3,780	3,780	3,780	3,780
Total Merchandise	102,614	92,050	92,550	92,280	92,280	92,280	92,280	92,280	92,280
Programs-Charters	160	0	0	0	0	0	0	0	0
Event Income	160	0	0	0	0	0	0	0	0
Electric Service	4,696	5,100	4,245	4,500	4,500	4,500	4,500	4,500	4,500
Sailing Program	42,120	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000
Marina Other	46,816	51,100	50,245	50,500	50,500	50,500	50,500	50,500	50,500
Boat Wash Services	5,303	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100
Other Revenue	5,303	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100
Non-Assessment Revenue	2,501,950	2,585,021	2,557,507	2,791,728	3,010,968	3,252,050	3,517,158	3,518,980	3,520,892
Total Revenue	2,501,950	2,585,021	2,557,507	2,791,728	3,010,968	3,252,050	3,517,158	3,518,980	3,520,892
Cost of Goods Sold									

Long Range Financial Plan

Marinas Operating Rollup 10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Gasoline COGS	307,957	276,000	237,750	237,750	237,750	237,750	237,750	237,750	237,750
Diesel COGS	28,679	29,600	35,650	26,250	26,250	26,250	26,250	26,250	26,250
Fuel COS	336,636	305,600	273,400	264,000	264,000	264,000	264,000	264,000	264,000
Merchandise	65,716	57,769	57,525	57,525	57,525	57,525	57,525	57,525	57,525
Bait	2,450	1,788	2,370	2,079	2,079	2,079	2,079	2,079	2,079
Merchandise COS	68,166	59,557	59,895	59,604	59,604	59,604	59,604	59,604	59,604
Sailing Program expense	13,652	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total Cost of Sales	418,454	380,157	348,295	338,604	338,604	338,604	338,604	338,604	338,604
Gross Margin	2,083,496	2,204,864	2,209,212	2,453,124	2,672,364	2,913,446	3,178,554	3,180,376	3,182,288
Salaries & Wages	523,236	569,427	562,212	588,734	609,050	630,067	651,812	674,308	697,582
Training & Memberships	5,679	6,000	1,175	5,000	7,000	7,000	7,000	7,000	7,000
Uniforms	3,838	3,200	1,700	3,200	3,200	3,200	3,200	3,200	3,200
Overtime	17,192	16,000	24,000	16,000	16,000	16,000	16,000	16,000	16,000
Safety & Rain Gear	50	250	250	250	250	250	250	250	250
Benefits (401(k), WC, LI, STD, LTD, Taxes)	163,488	190,822	167,244	175,200	179,145	183,231	187,465	191,852	196,395
Total Staffing	713,483	785,699	756,581	788,384	814,645	839,748	865,727	892,610	920,427
Other Expenses									
Mailing House	2,167	2,640	2,740	2,640	2,640	2,640	2,640	2,640	2,640
Total Printing and Postage	2,167	2,640	2,740	2,640	2,640	2,640	2,640	2,640	2,640
Office Supplies	1,789	1,375	2,125	1,925	1,925	1,925	1,925	1,925	1,925
General Supplies/Equipment	4,982	3,384	6,850	12,750	3,750	4,750	4,750	4,750	4,750
Small Tools	663	1,000	1,700	1,400	1,200	1,200	1,400	1,200	1,200
Janitorial Supplies	2,232	1,551	1,850	1,600	1,600	1,600	1,600	1,600	1,600
Office Supplies / Small Tools	9,666	7,310	12,525	17,675	8,475	9,475	9,675	9,475	9,475
Property Taxes	30,808	37,824	37,824	39,148	41,105	43,161	45,319	47,585	49,964
Total Taxes	30,808	37,824	37,824	39,148	41,105	43,161	45,319	47,585	49,964
Engineering Studies	3,000	6,000	12,200	8,000	5,000	5,000	8,000	5,000	5,000
Insurance	471,430	527,267	512,453	576,840	605,682	635,966	667,764	701,152	736,210
Operating Contingency	59,845	45,000	0	45,000	45,000	45,000	45,000	45,000	45,000
Fees - Licenses	3,738	14,694	6,306	8,000	8,000	8,000	8,000	8,000	8,000
Service Charges/CC Fees	260	250	250	250	250	250	250	250	250
Physical Inventory Adjustment	469	420	600	470	470	470	470	470	470
Total Other	538,742	593,631	531,809	638,560	664,402	694,686	729,484	759,872	794,930
Marketing Expenses	1,200	0	0	0	0	0	0	0	0
Marketing Expenses	1,200	0	0	0	0	0	0	0	0
Kayak Expenses	38	2,000	2,000	0	2,000	0	2,000	0	3,000

Long Range Financial Plan

Marinas Operating Rollup
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Kayak Expenses	38	2,000	2,000	0	2,000	0	2,000	0	3,000
Team Development	560	750	750	850	850	850	850	850	850
Recruiting / Retention	560	750	750	850	850	850	850	850	850
Communications	2,167	1,920	1,828	1,792	1,792	1,792	1,792	1,792	1,792
Utilities	45,545	49,735	43,447	44,026	45,347	46,708	48,109	49,552	51,039
Utilities	47,712	51,655	45,275	45,818	47,139	48,500	49,901	51,344	52,831
PW Buildings Maintenance	13,673	11,000	12,000	12,000	13,000	13,000	13,000	13,000	13,000
Boat Service Expense	491	420	250	500	500	500	500	500	500
Member Boat Damage	1,103	2,000	9,000	5,000	5,000	5,000	5,000	5,000	5,000
Equipment Maintenance	2,480	2,901	4,500	5,000	3,000	3,000	3,000	3,000	3,000
Repair & Maint - Wiggins	34,952	36,750	65,000	40,000	40,000	40,000	40,000	40,000	40,000
Repair & Maint - Docks & Grounds	37,707	35,000	103,991	50,000	50,000	50,000	50,000	63,506	50,000
Repair & Maint- Seawall	26,539	65,000	433,000	20,000	20,000	20,000	20,000	20,000	20,000
Channel Markers	10,750	1,000	1,000	1,000	0	1,000	0	1,000	0
Total Repair & Maintenance	127,695	154,071	628,741	133,500	131,500	132,500	131,500	146,006	131,500
Dredging Expense	138,205	150,891	159,449	168,000	168,000	168,000	168,000	168,000	168,000
Total Dredging Expense	138,205	150,891	159,449	168,000	168,000	168,000	168,000	168,000	168,000
Dry Trash Pickup	12,956	13,889	13,925	14,273	14,559	14,850	15,147	15,450	15,759
Total Facilities	12,956	13,889	13,925	14,273	14,559	14,850	15,147	15,450	15,759
Fuel & Lube	6,490	10,040	6,416	6,416	6,416	6,416	6,416	6,416	6,416
Fleet Maintenance	6,490	10,040	6,416	6,416	6,416	6,416	6,416	6,416	6,416
Total Other Expenses	916,239	1,024,701	1,441,454	1,066,880	1,087,086	1,121,078	1,160,932	1,207,638	1,235,365
Total Expenses	1,629,722	1,810,400	2,198,035	1,855,264	1,901,731	1,960,826	2,026,659	2,100,248	2,155,792
Net Revenue Before Depreciation	453,774	394,464	11,177	597,860	770,633	952,620	1,151,895	1,080,128	1,026,496
Depreciation	220,487	220,488	197,722	197,479	197,479	197,479	197,479	197,479	197,479
Net Revenues Over Expenses	233,287	173,976	(186,545)	400,381	573,154	755,141	954,416	882,649	829,017

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Long Range Financial Plan

Landings Harbor - 610

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Non-Assessment Revenue									
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	33,338	35,417	33,075	33,075	33,075	33,075	33,075	33,075	33,075
Rack Rental - Boats	1,353,072	1,424,850	1,427,703	1,596,727	1,756,400	1,932,040	2,125,244	2,125,244	2,125,244
Wet Slip Rental	171,738	180,083	176,803	200,305	220,336	242,369	266,606	266,606	266,606
Boat Movement Fee	100	0	0	0	0	0	0	0	0
Guest Slip Rental	2,086	1,000	3,500	1,500	1,500	1,500	1,500	1,500	1,500
Boat Storage	1,560,334	1,641,350	1,641,081	1,831,607	2,011,311	2,208,984	2,426,425	2,426,425	2,426,425
Rack Rental - Kayak	2,576	2,652	2,652	2,652	2,652	2,652	2,652	2,652	2,652
Kayak Revenues	2,576	2,652	2,652	2,652	2,652	2,652	2,652	2,652	2,652
Gasoline Sales	208,086	185,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000
Diesel Sales	3,944	5,000	16,875	5,000	5,000	5,000	5,000	5,000	5,000
Fuel Sales	212,030	190,000	188,875	177,000	177,000	177,000	177,000	177,000	177,000
Merchandise Sales	94,617	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Bait Sales	4,188	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Total Merchandise	98,805	88,000	88,500	88,500	88,500	88,500	88,500	88,500	88,500
Programs-Charters	160	0	0	0	0	0	0	0	0
Event Income	160	0	0	0	0	0	0	0	0
Electric Service	297	900	45	300	300	300	300	300	300
Marina Other	297	900	45	300	300	300	300	300	300
Boat Wash Services	5,228	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Other Revenue	5,228	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Non-Assessment Revenue	1,895,870	1,945,342	1,943,593	2,122,499	2,302,203	2,499,876	2,717,317	2,717,317	2,717,317
Total Revenue	1,895,870	1,945,342	1,943,593	2,122,499	2,302,203	2,499,876	2,717,317	2,717,317	2,717,317
Cost of Goods Sold									
Gasoline COGS	163,209	148,000	129,000	129,000	129,000	129,000	129,000	129,000	129,000
Diesel COGS	8,747	4,000	13,150	3,750	3,750	3,750	3,750	3,750	3,750
Fuel COS	171,956	152,000	142,150	132,750	132,750	132,750	132,750	132,750	132,750
Merchandise	63,884	55,250	55,250	55,250	55,250	55,250	55,250	55,250	55,250

Long Range Financial Plan

Landings Harbor - 610

10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Bait	2,430	1,650	2,150	1,925	1,925	1,925	1,925	1,925	1,925
Merchandise COS	66,314	56,900	57,400	57,175	57,175	57,175	57,175	57,175	57,175
Total Cost of Sales	238,270	208,900	199,550	189,925	189,925	189,925	189,925	189,925	189,925
Gross Margin	1,657,600	1,736,442	1,744,043	1,932,574	2,112,278	2,309,951	2,527,392	2,527,392	2,527,392
Salaries & Wages	474,540	516,067	506,114	530,652	549,225	568,448	588,344	608,936	630,249
Training & Memberships	3,391	4,000	1,000	4,000	6,000	6,000	6,000	6,000	6,000
Uniforms	3,793	3,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000
Overtime	13,143	13,000	18,000	13,000	13,000	13,000	13,000	13,000	13,000
Safety & Rain Gear	50	250	250	250	250	250	250	250	250
Benefits (401(k), WC, LI, STD, LTD, Taxes)	146,352	171,432	147,004	154,836	158,320	161,927	165,665	169,536	173,545
Total Staffing	641,269	707,749	673,868	705,738	729,795	752,625	776,259	800,722	826,044
Other Expenses									
Mailing House	1,777	2,160	2,260	2,160	2,160	2,160	2,160	2,160	2,160
Total Printing and Postage	1,777	2,160	2,260	2,160	2,160	2,160	2,160	2,160	2,160
Office Supplies	1,477	1,225	1,225	1,225	1,225	1,225	1,225	1,225	1,225
General Supplies/Equipment	4,096	2,884	6,000	3,000	3,000	4,000	4,000	4,000	4,000
Small Tools	575	700	1,100	1,000	800	800	1,000	800	800
Janitorial Supplies	1,428	1,051	1,150	1,100	1,100	1,100	1,100	1,100	1,100
Office Supplies / Small Tools	7,576	5,860	9,475	6,325	6,125	7,125	7,325	7,125	7,125
Property Taxes	20,078	23,818	23,818	24,652	25,884	27,179	28,537	29,964	31,463
Total Taxes	20,078	23,818	23,818	24,652	25,884	27,179	28,537	29,964	31,463
Engineering Studies	3,000	6,000	12,200	8,000	5,000	5,000	8,000	5,000	5,000
Insurance	306,429	342,724	333,094	374,946	393,693	413,378	434,047	455,749	478,536
Operating Contingency	59,845	20,000	0	20,000	20,000	20,000	20,000	20,000	20,000
Fees - Licenses	1,985	12,131	3,304	5,000	5,000	5,000	5,000	5,000	5,000
Physical Inventory Adjustment	345	300	300	350	350	350	350	350	350
Total Other	371,604	381,155	348,898	408,296	424,043	443,728	467,397	486,099	508,886
Team Development	560	500	500	600	600	600	600	600	600
Recruiting / Retention	560	500	500	600	600	600	600	600	600
Communications	1,600	1,500	1,300	1,200	1,200	1,200	1,200	1,200	1,200
Utilities	32,675	35,377	31,646	32,107	33,070	34,063	35,084	36,137	37,221
Utilities	34,275	36,877	32,946	33,307	34,270	35,263	36,284	37,337	38,421

Long Range Financial Plan

Landings Harbor - 610
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
PW Buildings Maintenance	9,814	8,000	9,000	9,000	10,000	10,000	10,000	10,000	10,000
Boat Service Expense	491	420	250	500	500	500	500	500	500
Member Boat Damage	1,103	2,000	9,000	5,000	5,000	5,000	5,000	5,000	5,000
Equipment Maintenance	1,785	2,101	500	2,000	2,000	2,000	2,000	2,000	2,000
Repair & Maint - Wiggins	34,952	36,750	65,000	40,000	40,000	40,000	40,000	40,000	40,000
Repair & Maint - Docks & Grounds	30,123	25,000	81,991	30,000	30,000	30,000	30,000	30,000	30,000
Repair & Maint- Seawall	26,539	65,000	433,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Repair & Maintenance	104,807	139,271	598,741	106,500	107,500	107,500	107,500	107,500	107,500
Dredging Expense	138,205	150,891	159,449	168,000	168,000	168,000	168,000	168,000	168,000
Total Dredging Expense	138,205	150,891	159,449	168,000	168,000	168,000	168,000	168,000	168,000
Dry Trash Pickup	6,445	6,714	6,750	6,919	7,057	7,198	7,342	7,489	7,639
Total Facilities	6,445	6,714	6,750	6,919	7,057	7,198	7,342	7,489	7,639
Fuel & Lube	6,485	10,000	6,416	6,416	6,416	6,416	6,416	6,416	6,416
Fleet Maintenance	6,485	10,000	6,416	6,416	6,416	6,416	6,416	6,416	6,416
Total Other Expenses	691,812	757,246	1,189,253	763,175	782,055	805,169	831,561	852,690	878,210
Total Expenses	1,333,081	1,464,995	1,863,121	1,468,913	1,511,850	1,557,794	1,607,820	1,653,412	1,704,254
Net Revenue Before Depreciation	324,519	271,447	(119,078)	463,661	600,428	752,157	919,572	873,980	823,138
Depreciation	157,299	157,299	134,704	134,462	134,462	134,462	134,462	134,462	134,462
Net Revenues Over Expenses	167,220	114,148	(253,782)	329,199	465,966	617,695	785,110	739,518	688,676

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Long Range Financial Plan

Delegal - 630
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Non-Assessment Revenue									
Telecommunications Lease	\$3,609	\$3,609	\$3,609	\$3,609	\$3,609	\$3,609	\$3,609	\$3,609	\$3,609
Rental Income	3,609	3,609	3,609	3,609	3,609	3,609	3,609	3,609	3,609
Wet Slip Rental	291,364	328,972	325,507	379,590	417,549	459,304	505,234	505,234	505,234
Guest Slip Rental	14,853	18,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500
Boat Storage	306,217	347,472	339,007	393,090	431,049	472,804	518,734	518,734	518,734
Rack Rental - Kayak	11,060	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Sticker/Registration - Kayak	140	300	0	0	0	0	0	0	0
Rental - Kayak	1,341	1,500	1,500	1,530	1,561	1,592	1,624	1,656	1,689
Kayak Revenues	12,541	12,800	12,500	12,530	12,561	12,592	12,624	12,656	12,689
Gasoline Sales	179,770	160,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000
Diesel Sales	25,497	32,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Fuel Sales	205,267	192,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Merchandise Sales	3,284	3,800	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Bait Sales	525	250	550	280	280	280	280	280	280
Total Merchandise	3,809	4,050	4,050	3,780	3,780	3,780	3,780	3,780	3,780
Electric Service	4,399	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200
Marina Other	4,399	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200
Boat Wash Services	75	100	100	100	100	100	100	100	100
Other Revenue	75	100	100	100	100	100	100	100	100
Non-Assessment Revenue	535,917	564,231	538,466	592,309	630,299	672,085	718,047	718,079	718,112
Total Revenue	535,917	564,231	538,466	592,309	630,299	672,085	718,047	718,079	718,112
Cost of Goods Sold									
Gasoline COGS	144,748	128,000	108,750	108,750	108,750	108,750	108,750	108,750	108,750
Diesel COGS	19,932	25,600	22,500	22,500	22,500	22,500	22,500	22,500	22,500
Fuel COS	164,680	153,600	131,250	131,250	131,250	131,250	131,250	131,250	131,250
Merchandise	1,832	2,519	2,275	2,275	2,275	2,275	2,275	2,275	2,275
Bait	20	138	220	154	154	154	154	154	154
Merchandise COS	1,852	2,657	2,495	2,429	2,429	2,429	2,429	2,429	2,429

Long Range Financial Plan

Delegal - 630
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Total Cost of Sales	166,532	156,257	133,745	133,679	133,679	133,679	133,679	133,679	133,679
Gross Margin	369,385	407,974	404,721	458,630	496,620	538,406	584,368	584,400	584,433
Salaries & Wages	48,696	53,360	56,099	58,082	59,824	61,619	63,468	65,372	67,333
Training & Memberships	2,288	2,000	175	1,000	1,000	1,000	1,000	1,000	1,000
Uniforms	45	200	200	200	200	200	200	200	200
Overtime	4,049	3,000	6,000	3,000	3,000	3,000	3,000	3,000	3,000
Benefits (401(k), WC, LI, STD, LTD, Taxes)	17,136	19,391	20,240	20,362	20,826	21,305	21,801	22,316	22,850
Total Staffing	72,214	77,951	82,714	82,644	84,850	87,124	89,469	91,888	94,383
Other Expenses									
Mailing House	390	480	480	480	480	480	480	480	480
Total Printing and Postage	390	480	480	480	480	480	480	480	480
Office Supplies	312	150	900	700	700	700	700	700	700
General Supplies/Equipment	885	500	850	2,750	750	750	750	750	750
Small Tools	88	300	600	400	400	400	400	400	400
Janitorial Supplies	804	500	700	500	500	500	500	500	500
Office Supplies / Small Tools	2,089	1,450	3,050	4,350	2,350	2,350	2,350	2,350	2,350
Property Taxes	10,731	14,006	14,006	14,496	15,221	15,982	16,781	17,620	18,501
Total Taxes	10,731	14,006	14,006	14,496	15,221	15,982	16,781	17,620	18,501
Insurance	165,000	184,544	179,358	201,894	211,989	222,588	233,717	245,403	257,673
Operating Contingency	0	25,000	0	25,000	25,000	25,000	25,000	25,000	25,000
Fees - Licenses	1,753	2,563	3,002	3,000	3,000	3,000	3,000	3,000	3,000
Service Charges/CC Fees	260	250	250	250	250	250	250	250	250
Physical Inventory Adjustment	125	120	300	120	120	120	120	120	120
Total Other	167,138	212,477	182,910	230,264	240,359	250,958	262,087	273,773	286,043
Marketing Expenses	1,200	0	0	0	0	0	0	0	0
Marketing Expenses	1,200	0	0	0	0	0	0	0	0
Kayak Expenses	38	2,000	2,000	0	2,000	0	2,000	0	3,000
Kayak Expenses	38	2,000	2,000	0	2,000	0	2,000	0	3,000
Team Development	0	250	250	250	250	250	250	250	250
Recruiting / Retention	0	250	250	250	250	250	250	250	250
Communications	567	420	528	592	592	592	592	592	592
Utilities	12,870	14,357	11,801	11,919	12,277	12,645	13,024	13,415	13,817
Utilities	13,437	14,777	12,329	12,511	12,869	13,237	13,616	14,007	14,409

Long Range Financial Plan

Delegal - 630
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
PW Buildings Maintenance	3,859	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Equipment Maintenance	695	800	4,000	3,000	1,000	1,000	1,000	1,000	1,000
Repair & Maint - Docks & Grounds	7,585	10,000	22,000	20,000	20,000	20,000	20,000	33,506	20,000
Channel Markers	10,750	1,000	1,000	1,000	0	1,000	0	1,000	0
Total Repair & Maintenance	22,889	14,800	30,000	27,000	24,000	25,000	24,000	38,506	24,000
Dry Trash Pickup	6,511	7,175	7,175	7,354	7,501	7,651	7,805	7,961	8,120
Total Facilities	6,511	7,175	7,175	7,354	7,501	7,651	7,805	7,961	8,120
Fuel & Lube	5	40	0	0	0	0	0	0	0
Fleet Maintenance	5	40	0	0	0	0	0	0	0
Total Other Expenses	224,428	267,455	252,200	296,705	305,030	315,908	329,369	354,947	357,153
Total Expenses	296,642	345,406	334,914	379,349	389,880	403,032	418,838	446,835	451,536
Net Revenue Before Depreciation	72,743	62,568	69,807	79,281	106,740	135,374	165,530	137,565	132,897
Depreciation	61,633	61,633	61,466	61,466	61,466	61,466	61,466	61,466	61,466
Net Revenues Over Expenses	11,110	935	8,341	17,815	45,274	73,908	104,064	76,099	71,431

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Long Range Financial Plan

LMS - 650
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Non-Assessment Revenue									
Service Agreement - Marine Service	\$28,045	\$29,448	\$29,448	\$30,920	\$32,466	\$34,089	\$35,794	\$37,584	\$39,463
Service Agreements	28,045	29,448	29,448	30,920	32,466	34,089	35,794	37,584	39,463
Non-Assessment Revenue	28,045	29,448	29,448	30,920	32,466	34,089	35,794	37,584	39,463
Total Revenue	28,045	29,448	29,448	30,920	32,466	34,089	35,794	37,584	39,463
Cost of Goods Sold									
Gross Margin	28,045	29,448	29,448	30,920	32,466	34,089	35,794	37,584	39,463
Other Expenses									
General Supplies/Equipment	0	0	0	7,000	0	0	0	0	0
Office Supplies / Small Tools	0	0	0	7,000	0	0	0	0	0

Long Range Financial Plan

LMS - 650
10/27/2025

<i>Description</i>	<i>2024 Actual</i>	<i>2025 Budget</i>	<i>2025 YE EST</i>	<i>2026 Budget</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>	<i>2031 Plan</i>
Total Other Expenses	0	0	0	7,000	0	0	0	0	0
Total Expenses	0	0	0	7,000	0	0	0	0	0
Net Revenue Before Depreciation	28,045	29,448	29,448	23,920	32,466	34,089	35,794	37,584	39,463
<i>Depreciation</i>	<i>1,555</i>	<i>1,555</i>	<i>1,551</i>	<i>1,551</i>	<i>1,551</i>	<i>1,551</i>	<i>1,551</i>	<i>1,551</i>	<i>1,551</i>
Net Revenues Over Expenses	26,490	27,893	27,897	22,369	30,915	32,538	34,243	36,033	37,912

Long Range Financial Plan

Sailing Prog-660
10/27/2025

Description	2024 Actual	2025 Budget	2025 YE EST	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
Non-Assessment Revenue									
Sailing Program	\$42,120	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000
Marina Other	42,120	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000
Non-Assessment Revenue	42,120	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000
Total Revenue	42,120	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000
Cost of Goods Sold									
Sailing Program expense	13,652	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total Cost of Sales	13,652	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Gross Margin	28,468	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000
Other Expenses									

Long Range Financial Plan

Sailing Prog-660
10/27/2025

<i>Description</i>	<i>2024 Actual</i>	<i>2025 Budget</i>	<i>2025 YE EST</i>	<i>2026 Budget</i>	<i>2027 Plan</i>	<i>2028 Plan</i>	<i>2029 Plan</i>	<i>2030 Plan</i>	<i>2031 Plan</i>
Net Revenue Before Depreciation	28,468	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000
Net Revenues Over Expenses	28,468	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000

Capital Asset Management Plan

The Landings Association

apital Asset Management Policy

Capital reserves are funds set aside for significant capital improvements and replacements. These include infrastructure such as roads, community paths/trails, storm drains, bridges, seawalls, piers, and major equipment and machinery.

Actual capital expenditures fluctuate annually, driven by the rate of wear and tear on The Landings Association's property, plant, and equipment. Pay-as-you-go funding models demand precise forecasting and can lead to substantial variations in regular Assessments, postponement of necessary projects, and, at times, Special Assessments. In contrast, a well-funded reserve allows capital spending to be guided by the annual budgeting process, detailed project evaluations, staff and committee recommendations, and final approval by the elected Board of Directors.

Reserve funding represents an equitable approach for all property owners, distributing the annual cost of usage fairly. By contributing to reserves, owners effectively pay for the depreciation of community assets as they benefit from them, rather than facing large future assessments when replacements become necessary. The alternative to establishing reserves, borrow from financial institutions at the time of replacement. This method is more expensive due to interest costs and would require ongoing debt management.

This policy establishes:

- A standardized method of calculating the minimum acceptable reserve level (threshold), based on an annually updated Reserve Study
- A clear statement identifying the source of reserve funding
- A defined process for determining which Association assets are covered by the reserves
- A description of the expenses included in the Capital Asset Management Plan annual budget

Reserves Review

The Reserves Subcommittee of the Finance Committee convenes annually to evaluate reserve methodologies and cash flow projections. Recommended adjustments are made as needed, with support from an independent Professional Reserve Analyst who contributes to the annual Reserve Study update.

Inflation and Interest Income

Replacement costs are revisited annually and incorporate inflation and interest assumptions. For the 2025 Reserve Study, the Professional Reserve Analyst recommended a 3% inflation factor and a 3.56% interest factor, which have been adopted for planning purposes.

Reserve Methodology

The Landings Association follows a Threshold Funding Plan to guide reserve contributions. Under this methodology, the Reserves Subcommittee determines the amount of cash required each year to fund the CAMP in accordance with this policy. The Board of Directors has established a minimum reserve threshold of 30% of the current cost of replacing or maintaining CAMP assets over a specified term. The reserve balance will not fall below this threshold without explicit approval from the Board of Directors. The Association will maintain reserves funded at 30% to

Capital Asset Management Plan

The Landings Association

70% of the CAMP replacement and maintenance costs. This range supports long-term financial stability and helps ensure consistent reserve assessment allocations over time.

In alignment with National Reserve Standards this funding approach provides an adequate level of reserves to maintain risk of deferred maintenance, while preserving the integrity and usability of community assets.

In addition, the combined cash and liquid asset balance of the Association and Marinas Operating Accounts shall be maintained at an annual average of no less than \$1,500,000. Any deviation below this threshold requires prior approval from the Board of Directors.

General Considerations

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

- A. Reserve levels are determined using an accurate and up-to-date inventory of The Landings Association's assets, as outlined in the Capital Asset Management Plan. This inventory includes asset description, total useful life, remaining useful life, and current estimated replacement costs.
- B. The Budget Analyst is responsible for maintaining the asset inventory, with support from other Association staff.
- C. Each year, the General Manager presents a 30-year projection of CAMP expenditures to the Board of Directors. This enables proactive long-range planning and strategic direction regarding capital assets.
- D. The Capital Reserve Fund serves as the investment vehicle for capital projects. All Board-approved capital expenditures are paid from this fund.
- E. The Capital Reserve Fund is primarily funded primarily through a portion of the current Assessment specified in the Association's Covenants. The Board may authorize additional funding from other sources as needed.
- F. Reserves apply to major repair and replacements of building components, equipment, and infrastructure owned by The Landings Association.

Reserves do not cover:

- 1. Assets with a useful life under three years or a replacement cost below \$5,000, which are funded through general operating budgets.
- 2. Full building replacements.
- G. Expenses
 - 1. Direct expenses include engineering and design fees, materials, and contracted labor for repairs and maintenance of reserve-covered assets.
 - 2. Other expenses include income taxes on interest earned by the Capital Reserve Fund.

All other expenses are funded through the Association's Operating Capital or departmental General Operating funds.

The following detail shows changes to the Capital Asset Management Plan, as of October 15, 2025.

Capital Asset Management Plan

The Landings Association

2026 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:

DC Village Entrance Tag Camera (910-000-0147)
DC Village Exit Tag Camera (910-000-0148)
Main Gate Entrance Tag Camera (910-000-0169)
Main Gate Exit Tag Camera (910-000-0171)
Marshview Entrance Tag Camera (910-000-0173)
McWhorter Entrance Tag Camera (910-000-0177)
McWhorter Exit Tag Camera (910-000-0179)
Moon River Entrance Tag Camera (910-000-0181)
Moon River Exit Tag Camera (910-000-0183)
North Gate Entrance Tag Camera (910-000-0185)
North Gate Exit Tag Camera (910-000-0187)
Oakridge Entrance Tag Camera (910-000-0191)
Oakridge Exit Tag Camera (910-000-0193)
Overhead Bay Doors Marine Services (910-000-0453)

New Items:

Vacuum Trailer - \$92,000, useful life 15 years (1294) (2040)
Mainsail Backflow Stormwater Preventer - \$6,000, useful life 20 years (1295) (2045)
Electronic Signs (Road Projects) - \$25,000, useful life 10 years (1296) (2035)
Sailboats - \$26,000, useful life 8 years (920-010-0460) (2031)
LH Seawall (sheetpile) (partial - 2025) - \$435,000, useful life 30 years (910-001-0479) (2055)
Interior Renovation Allowance - LH Restrooms - \$50,991, useful life 10 years (1297) (2035)
Elect AC Gas Heat - USDA HVAC Minisplit - \$5,000, useful life 10 years (1298) (2026)
Elect AC Gas Heat - Brightview HVAC - \$7,348, useful life 10 years (1299) (2026)

Capital Asset Management Plan

The Landings Association

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

Executive Management:

Copier - Admin Office - increased useful life 1 year (910-000-0048) (2026)

Battery Backup - UPS - increased useful life 3 years (1125) (2027)

Security:

Mobile Radar Placard Trailer w/Camera - changed name to "Radar Placard Trailer" (920-001-0204) (2026)

Radar Placard Trailer - increased cost from \$18,538 to \$21,765 and changed name to "Mobile Radar Placard Trailer w/Camera" (920-002-0204) (2029)

Recording System for Gate Phones & Radios - removed from service (910-000-0300)

Server - ABDI - removed from service (910-000-0046)

Radio Repeater - removed from service (1268)

Marinas:

Rhodes Sailboats - removed from service (920-004-0460)

Rhodes Sailboats - increased cost from \$7,500 to \$26,000 and changed name to "Sailboats" (920-005-0460) (2026)

Rhodes Sailboats - increased cost from \$7,500 to \$26,000 and changed name to "Sailboats" (920-006-0460) (2027)

Rhodes Sailboats - increased cost from \$7,500 to \$26,000 and changed name to "Sailboats" (920-007-0460) (2028)

Rhodes Sailboats - increased cost from \$7,500 to \$26,000 and changed name to "Sailboats" (920-008-0460) (2029)

Rhodes Sailboats - increased cost from \$7,500 to \$26,000 and changed name to "Sailboats" (920-009-0460) (2030)

LH Electrical Transformer and Panel - decreased cost from \$40,000 to \$27,610, decreased useful life 10 years, and changed name to "LH Electrical Transformer" (910-000-0477) (2025)

Bulkhead Fence - LH Marina - increased useful life 1 year (910-000-0450) (2025)

LH Seawall (sheetpile) - decreased cost from \$1,305,000 to \$870,000 and changed name to "LH Seawall (sheetpile) (partial)" (910-000-0479) (2035)

Kayak Launch - increased cost from \$6,293 to \$8,000 (910-000-0448) (2027)

Capital Asset Management Plan

The Landings Association

Interior Renovation Allowance - LH Office Bld - increased cost from \$15,000 to \$35,000 and decreased useful life 10 years (1030) (2028)

Kayak Storage (Three Racks) - DCM - increased useful life 2 years (910-000-0442) (2027)

Service Boat - increase useful life 1 year (910-000-0452) (2026)

Wiggins Forklift (25,000lb) - increased cost from \$376,000 to \$500,000 (910-000-0480) (2028)

Asphalt Shingles - LH Office/Out Blds - increased cost from \$10,962 to \$11,200.09 and decreased useful life 3 years (1029) (2025)

Shop Bld Roof Panels LM - decreased cost from \$19,600 to \$13,104 and decreased useful life 8 years (1025) (2025)

Kayak Storage (One Rack) DCM - removed from service (910-000-0443)

Dry Stack Replacement - 2026 - increased cost from \$350,000 to \$650,000 (1266) (2026)

Dry Stack Replacement - 2025 - removed from service (1265)

Electrical Main Panels - Slips 1-9 - increased cost from \$13,000 to \$20,850 (910-000-1040) (2025)

Electrical Main Panels - Slips 21-29 - increased cost from \$13,000 to \$15,500 (910-000-0454) (2025)

Distribution Panel Elect Feed (1) - DCM Dock A - increased useful life 1 year (1250) (2026)

Distribution Panel Elect Feed (1) - DCM Dock C - increased useful life 1 year (1251) (2026)

Public Works:

Marsh Tower Observation Allowance - increased cost from \$495,000 to \$650,000 and increased useful life 2 years (910-000-0253) (2027)

Asphalt Resurfacing - Landings Marina - increased cost from \$104,400 to \$130,500 (1033) (2033)

Asphalt Resurfacing - Public Works - increased cost from \$26,964 to \$33,705 (1105) (2033)

Asphalt Resurfacing - Admin Parking - increased cost from \$79,740 to \$99,675 and decreased useful life 15 years (910-000-0317) (2028)

Delegal Parking Lot Asphalt Replacement - increased useful life 1 year (1110) (2028)

McWhorter Bridge Redecking - decreased useful life 2 years and increased cost from \$550,000 to \$700,000 (901-000-0232) (2027)

Oakridge Automatic Gate System - increased cost from \$67,187 to \$107,674 and increased useful life 1 year (901-000-0296) (2026)

Dog Park Fence - increased cost from \$24,000 to \$30,000 (910-000-0252) (2028)

Capital Asset Management Plan

The Landings Association

Delegal Irrigation - decreased useful life 6 years (910-000-0136) (2026)

Main Gate Grinder - increased useful life 2 years (1108) (2028)

Oakridge Street Lamp Poles - increased cost from \$14,000 to \$60,000 (910-000-1041) (2033)

Sunset Room Lamp Posts - increased cost from \$8,700 to \$30,000 (910-000-0139) (2033)

DC North Gatehouse Sign - increased cost from \$4,000 to \$6,000 (910-000-0325) (2027)

Directional Signs - increased useful life 2 years (910-000-0318) (2028)

Islands of Deer Creek Identifier Sign - increased cost from \$4,000 to \$6,000 (910-000-0338) (2036)

Landings Harbor Sign - increased cost from \$5,000 to \$6,000 (910-000-0331) (2030)

Moon River Gatehouse - increased cost from \$4,000 to \$6,000 (910-000-0323) (2027)

Exterior Doors/Hardware - Admin Bld - increased cost from \$17,000 to \$19,000 (910-000-0274) (2026)

North Maintenance Shop - increased useful life 3 years (910-000-0254) (2030)

PW Shop Building - increased useful life 4 years (910-000-0256) (2030)

Asphalt Shingles - Admin Bld - increased cost from \$33,180 to \$36,340 and decreased useful life 2 years (910-000-0247) (2028)

Flooring Allowance - Admin Bld - increased cost from \$13,720 to \$15,680 (910-000-0248) (2029)

VCT Flooring - PW Break Room - increased cost from \$2,480 to \$5,506 (1092) (2028)

Emergency Generator North Gate - increased cost from \$14,000 to \$18,000 (910-000-0075) (2028)

TLA Conference Room Chairs - 30 - increased useful life 2 years (910-000-0489) (2028)

TLA Conference Room Tables - increased useful life 2 years (910-000-0250) (2028)

Digital Radios PW - increased useful life 2 years (910-000-0104) (2028)

Boat Motor Trailer - increased useful life 1 year (910-000-0067) (2027)

Bobcat Steer Loader with Attachments - increased cost from \$86,412 to 95,500 (910-000-0061) (2026)

Dump Trailer - increased cost from \$7,000 to \$13,500 (920-001-0484) (2026)

Dump Trailer - increased cost from \$7,000 to \$13,500 (920-002-0484) (2026)

Dump Trailer - increased cost from \$7,000 to \$13,500 and increased useful life 2 years (920-003-0484) (2028)

John Deere 5065E - increased cost from \$60,000 to \$67,000 (910-000-0287) (2026)

John Deere Small Farm Tractor - increased cost from \$21,000 to \$37,000 (910-000-0056) (2026)

Capital Asset Management Plan

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Sweeper - increased cost from \$310,000 to \$330,000 (910-000-1271) (2025)

Sweeper - increased cost from \$310,000 to \$330,000 (910-000-1290) (2027)

Pavement Striper - increased useful life 2 years (910-000-0052) (2028)

Pipe Plug - increased cost from \$3,500 to \$5,500 (910-000-0070) (2027)

Radial Saw - increased useful life 2 years (910-000-0102) (2028)

Spray Rig - increased cost from \$10,000 to \$12,500 (910-000-0064) (2027)

Spray Rig - increased cost from \$10,000 to \$12,500 (910-000-1047) (2025)

Stump Grinder - increased cost from \$30,000 to \$45,000 and increased useful life 1 year (910-000-0481) (2027)

Welder - increased useful life 1 year (910-000-0106) (2027)

F-650 Dump Truck 2013 - increased useful life 2 years (910-000-0126) (2028)

Lagoon Truck - 2013 Ford F-150 - increased cost from \$48,000 to \$52,000 (910-000-0123) (2026)

Mechanic Truck - 2012 Toyota Tacoma 4x4 - increased useful life 1 year (910-000-0117) (2027)

PW Director Truck - 2019 Ford F-150 - increased cost from \$62,000 to \$67,000 (910-000-0119) (2026)

Security Vehicle SV6 - 2023 Toyota Rav 4 - decreased useful life 1 year (1249) (2027)

Security Vehicle SV7 - 2023 Toyota Rav 4 - decreased useful life 1 year (1252) (2027)

Tire Changer and Balancer - increased cost from \$12,947 to \$15,000 (910-000-0113) (2028)

Vehicle Diagnostic Reader Software - increased useful life 1 year (910-000-0288) (2027)

Vehicle Lift - increased cost from \$10,000 to \$12,000 (910-000-0114) (2027)

Deer Creek Automatic Gate - decreased useful life 5 years (910-000-0290) (2026)

Deer Creek North Automatic Gate System - decreased useful life 8 years (910-000-0291) (2026)

Marshview Automatic Gate System - decreased useful life 7 years (910-000-0293) (2027)

Marshwood Automatic Gate System - decreased useful life 2 years (910-000-0294) (2027)

Moon River Automatic Gate System - decreased useful life 9 years (910-000-0295) (2027)

Oakridge Gazebo - increased cost from \$8,600 to \$16,500, decreased useful life 12 years, and changed name to "Moon River Gazebo" (1235) (2026)

Oakridge Guest Entry System - removed from service (910-000-0289)

Admin Building - Solar Panels - removed from service (910-000-0278)

Oakridge Gatehouse Signs - increased useful life 2 years (910-000-0328) (2028)

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Community Paths:

2026 - \$275,000 remained flat

2027 - \$375,000 increased from \$275,000

2028 - \$375,000 increased from \$275,000

2029 - \$375,000 increased from \$275,000

2030 - \$375,000 increased from \$275,000

2031 - \$375,000

Roads:

2026 - \$2,278,070 increased from \$1,534,320

2027 - \$3,015,580 increased from \$2,216,234

2028 - \$2,823,941 increased from \$1,744,094

2029 - \$2,585,965 increased from \$1,002,545

2030 - \$2,000,000 increased from \$1,337,993

2031 - \$2,000,000

Storm Drains:

2026 - \$1,039,000 increased from \$964,000

2027 - \$1,375,750 increased from \$925,000

2028 - \$1,375,750 increased from \$925,000

2029 - \$1,418,366 increased from \$964,000

2030 - \$1,375,750 increased from \$925,000

2031 - \$1,375,750

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**The Landings Association
2025 Capital Expenditures
As of October 31, 2025**

Project Number	Description	Budget	Paid To Date	Remaining Budget	Status
Carry Over Projects					
1087	Landings Community Park	19,000	17,342	1,658	Completed
1232	Dry Stack Replacement Project - 2024	298,473	275,808	22,666	In Progress
910-000-0046	Server - ABDI	25,000	18,239	6,761	Completed
910-000-0199	North, McWhorter, Deer Creek, Oakridge Callboxes	77,300	20,500	56,800	In Progress
910-000-0228	Gazebo Bridge Replacement	35,280	7,959	27,321	Completed
910-000-0212	Delegal Dock B Camera	2,465	2,335	130	In Progress
910-000-0213	Delegal Dock B Walkway Camera	2,500	2,335	165	In Progress
910-000-1286	Delegal Dock C Camera	2,465	2,335	130	In Progress
910-000-0154	Delegal Fuel Dock North Camera	2,465	2,335	130	Completed
910-000-0157	Delegal North Entrance Walkway Camera	2,465	2,335	130	Completed
910-000-0214	Delegal South Entrance Walkway Camera	2,465	2,335	130	Completed
910-000-0215	LH Dock Middle Camera	2,465	2,335	130	Completed
910-000-1287	LH Gate Camera	2,465	2,335	130	Completed
910-000-1292	LH Pier Camera	2,465	2,335	130	Completed
910-000-0189	Oakridge Cart Entrance Camera	2,465	2,335	130	Completed
910-000-0192	Oakridge Exit Camera	2,465	2,335	130	Completed
910-000-1283	TLA AR Office Camera	1,800	2,335	(535)	Completed
910-000-0211	Callbox Lighting	11,000		11,000	
1125	Battery Backup - UPS	5,500		5,500	Moved to Future Year
910-000-0260	RV Yard I Fence	28,000	18,553	9,447	In Progress
1148	Nature Trail Back Flow Preventers and Headwall	132,500	154,837	(22,337)	Completed
910-000-0450	Bulkhead Fence - LH Marina	13,440		13,440	
	Total: Carry Over Projects	674,443	541,255	133,188	
Project Number	Description	2025 Budget	Paid To Date	Remaining Budget	Status
Association Capital					
910-000-0148	DC Village Exit Tag Camera	6,000		6,000	Funded Through Operations
910-000-0169	Main Gate Entrance Tag Camera	6,000		6,000	Funded Through Operations
910-000-0171	Main Gate Exit Tag Camera	6,000		6,000	Funded Through Operations
910-000-0173	Marshview Entrance Tag Camera	6,000		6,000	Funded Through Operations
910-000-0177	McWhorter Entrance Tag Camera	6,000		6,000	Funded Through Operations
910-000-0179	McWhorter Exit Tag Camera	6,000		6,000	Funded Through Operations
910-000-0183	Moon River Exit Tag Camera	6,000		6,000	Funded Through Operations
910-000-0185	North Gate Entrance Tag Camera	6,000		6,000	Funded Through Operations
910-000-0187	North Gate Exit Tag Camera	6,000		6,000	Funded Through Operations
910-000-0193	Oakridge Exit Tag Camera	6,000		6,000	Funded Through Operations
910-000-0048	Copier - Admin Office	17,120		17,120	Moved to Future Year
	Total: Association Capital	77,120	0	77,120	
Bridges/Structures/Equipment					
910-000-0253	Marsh Tower Observation Allowance	495,000	10,125	484,875	In Progress
910-000-0296	Oakridge Automatic Gate System	67,187	5,487	61,700	In Progress
910-000-0300	Recording System for Gate Phones & Radios	15,000		15,000	Removed from Service
910-000-0309	Main Gate Irrigation	35,000		35,000	
910-000-0330	No Trespassing Signs	20,000		20,000	
1063	Porch Screens/Frames - Sunset Pavilion	11,000		11,000	
910-000-0089	Elect AC Gas Heat - TLA Core	13,000	9,601	3,399	Completed
910-000-0074	Emergency Generator Moon River	17,000	15,070	1,930	Completed
910-000-0143	Ice Machine	5,000	4,445	555	Completed
910-000-0068	Walk-In Cooler	20,000	15,073	4,927	Completed
910-000-0129	2021 Kawasaki Mule 4000 #1	18,000	16,775	1,225	Completed
910-000-1051	2021 Kawasaki Mule 4000 #2	18,000	19,245	(1,245)	Completed
910-000-0128	Bucket Truck (Tree Crew)	90,000	88,954	1,046	Completed
910-000-0116	Cargo Trailer	9,000	7,417	1,583	In Progress
910-000-1271	Sweeper	310,000	239,866	70,134	Completed
910-000-1047	Spray Rig	10,000	11,958	(1,958)	Completed
910-000-0065	Turbine Blower	8,305	11,791	(3,486)	Completed
910-000-0110	Fuel Pump/Key Rack	16,500		16,500	
910-000-0118	Sign Shop Truck - F-150	44,000	41,875	2,125	Completed
	Total: Bridges/Structures/Equipment	1,221,992	497,681	724,311	
Lagoons & Structures					
910-000-0393	Lag Structure - #2 Box - TLA	23,000		23,000	Moved to Future Year
910-000-0357	Lag Structure - #2 Box, Screen, Sluice Gate - TLA	50,000		50,000	Moved to Future Year
910-000-0351	Lag Structure - #2 Dike - TLA	35,000		35,000	Moved to Future Year
910-000-0384	Lag Structure - #2 Pipe and Valves - TLA	45,000		45,000	Moved to Future Year
910-000-0408	Revetment - Priest Landing/Bartram	21,500	9,290	12,210	In Progress
910-000-0409	Revetment - Sundew Tree Revetments (4)	22,700	23,522	(822)	Completed
	Total: Lagoons & Structures	197,200	32,812	164,388	
Storm Drains/Roads/Paths					
STDRAINS.25	Storm Drains 2025	1,000,000	772,956	227,044	In Progress
ROADS.25	Roads 2025	2,168,230	1,919,364	248,866	In Progress
PATHSMAINT.25	Paths Maintenance 2025	275,000	170,409	104,591	In Progress
	Total: Storm Drains/Roads/Paths/Lagoons	3,443,230	2,862,728	580,502	
Marinas					
1142	Pier Screened Bld	15,001	11,880	3,121	Completed
1265	Dry Stack Replacment - 2025	705,232		705,232	
910-000-0443	Kayak Storage (One Rack) DCM	5,000		5,000	Removed from Service
910-000-0442	Kayak Storage (Three Racks) - DCM	15,143		15,143	Moved to Future Year
910-000-1040	Electrical Main Panels - Slips 1-9	13,000		13,000	
910-000-0454	Electrical Main Panels - Slips 21-29	13,000		13,000	
1250	Distribution Panel Electrical Feed (1) - DCM Dock A	40,000		40,000	Moved to Future Year
1251	Distribution Panel Electrical Feed (1) - DCM Dock C	40,000		40,000	Moved to Future Year

920-004-0460	Sailboats	26,000	8,500	17,500	Completed
910-000-0452	Service Boat	13,500		13,500	Moved to Future Year
	Total: Marinas	885,876	20,380	865,496	
	Unbudgeted Projects				
910-000-0388	Lagoon Structure #45	0	48,640	(48,640)	In Progress
910-000-0477	LH Electrical Transformer and Panel	0	12,149	(12,149)	Completed
	Unbudgeted Total:		60,789	(12,149)	
	2025 TLA Capital Reserves Expenditures:	5,825,418	3,474,392	2,411,816	

2026 Capital Purchase Plan

Reference Number	Component	2026 Budget
Association Capital	Reserves	
1248	Main Gate Generator UPS	\$5,500
910-000-0048	Copier - Admin Office	\$17,120
920-001-0204	Radar Placard Trailer	\$18,538
	Association Capital - Reserves Total:	\$41,158
Bridges/Structures/Equipment	Reserves	
1235	Moon River Gazebo	\$16,500
910-000-0290	Deer Creek Automatic Gate	\$71,655
910-000-0291	Deer Creek North Automatic Gate System	\$67,166
910-000-0296	Oakridge Automatic Gate System	\$107,674
910-000-0274	Exterior Doors/Hardware - Admin Bld	\$19,000
1056	Restroom Refurbishment - Sunset Pavilion	\$35,000
1299	Elect AC Gas Heat - Brightview HVAC	\$7,348
1298	Elect AC Gas Heat - USDA HVAC Minisplit	\$5,000
910-000-0100	Heat Pump - Delegal Upstairs	\$8,348
910-000-0087	Heat Pump - LH Maintenance	\$7,348
910-000-0061	Bobcat Steer Loader with Attachments	\$95,500
920-001-0484	Dump Trailer	\$13,500
920-002-0484	Dump Trailer	\$13,500
910-000-0287	John Deere 5065E	\$67,000
910-000-0056	John Deere Small Farm Tractor	\$37,000
910-000-0124	Environmental Manager Truck - 2016 Ford F-150 4x4	\$55,000
910-000-0123	Lagoon Truck - 2013 Ford F-150	\$52,000
910-000-0119	PW Director Truck - 2019 Ford F-150	\$67,000
910-000-0136	Delegal Irrigation	\$15,000
	Bridges/Structures/Equipment Reserves Total:	\$760,539
Lagoons & Structures	Reserves	
910-000-0392	Lag Structure - #137 Box - TLA	\$23,000
910-000-0342	Lagoon 120 Rip rap weir - TLA	\$20,000
	Lagoons & Structures Total:	\$43,000
Storm Drain Pipes	Reserves	
	Storm Drain Pipes Reserves Total:	\$1,039,000
Roads	Reserves	
	Roads Reserves Total:	\$2,278,070
Paths/Trails	Reserves	
	Paths/Trails Reserves Total:	\$275,000
Marinas	Reserves	
910-000-0447	Delegal Fuel Lines	\$32,000
910-000-0445	Delegal Fuel Tanks	\$346,308
1266	Dry Stack Replacment - 2026	\$650,000
1250	Distribution Panel Elect Feed (1) - DCM Dock A	\$40,000
1251	Distribution Panel Elect Feed (1) - DCM Dock C	\$40,000
920-005-0460	Sailboats	\$26,000
910-000-0452	Service Boat	\$13,500
	Marinas - Reserves Total:	\$1,147,808
Total		\$5,584,575

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**The Landings Association
Capital Asset Management Plan
Expenditures 2026-2031**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Future Cost
Year: 2026					\$5,584,575	\$5,584,575
Association Capital						
2026	Main Gate Generator UPS	1248	1/1/2023	3	\$5,500	\$5,500
2026	Copier - Admin Office	910-000-0048	4/30/2019	6	\$17,120	\$17,120
2026	Radar Placard Trailer	920-001-0204	1/1/2020	6	\$18,538	\$18,538
					\$41,158	\$41,158
Bridges, Structures, & Equipment						
2026	Moon River Gazebo	1235	1/1/2004	20	\$16,500	\$16,500
2026	Deer Creek Automatic Gate	910-000-0290	1/1/2021	10	\$71,655	\$71,655
2026	Deer Creek North Automatic Gate System	910-000-0291	1/1/2022	12	\$67,166	\$67,166
2026	Oakridge Automatic Gate System	910-000-0296	1/1/2017	10	\$107,674	\$107,674
2026	Exterior Doors/Hardware - Admin Bld	910-000-0274	1/1/2008	15	\$19,000	\$19,000
2026	Restroom Refurbishment - Sunset Pavilion	1056	1/1/2008	20	\$35,000	\$35,000
2026	Elect AC Gas Heat - Brightview HVAC	1299	1/1/2009	10	\$7,348	\$7,348
2026	Elect AC Gas Heat - USDA HVAC Minisplit	1298	1/1/2009	10	\$5,000	\$5,000
2026	Heat Pump - Delegal Upstairs	910-000-0100	1/1/2016	10	\$8,348	\$8,348
2026	Heat Pump - LH Maintenance	910-000-0087	1/1/2016	10	\$7,348	\$7,348
2026	Bobcat Steer Loader with Attachments	910-000-0061	1/1/2013	13	\$95,500	\$95,500
2026	Dump Trailer	920-001-0484	1/1/2015	10	\$13,500	\$13,500
2026	Dump Trailer	920-002-0484	1/1/2015	10	\$13,500	\$13,500
2026	John Deere 5065E	910-000-0287	1/1/2013	7	\$67,000	\$67,000
2026	John Deere Small Farm Tractor	910-000-0056	1/1/2013	12	\$37,000	\$37,000
2026	Environmental Manager Truck - 2016 Ford F-150 4x4	910-000-0124	1/1/2016	8	\$55,000	\$55,000
2026	Lagoon Truck - 2013 Ford F-150	910-000-0123	1/1/2013	11	\$52,000	\$52,000
2026	PW Director Truck - 2019 Ford F-150	910-000-0119	1/1/2019	6	\$67,000	\$67,000
2026	Delegal Irrigation	910-000-0136	1/1/2012	20	\$15,000	\$15,000
					\$760,539	\$760,539
Lagoons & Structures						
2026	Lag Structure - #137 Box - TLA	910-000-0392	1/1/1995	30	\$23,000	\$23,000
2026	Lagoon 120 Rip rap weir - TLA	910-000-0342	1/1/1991	34	\$20,000	\$20,000
					\$43,000	\$43,000
Marina Capital						
2026	Delegal Fuel Lines	910-000-0447	1/1/2008	18	\$32,000	\$32,000
2026	Delegal Fuel Tanks	910-000-0445	1/1/1985	41	\$346,308	\$346,308
2026	Dry Stack Replacment - 2026	1266	1/1/1980	38	\$650,000	\$650,000
2026	Distribution Panel Elect Feed (1) - DCM Dock A	1250	1/1/2010	15	\$40,000	\$40,000
2026	Distribution Panel Elect Feed (1) - DCM Dock C	1251	1/1/2010	15	\$40,000	\$40,000
2026	Sailboats	920-005-0460	1/1/2018	7	\$26,000	\$26,000
2026	Service Boat	910-000-0452	1/1/2019	6	\$13,500	\$13,500
					\$1,147,808	\$1,147,808
Paths						
2026	Paths 2026	1115	1/1/2020	6	\$275,000	\$275,000
					\$275,000	\$275,000
Roads						
2026	Bartrum Road North	910-000-0514	1/1/2011	20	\$203,304	\$203,304
2026	Landings Way South - Plantation CH to Delegal Circle	910-000-0686	1/1/2006	10	\$691,677	\$691,677
2026	Stargrass Retreat	910-000-0850	1/1/1995	34	\$57,341	\$57,341
2026	Tidewater Way	1238	1/1/2013	13	\$585,768	\$585,768
2026	Willeford Drive	910-000-0901	1/1/1995	34	\$128,549	\$128,549
2026	Roads 2026	1209	1/1/2026	1	\$611,431	\$611,431
					\$2,278,070	\$2,278,070
Storm Drains						
2026	Deep Tracker DT340s CCTV Pipe Crawler	1151	1/1/2021	3	\$39,000	\$39,000
2026	Storm Drain Maintenance 2026	1272	1/1/2026	1	\$175,000	\$175,000
2026	Storm Drains 2026	1215	1/1/2026	1	\$825,000	\$825,000
					\$1,039,000	\$1,039,000
Year: 2027					\$7,157,677	\$7,313,873
Association Capital						
2027	Battery Backup - UPS	1125	1/1/2021	3	\$5,500	\$5,665
2027	Battery Backup - UPS - Security	920-001-0026	1/1/2022	5	\$6,048	\$6,229
2027	Copier - Public Works	910-000-0037	1/1/2022	5	\$12,000	\$12,360
					\$23,548	\$24,254

**The Landings Association
Capital Asset Management Plan
Expenditures 2026-2031**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Future Cost
Bridges, Structures, & Equipment						
2027	Marsh Tower Observation Allowance	910-000-0253	1/1/1999	24	\$650,000	\$669,500
2027	McWhorter Bridge Redecking	910-000-0232	1/1/2006	18	\$700,000	\$721,000
2027	Main Gate Automatic Gate System	910-000-0292	1/1/2017	10	\$45,000	\$46,350
2027	Marshview Automatic Gate System	910-000-0293	1/1/2019	15	\$32,287	\$33,255
2027	Marshwood Automatic Gate System	910-000-0294	1/1/2019	10	\$68,362	\$70,413
2027	Moon River Automatic Gate System	910-000-0295	1/1/2021	15	\$25,201	\$25,957
2027	Evergreen Privacy Fence	910-000-0270	1/1/2015	12	\$12,000	\$12,360
2027	Dreammaker Irrigation	910-000-0316	1/1/2005	22	\$20,000	\$20,600
2027	Marshview Irrigation	910-000-0315	1/1/2005	20	\$18,000	\$18,540
2027	Moon River Gate Irrigation	910-000-0311	1/1/2005	20	\$30,000	\$30,900
2027	DC North Gatehouse Sign	910-000-0325	1/1/2007	20	\$6,000	\$6,180
2027	Marshwood Gatehouse	910-000-0326	1/1/2007	20	\$5,000	\$5,150
2027	Moon River Gatehouse	910-000-0323	1/1/2007	20	\$6,000	\$6,180
2027	Heat Pump - North Gate	910-000-0085	1/1/2017	10	\$7,348	\$7,568
2027	Emergency Generator Admin	910-000-0262	1/1/2007	20	\$75,000	\$77,250
2027	Boat Motor Trailer	910-000-0067	1/1/2018	7	\$15,000	\$15,450
2027	Sweeper	910-000-1290	1/1/2020	7	\$330,000	\$339,900
2027	Pipe Plug	910-000-0070	1/1/2024	3	\$5,500	\$5,665
2027	Spray Rig	910-000-0064	1/1/2022	5	\$12,500	\$12,875
2027	Stump Grinder	910-000-0481	1/1/2018	8	\$45,000	\$46,350
2027	Welder	910-000-0106	1/1/2012	12	\$10,000	\$10,300
2027	Mechanic Truck - 2012 Toyota Tacoma 4x4	910-000-0117	1/1/2012	12	\$42,000	\$43,260
2027	Security Vehicle SV6 - 2023 Toyota Rav 4	1249	6/1/2023	5	\$32,478	\$33,452
2027	Security Vehicle SV7 - 2023 Toyota Rav 4	1252	6/1/2023	5	\$32,478	\$33,452
2027	Vehicle Diagnostic Reader Software	910-000-0288	1/1/2017	8	\$5,500	\$5,665
2027	Vehicle Lift	910-000-0114	1/1/2011	15	\$12,000	\$12,360
2027	Delegal Retention Wall	910-000-0245	1/1/1985	40	\$89,000	\$91,670
					\$2,331,654	\$2,401,602
Lagoons & Structures						
2027	Lag Structure - #72 - TLA	910-000-0370	1/1/2010	15	\$18,000	\$18,540
2027	Revetment - Lagoon #48 - Aluminum Sheet with Cap	910-000-0410	1/1/1987	40	\$40,000	\$41,200
2027	Revetment - Yam Gandy/Cottenham - Wooden Poles	910-000-0411	1/1/2012	15	\$11,000	\$11,330
					\$69,000	\$71,070
Marina Capital						
2027	Kayak Launch	910-000-0448	1/1/2012	15	\$8,000	\$8,240
2027	Kayak Storage (Three Racks) - DCM	910-000-0442	1/1/2012	12	\$15,143	\$15,597
2027	Sailboats	920-006-0460	1/1/2019	7	\$26,000	\$26,780
					\$49,143	\$50,617
Paths						
2027	Paths 2027	1149	1/1/2020	7	\$375,000	\$375,000
					\$375,000	\$375,000
Roads						
2027	Roads Repaving 2027	1210	1/1/2027	1	\$2,733,582	\$2,815,580
2027	Roads 2027	1210	1/1/2027	1	\$200,000	\$200,000
					\$2,933,582	\$3,015,580
Storm Drains						
2027	Storm Drain Maintenance 2027	1273	1/1/2027	1	\$175,000	\$175,000
2027	Storm Drains 2027	1216	1/1/2027	1	\$1,200,750	\$1,200,750
					\$1,375,750	\$1,375,750
Year: 2028					\$6,105,948	\$6,358,993
Association Capital						
2028	Main ACF LPR Camera & Software	910-000-0218	1/1/2023	5	\$6,000	\$6,365
2028	North ACF LPR Camera & Software	910-000-1281	1/1/2023	5	\$6,000	\$6,365
2028	Callbox Lighting	910-000-0211	1/1/2023	5	\$11,000	\$11,670
					\$23,000	\$24,400
Bridges, Structures, & Equipment						
2028	Asphalt Resurfacing- Admin Parking	910-000-0317	1/1/2017	26	\$99,675	\$105,745
2028	Delegal Parking Lot Asphalt Replacement	1110	1/1/2002	25	\$29,813	\$31,628
2028	Marshview Cart Path Bridge Rebuild	1103	1/1/2008	20	\$8,800	\$9,336
2028	Dog Park Fence	910-000-0252	1/1/2013	15	\$30,000	\$31,827

**The Landings Association
Capital Asset Management Plan
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Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Future Cost
2028	Main Gate Grinder	1108	1/1/2021	5	\$7,500	\$7,957
2028	Directional Signs	910-000-0318	1/1/2006	20	\$30,000	\$31,827
2028	Oakridge Gatehouse Signs	910-000-0328	1/1/2006	20	\$5,000	\$5,305
2028	Asphalt Shingles - Admin Bld	910-000-0247	1/1/2010	20	\$36,340	\$38,553
2028	Asphalt Shingles - Sunset Pavilion	1104	1/1/2008	20	\$34,500	\$36,601
2028	Restroom Refurbishment - PW	1094	1/1/2008	20	\$26,000	\$27,583
2028	VCT Flooring - PW Break Room	1092	1/1/2008	20	\$5,506	\$5,841
2028	Heat Pump - PW Break Room	910-000-0095	1/1/2018	10	\$8,348	\$8,856
2028	Emergency Generator North Gate	910-000-0075	1/1/2016	20	\$18,000	\$19,096
2028	Furniture Allowance - Admin Bld	1043	1/1/2008	20	\$10,000	\$10,609
2028	TLA Conference Room Chairs - 30	910-000-0489	1/1/2018	8	\$7,500	\$7,957
2028	TLA Conference Room Tables	910-000-0250	1/1/2021	5	\$8,080	\$8,572
2028	Digital Radios PW	910-000-0104	1/1/2015	10	\$25,000	\$26,523
2028	Main Gate Retrofitting (Furniture and Equipment)	910-000-0279	1/1/2018	10	\$10,000	\$10,609
2028	Dump Trailer	920-003-0484	1/1/2015	10	\$13,500	\$14,322
2028	F-550 Dump Truck 2019	910-000-0125	1/1/2020	8	\$60,000	\$63,654
2028	Jetter Trailer	910-000-0285	1/1/2021	7	\$100,000	\$106,090
2028	Pavement Striper	910-000-0052	1/1/2017	7	\$7,000	\$7,426
2028	Radial Saw	910-000-0102	1/1/2016	7	\$7,600	\$8,063
2028	F-650 Dump Truck 2013	910-000-0126	1/1/2013	12	\$70,000	\$74,263
2028	Facilities Manager Truck - 2019 Ford F-150	910-000-0120	1/1/2019	9	\$44,000	\$46,680
2028	CNC Machine	1245	1/1/2023	5	\$12,413	\$13,169
2028	Tire Changer and Balancer	910-000-0113	1/1/2017	11	\$15,000	\$15,914
					\$729,575	\$774,006
Lagoons & Structures						
2028	Lag Structure - #1 Valves and Box - TLA	910-000-0374	1/1/2010	18	\$46,000	\$48,801
2028	Lag Structure - #128 - TLA	910-000-0369	1/1/1989	36	\$15,000	\$15,914
2028	Lag Structure - #40 - TLC	910-000-0353	1/1/1990	38	\$35,000	\$37,132
2028	Lag Structure - #5 Weir and Dike - TLC	910-000-0350	1/1/1991	37	\$40,000	\$42,436
2028	Lag Structure - #53 - TLC	910-000-0390	1/1/1986	42	\$25,000	\$26,523
2028	Lag Structure - #67 - TLA	910-000-0363	1/1/1975	53	\$60,000	\$63,654
2028	Revetment - 23 Captain's Crossing - Rip/Rap	910-000-0404	1/1/1992	33	\$12,500	\$13,261
2028	Revetment - Lagoon 60 Concrete Headwall	910-000-0414	1/1/1985	40	\$80,000	\$84,872
					\$313,500	\$332,593
Marina Capital						
2028	Bubbler Curtain LH Marina	1243	1/1/2023	5	\$28,400	\$30,130
2028	Pump-Out Station	910-000-0439	1/1/2015	13	\$12,000	\$12,731
2028	Interior Renovation Allowance - LH Office Bld	1030	1/1/2018	20	\$35,000	\$37,132
2028	Tiki Bar	910-000-0464	1/1/2008	20	\$9,000	\$9,548
2028	Washer/Dryer	910-000-0440	1/1/2017	11	\$5,400	\$5,729
2028	Sailboats	920-007-0460	1/1/2020	7	\$26,000	\$27,583
2028	Wiggins Forklift (25,000lb)	910-000-0480	1/1/2015	13	\$500,000	\$530,450
					\$615,800	\$653,303
Paths						
2028	Paths 2028	1228	1/1/2028	1	\$375,000	\$375,000
					\$375,000	\$375,000
Roads						
2028	Roads Repaving 2028	1231	1/1/2028	1	\$2,473,323	\$2,623,941
2028	Roads 2028	1231	1/1/2028	1	\$200,000	\$200,000
					\$2,673,323	\$2,823,941
Storm Drains						
2028	Storm Drain Maintenance 2028	1274	1/1/2028	1	\$175,000	\$175,000
2028	Storm Drains 2028	1230	1/1/2028	1	\$1,200,750	\$1,200,750
					\$1,375,750	\$1,375,750
Year: 2029					\$5,173,596	\$5,472,435
Association Capital						
2029	Main Gate Generator UPS	1248	1/1/2023	3	\$5,500	\$6,010
2029	Avigilon NVR	1139	1/1/2024	5	\$45,051	\$49,228
2029	Mobile Radar Placard Trailer w/Camera	920-002-0204	1/1/2023	6	\$21,765	\$23,783
					\$72,316	\$79,021
Bridges, Structures, & Equipment						
2029	Flooring Allowance - Admin Bld	910-000-0248	1/1/2014	15	\$15,680	\$17,134
2029	Heat Pump - Main Gate	910-000-0088	4/30/2019	10	\$8,348	\$9,122

**The Landings Association
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Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Future Cost
2029	Security Golf Cart	910-000-0135	1/1/2022	7	\$12,000	\$13,113
2029	Security Vehicle SV1 - 2019 Toyota RAV4	920-001-0134	1/1/2024	5	\$42,000	\$45,895
2029	Security Vehicle SV3 - 2019 Toyota RAV4	920-002-0134	1/1/2024	5	\$42,000	\$45,895
2029	Delegal Fixed Walkway Replacement	910-000-0243	1/1/2012	35	\$500,000	\$546,364
					\$620,028	\$677,523
Lagoons & Structures						
2029	Lag Structure - #129 - TLA	910-000-0380	1/1/1999	30	\$30,000	\$32,782
2029	Lag Structure - #130 - TLA	910-000-0381	1/1/1999	30	\$30,000	\$32,782
2029	Lag Structure - #131 - TLC	910-000-0371	1/1/1999	30	\$55,000	\$60,100
2029	Lag Structure - #133 - TLA	910-000-0383	1/1/1999	30	\$50,000	\$54,636
2029	Lag Structure - #4 - TLC	910-000-0349	1/1/1991	38	\$80,000	\$87,418
2029	Lag Structure - #95 - TLC	910-000-0378	1/1/1999	30	\$25,000	\$27,318
					\$270,000	\$295,036
Marina Capital						
2029	Pump-Out Station	910-000-0455	1/1/2016	13	\$12,000	\$13,113
2029	Sailboats	920-008-0460	1/1/2021	7	\$26,000	\$28,411
					\$38,000	\$41,524
Paths						
2029	Paths 2029	1255	1/1/2029	1	\$375,000	\$375,000
					\$375,000	\$375,000
Roads						
2029	Roads Repaving 2029	1254	1/1/2029	1	\$2,183,502	\$2,385,965
2029	Roads 2029	1254	1/1/2029	1	\$200,000	\$200,000
					\$2,383,502	\$2,585,965
Storm Drains						
2029	Deep Tracker DT340s CCTV Pipe Crawler	1151	1/1/2021	3	\$39,000	\$42,616
2029	Storm Drain Maintenance 2029	1275	1/1/2029	1	\$175,000	\$175,000
2029	Storm Drains 2029	1256	1/1/2029	1	\$1,200,750	\$1,200,750
					\$1,414,750	\$1,418,366
Year: 2030					\$4,456,980	\$4,684,531
Association Capital						
2030	Battery Backup - UPS	1125	1/1/2021	3	\$5,500	\$6,190
2030	North, McWhorter, Deer Creek, Oakridge Callboxes	910-000-0199	1/1/2025	6	\$77,300	\$87,002
					\$82,800	\$93,192
Bridges, Structures, & Equipment						
2030	Main Gate Pavers	910-000-0340	1/1/2006	20	\$18,000	\$20,259
2030	Raindance Bridge Rebuild	910-000-0237	1/1/2000	30	\$37,800	\$42,544
2030	RV Yard II Fence	910-000-0261	1/1/2000	30	\$20,000	\$22,510
2030	Oakridge Gate Irrigation	910-000-0312	1/1/2010	20	\$40,000	\$45,020
2030	Tidewater Square	910-000-0314	1/1/2010	20	\$15,000	\$16,883
2030	Landings Harbor Sign	910-000-0331	1/1/2010	20	\$6,000	\$6,753
2030	Athletic Field Walking Path	1143	1/1/2021	20	\$85,000	\$95,668
2030	North Maintenance Shop	910-000-0254	1/1/2012	15	\$70,000	\$78,786
2030	PW Shop Building	910-000-0256	1/1/1991	35	\$120,000	\$135,061
2030	Heat Pump - Oakridge Gate	910-000-0097	1/1/2020	10	\$7,348	\$8,270
2030	Emergency Generator Marshview	910-000-0073	1/1/2010	20	\$6,200	\$6,978
2030	Emergency Generator North/DC	910-000-0076	1/1/2010	20	\$6,300	\$7,091
2030	2021 Kawasaki Mule 4000 #1	910-000-0129	1/1/2020	5	\$18,000	\$20,259
2030	2021 Kawasaki Mule 4000 #2	910-000-1051	1/1/2020	5	\$18,000	\$20,259
2030	Mini Excavator	1244	4/1/2023	7	\$54,400	\$61,228
2030	Pipe Plug	910-000-0070	1/1/2024	3	\$5,500	\$6,190
2030	Spray Rig	910-000-1047	1/1/2020	5	\$12,500	\$14,069
2030	Turbine Blower	910-000-0065	1/1/2020	5	\$8,305	\$9,347
					\$548,353	\$617,176
Lagoons & Structures						
2030	Lag Structure - #142 - TLA	910-000-0377	1/1/1990	40	\$40,250	\$45,302
2030	Revetment - Lagoon #20/23 Connector Wall - Concrete	910-000-0401	1/1/1985	40	\$75,000	\$84,413
2030	Revetment - Landings Harbor Parking Lot - Rip/Rap	910-000-0402	1/1/1992	30	\$10,000	\$11,255
					\$125,250	\$140,970

**The Landings Association
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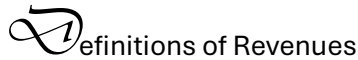
Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Future Cost
Marina Capital						
2030	Wood Bulkhead - LH	1034	1/1/2008	22	\$47,250	\$53,180
2030	Sailboats	920-009-0460	1/1/2022	7	\$26,000	\$29,263
					<u>\$73,250</u>	<u>\$82,443</u>
Paths						
2030	Paths 2030	1285	1/1/2030	1	\$375,000	\$375,000
					<u>\$375,000</u>	<u>\$375,000</u>
Roads						
2030	Roads Repaving 2030	1286	1/1/2030	1	\$983,390	\$1,106,813
2030	Roads 2030	1286	1/1/2030	1	\$893,187	\$893,187
					<u>\$1,876,577</u>	<u>\$2,000,000</u>
Storm Drains						
2030	Storm Drain Maintenance 2030	1276	1/1/2030	1	\$175,000	\$175,000
2030	Storm Drains 2030	1287	1/1/2030	1	\$1,200,750	\$1,200,750
					<u>\$1,375,750</u>	<u>\$1,375,750</u>
Year: 2031					\$4,097,658	\$4,337,954
Association Capital						
2031	Speed Detector - LaserCam4 LIDAR	910-000-0221	1/1/2024	7	\$15,000	\$17,389
					<u>\$15,000</u>	<u>\$17,389</u>
Bridges, Structures, & Equipment						
2031	Vehicle Storage - PW	910-000-0080	1/1/2006	25	\$6,000	\$6,956
2031	Captain's Lounge Patio Furniture	1109	1/1/2021	10	\$18,137	\$21,026
2031	Admin Bld (Painting)	1047	1/1/2023	8	\$12,029	\$13,945
2031	Sunset Pavilion (Painting)	1059	1/1/2023	8	\$15,043	\$17,439
2031	Sunset Room Refit and Touch Up	910-000-1276	1/1/2021	10	\$20,000	\$23,185
2031	Elect AC Gas Heat - TLA CDD	910-000-0091	1/1/2021	10	\$10,431	\$12,092
2031	Heat Pump - DC Gate	910-000-0098	1/1/2021	10	\$7,348	\$8,518
2031	Fire Alarm Panel - PW	910-000-0137	1/1/2011	20	\$10,000	\$11,593
2031	Fire Alarm Panel - Sunset Pavilion	1200	1/1/2011	20	\$10,000	\$11,593
2031	Backhoe	910-000-0284	1/1/2024	7	\$139,500	\$161,719
2031	Kawasaki Mule - Gas	910-000-0127	1/1/2023	5	\$16,000	\$18,548
2031	Pressure Washer	910-000-0083	1/1/2024	7	\$12,500	\$14,491
2031	Vibratory Plow Attachment for Bobcat Steer Loader	910-000-0062	1/1/2024	7	\$7,500	\$8,695
2031	Construction Manager Truck - 2018 Ford F-150	910-000-0121	1/1/2024	7	\$60,000	\$69,556
2031	Security Vehicle SV2 - F-150	910-000-0130	1/1/2024	7	\$49,000	\$56,804
					<u>\$393,488</u>	<u>\$456,160</u>
Lagoons & Structures						
2031	Revetment - 108 Wickersham Center Island - Poles	910-000-0405	1/1/2016	15	\$5,647	\$6,546
2031	Revetment - 3-5 Ramshorn Cart Path - Railroad Ties	910-000-0406	1/1/2016	15	\$5,647	\$6,546
2031	Revetment - Delegal/Seawatch Center Island - RR Ti	910-000-0412	1/1/2016	15	\$5,647	\$6,546
					<u>\$16,941</u>	<u>\$19,638</u>
Marina Capital						
2031	Pipe Piles - LH	910-000-0493	1/1/2016	15	\$41,000	\$47,530
2031	Dock Boxes (Part of Floating Docks Replacement)	910-000-0451	1/1/2016	15	\$14,100	\$16,346
2031	Sailboats	920-010-0460	1/1/2023	8	\$26,000	\$30,141
					<u>\$81,100</u>	<u>\$94,017</u>
Paths						
2031	Paths 2031	1290	1/1/2031	1	\$375,000	\$375,000
					<u>\$375,000</u>	<u>\$375,000</u>
Roads						
2031	Roads Repaving 2031	1291	1/1/2031	1	\$1,002,180	\$1,161,801
2031	Roads 2031	1291	1/1/2031	1	\$838,199	\$838,199
					<u>\$1,840,379</u>	<u>\$2,000,000</u>
Storm Drains						
2031	Storm Drain Maintenance 2031	1292	1/1/2031	1	\$175,000	\$175,000
2031	Storm Drains 2031	1293	1/1/2031	1	\$1,200,750	\$1,200,750
					<u>\$1,375,750</u>	<u>\$1,375,750</u>

Budget Memos

- The 2026 budget provides for 81 Fulltime Equivalent Employees (FTE), an increase of 2 FTEs from the 2025 budget of 79 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 2025 include:
 - 5230 Golf Cart Registration
 - Revenue generated through registration fees required to operate golf carts within the community.
 - 5667 Security Premise Check
 - Revenue derived from resident-paid fees for on-site security inspections conducted by TLA's Security Department.
 - 7452 Creative Services
 - Expenditures related to professional marketing support for board and association initiatives, primarily focused on video production.

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<u>Account</u>	<u>Category</u>
5000	Assessments Annual property owner dues for the cost of providing services and infrastructure maintenance and repair.
5002	Resale Disclosure Package This fee is charged to those individuals who are purchasing property at The Landings Association.
5005	Finance Charge Revenue – TLA This is revenue generated on Assessment billings that are not paid in a timely manner.
5006	EFT Processing Fee Revenue This fee is charged to those individuals who choose the monthly or quarterly payment plan for paying their assessment.
5025	Rack Rentals – Kayaks Monthly fee for dry rack storage of kayaks.
5026	Kayak Registration Fee An annual fee charged to register a kayak that will be stored at either TLA Marina.
5027	Kayak Rental Revenue generated from the rental of kayaks administered by TLA Marinas staff.
5030	Rack Rental – Jet Ski and Dinghy Monthly charges to store a Jet Ski or Dinghy in dry stack storage.
5031	Rack Rental – Boats Monthly charges to store a boat in dry stack storage.
5032	Wet Slip Rental Monthly charges to store a boat in a wet slip.
5033	Guest Slip Rental Monthly or daily charges to store a boat in a wet slip.
5035	Boat Movement Fee Per movement fee to launch/return jet skis and boats to/from trailers.
5036	Boat Service This is revenue generated from Boat Wash Services at both Marinas.
5040	Electric Service Revenue A fee charged for electric hook-up at a wet slip.
5100	Service Agreement – TLREC Agreement with The Landings Real Estate Company to provide Security services to all TLREC facilities.
5110	Service Agreement – TLGAC – Security / Lagoons Agreement with The Landings Golf & Athletic Club to provide Security and Lagoon services to TLGAC.
5130	Service Agreement – Village POA Agreement with The Village to provide Public Work services to common property.
5140	Service Agreement – Marina Service Agreement with Phil Dolan Yacht Services to pay monthly rent to the Marinas.

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5200	Vehicle Registration Generated through yearly passes sold to commercial entities desiring access to The Landings for conduct of business.
5210	Daily, Weekly, and Monthly Pass Registration Generated through daily, weekly, and monthly passes sold to commercial entities desiring access to The Landings for conduct of business.
5220	Frequent Visitor Registration Generated through daily passes sold to frequent visitors of The Landings' property owners.
5230	Golf Cart Registration Revenue generated through registration fees required to operate golf carts within the community.
5240	Architectural Review Fees Fees collected to defray the costs of reviewing plans.
5270	Contractor Forfeitures Part of the construction deposit that is forfeited because of a covenant violation. Typically, it is used to clean a construction site.
5290	For Sale by Owner Sign Fees collected for the rental a For Sale by Owner Sign from the Landings Association.
5300	Merchandise Revenue received from the sale of retail items at the Landings Harbor Store, typically drinks, snacks, oil, miscellaneous boating items, and clothing.
5310	Bait Sales Revenue received from the sale of bait at the Marinas.
5320	Gasoline Sales Revenue received from the sale of gas at the Marinas.
5321	Diesel Sales Revenue received from the sale of diesel at the Marinas.
5370	Sailing Program A monthly fee to participate in the Sailing program which includes lessons and weekend races.
5440	Interest Earned Interest earned on bank account balances and investments held by the Association.
5520	Telecommunications Lease Generated through lease agreements on the Association's and Marinas' three cellular phone towers.
5540	Directory Advertising This revenue results from sales of ads in the annual Landings Residential Directory. This revenue more than offsets the cost of production and distribution.
5550	Residential Directories This revenue results from extra residential directories purchased by residents, above the two free issues each owner is allocated.
5553	Programs – Charters This revenue results from fishing or sight-seeing charters offered by the Marinas.

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5560	Meeting Room Rental This revenue is generated through the rental of the TLA Admin office conference room.
5570	Mailbox Fee Revenue received from residents to install a new mailbox and/or post, or to replace a mailbox with a larger model.
5580	Dog Park Fees Collected to cover the cost of maintaining the Dog Park.
5590	Storage Yard A fee charged to use a space in one of the two storage yards managed by the Association. Only 12-month leases are offered.
5600	BrightView Rent Revenue The rent paid to The Landings Association by BrightView for use of the office building adjacent to the RV/Storage Yard.
5610	Cable Head-End Lease Income received from Comcast for the use of the property for the cable head-end.
5620	Rental Fees – Sunset Room/Harbor/Athletic Field/Parking Generated through rental of the Sunset Room, Harbor Picnic area, Association parking spaces, and the Athletic Fields.
5660	Violations Revenue This revenue is generated by fines issued to commercial vendors and residents for not following the Community Rules and Regulations.
5665	Security Service Fee This revenue is generated when TLA charges a security fee to outside vendors.
5667	Security Premise Check Revenue derived from resident-paid fees for on-site security inspections conducted by TLA's Security Department.
5675	Chipping Revenue This revenue is generated by our chipping yard.
5676	Special Income Revenue generated from special, typically one-time projects, as well as royalties received from internet-based market penetration initiatives.
5900	Merchandise COGS The cost of merchandise purchased for resale, for the Marinas.
5910	Bait COGS The cost of bait purchased for resale, for the Marinas.
5920	Gasoline COGS The cost of the gasoline purchased for resale, for the Marinas.
5921	Diesel COGS The cost of the diesel purchased for resale, for the Marinas.
5970	Sailing Program Expense The expenses incurred to operate the Sailing Program.

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Definitions of Expenditures

<u>Account</u>	<u>Category</u>
6000	Salaries & Wages Includes salary, wages, and paid time off expenditures.
7000	Postage This is generated with the mailing of printed pieces, such as billings mailed to owners.
7010	Mailing House These are expenses generated with the handling and printing of pieces, such as billings mailed to owners.
7011	Outside Services – Other The costs involved for special marketing projects.
7020	Printing These expenses range from letterhead, to voting packets.
7030	Office Supplies These include typical supplies needed for the conducting of business, such as pens and paper, etc.
7031	Printer Supplies These include supplies for printers, such as toner and drums.
7035	Kitchen Supplies This includes supplies for the TLA Administration Building's Kitchen
7040	Employee Business Expense This provides reimbursement when employees use their own, personal money. It also reimburses mileage when employees use their personal vehicles.
7050	Communications This includes mainly landline and cellular phone service.
7060	Utilities Cost of electric, gas, and water services.
7061	Admin Utilities Cost of utilities for the TLA Admin offices.
7062	Gate House Utilities Cost of utilities for the security buildings at the gates.
7070	Off-Site Storage The cost to store important documents and records off the premises.
7100	Insurance Cost of Property, General Liability, Excess Liability, Dry and Wet Property, Security Guard, Cyber, Drone, Directors & Officers, Auto, and Flood insurance premiums.
7111	Ad Valorem Taxes Ad valorem taxes paid on the vehicles owned by the Association.
7112	Property Taxes Cost of property taxes charged on Association Property.
7120	Provision for Income Taxes Federal and State income tax paid on non-member income.
7130	Professional Fees – Legal Fees These are mainly legal review fees generated in the conduct of Association business.

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7132	Professional Fees – ARC The fees paid to a licensed Architect to review architecture plans. This account has been combined with 7130 – Professional Fees – Legal Fees beginning in 2026.
7135	Professional Fees – CPA Firm The fees paid to our CPA Firm for quarterly and yearly audits and filing tax returns.
7150	Board & Committee Expense - Meetings Expenses associated with either Board or Committee meetings.
7170	Fees/Licenses Fees to acquire licenses for business operation, fire fee, and corporate registration.
7180	Provision for Bad Debt An amount budgeted to allow for the realization of possible bad debt write-offs.
7181	Physical Inventory Adjustment A charge to write off either merchandise that has expired or bait that cannot be sold.
7200	Recruiting This includes recruitment costs, such as advertising, as well as any expense paid to employees for referring new employees.
7230	Employee Involvement Costs associated with providing opportunities for employees to become more involved with the Association and create a team atmosphere. Typically, social events.
7240	Team Development This allows team-building activities within and among departments, to ensure a more cohesive work atmosphere.
7247	Covenant Property Litigation These are legal fees related to Covenants. This account has been combined with 7130 – Professional Fees – Legal Fees beginning in 2026.
7251	Drug-Free Workplace 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	Software/Peripherals This covers the cost of updated software, computers, printers, etc.
7261	IT Maintenance Agreements Consultants and software maintenance agreements that support the operation of the Association's network.
7264	System Maintenance This account involves the setup and repairs to such network resources as phones, computers, and copiers.
7300	Consulting Services The fees paid to outside consultants for special projects, such as a reserve study.
7315	Engineering Studies The fees paid to outside engineering firms for surveys and project analysis.
7316	Strategic Plan Costs of a particular project that the Association desires to track separately from normal accounts, such as Strategic planning costs.
7319	Sustainable Skidaway Renewal Cost of annual membership fee as a Sustainable Audubon Community.

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7350	Operating Contingency This is for one-time emergency or unforeseen expenditures.
7410	Service Charges Bank and credit card service charges.
7440	Town Meetings 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	Special Events Expense 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 th of July Fireworks.
7452	Creative Services Expenditures related to professional marketing support for board and association initiatives, primarily focused on video production.
7600	RFID Tags - Commercial These must be purchased each year as replacements and for commercial vendors, to allow entry into The Landings' seven automated gates.
7601	RFID Tags - Residential These must be purchased each year as replacements and for new residents, to allow entry into The Landings' seven automated gates.
7610	Gate Claims These result from damage incurred at the gate entrances.
7620	Police Augment This funds off-duty Chatham County Police Department officers to help patrol The Landings, especially at night. This was discontinued in 2020.
7630	EMS Support Fee paid for Chatham Emergency Services to staff a 24-hour, onsite paramedic. This was discontinued in 2024.
7640	Safety Programs Costs associated with programs that encourage safety at the workplace, typically videos and periodicals.
7740	General Supplies/Equipment Cost of Supplies, small and various items purchased for general operations.
7750	Boat Service Expense Expenses incurred for boat servicing supplies, primarily related to cleaning activities.
7800	Small Tools Costs associated with the purchase of small tools.
8000	Auto Gate Maintenance For the Association's seven gated entrances, including a total of 15 gate arms.
8010	Gatehouse Maintenance For the Association's five gatehouses.
8100	Building Maintenance For the Association's Public Works facilities, Sunset Room, and the two marinas.
8101	Admin Building Maintenance Costs associated with maintaining TLA's Admin Building.

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8105	Kayak Expense Costs to replace or repair kayaks, dry racks, or to purchase various kayak supplies such as carriers or life vests.
8110	Janitorial Supplies Cost of cleaning supplies.
8120	Contract Cleaning Cost to clean and maintain various buildings on TLA Common Property.
8130	Member Boat Damage Expenses incurred moving boats at the Landings Harbor and Delegal Creek Marinas.
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.
8140	Equipment Maintenance Costs associated with the maintenance of equipment.
8141	Equipment Maintenance – Forklift The costs associated with the maintenance of the Landings Harbor Wiggins Forklift.
8150	Repair & Maintenance – Docks and Grounds Costs associated with the maintenance of the docks and grounds at the Marinas.
8151	Repair & Maintenance – Seawall Costs associated with the maintenance of the Landings Harbor seawall.
8152	Dredging Expense To allow for larger boats, and sailboats, to traverse the Marinas.
8154	Channel Markers The costs associated for purchasing channel markers for the marinas.
8180	Hazardous Materials Registration Registration fee to be able to store lagoon chemicals and fuel onsite.
8200	Landscaping Contract Contracted service to maintain common property grass and planted areas, through a mowing and planting program.
8202	Landscaping Miscellaneous landscaping costs that are not provided by the landscaping contractor, such as turf repairs.
8203	Irrigation Expense Costs associated with the maintenance of the irrigation systems owned by the Association.
8210	Tree Removal Removal of dead and diseased trees from common property.
8211	Tree Replacement Costs associated with planting trees.
8230	Dry Trash Pickup Costs associated with dry trash pickup.
8232	Chipping Yard Expense The 90% cost of the revenue that is paid out to the vendors, as TLA keeps only 10% of gross revenues.
8240	Median Refurbishment Costs associated with maintaining the medians.

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8245	Special Project - Nature Trail/Construction Costs associated with maintaining the Nature Trail and various other infrastructure projects.
8300	Fuel and Lube Costs of fuel and lube used in Association-owned vehicles.
8310	Vehicle Maintenance In-house maintenance and repairs of the Association's vehicles.
8320	Auto Expense A charge to non-Public Works departments to maintain their fleets.
8400	Algaecide/Herbicide Plant Control Costs for chemicals used to control plants in the lagoons.
8410	Aerator Expense Cost to maintain and run lagoon aerators.
8430	Lab Testing Costs associated with the testing of lagoon water.
8440	Stocking Plant Control Costs to purchase Grass Carp used in the lagoons to help minimize non-desirable plant growth.
8450	Aquatic Midge Control Costs associated with the elimination of an insect known as a midge.
8470	Anglers' Support Costs associated with maintaining certain lagoons for fishing.
8480	Lagoon Dredging An annual program to dredge a portion of The Landings' 151 lagoons.
8490	Lagoon Beautification Costs associated with plant material to help maintain and beautify the lagoon banks.
8520	Bridge Repair Costs associated with bridge and path preventive and as-necessary maintenance.
8540	Pavement Restriping Contracted and in-house service to restripe the roads of The Landings.
8550	Street Lighting Utility and maintenance costs to provide street lighting in The Landings.
8600	USDA Management Contract This includes management of the deer population, as well as other wild animal control.
8610	Meat Processing The costs involved to process deer meat.
8620	TLA Animal Control The costs incurred by TLA for animal control.
8700	Signs and Mailbox Maintenance Costs associated with the maintenance of signs and mailboxes within the Community.
8710	Mailbox and Signs - Contract Costs associated with providing mailboxes and signs to Landings residents.
8720	RV Yard Repair Costs associated with maintaining the two RV Storage Yards.

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8730	Dog Park Expense Costs associated with maintaining the Dog Park.
8740	Landings Community Park Maintenance Cost to maintain and replace sports equipment provided at the Athletic Field.
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.

TLREC – The Landings Real Estate Company.

Transfer – Shifting of all or parts of the budget authority in one appropriation or fund account to another as specifically authorized by law.