

Table of Contents

The Landings Association

2019 Budget Transmittal Letter 3-8

I. Executive Summary 9-11

This section is designed to give the reader a summary of the major highlights of the 2019 budget.

Resolution Adopting 2019 Assessment Allocation	12
Resolution Adopting 2019 Operating Budget.....	13
Resolution Adopting 2019 Capital Reserve Budget	14

II. Organizational Overview

This section is designed to give the reader a general look at The Landings and an overview of The Landings Association.

Vicinity Map and Landings Profile.....	15-17
Organizational Structure	18
Organizational Chart.....	19
Mission Statement, Vision, and Strategic Plan.....	20-21

III. Budgetary Overview

This section is designed to give the reader a summary of the budgeting process, controls, calendar, and assumptions that were used to calculate this budget. The last part of this section also provides a summary and graphical representation of the budget.

Budget Process	23
Budget Controls (including Purchasing Matrix)	24-25
Budget Calendar.....	26
Budget Assumptions	27-29
Fee Schedule	30-32
Description of Accounts and Funds	33
Budget Summary Graphs	34-39
Budgeted Personnel Summary	40

IV. Long Range Financial Plan

This section is designed to give the reader a summary of the Financial Policies of the Association and the Long Range Financial Plan for 2019-2024.

Financial Policies.....	41-42
Long Range Financial Plan.....	43
Long Range Financial Plan Discussion.....	43-46
Cash Flow Projections with No Assessment Increase... 46-48	
Long Range Financial Plan Projections by Fund:	
Combined TLA and Marinas Operating Fund.....	49-55
TLA Operating Fund	56-61
Marinas Operating Fund	62-65

Table of Contents

The Landings Association

V. Department Budgets

This section includes each department's organizational chart; Work Plan containing descriptions, highlights, goals, objectives, and performance measurements; and summary financial information, including by sub-department, where applicable.

Combined TLA and Marinas Operating Fund.....	67-72
TLA Operating Fund	73-77
Marinas Operating Fund	78-80
Executive Management	81-99
Communications and Community Outreach.....	101-131
Finance/IT	133-149
Security	151-161
Public Works	163-209
Community Development	211-219
Marinas	221-255

VI. Capital Asset Management Policy and Plan

This section includes the Capital Asset Management Plan (CAMP) and the current year's Capital and Reserve Budget.

Capital Asset Management Policy	257-259
2019 CAMP Additions	259
2019 Changes to CAMP	260-267
2018 Capital Expenditures.....	268-269
2019 Capital Purchase Plan	270
CAMP Projected Expenditures 2019-2024	271-285

VII. Appendix

This section includes definitions of revenues and expenditures and a glossary of terms used throughout the budget document.

Budget Memos	287
Definitions of Revenues.....	288-292
Definitions of Expenditures	293-300
Glossary	301-304

Budget Transmittal

The Landings Association

2019 Budget Transmittal

December 7, 2018

To The Landings Association's Board of Directors:

Transmitted herein is the proposed 2019 Annual Budget for The Landings Association scheduled for adoption on December 18, 2018.

Financial Planning Context

Financial planning for the Association is performed in the context of a rolling 6-year Long Range Financial Plan (LRFP) to ensure that today's decisions are made with attention to potential implications for the future. The LRFP is revised each year following annual updates to the Capital Asset Management Plan (CAMP), a 25-year scheduled replacement plan for the Association's assets that are funded through the restricted Reserves Fund. The CAMP includes 1,115 individual assets currently valued at \$76 million. The updates of useful life and current values are integrated into the LRFP, along with projected Operating Fund expenditures, generating a set of cash flow projections for the next six years.

The LRFP, included in this set of documents, serves as a guide based on a set of assumptions and is not officially adopted by the Board of Directors. It requires ongoing evaluation, and staff will continue to critically evaluate the LRFP assumptions, including the methodology for the CAMP and Reserves Fund, with the Finance Committee, the Reserves Subcommittee, and the Public Works Committee for reasonable and appropriate adjustments and recommendations for Board consideration. These planning processes are more fully described in the Budgetary Overview and Long Range Financial Plan sections of this document.

Assessment

The primary source of revenue for The Landings Association is the annual general purpose assessment. Under the Declaration of Covenants, Section 8.2, 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."*

Section 8 of the Covenants provides that the Association may change the maximum and basis of the annual general purpose assessments prospectively for three-year periods, with the assent of two-thirds of property owners who are voting, after a quorum of 60% is achieved. (Provisions for reduced quorums exist if the 60% is not achieved in an initial vote.)

Budget Transmittal

The Landings Association

The October 2018 Assessment Proposal for 2019-2021 failed to meet the Covenants requirement for community approval by just under one percent (0.7%). A total of 2,768 of the 4,219 (66%) eligible owners voted on the Assessment Plan, and 1,451 did not vote. Of those voting, 1,832 (representing 1,921 lots) approved the Plan, and 936 (representing 994 lots) voted against the Plan. As a result, the annual assessment amount will remain flat in 2019, at \$1,850/lot.

Implications

With the uncertain future for when the assessment may be increased, the Long Range Financial Plan (2019-2024) assumes no assessment increases as well. The supporting documents indicate that the Reserves Fund meets the Board-approved target of \$7 million in 2019 and 2020, achieved by reduced operating expenditures to enable increased transfers to reserves, coupled with capital project deferrals. However, the balance starts to fall thereafter and then declines below the Board-approved floor of \$5 million in 2023. By 2024, the Reserves Fund balance is projected to be \$2,138,688. The cash balance in the Operating Fund averages \$1,511,761 per year during the six-year period, and operating expenditures are an average annual increase of 2% over the six-years.

Flat assessment revenue requires a shift in Strategic Plan priorities and financial management strategies to maintain basic services and ensure the integrity of the Reserve Fund. In the 2019 Budget preparation, the following strategies were followed:

- Reconsider provision of optional or supplemental services that exceed basic core services levels;
- Continue ongoing efforts aggressively to pursue creative solutions to reduce the cost of basic services, and;
- Continue shifting any savings from cost reductions or additional non-assessment revenue to the Reserves Fund to protect its long-term stability.

2019 Proposed Operating Fund

The 2019 proposed budget reflects a minimum of two months operating expenses, with an opening cash balance of \$1,824,073.¹ Projected assessment revenue of \$6,126,120, combined with projected non-assessment revenue of \$3,375,753, provides total proposed operating revenue of \$9,501,873. Total operating expenditures of \$9,809,032 are proposed, resulting in net revenues before depreciation of (\$307,159) and over expenses of (\$1,002,033).²

¹This balance reflects a higher-than-usual carryover of 2017 and 2018 operating fund balances, rather than transfer to reserves, to ensure sufficient operating cash for storm-related cleanup and community restoration beyond Special Assessment revenue. Various budgeted projects were deferred in 2017 due to storm cleanup and restoration taking precedence. Also, additional 2017 revenue over budget was received from chipping yard operations as well as boat storage and fuel sales.

²Depreciation 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

Expenditures

The total proposed 2019 operating budget is a 1% decrease over the 2018 budget and a 1% increase over the projected 2018 year-end expenditures.

2018 Operating Budget	2018 Year-End Expenditures	2019 Proposed Budget
\$9,908,360	\$9,715,638	\$9,809,032

This year-over-year comparison reflects that expenditures are proposed to remain relatively flat into 2019 compared with the 2018 budget and actual expenditures. Our operating costs continue to rise, notably in the cost of construction materials. While the Producer Price Index for construction jumped 6.2% from August 2017 to August 2018, materials most commonly used by our Public Works team increased far more than the index, with diesel fuel up 33%, lumber & plywood up 13%, steel products up 18%, aluminum up 14%, a 9% increase in asphalt and 10% for concrete. Property and casualty insurance premiums are also projected to increase 5%, and health insurance will increase 5% for each participant.

In addition, the Association also has been negatively impacted by the tight labor market with historically low unemployment levels, resulting in higher turnover than usual due to more competitive pay elsewhere. Employee compensation represents half of our operating costs, and turnover in Security and Public Works increased during 2018. The cost of turnover includes increased overtime to cover shifts, temporary labor costs higher than current hourly rates, and loss of productivity from vacant positions.

Litigation costs increased over the past two years due to the need to compel property maintenance compliance through court proceedings.

All departments have responded to the challenge presented by the Assessment Vote to reduce costs while maintaining core services. No new or additional services, including those proposed in the Assessment Plan, are reflected in this budget.

Examples of recent and ongoing initiatives to reduce costs and increase revenue include the following:

- Eliminated mixed paper recycling due to the turnaround in the recyclables market from revenue producing to one of costly collection
- Shopped health insurance plans and providers following an initial premium increase of 23%; ultimately changed plans with reduced benefits at a 5% increase per participant
- Negotiated a flat 3-year term with increased service in the \$1M landscape contract, our single largest operating expenditure
- Moved from contract graphic services to in-house staff to achieve a \$14,000 cost reduction
- Increased *Journal* advertising revenue, which now exceeds the *Journal* publication cost
- Changed banking institutions to decrease fees (\$12,000) and increase operating efficiencies

Budget Transmittal

The Landings Association

- Restructured and reduced Human Resources from 2 to 1 employee
- Reduced contract tree pruning cost by purchasing a used bucket truck for \$50,000 that has more than paid for itself in less than one year
- Generated \$35,000 in logging revenue from the sprayfield tree thinning project required to increase the efficiency of the wastewater treatment operation
- Achieved a successful appeal of property tax on common property that reduced the base year by \$12,000 per year
- Numerous partnerships with community nonprofits, including CCA, Skidaway Audubon, Landlovers, and Green Thumb Garden Club, which have funded improvements to various amenities

Service levels

Such efforts to reduce and control costs will always continue but are not sufficient alone to achieve a flat year-over-year operating budget due to the level of rising costs. Therefore, additional cost reductions are required, and service level reductions have been identified based on the least impact to property owners in the aggregate. These include elimination of the seasonal Marinas cookouts, Tuesday Tiki Bar Socials, livestreaming Marinas cameras, interactive website maps, and a reduction in the amount of staffing augmentation performed by off-duty Chatham County Police Department officers.

2019 Proposed Reserves Fund

A critical aspect of any community association's financial health is the development and maintenance of an adequate long-term replacement reserve program. The Landings Association has the responsibility of preserving, maintaining, and enhancing the common property of the community. In order to adequately maintain the common property assets and infrastructure, the Board establishes an appropriate level of revenue to segregate into the Reserve Fund (based on the CAMP) to offset the major repair and replacement of these vital assets as they wear out over time.

In conjunction with substantial non-assessment revenue, the annual assessment provides funding for both operating and capital expenses of the Association. Each year, assessment revenue is allocated between the Operating Fund and the Capital Reserve Fund during the budget process to ensure the most tax-efficient use of resources, while meeting budgetary needs. Contributions to Reserves are not subject to taxation.

The 2019 proposed budget reflects a projected Reserves Fund starting balance of \$7,277,426, total projected assessment revenues of \$2,050,880, and net capital expenditures of \$1,960,637. This is achieved through reallocation of less assessment revenue to operations in both 2018 and 2019. The proposed allocations of the \$1,850 per lot assessment, as compared with 2018 budget and 2018 Year-End requirements, are reflected below.

Budget Transmittal

The Landings Association

Proposed 2019 Assessment Allocation			
	Operations	Capital Reserves	Total
2018 Budget	\$1,545	\$305	\$1,850
2018 Year End	\$1,390	\$460	\$1,850
2019 Budget	\$1,386	\$464	\$1,850

In addition, the following major changes have been incorporated into the Capital Asset Management Plan (CAMP):

- The planned 2020/2021 Landings Harbor Dry Stack Restoration Project has been deferred by one year, coupled with a reduced scope of work to decrease cost.
- The Athletic Field Playground and Equipment, Walking Path, and Irrigation System replacements and improvements have been deferred from 2019 to 2025.
- The Sunset Room Flooring replacement has been deferred from 2020 to 2025.
- Directional Signs replacements have been deferred from 2020 to 2025.
- The Moon River Monument Sign Replacement has been deferred from 2019 to 2025.

Additional changes have been made during the past month of budget revisions to both the operating and capital budget for 2019 and beyond. Further details of these changes are reflected in the Executive Summary and throughout this budget document.

Conclusion

We remain committed to protecting our major infrastructure, including roads, community paths, and lagoon and drainage structures, requiring further consideration of phasing out some “optional” versus necessary basic core services due to the uncertainty of when an assessment increase will occur in the future. Tougher choices than those noted in this transmittal may be faced in the not-to-distant future. Extensive community engagement on these issues planned during 2019 should greatly assist the decision-making.

Following its adoption by the Board of Directors, this budget document, in its entirety, constitutes a Policy Document, a Financial Plan, an Operations Guide, and a Communications Tool. As a Policy Document, the budget describes financial and operating policies, goals, and priorities of The Landings Association. It serves as both a short-term and long-range Financial Plan, providing revenue and expense projections by fund, department, division, and category for 2019 and five additional years. As an Operations Guide, the 2019 budget describes activities, objectives for the fiscal year, performance measures to track progress on the objectives, and our workforce. The budget is an important communications tool, providing information on budgetary trends, planning processes, and integration of the operating and capital budgets. It is intended to ensure that the Board and the community are provided with complete and comprehensive information on the 2019 budget, and that we have explained fully the plan of work for the upcoming year. I welcome any suggestions for improvement of the information contained within.

Budget Transmittal

The Landings Association

Sincere thanks are extended to the Association's Board of Directors, the Finance Committee, Reserves Subcommittee, and the Management Team for their support and leadership in the preparation of this document, particularly during this dynamic fall quarter. The members of the Finance Committee once again conducted thorough reviews and provided substantial guidance in the development of the annual budget and the Long Range Financial Plan. The Reserves Subcommittee held extensive reviews of the methodology and content of the Reserve Fund and the Capital Asset Management Plan. Key staff who have been involved are Karl Stephens, Assistant General Manager/Chief Administrative Officer, and Dianne Talcott, Finance Director/Controller, in partnership with the Department Directors.

Sincerely,



Shari S. Haldeman
General Manager/Chief Operating Officer

Executive Summary

The Landings Association

Executive Summary

Overview

The Landings Association anticipates ending budget year 2018 with current assets of \$8,785,000, total revenues of \$12,256,062, and total operating and net capital expenditures (reflecting reimbursements from The Landings Club) of \$11,567,431.

The 2019 budget includes projected total revenues of \$11,552,753 and total operating and net capital expenditures of \$11,769,669. Assessment revenues for 2019 are based on \$1,850 per lot, of which \$1,386 is allocated to General Operations and \$464 to Capital Reserves. It is estimated that there will be 4,419 billable lots in 2019. In addition, non-Assessment revenue is generated, largely through marina operations and vehicle registration. This non-Assessment revenue is estimated at \$3,375,753 in 2019.

Budget Highlights

- Total projected gross revenue for all operating funds in 2019 is \$9,501,873, a slight decrease from the 2018 Year-End Estimate of \$9,568,702.
- Total Assessment revenue allocated to Reserves in 2019 is \$2,050,880.
- Total projected gross revenue for all operating and reserve funds in 2019 is \$11,552,753, a decrease from the 2018 Year-End Estimate of \$12,256,062, reflecting the 2018 conclusion of the two-year Community Recovery Special Assessment.¹
- Total projected 2019 expenditures for all operating funds are \$9,809,032, a slight increase (0.9%) from the 2018 Year-End Estimate of \$9,715,638, and a decrease of 1% from the 2018 Budget of \$9,908,360.
- Total 2019 net Capital expenditures projected for the Association and Marinas are \$1,960,637, a 5% increase from the 2018 Year-End Estimate of \$1,851,793, reflecting the replacements of necessary assets scheduled in the Capital Asset Management Plan.
- Total projected expenditures for all operating and reserve funds in 2019 is \$11,769,669.
- Total net revenue before depreciation for all operating funds for 2019 is projected to be (\$307,159)² at year-end - a function of the assessment allocation to the reserves - compared to the 2018 year-end estimate of (\$146,936) for all operating funds (and before expenditures for depreciable assets).
- The 2019 projected Operating Fund balance at year-end is \$1,510,964, and the projected Reserves Fund balance is \$7,376,816.

¹The Community Recovery Special Assessment revenue in 2017 and 2018 was allocated to the Reserves Fund since the planned 2016 allocation to Reserves could not be made due to the storm cleanup and restoration requirements.

²Net revenue in the operating fund is subject to taxation, and a greater contribution to the reserves helps improve the long-term stability of the Reserves Fund, is not subject to taxation, and draws down the Operating Fund balance closer to the required minimum of two months operating expenses (~\$1.5 million).

Executive Summary

The Landings Association

Employees

The 2019 budget provides for 75 Fulltime Equivalent Employees (FTE), a decrease of 0.5 FTE from the 2018 budget of 75.5 FTE. Staffing costs for 2019 are budgeted at \$4,935,382 and assume full staffing.

2018 Year-End Estimates Compared to 2018 Budget

The combined Operating Fund (including the Association and the Marinas) are projected to end 2018 with (\$146,936) in net revenues before depreciation, which is (\$237,157) less than budget, due to the reallocation of funds from Operating to Reserves. Some major variances to budget are noted below.

Major Revenues Better Than Budget for 2018

Boat Storage - continues to trend higher	\$79,039
Interest Income - reflects increased rates on investments beginning in 2018	\$46,214
Fuel Sales -reflects higher boat storage	\$26,868
Other Revenues - increased Violation Fees, Finance Charge Revenue (increased quarterly payments), and Security Service Fees for staffing automatic gates for private events	\$23,353
Architectural Fees - reflects increased permitting activity	\$22,185
Vehicle Registration - decreased annual pass revenues more than offset by daily, weekly, monthly passes	\$18,738
Marina Other - Capital Assessment fee and Sailing Program revenue reflect higher boat storage and increased sailing program participation	\$13,841
Rental Income - increased revenue received from Cell Tower Lease	\$12,044

Net Revenues (excluding Assessment) = \$255,221 better than Budget

In addition, Delegal Business Interruption insurance proceeds of \$80,038 were received in 2018 for the loss of business income from the damage caused by Hurricane Matthew to the floating docks.

Expenses Better Than Budget for 2018

Contingency - this line item has been used more in the past for cleanup related to storms	\$92,678
Total Staffing - tighter labor market increased staff turnover	\$73,965
Printing and Postage - reducing through increased electronic and in-house development of material	\$36,533
Property and Casualty Insurance - was budgeted higher as we anticipated a larger increase	\$32,891
Landscaping - contract less than budget	\$20,324
IT Support - due to server upgrade and PN3 replacement project deferred to 2019	\$17,700
Consulting Services - joint TLA/TLC strategic plan consulting deferred and more in-house HR training	\$15,000

Net Expenditures = \$192,722 better than Budget

The above 2018 budget variances totaling \$447,943, plus insurance proceeds of \$80,038, contributed to the year-end reallocation of \$685,100 from the Operating Fund to the Reserve Fund in 2018.

Executive Summary

The Landings Association

2019 Budget Highlights-Operating Fund

Starting Cash	\$1,824,073
Total Revenue	\$9,501,873
Cost of Goods Sold	\$280,221
Gross Margin	\$9,221,652
Total Expenses	\$9,528,811
Net Revenues Before Depreciation	(\$307,159)
Ending Cash and Investments	<u>\$1,510,964</u>

2019 Budget Highlights- Reserves Fund

Starting Cash	\$7,280,623
Total Revenue	\$2,050,880
Total Expenditures	\$1,965,678
Net Revenue	\$85,202
Ending Cash and Investments	<u>\$7,373,816</u>

Executive Summary

The Landings Association



ADOPTING 2019 ASSESSMENT ALLOCATION

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

WHEREAS: The Board Policy Manual Section IX.D. (3) 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 \$1,850 Annual Assessment per lot be allocated in the following manner:

Operating Allocation	\$1,386
Capital Reserve Allocation	\$464
Total Annual Assessment Per Lot	\$1,850

President, Board of Directors

Date

Executive Summary

The Landings Association



ADOPTING 2019 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 IX.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 2019 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 2019 of **\$9,809,032**, as set forth in the 2019 Annual Budget.

President, Board of Directors

Date

Executive Summary

The Landings Association



ADOPTING 2019 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 IX.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 2019 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 net capital expenditures budget for the year 2019 of **\$1,960,637**, as set forth in the 2019 Annual Budget.

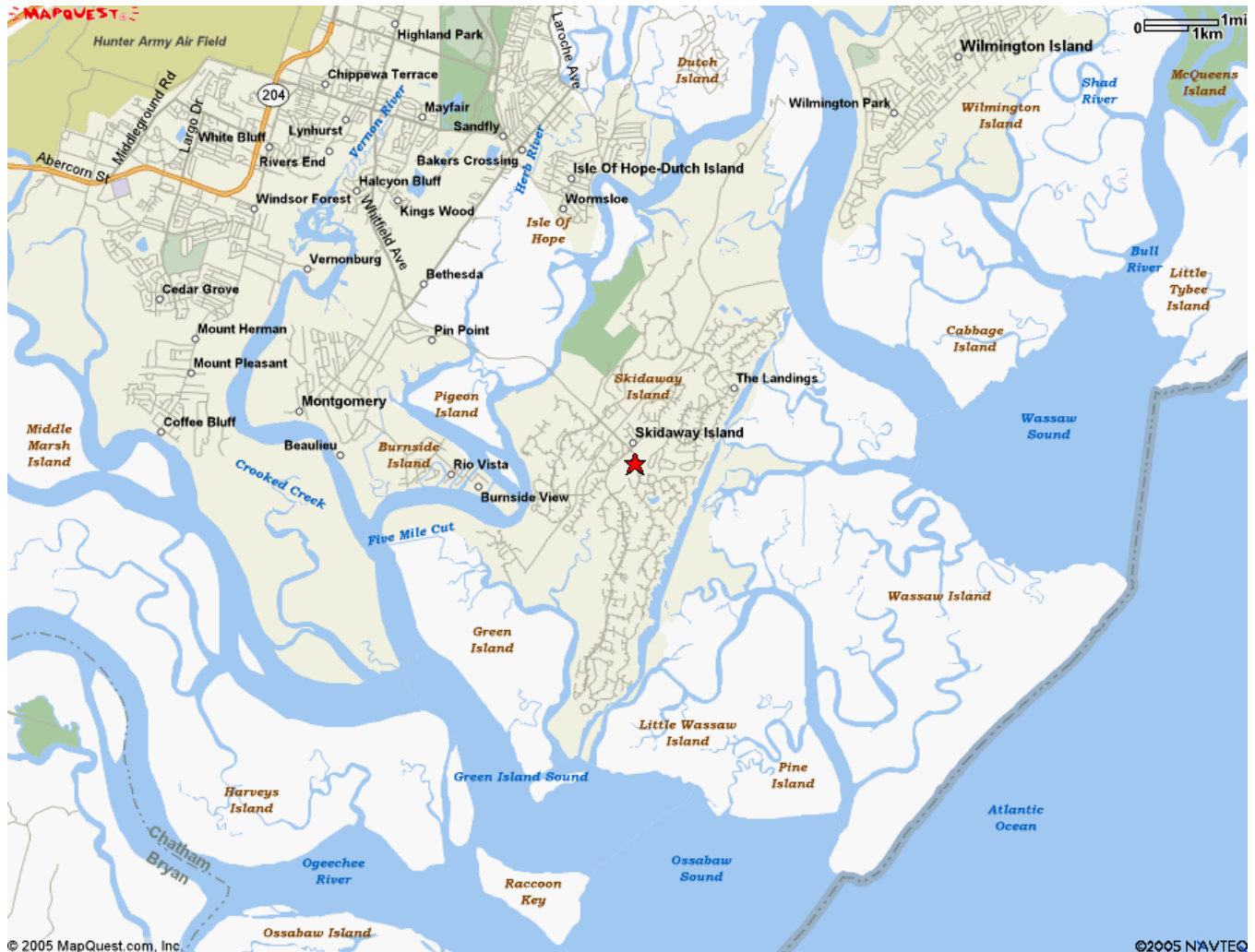
President, Board of Directors

Date

Organizational Overview

The Landings Association

Vicinity Map



Landings Profile

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

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

Organizational Overview

The Landings Association

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

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

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

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

Date Incorporated: 1972

Organizational Overview

The Landings Association

Our Community of 8,500 Residents Enjoy:

- 4,755 Total Acres (including 715 acres of common property – 574 in turf, 4 in athletic fields, 22 in gatehouses; 115 in forested areas)
- 91 Miles of Roads and 30 Miles (22 Paved) of Paths/Trails on common property
- 313 Center Islands/Medians
- 11 Bridges
- 7 Gated Entrances (serving more than 10,000 vehicles each day)
- 4,420 Lots
- 4,229 Homes Completed (as of November 2018)
- 191 Undeveloped Lots (as of November 2018)
- 151 Lagoons (totaling 269 acres), including the Kids' Fishing Lagoon
- 3 RV Storage Yards
- 2 Deep Water Marinas, with 365 Boat Racks and Slips
- 2 Athletic Fields
- Delegal's Sunset Pavilion
- Playground
- Dog Park
- Recycling Facility
- Native Plant Trail
- Nature Trail
- Community Garden
- Carefree Boat Club

Provided by:

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

Organizational Overview

The Landings Association

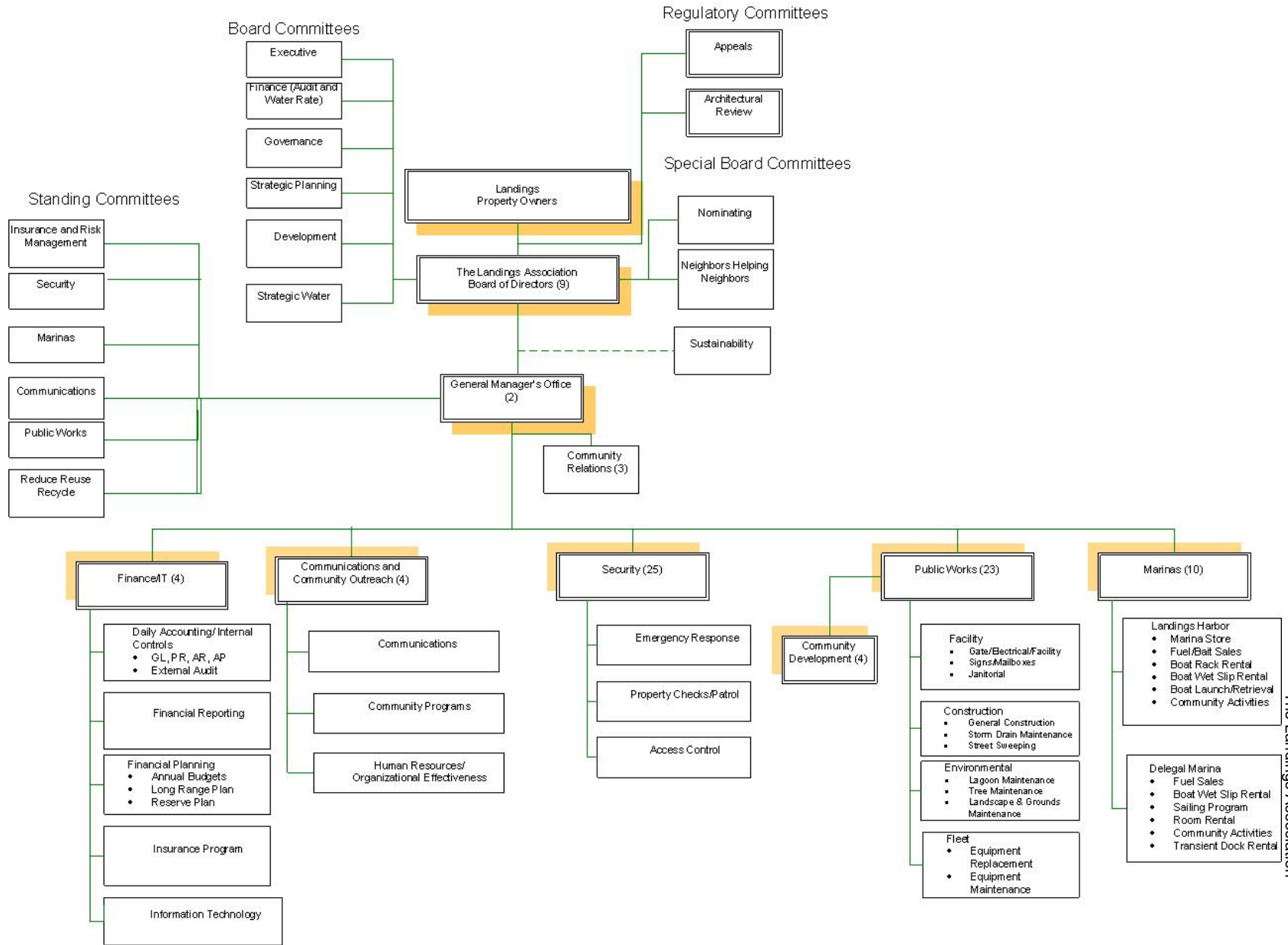
rganizational Structure

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

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

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

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



Organizational Overview

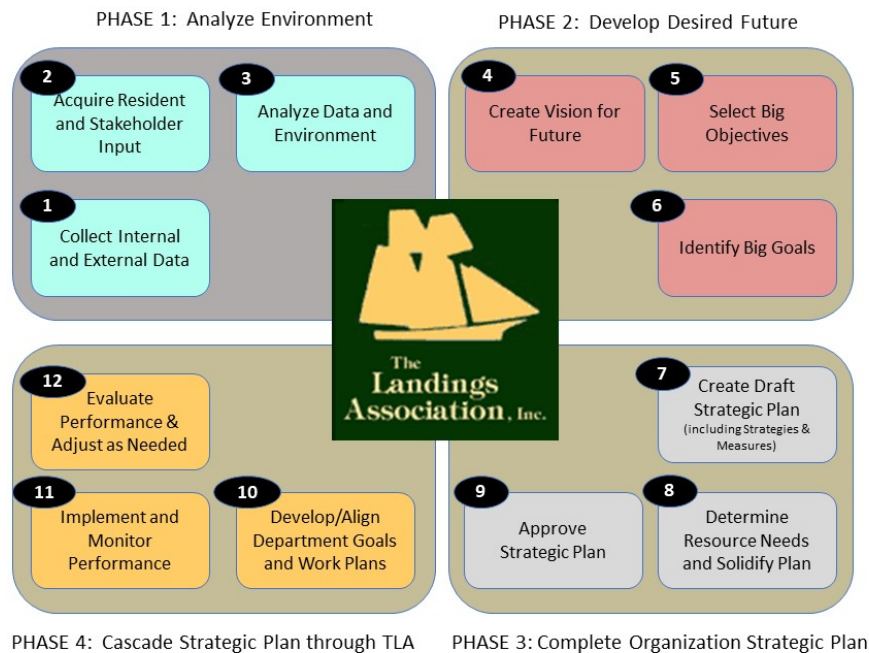
The Landings Association

Strategic Planning

The Landings Association has a history of strategic planning dating back to its creation. The purpose of the Strategic Plan is to establish the long-term direction to guide the actions required to remain competitive, maintain and increase property values, attract new residents, and satisfy and retain existing property owners. It contains the organizational vision, mission, and values, and is intended to serve for a 3-6 year timeframe.

The Strategic Plan goals and objectives serve as the framework for the annual operational plan, the 3-year assessment cycle, and the 6-year strategic planning cycle. The strategic goals are the targets for investment and budgeting. As such, the annual budget and new project commitments relate to the plan. The plan is reviewed each year as part of the new Board orientation, revised as appropriate through the Strategic Planning Committee, and then is approved by the Association's Board. In 2010, the Board updated the Strategic Plan, the last major change of which was approved in 2006. This Strategic Plan was further refined and updated throughout 2011, and again in 2012.

In 2014, a new strategic planning process was established as reflected in the chart below. Thereafter, the Board and Staff conducted extensive research, comparing The Landings against our competitors, and evaluating current and projected future trends. Following that work, the Board and senior staff conducted a three-day retreat to update the Association's Vision and developed five key Objectives to guide the 2015-2020 period. In 2019, work will continue to achieve the Objectives, while also beginning the research and data collection, including benchmarking against other communities, required for the 2020 update to adopt a 2021-2026 Strategic Plan.



Organizational Overview

The Landings Association

The Association staff has developed an employee vision and a set of values that nest within the broader vision established by the Board of Directors. The employee vision guides the manner in which work is performed, in order to develop a workplace culture in support of the organizational vision.

The current Board-adopted Mission, Vision, Values, and Strategic Plan Objectives are below.

*M*ission Statement, Vision, and Strategic Plan Objectives

Mission of The Landings Association

The mission of The Landings Association is to maintain common property, provide services, and administer covenants in a publicly responsible and efficient manner.

Vision for The Landings Association

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

Strategic Plan Objectives

OBJECTIVE 1 – ENVIRONMENTAL SUSTAINABILITY/STEWARDSHIP: Create and promote an environmentally sustainable community that encourages responsible enjoyment of our natural resources

OBJECTIVE 2 – HOUSING: Facilitate a fresh, diverse selection of housing for people at every stage of life who desire the “Landings Lifestyle”

OBJECTIVE 3 – TECHNOLOGY: Research and leverage cutting edge technologies to enhance the safety, security, and quality of life for our residents

OBJECTIVE 4 – AMENITIES, ACTIVITIES, PROGRAMS, SERVICES: Develop and deliver an expanded array of amenities and services that complement those offered by the Club and promote an active lifestyle, create a strong sense of community, and are valued by our current and future residents

OBJECTIVE 5 – GOVERNANCE AND DECISION MAKING: Build and implement partnerships and leadership strategies with major stakeholders that will ensure the future success of The Landings

Budgetary Overview

The Landings Association

Budgetary Overview

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

Budget Process

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

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

Following review and approval of the assumptions by the Finance Committee and Board of Directors, the projections are developed. These projections serve as the framework for financial decision making during the balance of the budget process. The Capital Asset Management Plan (CAMP) is a significant variable in the accuracy of the projections. Therefore, internal departmental reviews and updates of the CAMP occur during the first half of each year to ensure its completion by the end of August (and earlier in an Assessment year, as noted above).

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

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

Budgetary Overview

The Landings Association

Reserves Subcommittee. Following those reports, the overall budget and the Long Range Financial Plan are reviewed and discussed by the Finance Committee.

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

Budget Controls

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

CAPITAL EXPENDITURES

Expenditure Amount	Budgeted?	Staff	General Manager	Finance Committee	Board of Directors
Less than \$5,000	Yes	Research vendors; include research with PO submittal to GM. Captured as a depreciable asset in general ledger.	Review and approve. Include in report to Finance Committee and Board.	No action required	No action required
Under \$20,000, but greater than \$5,000	Yes, and does not exceed by more than 10%	Research vendors; include research with PO submit to GM. Captured as a depreciable asset in general ledger.	Review and approve. Include in report to Finance Committee and Board.	No action required	No action required
Under \$20,000, but greater than \$5,000	Not budgeted, or exceeds budget by 10%	Research vendors; submit written recommendation to GM. Captured as a depreciable asset in general ledger.	Review and submit to Finance Committee and Board	Review and recommend	Review and approve
Over \$20,000	Yes, and does not exceed by more than 10%	Develop and administer RFP; submit written recommendation to GM. Captured as a depreciable asset in general ledger.	Review and submit to Finance Committee.	Review and Approve	Receive report of GM and Finance Committee
Over \$20,000	Not budgeted, or exceeds budget by 10%	Develop and administer RFP; submit written recommendation to GM. Captured as a depreciable asset in general ledger.	Review and submit to Finance Committee and Board.	Review and recommend	Review and approve

Budgetary Overview

The Landings Association

CONTRACTS

Expenditure Amount/ Time Frame	Budgeted?	Staff	General Manager	Finance Committee	Board of Directors
Under \$20,000 and Under 3 years	Yes, and does not exceed budget by more than 10%	Research service providers; include research with PO submittal to General Manager.	Review and approve. Include in report to Finance Committee and Board.	No action required	No action required
Under \$20,000 and Under 3 years	No, or exceeds budget by 10%	Research service providers; submit written recommendation to General Manager.	Review and submit to Finance Committee and Board	Review and recommend	Review and approve
Over \$20,000 and Under 3 years	Yes, and does not exceed budget by more than 10%	Develop and administer RFP; submit written recommendation to General Manager.	Review and submit to Finance Committee	Review and Approve	Receive report of GM and Finance Committee
Over \$20,000 and Under 3 years	No, or exceeds budget by 10%	Develop and administer RFP; submit written recommendation to General Manager.	Review and submit to Finance Committee and Board	Review and recommend	Review and approve
Over 3 years	Yes or No	Develop and administer RFP; submit written recommendation to General Manager.	Review and submit to Finance Committee and Board	Review and recommend	Review and approve

2019 Budget

This budget is for the 2019 budget year and the 2019-2024 Long Range Financial Plan.

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

Budgetary Overview

The Landings Association

Tentative 2020 Budget Year Development Calendar¹

The following tentative calendar for 2020 budget development includes a schedule for a potential Assessment Plan vote during 2019. This is subject to Board review and discussion on the feasibility of conducting a vote, following a period of community engagement, including surveys and focus groups, to help determine the future direction of the community.

May 2019

Capital Asset Management Plan Review

- Inventory (capture new assets and update description, useful life, remaining life, unit cost, and total cost in 2019 dollars)
- Physical Condition Assessment (staff and engineers site inspections)
- Financial Analysis (starting fund balance, annual reserves contribution, inflation, preventive maintenance budget, alternative reserves contribution schedules)

June

Baseline Operational Budget Review

- Develop 2019 Year-End Estimates and 2020 Work Plans
- Review Previous Performance
- Research on Industry Pricing
- Departmental Reviews with General Manager
- Build Baseline Operational Budget

July

- Finance and Board Review of Budget Assumptions
- Finance Committee Departmental Reviews
- Finance Committee CAMP and Reserve Fund Reviews
- Finance Committee LRFP Reviews
- Finance Committee and Board Review of Overall 2020 Budget, 2020-2025 Long Range Financial Plan, and Cash Flow

August

- 3-Year Assessment Vote Amount Determined and Assessment Vote Started

September

- 3-Year Assessment Vote Conducted

December

- Finance Committee and Board Adoption of 2020 Budget

¹ Subject to Board Review

Budgetary Overview

The Landings Association

Budget Assumptions - 2019 - 2024

Introduction

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

Overall Association and Marina Assumptions. The following chart shows the percent change in 2018 Year-End Estimates compared to 2018 Budgets for many of the Association's and Marinas' expense and revenue accounts. It also shows the percent change from the 2018 Year End Estimate compared to 2019 and each year of the LRFPP thereafter. Details are provided for the change in each of these line items. To see complete comparisons vs. budget and the Long Range Financial Plan, please see these line items in the Budget Book.

Expense by Item	2018 YE Est.	2019+	Explanation of Assumption
Utilities	(3%)	3%	These estimates are from the U.S. Energy Information Administration, GA Power rate increases, and our own historical information.
Motor Fuel	(9%)	3%	These estimates are from the U.S. Energy Information Administration.
Health Insurance	(2%)	5%	For 2019, a 5% increase has been applied for each participant, and 6% per year has been applied for future years to allow for increased health care costs.
Non-Medical Benefits	0% in total	0% in total	Employee-related, non-medical benefits are being reviewed for trends. Some benefits have increased, while others have decreased.
Total Salaries and Wages	(1%)	3.5%	This includes all overtime, bonuses, temporary staffing, and the salary increase budget for individual employees. For years 2019 - 2024, a 3.5% increase is factored in for this overall line item for individual employees.
Workers Compensation Insurance	0%	2%	Workers Comp premiums are projected by our insurance broker to increase by 2%/year. Our experience mod rating continues to remain well under 1.0
Property and Casualty Insurance	(6%)	5%	For 2019 - 2024, there is a 5% increase factored in for both TLA and the Marinas for Property and Casualty Insurance.
Personal and Real Property Tax	0%	3%	Inflationary increase for the years 2019-2024 based on Chatham County trends.
Bad Debt	65%	33%	Bad Debt expense has increased due to PPMS violations and will level off after 2019.
Dry Trash Pickup	0%	2%	Inflationary increase for years 2019 - 2024.

Budgetary Overview

The Landings Association

Marinas Dredging	0%	See Details	Dredging Expense for 2019 - 2024 is budgeted at a flat \$95,000.
Landscaping Contract	0%	See Details	The annual expense for the BrightView landscape contract will remain flat for 2019 – 2024 at \$1,064,424.
USDA Wildlife Management	0%	0%	The base USDA contract for Wildlife Management is projected to remain flat in future years.
Chipping Yard	(15%)	1%	The Landings Association collects 100% of the revenue from dump tickets and keeps 10% of the revenue, with the other 90% going to Evergreen.
Road Resurfacing	0%	See Details	The annual allocation for Roads was determined from the CAMP schedule: 2019 - \$755,073; 2020 - \$739,813; 2021 - \$648,588; 2022 - \$719,286; 2023 - \$1,589,312; 2024 - \$776,266.
Paths/Trails Resurfacing	0%	See Details	The annual allocation for community paths/trails was determined from the CAMP schedule: 2019 - \$668,536; 2020 - \$100,128; 2021 - \$325,354; 2022 - \$273,792; Starting in 2023, \$20,000 is budgeted in Operating for maintenance costs for paths/trails since by this time as paths will be converted from asphalt to concrete with no planned CAMP Expenditures.
Storm Drains Repair/Replacement	0%	See Details	The annual allocation for storm drains was determined from the CAMP schedule: 2019 - \$175,000; 2020 - \$175,000; 2021 - \$308,000; 2022 - \$338,000; 2023 - \$371,000; 2024 - \$395,000.
Misc. Inflation Factor	3%	3%	Per the Federal Reserve, the interest rate for 2019 is projected at 3%.
Revenue by Item			
	2018 YE Est.	2019+	Explanation of Assumption
TLC Service Agreements - Security and Lagoon Services	0%	3%	Lagoon Services: 2019 - \$123,161. Security Services: 2019 - \$115,359. For 2020-2024 a 3%/year increase is assumed for both.
Interest Earned	2%	2%	Interest is earned from CDs
Recycling Revenue	(70%)	0%	Recovery on recyclables continues to trend downward and no is longer revenue neutral, even after the suspension of mixed paper recycling. The LRFP and the 2019 budget reflects this trend.
Chipping Yard Revenue	(15%)	1%	The Landings Association collects 100% of the revenue from dump tickets and keeps 10% of the revenue, with the other 90% going to Evergreen.
Landings Journal Revenue	0%	7%	Rates for advertisements in the Landings Journal will be raised starting in 2019.

Budgetary Overview

The Landings Association

Architectural Review Fees Revenue	(6%)	0%	New construction activity and remodeling has begun to stabilize. We are budgeting conservatively for future years.
Vehicle Registration Revenue	5%	0%	Increased daily, weekly, and monthly passes offset fewer annual pass purchases in 2018. 2019 is budgeted conservatively while this trend is monitored.
Marinas Boat Storage	3%	2%	Marina Boat Storage Revenue continues to trend upward. A 2% increase has been budgeted for 2019 - 2024, reflecting available slips at Delegal. Landings Harbor is already close to capacity.
Marinas Fuel Sales	(4%)	3%	Per projections of the market.
Marina Merchandise Sales	(5%)	3%	Per projections of the market.
Marina Other Income	7%	3%	Per projections of the market.

- ❖ Two months operating expenses is the Board-approved minimum cash balance for the Operating Fund. (~\$1,500,000)
- ❖ An operating contingency line item for the Association will continue at \$100,000/year.
- ❖ An operating contingency line item for the Marinas will continue at \$25,000/year (\$20,000 for Landings Harbor and \$5,000 for Delegal Creek Marina).
- ❖ Depreciation for 2019 - 2024 is based on the capital asset schedule, and this budget takes into account expected months of purchase.
- ❖ Marinas Profit Margin Targets:
 - Based on historical trends and the rising fuel prices, the profit on sales of Fuel is targeted at 15%, though this number may fluctuate based on the need to charge competitive rates, following local market surveys.
 - The profit on Merchandise sales is targeted at 50% for 2019 - 2024.
 - The Sailing program will be revenue neutral, covering its cost.

The Landings Association 2019 Fee Schedule

New or Revised Fees in Blue

Vehicle Fees (per vehicle):			Effective			Effective			
Description	Cost	Duration	Date	Cost	Duration	Date	Cost	Duration	Date
4 - wheel vehicle	\$175	1 Year	1/1/2013	\$170	1 Year	1/1/2012			
6 - wheel vehicle				\$275	1 Year	1/1/2012			
Vehicle > 6 wheels				\$380	1 Year	1/1/2012			
Daily Pass				\$20	1 Day	1/1/2012			
Weekly Pass				\$60	1 Week	1/1/2014			
Monthly Pass				\$100	1 Month	1/1/2014			
Domestic worker				\$40	1 Year	1/1/2012			
Realtor				\$40	1 Year	1/1/2012			
Fleet rate (4 wheels)				\$25	1 Year	1/1/2012			
Fleet rate (6 wheels)				\$50	1 Year	1/1/2012			
Fleet rate (> 6 wheels)				\$75	1 Year	1/1/2012			
Marshes Pass				\$40	1 Year	1/1/2012			
Frequent Visitor Pass				\$40	1 Year	1/1/2012			
NPOM (Non Property Owner Member) Club Member	\$40	1 Year	1/1/2014	\$170	1 Year	1/1/2012			
NPOM National Club Member	\$40	28 days	1/1/2013						
NPOMM - Marinas Member	\$40		4/26/2011						
Contractor Fines (Minimum)				\$25	1 Time	1/1/2012			
Boot Device Removal				\$50	1 Time	1/1/2014			
Commercial Access Tag Replacement	\$15	1 Time	1/1/2016	\$10	1 Time	1/1/2014			
RFID Hangtag Tag Fee (payable if tag not returned)				\$50	1 Time	1/1/2017			

Assessment-Related Fees:			Effective			
Description	Cost	Duration	Date	Cost	Duration	Date
Late Fee	10%	1 Time	7/23/2013			
Collection Costs and Attorney Fees Incurred Once Lien Reaches \$2,000	Varies	1 Time	7/23/2013			
Access Tag Reactivation Fee (following privilege suspension)	\$75/vehicle	1 Time	6/24/2008			
Vehicle Fee for 2+year Past-Due Assessments	\$10/vehicle	Per Day	1/1/2015			

Room Rental Fees:			Effective			Effective			Effective			
Description	Cost	Duration	Date	Cost	Duration	Date	Cost	Duration	Date	Cost	Duration	Date
TLA Conference Room				\$20	Per event	1/1/2019	\$10	Per event	1/1/2009			
Sunset Room - Monday - Tuesday	\$350	Per event	1/1/2019	\$250	Per event	7/26/2016	\$325	Per event	1/1/2016			
Sunset Room - Wednesday - Friday	\$425	Per event	1/1/2019	\$325	Per event	1/1/2016	\$300	Per event	9/1/2009			
Sunset Room - Saturday - Sunday	\$500	Per event	1/1/2019	\$400	Per event	1/1/2016	\$375	Per event	9/1/2009			
Sunset Room Refundable Deposit				\$0	Per event	1/1/2019	\$150	Per event	9/1/2009			
Sunset Room Grill Rental (\$25 is Refundable Deposit)							\$75	Per event	1/1/2016			
Landings Harbor Picnic Tent Fee							\$350	Per event	1/1/2018			
Landings Harbor Picnic Tent Fee Refundable Deposit							\$250	Per event	1/1/2018			

Landings Journal Ad Fees:			Effective			Effective			Effective			
Description	Cost	Duration	Date	Cost	Duration	Date	Cost	Duration	Date	Cost	Duration	Date
Full page - back cover	\$625	1 Issue	1/1/2019	\$600	1 Issue	1/1/2017						
Full page	\$500	1 Issue	1/1/2019	\$475	1 Issue	1/1/2015	\$450	1 Issue	1/1/2010			
1/2 page	\$325	1 Issue	1/1/2019	\$300	1 Issue	1/1/2015	\$275	1 Issue	1/1/2010			
1/4 page	\$250	1 Issue	1/1/2019	\$225	1 Issue	1/1/2015	\$200	1 Issue	1/1/2010			
1/8 page	\$225	1 Issue	1/1/2019	\$200	1 Issue	1/1/2015	\$175	1 Issue	1/1/2010			
1/16 page	\$175	1 Issue	1/1/2019	\$150	1 Issue	1/1/2015	\$125	1 Issue	1/1/2010			
Ad Design	\$100	Per ad	1/1/2019	\$75	Per ad	1/1/2017						
Classified Ad - Resident				\$40	1 Issue	1/1/2019	\$30	1 Issue	1/1/2015			
Classified Ad - Non-Resident				\$50	1 Issue	1/1/2019	\$40	1 Issue	1/1/2015			

* 10% discount for 3 or more insertions

The Landings Association 2019 Fee Schedule

New or Revised Fees in Blue

Mailbox Fees:			Effective		
Description	Cost	Duration	Date		
New Installation - Small	\$140	1 Time	1/1/2004		
New Installation - Medium	\$155	1 Time	1/1/2004		
New Installation - Large	\$165	1 Time	1/1/2004		
New Installation - Multi-Post	\$95	1 Time	1/1/2004		
Upgrades / Downgrades	\$30	1 Time	1/1/2004		
Damaged Mailbox Only	\$30	1 Time	1/1/2004		

Storage Yard Fees:			Effective			Effective			
Description	Cost	Duration	Date	Cost	Duration	Date	Cost	Duration	Date
10 x 20	\$169	\$260	6 mo/1 yr	1/1/2015	\$160	\$250	6 mo/1 yr	9/6/2006	
10 x 28	\$237	\$364	6 mo/1 yr	1/1/2015	\$215	\$350	6 mo/1 yr	9/6/2006	
13 x 30	\$330	\$550	6 mo/1 yr	1/1/2016	\$325	\$550	6 mo/1 yr	9/6/2006	
13 x 36	\$395	\$608	6 mo/1 yr	1/1/2015	\$350	\$600	6 mo/1 yr	9/6/2006	
13 x 51	\$520	\$800	6 mo/1yr	1/1/2016	\$488	\$750	6 mo/1 yr	9/6/2006	
13 x 66	\$558	\$858	6 mo/1yr	1/1/2016	\$520	\$800	6 mo/1 yr	3/1/2011	
Lost Storage Yard Key							\$250	1 Time	

Beginning move to \$1.30/sq foot, and 65% for 6 months

Dog Park Fees:			Effective			Effective			
Description	Cost	Duration	Date	Cost	Duration	Date	Cost	Duration	Date
Per dog	\$40	1 Year	1/1/2012	\$35	1 Year	1/1/2008			
Each additional Dog				\$35	1 Year	1/1/2008			
September 1st - Yearly Pro-rated				\$15	4 months	1/1/2008			

Architectural Review Fees:			Effective		
Description	Cost	Duration	Date		
New Construction - Conceptual / Application (credit towards final)	\$350	1 Time	1/1/2013		
New Construction - Preliminary / Final	\$1,800 min. or .40 per SF	1 Time	1/1/2013		
New Construction - Re-submittal / Revisions	\$200	1 Time	1/1/2013		
Major Additions / Alterations (based on cond. And screened SF)	\$1 / SF or \$500 min.	1 Time	1/1/2013		
Major Additions / Alterations Resubmittal / Revision	\$100	1 Time	1/1/2013		
Additions / Alterations - up to 500	\$500	1 Time	1/1/2013		
Additions / Alterations - 501 to 800 Square Feet	\$1 / SF	1 Time	1/1/2013		
Additions / Alterations - Over 800 Square Feet	\$1 / SF	1 Time	1/1/2013		
Minor Additions / Alterations	\$50	1 Time	1/1/2013		
Pools	\$1,000	1 Time	1/1/2013		
Spas / Hot Tubs	\$150	1 Time	1/1/2013		
Deck / Porch not under roof	\$250	1 Time	1/1/2013		
Deck / Porch under roof	\$350	1 Time	1/1/2013		
Demolitions without replacement up to 500 Square Feet	\$0	1 Time	1/1/2013		
Demolitions without replacement over 500 Square Feet	\$0	1 Time	1/1/2013		
Full Demolition	\$0	1 Time	1/1/2013		
1st Re-inspection when property is not ready	\$40	1 Time	1/1/2013		
2nd and additional Re-inspection when property is not ready	\$40	1 Time	1/1/2013		
Variance Request	\$200	1 Time	1/1/2013		

The Landings Association 2019 Fee Schedule

New or Revised Fees in Blue

Evergreen Chipping Yard Dump Ticket Fees:			Effective			Effective			Effective			Effective			
Description	Cost	Duration	Date	Cost	Duration	Date	Cost	Duration	Date	Cost	Duration	Date	Cost	Duration	Date
Pickup Truck - 1 ticket							\$25	1 load	1/1/2012	\$12.50	1 load	1/1/2008			
Single Axel-Landscape Trailer - 1 ticket							\$25	1 load	1/1/2012	\$25.00	1 load	1/1/2008			
Tandem Axel-Landscape Trailer - 3 tickets				\$75	1 load	1/1/2017	\$50	1 load	1/1/2012	\$50.00	1 load	1/1/2008			
Single-Axle Dump Truck - 3 tickets				\$75	1 load	1/1/2017	\$50	1 load	1/1/2012	n/a	n/a	n/a			
Tandem-Axle Dump Truck - 4 tickets	\$100	1 load	1/1/2017	\$75	1 load	1/1/2014	\$50	1 load	1/1/2012	\$75.00	1 load	1/1/2008			
Semi Truck - 6 tickets	\$150	1 load	1/1/2017	\$125	1 load	1/1/2015	\$100	1 load	1/1/2012	\$100.00	1 load	1/1/2008			

Marinas Fees:			Effective			Effective			Effective			Effective			
Description	Cost	Duration	Date	Cost	Duration	Date	Cost	Duration	Date	Cost	Duration	Date	Cost	Duration	Date
30 amp Electric at Delegal							metered	monthly	1/1/2018	\$40	monthly	1/1/2015	\$30	monthly	7/1/2010
50 amp Electric at Delegal							metered	monthly	1/1/2018	\$70	monthly	1/1/2015	\$60	monthly	7/1/2010
30 amp Daily Electric at Delegal or Landings Harbor Guest										\$5.00	daily	1/1/2017			
50 amp Daily Electric at Delegal or Landings Harbor Guest										\$10.00	daily	1/1/2017			
Electric Service at Landings Harbor Wet Slips													Metered	monthly	1/1/2016
Dry Rack Annual Agreement	\$12.50/ft	monthly	1/1/2018	\$12.00/ft.	monthly	1/1/2017							\$11.50/ft.	monthly	1/1/2008
Dry Rack Seasonal Storage	\$15.00/ft	monthly	1/1/2018	\$14.50/ft.	monthly	1/1/2017	\$14.00/ft.	monthly	4/1/2010	\$12.75/ft.	monthly	1/1/2008			
Additional Charge for Oversized Boat in Dry Rack													\$50/ft.	monthly	1/1/2008
Rack Fee for "Outside" Boats													\$20	daily	1/1/2015
Haul-Out/Trailer Fee													\$5/ft.	1 Time	1/1/2015
Jet Ski Storage							\$110	monthly	1/1/2019	\$100	monthly	1/1/2017	\$85	monthly	1/1/2008
Landings Harbor Wet Slip Dockage							\$13.50/ft.	monthly	1/1/2018	\$13.00/ft.	monthly	3/1/2016	\$12.50/ft.	monthly	1/1/2013
Delegal Wet Slip Dockage Annual Agreement				\$11.25/ft.	monthly	1/1/2019	\$11.00/ft.	monthly	1/1/2018	\$10.00/ft.	monthly	1/1/2013	\$9.00/ft.	monthly	5/1/2011
Delegal Wet Slip Dockage Month-to-Month Basis	\$14.25/ft	monthly	1/1/2019	\$14.00/ft.	monthly	1/1/2018	\$13.00/ft.	monthly	1/1/2017	\$12.50/ft.	monthly	1/1/2016	\$12.00/ft.	monthly	1/1/2015
Delegal or Landings Harbor Per Day Guest Rate				\$1.95/ft.	daily	1/1/2017	\$1.75/ft.	daily	1/1/2016	\$1.50/ft	daily	1/1/2015	\$1.25/ft.	daily	5/1/2011
Delegal Oversize Boat Charge (Additional 50% of monthly dockage fee)									1/1/2018						
Guest Pump-Out Fee							\$5	cycle	1/1/2016	\$20	1 Time	1/1/2013			
Capital Fee Per Boat							\$40	monthly	1/1/2016	\$25	monthly	1/1/2008			
Contract Termination Fee										\$500	1 Time	1/1/2014			
NPOMM Surcharge										\$0.50/ft.	monthly	1/1/2019			
Kayak Storage							\$28.00	monthly	1/1/2019	\$25.00	monthly	1/1/2009			
Kayak Registration Fee							\$20.00	yearly	1/1/2018	\$10.00	yearly	1/1/2012			
Sailing Program															
Racing - Resident							\$65	monthly	1/1/2018	\$55	monthly	1/1/2008			
Racing - NPOMM							\$85	monthly	1/1/2018	\$75	monthly	1/1/2013			

Fine Schedule:			Effective			
Description	Cost	Duration	Date	Cost	Duration	Date
Rules and Regulations or Architectural Guidelines Violations						
1st Offense		Notification			per 1st occurrence	1/1/2016
2nd Offense	\$15				per 2nd occurrence	1/1/2016
3rd Offense	\$30				per occurrence	1/1/2016
Continuing or Repeated Violations (per occurrence)				Up to \$250		5/23/2017
Short-Term Rental Violation (per day)	\$250					5/23/2017
2nd Offense or subsequent	\$1,000	per day				1/1/2019
Private Property Maintenance Standards Violations (per day)	\$25				per day	1/1/2016

Budgetary Overview

The Landings Association

Budget Summary by Fund

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

Description of Accounts and Funds

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

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

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

Association and Marina Operating Fund

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

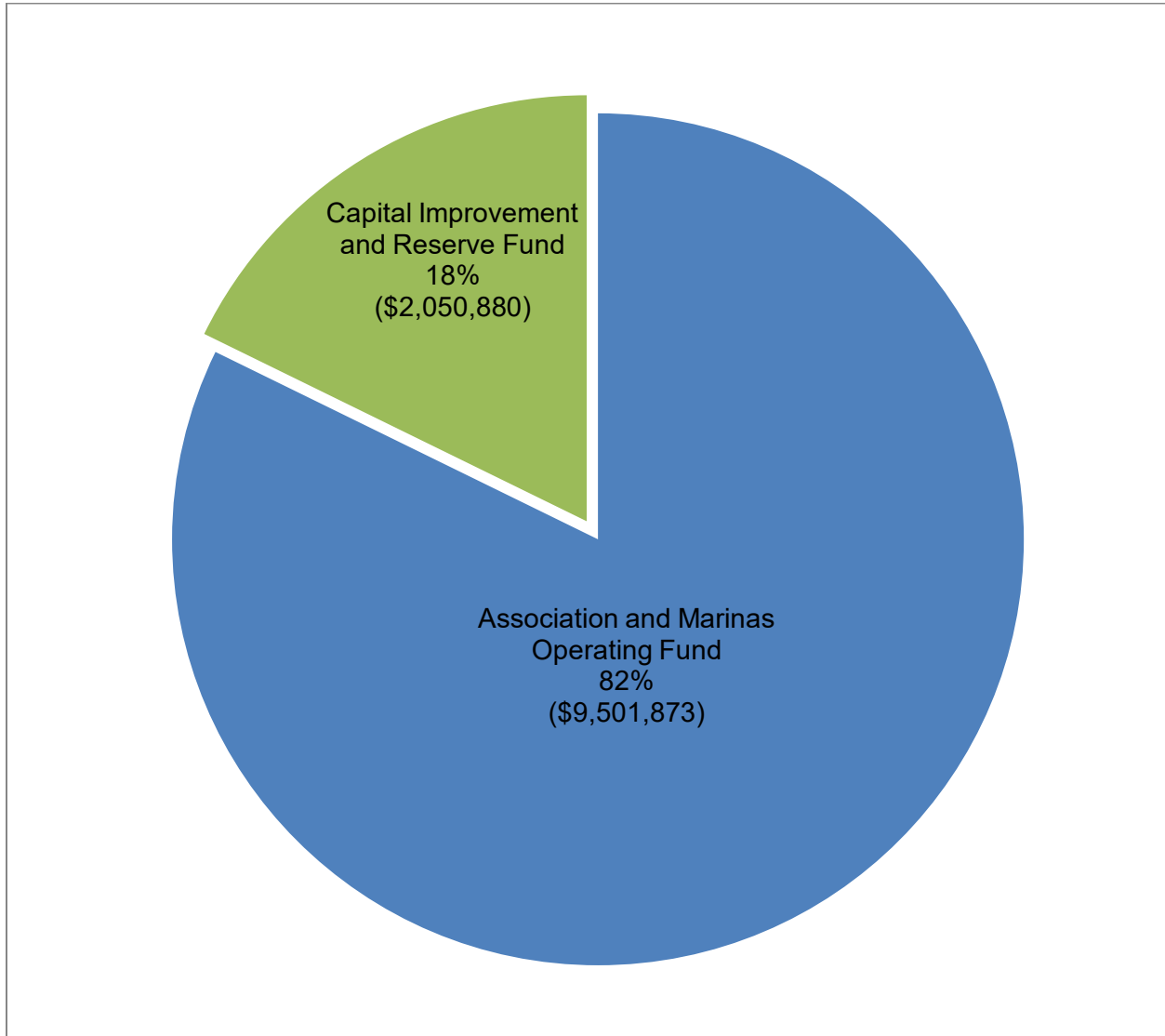
Capital Reserve Fund

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

Budgetary Overview

The Landings Association

2019 Revenues by Fund

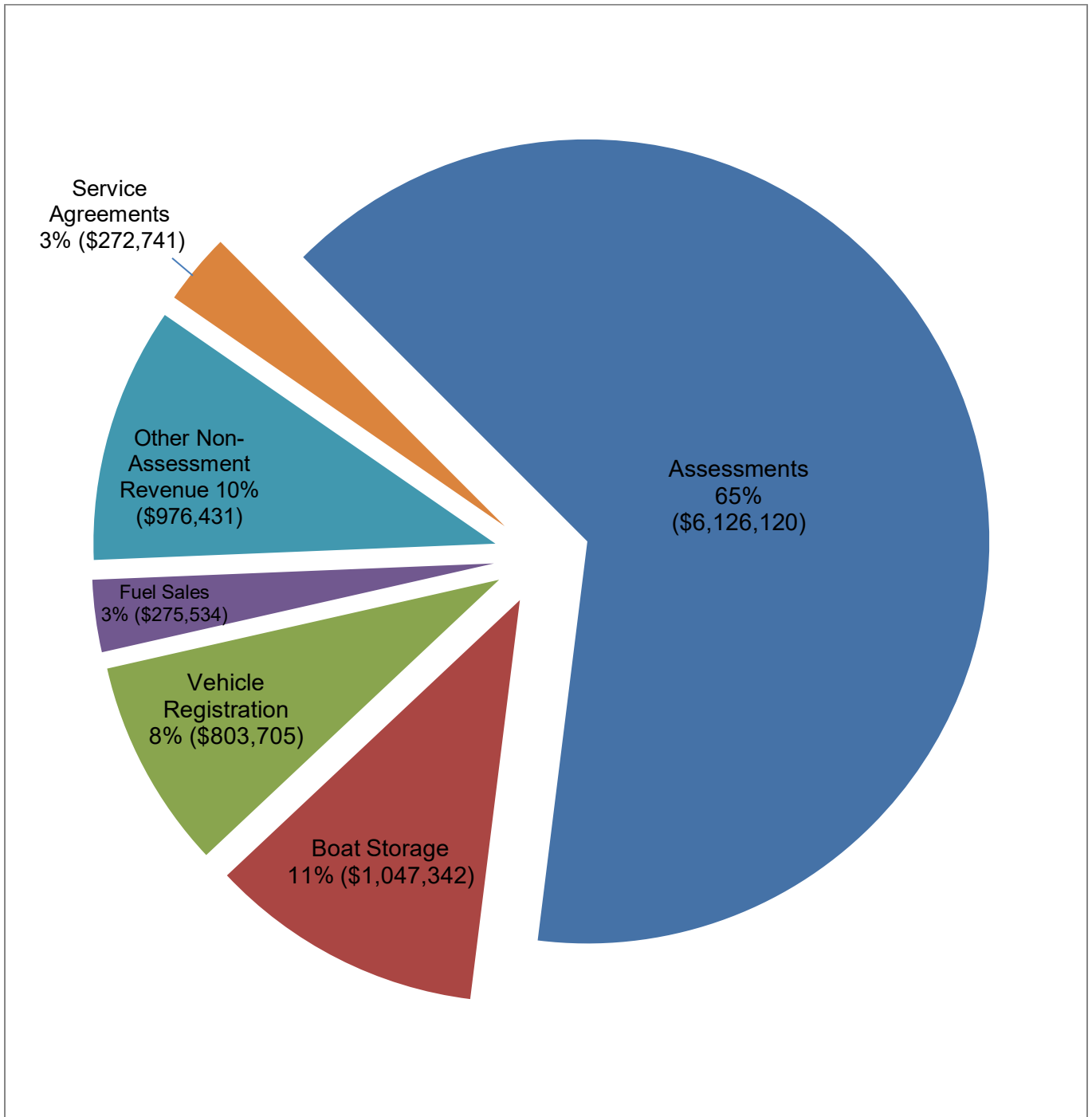


The chart above indicates the majority of the Association's revenue is generated in and for the Association and Marinas Operating Fund.

Budgetary Overview

The Landings Association

2019 Revenues by Type

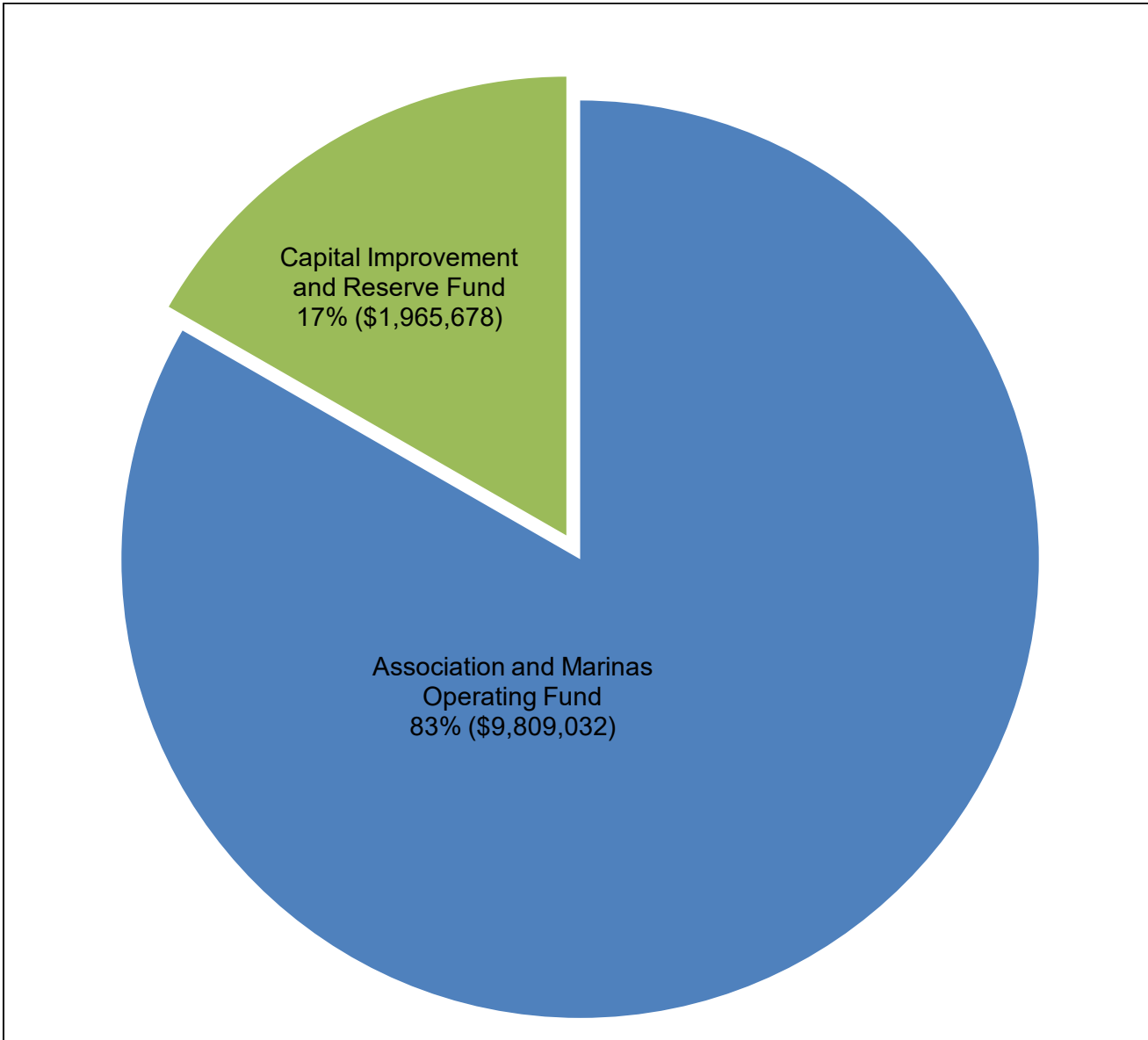


Eighty-four percent of all revenue generated by the Association is from three sources – Assessments, Boat Storage, and Vehicle Registration. Revenue sources that generated 16 percent of the total revenue have been classified as Service Agreements, Fuel Sales, and Other Non-Assessment Revenue.

Budgetary Overview

The Landings Association

2019 Expenditures by Fund

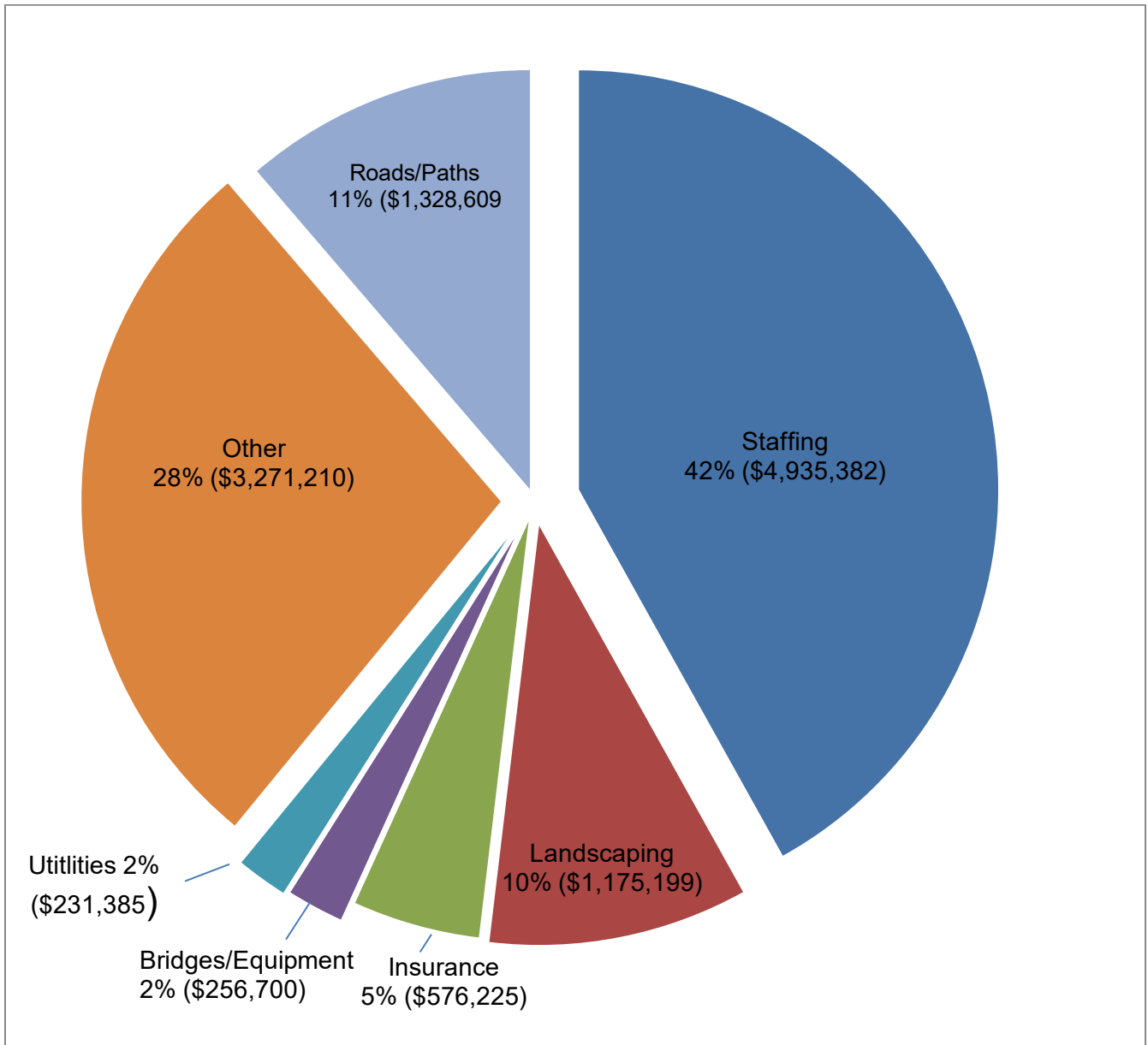


Eighty-three percent of the Association's expenditures are for general operations in the Association and Marinas Operating Fund. Repair and replacements scheduled in the Capital Improvement and Reserve Fund account for 17 percent of the expenditures.

Budgetary Overview

The Landings Association

2019 Expenditures by Type – Operating and Reserve Fund

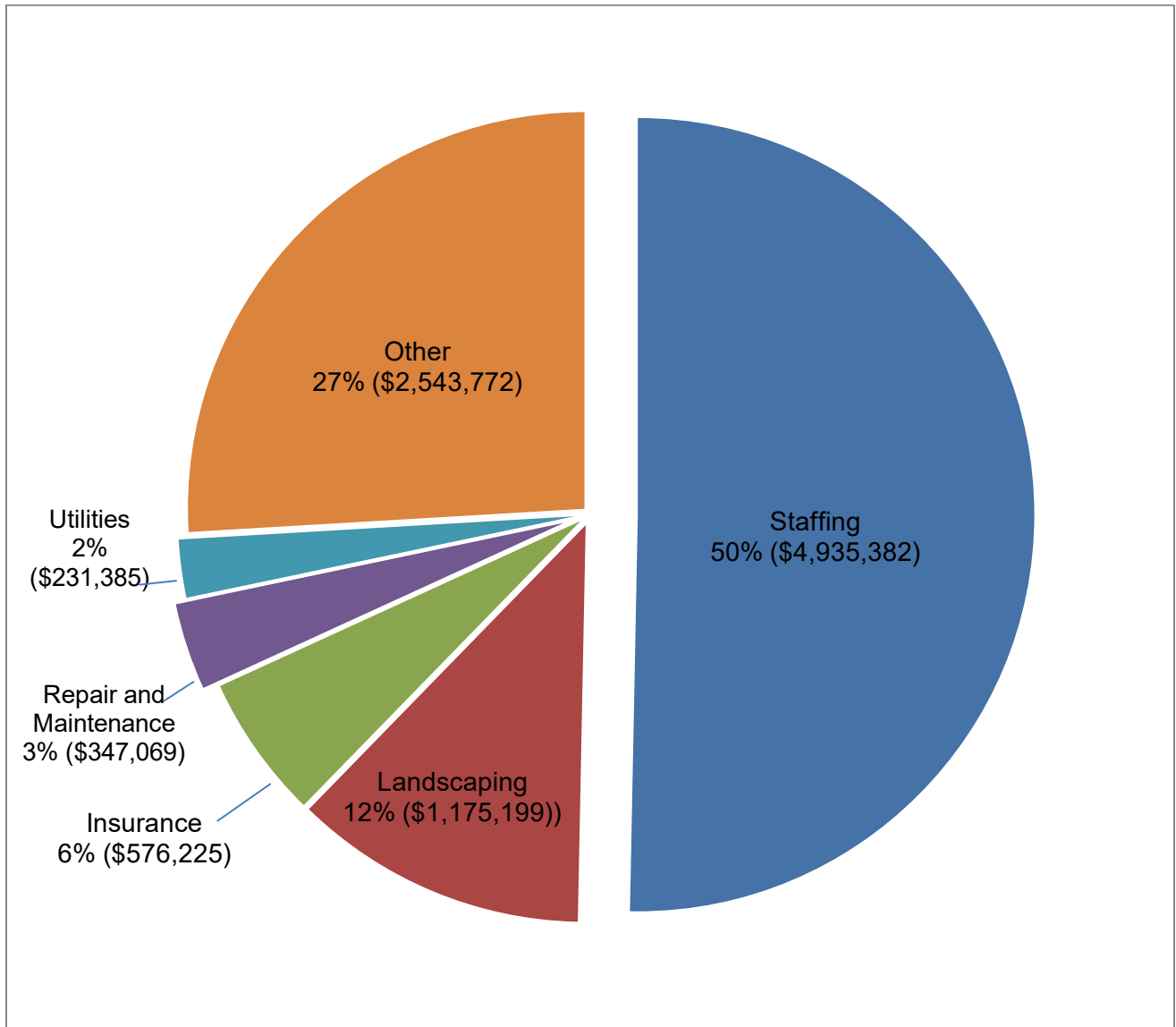


Staffing costs are the primary expenditures of the Association and Marina Operating Fund. Twenty-one percent of the expenditures are related to common property maintenance (Landscaping and Roads and Paths). Insurance and Utility expenses are seven percent of the total. Smaller expenditures that collectively comprise 28 percent of the total amount have been combined into Other. This includes items such as Dredging Expense, Repair and Maintenance, Marketing Expense, Police Augment, Office Supplies, Consulting Services, Engineering Studies, IT Support, Recruiting and Retention, and Litigation Expense.

Budgetary Overview

The Landings Association

2019 Expenditures by Type – Association and Marina Operating Fund

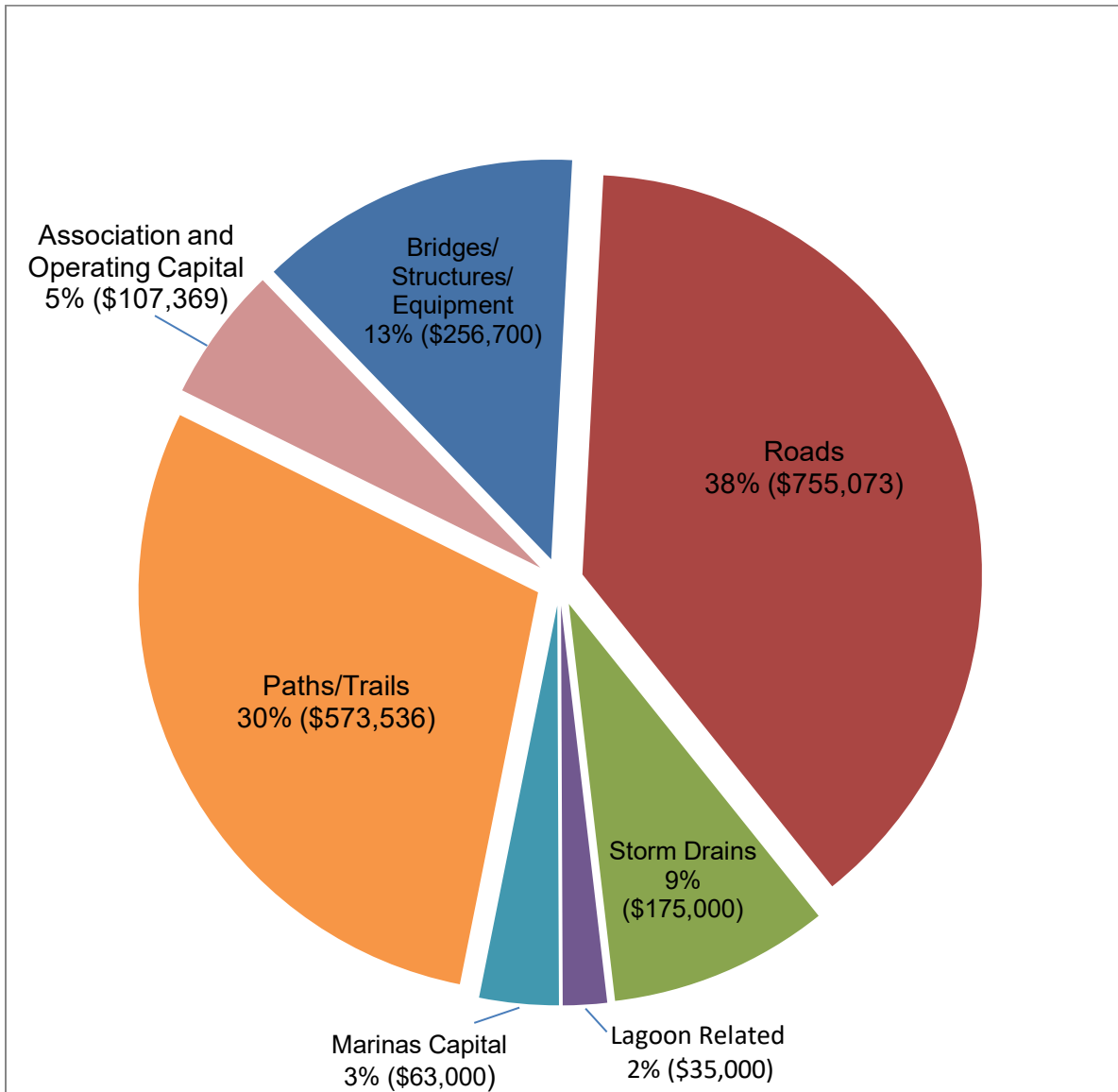


Fifty percent of the expenditures made from TLA's Operating Fund are staffing related, which is to be expected, as a homeowners association is a service delivery business. Expenditures that account for 27 percent of the total expenditures are combined into Other. This includes items such as Dredging Expense, Marketing Expense, Police Augment, Office Supplies, Consulting Services, Engineering Studies, IT Support, Recruiting and Retention, and Litigation Expense. Insurance, Landscaping, Repair and Maintenance, and Utilities account for 23 percent of the total.

Budgetary Overview

The Landings Association

2019 Expenditures by Type – Capital Reserve Fund



The primary expenditures in 2019 will be in three areas – Roads, Bridges/Structures/Equipment, and Paths/Trails-- which account for 81 percent of the total capital expenditures amount.

Budgetary Overview

The Landings Association

2019 Budgeted Personnel Summary

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

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

Below is the proposed Plan for FY2019.

Classification and Compensation Plan

Position Title	2019 FTE	2019 <i>Minimum</i>	2019 <i>Maximum</i>
Exempt Positions			
Directors and Executive Staff (Exempt)	7	\$70,000	\$160,000
Professional / Managers (Exempt)	8	\$38,000	\$75,000
Non-exempt Positions			
Supervisors/Business Support (Non-exempt)	10	\$15.00	\$24.00
<u>Technical</u>	<u>49</u>		
Public Works Specialists	18	\$14.00	\$17.50
Security Officers	17	\$12.50	\$17.50
Accounting Specialists	2	\$18.00	\$20.00
Marina Workers	7	\$11.00	\$20.25
Community Standards / Plan Review Inspectors	2	\$15.00	\$20.00
Community Relations Representative	3	\$13.50	\$18.75
Total FTE for 2019	74		

Long Range Financial Plan

The Landings Association

Financial Overview

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

Financial Policies

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

Auditing and Financial Reporting

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

Revenue Policy

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

Investment of Idle Funds

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

Purchasing Policy

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

Long Range Financial Plan

The Landings Association

Fixed Asset Policy

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

Capital Asset Management Plan

- The Association develops a multi-year plan for capital improvements and reserve assets, updates it annually, and makes all capital improvements in accordance with this plan.
- New capital items and smaller capital projects are funded on a pay-as-you-go basis through the operating funds.
- Capital improvements and reserve assets involve the outlay of substantial funds and represent investments with a long useful life. Therefore, numerous strategies are evaluated to enable the Association to pay for capital improvements and reserve assets over a longer period of time, including Reserves, Debt, and Special Assessments. Preference always is given to reserve funding of such assets, all other things being equal.

Accounting Policy

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

Long Range Financial Plan

The Landings Association

Long Range Financial Plan

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

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

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

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

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

Long Range Financial Plan

The Landings Association

Long Range Financial Plan Discussion

Major Changes from 2018 to 2019 Long Range Financial Plan

Note: These numbers reflect the aggregate of the five-year period.

Projected Revenue Changes compared to 2018 Plan

	<u>2019-2023</u>
Main Drivers:	
Interest Income on Investments	\$424,600
Boat Storage	\$400,965
Fuel Sales	\$63,501
Rental Income	\$35,430
Violation Fees	\$20,000
Chipping Revenue	(\$124,203)
Recycling Revenue	(\$74,000)
Architectural Review Fees	(\$19,180)
Cumulative 5-Year Non-Assessment Revenue Change from 2018 LRFP to 2019 LRFP	<u>\$894,141</u>

Projected Expense Changes compared to 2018 Plan

	<u>2019-2023</u>
Main Drivers:	
Landscaping	(\$394,556)
Salaries and Wages	(\$350,902)
Chipping Yard Expense	(\$111,781)
Repair and Maintenance	(\$106,680)
Marketing Expenses	(\$40,200)
Consulting Services	(\$41,000)
Dredging Expense	(\$20,000)
Insurance	\$148,124
IT Support	\$87,145
Special Projects	\$50,000
Professional Fees	\$12,000
Cumulative 5-Year Expense Change from 2018 LRFP to 2019 LRFP	<u>(\$1,007,304)</u>

Projected CAMP Changes compared to 2018 Plan

	<u>2019-2023</u>
Main Drivers:	
Roads and Paths/Trails Increase	\$1,142,087
Dry Stack Restoration vs Replacement	(\$1,300,000)
Deferred Athletic Field and Playground Project from 2019 to 2025	(\$363,000)
Cumulative 5-Year CAMP Change from 2018 LRFP to 2019 LRFP	<u>(\$233,667)</u>

Long Range Financial Plan

The Landings Association

Other Changes

In addition, our rolling Long Range Financial Plan now includes the year 2024, which has \$776,266 in road resurfacing costs based on the CAMP schedule.

We also have projected a reallocation to 2018's General Assessment/Reserves Allocation from earlier this year, due to better than budgeted results in both the Operating Fund revenues and expenditures. The 2018 proposed allocation is \$1,390 for Operations and \$460 for Reserves per lot (vs. the original budget of \$1,545 for Operations and \$305 for Reserves). This reallocation has a major impact on the Reserves, since it will mean an additional \$685,100 transferred into the Reserves Fund.

Capital Assessment Management Plan Major Changes

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

- The planned 2020/2021 Landings Harbor Dry Stack Restoration Project has been deferred by one year.
- The Athletic Field Playground and Equipment, Walking Path, and Irrigation System Replacements have been deferred from 2019 to 2025.
- The Sunset Room Flooring replacement project has been deferred from 2020 to 2025.
- Directional Signs replacements have been deferred from 2020 to 2025.
- The Moon River Monument Sign Replacement has been deferred from 2019 to 2025.

Cash Flow Projections with No Assessment Increase

	2017 Year-End Actual	2018 Budget Book	2018 Year-End Estimate	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan
Assessment Allocation									
General Assessment	1,535	1,545	1,390	1,386	1,477	1,515	1,576	1,629	1,695
Reserves	255	305	460	464	373	335	274	221	155
Total	1,790	1,850	1,850	1,850	1,850	1,850	1,850	1,850	1,850
OPERATING FUND									
Net Revenues Over Expenses	(329,052)	(600,642)	(828,874)	(1,002,033)	(709,855)	(725,511)	(728,849)	(752,245)	(759,495)
Add Back: Depreciation	671,503	690,863	681,938	694,874	707,525	721,982	736,744	751,818	767,212
Net Operating Revenues Before Depreciation	342,451	90,221	(146,936)	(307,159)	(2,330)	(3,529)	7,895	(427)	7,717
Delegal Business Interruption Insurance Proceeds			80,038						
CASH FLOW PROJECTIONS									
Source / (Use) of Cash									
Operating Capital Total	(41,063)	(89,750)	(89,260)	(5,950)	0	0	0	0	0
Other Cash Sources (Uses)	136,146								
Subtotal	95,083	(89,750)	(89,260)	(5,950)	0	0	0	0	0
Projected Net Change in Cash	437,534	471	(156,158)	(313,109)	(2,330)	(3,529)	7,895	(427)	7,717
Projected Starting Cash & Investments	1,542,697	1,980,231	1,980,231	1,824,073	1,510,964	1,508,634	1,505,105	1,513,000	1,512,573
Projected Ending Cash & Investments (minimum Cash Balance of \$1,500,000)	1,980,231	1,980,702	1,824,073	1,510,964	1,508,634	1,505,105	1,513,000	1,512,573	1,520,290

Cash Flow Projections with No Assessment Increase

CAPITAL IMPROVEMENT AND RESERVE FUND	2017 Year-End Actual	2018 Budget Book	2018 Year-End Estimate	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan
Assessment Revenues	1,127,100	1,348,100	2,033,200	2,050,880	1,648,660	1,480,700	1,211,080	976,820	685,100
\$400 Special Assessment (\$200 for 2017 and \$200 for 2018)	1,113,840	654,160	654,160	0	0	0	0	0	
Insurance Payment for Delegal Marina	866,937	0	0	0	0	0	0	0	
Total	3,107,877	2,002,260	2,687,360	2,050,880	1,648,660	1,480,700	1,211,080	976,820	685,100
CASH FLOW PROJECTIONS									
Source / (Use) of Cash									
Projected Capital Expenditures:									
Association Capital Other	(151,776)	(209,082)	(211,582)	(101,419)	(110,512)	(91,443)	(101,869)	(101,530)	(58,740)
Bridges/Structures/Equipment	(91,811)	(75,000)	(290,000)	(256,700)	(501,200)	(225,583)	(430,407)	(411,403)	(1,001,950)
Lagoons/Dikes/Structures	(28,540)	0	0	(35,000)	0	0	(22,800)	(35,000)	0
Marina Capital and Repair	(1,841,569)	(356,200)	(356,200)	(63,000)	(36,500)	(613,063)	(789,643)	(20,200)	(142,500)
Paths/Trails	(192,350)	(245,004)	(245,004)	(573,536)	(100,128)	(325,354)	(273,792)	0	0
Roads	(790,541)	(152,816)	(152,816)	(755,073)	(739,813)	(648,588)	(719,286)	(1,589,312)	(776,266)
Storm Drains Repairs	(8,224)	(127,000)	(127,000)	(175,000)	(175,000)	(308,000)	(338,000)	(371,000)	(395,000)
Carry Over Projects from Previous Year	(334,861)	(432,410)	(391,440)	0	0	0	0	0	0
Board Use Only Projects	(8,830)	0	0	0	0	0	0	0	0
Subtotal	(3,448,502)	(1,597,512)	(1,774,042)	(1,959,728)	(1,663,153)	(2,212,031)	(2,675,797)	(2,528,445)	(2,374,456)
TLC Lagoon Structure Reimbursement	0	0	0	0	35,000	0	0	0	23,000
TLC Storm Drain Repair Reimbursement	0	14,706	14,706	5,041	21,420	86,551	0	0	47,423
Net Projected Capital Expenditures	(3,448,502)	(1,582,806)	(1,759,336)	(1,954,687)	(1,606,733)	(2,125,480)	(2,675,797)	(2,528,445)	(2,304,033)
Projected Net Change in Cash	(340,625)	419,454	928,024	96,193	41,927	(644,780)	(1,464,717)	(1,551,625)	(1,618,933)
Projected Starting Cash & Investments	6,693,224	6,352,599	6,352,599	7,280,623	7,376,816	7,418,743	6,773,963	5,309,246	3,757,621
Projected Ending Cash & Investments	6,352,599	6,772,053	7,280,623	7,376,816	7,418,743	6,773,963	5,309,246	3,757,621	2,138,688

Cash Flow Projections with No Assessment Increase

TOTAL RESERVES	2017 Year-End Actual	2018 Budget Book	2018 Year-End Estimate	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan
Projected Total Net Change in Current Assets	(340,625)	419,454	928,024	96,193	41,927	(644,780)	(1,464,717)	(1,551,625)	(1,618,933)
Projected Total Ending Current Assets	6,352,599	6,772,053	7,280,623	7,376,816	7,418,743	6,773,963	5,309,246	3,757,621	2,138,688

TOTAL OPERATING CASH	2017 Year-End Actual	2018 Budget Book	2018 Year-End Estimate	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan
Operating Fund	1,980,231	1,980,702	1,824,073	1,510,964	1,508,634	1,505,105	1,513,000	1,512,573	1,520,290
Projected Total Ending Operating Cash & Investments	1,980,231	1,980,702	1,824,073	1,510,964	1,508,634	1,505,105	1,513,000	1,512,573	1,520,290

TOTAL CURRENT ASSETS	2017 Year-End Actual	2018 Budget Book	2018 Year-End Estimate	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan
Projected Total Ending Current Assets	8,332,830	8,752,755	9,104,696	8,887,780	8,927,377	8,279,068	6,822,246	5,270,194	3,658,978

Long Range Financial Plan

TLA and Marinas Operating

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Revenues									
Assessment Revenue	\$6,781,560	\$6,828,900	\$6,143,800	\$6,126,120	\$6,528,340	\$6,696,300	\$6,965,920	\$7,200,180	\$7,491,900
Non-Assessment Revenue									
Vehicle Registration - Annual	507,815	500,000	492,679	505,705	505,705	505,705	505,705	505,705	505,705
Vehicle Registration - Other	247,238	250,000	278,819	275,000	275,000	275,000	275,000	275,000	275,000
Vehicle Registration - Frequent Visitor	24,470	25,000	22,240	23,000	23,000	23,000	23,000	23,000	23,000
Vehicle Registration	779,523	775,000	793,738	803,705	803,705	803,705	803,705	803,705	803,705
Service Agreement - TLCo - Security	5,443	5,606	5,216	5,774	5,947	6,126	6,310	6,498	6,694
Service Agreement - TLC - Security/Lagoons	221,446	228,081	228,081	226,930	233,738	240,750	247,973	255,412	263,074
Service Agreement - Village POA	14,721	15,163	16,755	16,755	16,755	16,755	16,755	16,755	16,755
Service Agreement - Marine Service	23,269	22,604	22,604	23,282	23,981	24,700	25,441	26,204	26,991
Service Agreements	264,879	271,454	272,656	272,741	280,421	288,331	296,479	304,869	313,514
Architectural Review Fees	52,900	70,000	75,000	65,000	65,000	65,000	65,000	65,000	65,000
Contractor Forfeitures	11,000	3,000	20,000	3,000	3,000	3,000	3,000	3,000	3,000
"For Sale" Sign Rental & Return	360	400	585	605	605	605	605	605	605
Architectural Fees	64,260	73,400	95,585	68,605	68,605	68,605	68,605	68,605	68,605
Telecommunications Lease	101,779	109,623	114,667	114,667	114,667	114,667	114,667	114,667	114,667
Meeting Room Rental	1,260	1,000	1,000	800	800	800	800	800	800
Storage Yard	57,021	56,300	56,300	56,300	56,300	56,300	56,300	56,300	56,300
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	12,500	12,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Room Rental - Sunset	30,450	30,000	31,000	30,000	30,000	30,000	30,000	30,000	30,000
Rental Income	226,184	232,097	244,141	242,941	242,941	242,941	242,941	242,941	242,941
Interest Earned - Reserve	172	200	0	0	0	0	0	0	0
Interest Earned - Checking	81	150	0	0	0	0	0	0	0
Interest Earned - Reserves	3,661	3,500	49,714	110,000	110,000	110,000	110,000	110,000	110,000
Total Interest	3,914	3,850	49,714	110,000	110,000	110,000	110,000	110,000	110,000
Rack Rental - Jet Ski & Dingie	9,472	9,500	12,500	10,400	10,400	10,400	10,400	10,400	10,400
Rack Rental - Boats	701,441	684,199	742,000	756,840	771,977	787,416	795,290	795,290	795,290
Wet Slip Rental	219,516	263,405	259,147	258,802	258,802	258,802	258,802	258,802	258,802
Boat Movement Fee	600	500	0	500	500	500	500	500	500
Guest Slip Rental	6,629	12,850	35,846	20,800	20,800	20,800	20,800	20,800	20,800
Boat Storage	937,658	970,454	1,049,493	1,047,342	1,062,479	1,077,918	1,085,792	1,085,792	1,085,792
Rack Rental - Kayak	12,933	15,450	16,900	15,994	16,114	16,235	16,356	16,480	16,605
Sticker/Registration - Kayak	100	400	450	500	505	510	515	520	525
Rental - Kayak	2,703	3,650	3,200	3,000	3,000	3,000	3,000	3,000	3,000
Kayak Revenues	15,736	19,500	20,550	19,494	19,619	19,745	19,871	20,000	20,130
Gasoline Sales	190,326	240,510	246,462	226,265	230,282	234,420	238,681	243,071	247,592
Diesel Sales	24,508	29,059	49,975	49,269	50,747	52,270	53,838	55,453	57,116

Long Range Financial Plan

TLA and Marinas Operating

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Fuel Sales	214,834	269,569	296,437	275,534	281,029	286,690	292,519	298,524	304,708
Merchandise Sales	40,027	53,850	55,201	53,142	54,844	56,602	58,420	60,297	62,238
Bait Sales	2,409	2,754	2,200	2,270	2,342	2,417	2,494	2,569	2,652
Total Merchandise	42,436	56,604	57,401	55,412	57,186	59,019	60,914	62,866	64,890
Beverage	7,893	9,500	7,678	3,600	3,600	3,600	3,600	3,600	3,600
Lounge Sales	7,893	9,500	7,678	3,600	3,600	3,600	3,600	3,600	3,600
Food Revenue	16,627	17,000	16,863	5,750	5,750	5,750	5,750	5,750	5,750
Event Sponsors	19,250	20,000	17,500	19,000	19,000	19,000	19,000	19,000	19,000
Special Event - Home Reno	0	7,500	0	7,500	7,500	7,500	7,500	7,500	7,500
Special Events Revenue	4,817	3,700	12,300	13,800	13,800	13,800	13,800	13,800	13,800
Programs-Education/Classes	800	450	0	0	0	0	0	0	0
Programs-Tournaments	1,882	2,000	700	2,000	2,000	2,000	2,000	2,000	2,000
Programs-Charters	12,575	13,500	13,000	14,390	15,292	15,705	16,132	16,571	17,023
Community Events	5,302	5,000	4,400	5,000	5,000	5,000	5,000	5,000	5,000
Event Income	61,253	69,150	64,763	67,440	68,342	68,755	69,182	69,621	70,073
Telephone Directory	125	100	110	110	110	110	110	110	110
Mail Boxes	4,295	3,000	4,110	3,000	3,000	3,000	3,000	3,000	3,000
Dog Park Fees	9,870	9,800	11,900	10,000	10,000	10,000	10,000	10,000	10,000
Recycling Revenue	28,321	26,500	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Distressed Property	1,204	1,000	500	1,000	1,000	1,000	1,000	1,000	1,000
Chipping Revenue	205,750	117,771	150,000	90,000	90,000	90,000	90,000	90,000	90,000
Member Services	249,565	158,171	174,620	112,110	112,110	112,110	112,110	112,110	112,110
Electric Service	6,259	8,500	8,100	7,700	7,500	7,500	7,500	7,500	7,500
Capital Assessment	118,326	114,729	124,300	127,265	129,185	131,105	132,065	132,065	132,065
Sailing Program	17,686	15,330	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Marina Other	142,271	138,559	152,400	154,965	156,685	158,605	159,565	159,565	159,565
Finance Charge Revenue - TLA	16,344	8,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
EFT Processing Fee Revenue	29,878	30,838	29,278	29,864	30,461	31,070	31,691	32,325	32,972
Journal Advertising	40,130	40,000	40,000	43,000	43,000	43,000	43,000	43,000	43,000
Advertising Design	75	0	0	0	0	0	0	0	0
Directory Advertising	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Violation Fees	32,525	10,000	22,145	15,000	15,000	15,000	15,000	15,000	15,000
Security Service Fee	10,091	7,500	12,000	12,000	12,360	12,731	13,113	13,506	13,912
Sale - Small Tools / Equipment	0	400	0	0	0	0	0	0	0
Boat Wash Services	5,786	4,635	6,303	6,000	6,000	6,000	6,000	6,000	6,000
Tree Clearing	35,290	0	0	0	0	0	0	0	0
Other Revenue	191,119	122,373	145,726	141,864	142,821	143,801	144,804	145,831	146,884
Non-Assessment Revenue	3,201,525	3,169,681	3,424,902	3,375,753	3,409,543	3,443,825	3,470,087	3,488,029	3,506,517
Total Revenue	9,983,085	9,998,581	9,568,702	9,501,873	9,937,883	10,140,125	10,436,007	10,688,209	10,998,417
Cost of Goods Sold									

50

Long Range Financial Plan

TLA and Marinas Operating
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Gasoline COGS	155,140	216,459	197,576	190,991	194,405	197,922	201,545	205,276	209,119
Diesel COGS	21,285	26,153	42,477	41,878	43,135	44,429	45,762	47,134	48,549
Fuel COS	176,425	242,612	240,053	232,869	237,540	242,351	247,307	252,410	257,668
Merchandise	32,361	26,925	35,923	32,700	27,421	28,301	29,210	30,148	31,118
Bait	1,353	2,064	1,668	1,702	1,755	1,812	1,870	1,926	1,988
Merchandise COS	33,714	28,989	37,591	34,402	29,176	30,113	31,080	32,074	33,106
Beverage	6,556	6,300	5,631	2,450	2,450	2,450	2,450	2,450	2,450
Lounge	6,556	6,300	5,631	2,450	2,450	2,450	2,450	2,450	2,450
Sailing Program expense	6,884	7,830	8,250	10,500	10,500	10,500	10,500	10,500	10,500
Total Cost of Sales	223,579	285,731	291,525	280,221	279,666	285,414	291,337	297,434	303,724
Gross Margin	9,759,506	9,712,850	9,277,177	9,221,652	9,658,217	9,854,711	10,144,670	10,390,775	10,694,693
Salaries & Wages	3,214,007	3,427,431	3,244,125	3,496,671	3,619,054	3,745,721	3,876,821	3,992,510	4,152,948
Total Staffing	4,572,562	4,829,487	4,755,522	4,935,382	5,099,615	5,276,786	5,460,603	5,631,638	5,849,874
Other Expenses									
Postage	16,442	32,650	21,982	26,120	19,465	19,611	26,659	20,008	20,159
Mailing House	10,662	18,050	13,976	15,665	14,003	14,072	15,892	14,213	14,284
Outside Services - Other	4,563	13,400	8,442	8,400	4,400	4,400	8,400	4,400	4,400
Printing	45,423	62,550	45,717	55,050	48,550	49,050	56,550	50,050	50,550
Total Printing and Postage	77,090	126,650	90,117	105,235	86,418	87,133	107,501	88,671	89,393
Office Supplies	22,782	26,372	25,467	23,322	23,442	23,566	23,693	23,824	23,959
Printer Supplies	6,048	7,000	5,000	5,500	5,500	5,500	5,500	5,500	5,500
General Supplies	36,050	36,690	35,733	36,490	36,490	36,490	36,490	36,490	36,490
Small Tools	2,916	4,174	5,500	3,573	3,573	3,573	3,573	3,573	3,573
Janitorial Supplies	10,203	11,152	12,300	11,667	11,775	11,887	11,901	12,119	12,241
Contract Cleaning	8,700	9,835	9,835	9,835	9,835	9,835	9,835	9,835	9,835
Kitchen Supplies	5,168	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Office Supplies / Small Tools	91,867	100,223	98,835	95,387	95,615	95,851	95,992	96,341	96,598
Fees - Property Tax - Personal	32,344	36,753	36,753	37,855	38,991	40,161	41,365	42,606	43,884
Property Taxes	34,774	39,073	39,073	40,245	41,353	42,696	43,977	45,296	46,655
Provision for Income Taxes	3,500	3,500	4,119	3,500	3,500	3,500	3,500	3,500	3,500
Total Taxes	70,618	79,326	79,945	81,600	83,844	86,357	88,842	91,402	94,039
Professional Fees - Legal Fees	78,607	66,000	80,600	71,000	71,000	71,000	71,000	71,000	71,000
Professional Fees - ARC	0	1,000	0	1,750	1,750	1,750	1,750	1,750	1,750
Professional Fees - Landscape	0	750	0	0	0	0	0	0	0
Professional Fees - CPA Firm	35,068	35,000	39,626	36,000	36,000	36,000	36,000	36,000	36,000
Contract Services	4,721	4,500	4,074	2,100	2,100	2,100	2,100	2,100	2,100
Professional Fees	118,396	107,250	124,300	110,850	110,850	110,850	110,850	110,850	110,850
Engineering Studies	141,165	74,500	110,842	56,000	113,917	62,000	60,500	62,000	60,500
Insurance	484,834	581,677	548,786	576,225	605,100	635,288	667,053	700,406	735,426

Long Range Financial Plan

TLA and Marinas Operating
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Fees / Licenses	0	30	30	30	30	30	30	30	30
Operating Contingency	161,643	125,000	32,322	125,000	125,000	125,000	125,000	125,000	125,000
City/State Government Events	1,296	700	600	600	600	600	600	600	600
Employee Business Reimbursement	2,779	4,415	3,170	3,975	3,975	3,975	3,975	3,975	3,975
Off-site Storage	1,147	1,150	1,150	1,200	1,200	1,200	1,200	1,200	1,200
Board & Committee Expense - Meetings	8,705	5,000	3,500	4,000	4,000	4,000	4,000	4,000	4,000
Fees - Licenses	13,881	11,318	11,184	8,720	8,877	9,038	9,204	9,375	9,551
Provision for Bad Debt	61,900	18,150	30,000	40,000	40,000	40,000	40,000	40,000	40,000
Consulting Services	30,629	45,000	30,000	34,000	37,000	34,000	34,000	34,000	34,000
Service Charges/CC Fees	20,751	25,100	25,350	25,350	25,350	25,350	25,350	25,350	25,350
Physical Inventory Adjustment	122	325	253	275	275	275	275	275	275
Entertainment Expense	2,450	4,000	4,188	1,500	1,500	1,500	1,500	1,500	1,500
Food Expense	17,044	17,000	17,035	5,175	19,000	19,000	19,000	19,000	19,000
Covenant Property Litigation	3,124	10,000	24,000	15,000	10,000	10,000	10,000	10,000	10,000
Programs/Tournament Expense	7,477	7,100	6,475	7,600	7,600	7,600	7,600	7,600	7,600
Programs- Education/Class Expense	247	400	0	0	0	0	0	0	0
Programs- Charter Expense	4,970	12,150	11,700	12,951	13,763	14,135	14,518	14,913	15,320
Complimentary Tickets	1,962	2,000	1,540	1,100	1,100	1,100	1,100	1,100	1,100
Total Other	966,126	945,015	862,125	918,701	1,018,287	994,091	1,024,905	1,060,324	1,094,427
Marketing Expenses	14,515	19,695	19,695	9,645	9,645	9,645	9,645	9,645	9,645
Marketing Expenses	14,515	19,695	19,695	9,645	9,645	9,645	9,645	9,645	9,645
Kayak Expenses	0	773	900	800	800	800	800	800	800
Kayak Expenses	0	773	900	800	800	800	800	800	800
Software and Peripherals	39,641	13,000	5,300	65,000	4,000	4,000	4,000	4,000	4,000
IT Maintenance Agreements	162,295	180,758	180,758	202,745	207,200	207,200	207,200	207,200	207,200
System Maintenance	26,770	27,000	17,000	14,000	13,000	13,000	13,000	13,000	13,000
IT Support	228,706	220,758	203,058	281,745	224,200	224,200	224,200	224,200	224,200
Recruiting	8,330	5,678	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Employee Events	8,975	9,000	9,000	20,000	20,000	20,000	20,000	20,000	20,000
Rewards & Recognition	1,181	1,500	1,775	0	0	0	0	0	0
Team Development	7,238	8,250	13,381	12,650	12,668	12,687	12,706	12,725	12,746
Wellness Program	6,803	9,800	9,800	0	0	0	0	0	0
Drug Free Workplace	1,285	1,000	800	1,000	1,000	1,000	1,000	1,000	1,000
Recruiting / Retention	33,812	35,228	40,756	39,650	39,668	39,687	39,706	39,725	39,746
Town Meetings	7,015	5,000	2,500	4,000	2,500	2,500	4,000	2,500	2,500
Special Events Expense	14,688	15,200	19,598	27,800	27,800	27,800	27,800	27,800	27,800
Community Outreach	21,703	20,200	22,098	31,800	30,300	30,300	31,800	30,300	30,300
RFID Tags - Commercial	0	15,000	11,350	15,560	15,560	15,560	15,560	15,560	15,560
RFID Tags - Residential	14,200	20,000	15,555	23,340	23,340	23,340	23,340	23,340	23,340
Gate Claims	0	1,500	0	500	500	500	500	500	500
Police Augment	51,656	60,000	40,345	48,000	48,000	48,000	48,000	48,000	48,000

Long Range Financial Plan

TLA and Marinas Operating

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
EMS Support	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Safety Programs	8,216	6,500	5,498	6,500	6,500	6,500	6,500	6,500	6,500
Equipment - Safety	0	500	100	430	430	430	430	430	430
Security/Police/EMS/Safety	99,072	128,500	97,848	119,330	119,330	119,330	119,330	119,330	119,330
Communications	31,470	37,626	37,325	28,132	28,335	30,544	28,759	28,981	31,209
Utilities	78,638	87,748	80,523	81,702	83,328	85,003	86,728	88,505	90,335
Admin Utilities	18,545	18,194	19,450	19,839	20,236	20,640	21,053	21,474	21,904
Gate House Utilities	35,384	35,563	35,850	36,567	37,298	38,044	38,805	39,581	40,373
Street Lighting	57,861	63,867	63,867	65,145	66,447	67,776	69,131	70,514	71,924
Utilities	221,898	242,998	237,015	231,385	235,644	242,007	244,476	249,055	255,745
Hazard Material Registration	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Landscape Contract - BrightView	1,051,773	1,080,447	1,060,123	1,064,424	1,064,424	1,064,424	1,096,357	1,129,247	1,163,125
Landscaping	20,565	29,069	29,069	29,069	29,069	29,069	29,069	29,069	29,069
Irrigation Expense	4,875	5,021	5,021	5,021	5,021	5,021	5,021	5,021	5,021
Tree Removal	222,487	100,000	100,000	70,000	60,000	61,800	63,654	65,564	67,531
Tree Replacement	1,890	5,585	5,585	5,585	5,585	5,585	5,585	5,585	5,585
Storm Restoration	163,556	75,000	75,000	0	0	0	0	0	0
Debris Removal	115,577	0	0	0	0	0	0	0	0
Landscaping	1,581,823	1,296,222	1,275,898	1,175,199	1,165,199	1,166,999	1,200,786	1,235,586	1,271,431
Median Refurbishment	150,946	150,500	150,500	150,500	150,500	150,500	150,500	150,500	150,500
Total Median Refurbishment	150,946	150,500	150,500	150,500	150,500	150,500	150,500	150,500	150,500
Algaecide/Herbicide Plant Control	71,954	79,230	79,230	79,230	79,230	79,230	79,230	79,230	79,230
Aerator Expense	5,331	6,213	6,213	6,213	6,213	6,213	6,213	6,213	6,213
Lab Testing	0	1,648	1,648	1,648	1,648	1,648	1,648	1,648	1,648
Stocking Plant Control	2,999	3,537	3,544	3,537	3,537	3,537	3,537	3,537	3,537
Aquatic Midge Control	11,891	13,722	11,464	11,808	12,162	12,527	12,903	13,290	13,688
Angler's Support	(1,682)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Lagoon Dredging	15,584	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Lagoon Beautification	0	4,494	4,494	4,494	4,494	4,494	4,494	4,494	4,494
Lagoon Related	106,077	149,844	147,593	147,930	148,284	148,649	149,025	149,412	149,810
Auto Gate Maintenance	11,863	12,360	14,000	12,360	12,360	12,360	12,360	12,360	12,360
Gatehouse Maintenance	14,892	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
PW Buildings Maintenance	39,619	49,064	48,464	47,464	47,464	47,464	47,464	47,464	47,464
Admin Buildings Maintenance	12,806	13,792	15,792	13,792	13,792	13,792	13,792	13,792	13,792
Member Boat Damage	2,215	7,000	4,000	7,000	7,000	7,000	7,000	7,000	7,000
Repair & Maint - Phone/Radio	9,684	1,500	1,478	1,000	1,000	1,000	1,000	1,000	1,000
License/Maintenance - Cameras	0	27,000	25,790	20,000	20,000	20,000	20,000	20,000	20,000
Equipment Maintenance	84,485	85,617	95,276	82,600	82,750	82,905	83,064	83,228	83,396
Repair & Maint - Wiggins	28,572	34,288	34,000	28,000	23,000	28,000	23,000	28,000	23,000
Repair & Maint - Docks & Grounds	40,612	47,438	48,000	40,073	40,735	41,417	42,120	42,843	43,589
Repair & Maint- Seawall	0	8,000	0	78,980	8,000	8,000	8,000	8,000	8,000
Channel Markers	221	1,545	1,545	1,800	1,854	1,910	1,967	2,026	2,087

Long Range Financial Plan

TLA and Marinas Operating

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Total Repair & Maintenance	244,969	301,604	302,345	347,069	271,955	277,848	273,767	279,713	275,688
Dredging Expense	78,850	100,000	92,514	95,000	95,000	95,000	95,000	95,000	95,000
Total Dredging Expense	78,850	100,000	92,514	95,000	95,000	95,000	95,000	95,000	95,000
Signs/Mailbox/Fence Maintenance	55,938	56,000	56,000	56,000	56,000	56,000	56,000	56,000	56,000
Mailbox and Signs - Contract	27,061	28,719	30,000	28,719	28,719	28,719	28,719	28,719	28,719
Signs & Mailboxes	82,999	84,719	86,000	84,719	84,719	84,719	84,719	84,719	84,719
Dry Trash Pickup	15,041	19,738	19,286	20,524	20,795	21,075	21,363	21,659	21,965
Chipping Yard Expense	181,035	105,993	135,000	81,000	81,000	81,000	81,000	81,000	81,000
Storage Yard Repair	1,935	2,786	2,786	2,786	2,786	2,786	2,786	2,786	2,786
Dog Park Expense	5,953	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689
Athletic Facility	6,679	6,300	6,500	6,300	6,300	6,300	6,300	6,300	6,300
Distressed Property Expense	1,986	2,000	1,000	2,000	2,000	2,000	2,000	2,000	2,000
Recycling Expense	51,158	38,000	48,000	27,200	27,200	27,200	27,200	27,200	27,200
Total Facilities	263,787	181,506	219,261	146,499	146,770	147,050	147,338	147,634	147,940
Ad Valorem Taxes	2,947	3,750	3,000	3,090	3,183	3,278	3,377	3,478	3,582
Fuel & Lube	52,146	45,600	47,700	45,714	45,831	45,952	46,077	46,205	46,337
Vehicle Maintenance	12,560	10,000	10,000	10,300	10,609	10,927	11,255	11,593	11,941
Auto Expense	23,348	29,500	26,364	26,000	26,000	26,000	26,000	26,000	26,000
Fleet Maintenance	91,001	88,850	87,064	85,104	85,623	86,157	86,709	87,276	87,860
Street & Curb Repair	30,818	38,000	38,000	48,000	50,000	50,000	55,000	55,000	55,000
Pavement Restriping	24,690	6,000	6,000	3,000	4,000	5,000	6,000	3,000	3,000
Road Paving/Striping/Cleaning	55,508	44,000	44,000	51,000	54,000	55,000	61,000	58,000	58,000
Herd Management Contract	54,340	60,559	60,559	60,559	60,559	60,559	60,559	60,559	60,559
Meat Processing	2,995	4,635	4,635	4,635	4,635	4,635	4,635	4,635	4,635
TLA Animal Control	2,202	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Wildlife Management	59,537	67,694	67,694	67,694	67,694	67,694	67,694	67,694	67,694
Strategic Plan	121,362	95,000	135,330	30,000	50,000	75,000	75,000	75,000	75,000
Development Committee	26,620	50,000	35,000	30,000	30,000	30,000	30,000	30,000	30,000
Special Event - Home Reno/ Lawn	0	7,500	0	7,500	7,500	7,500	7,500	7,500	7,500
Special Project - Nature Trail	58	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Special Projects	148,040	154,000	171,830	69,000	89,000	114,000	114,000	114,000	114,000
Storm Drain Repair	44,259	68,387	68,000	68,387	68,387	68,387	68,387	68,387	68,387
Trail Renovation	26,835	43,200	43,200	43,200	43,200	43,200	43,200	65,000	65,000
Bridge Repair / Fixed Pier Repair	2,331	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
Other Infrastructure Repairs	73,425	147,587	147,200	147,587	147,587	147,587	147,587	169,387	169,387
Gain or Loss on Asset Disposal	(8,850)	0	0	0	0	0	0	0	0
Total Other Expenses	4,871,915	4,793,142	4,668,591	4,593,429	4,560,932	4,581,454	4,676,172	4,759,564	4,837,102

Long Range Financial Plan

TLA and Marinas Operating
11/29/2018

<i>Description</i>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Total Expenses	9,444,477	9,622,629	9,424,113	9,528,811	9,660,547	9,858,240	10,136,775	10,391,202	10,686,976
Net Revenue Before Depreciation	315,029	90,221	(146,936)	(307,159)	(2,330)	(3,529)	7,895	(427)	7,717
<i>Depreciation</i>	<i>671,502</i>	<i>690,863</i>	<i>681,938</i>	<i>694,874</i>	<i>707,525</i>	<i>721,982</i>	<i>736,744</i>	<i>751,818</i>	<i>767,212</i>
Net Revenues Over Expenses	<u>(356,473)</u>	<u>(600,642)</u>	<u>(828,874)</u>	<u>(1,002,033)</u>	<u>(709,855)</u>	<u>(725,511)</u>	<u>(728,849)</u>	<u>(752,245)</u>	<u>(759,495)</u>

Long Range Financial Plan

TLA Operating Fund
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Revenues									
Assessment Revenue	\$6,781,560	\$6,828,900	\$6,143,800	\$6,126,120	\$6,528,340	\$6,696,300	\$6,965,920	\$7,200,180	\$7,491,900
Non-Assessment Revenue									
Vehicle Registration - Annual	507,815	500,000	492,679	505,705	505,705	505,705	505,705	505,705	505,705
Vehicle Registration - Other	247,238	250,000	278,819	275,000	275,000	275,000	275,000	275,000	275,000
Vehicle Registration - Frequent Visitor	24,470	25,000	22,240	23,000	23,000	23,000	23,000	23,000	23,000
Vehicle Registration	779,523	775,000	793,738	803,705	803,705	803,705	803,705	803,705	803,705
Service Agreement - TLCo - Security	5,443	5,606	5,216	5,774	5,947	6,126	6,310	6,498	6,694
Service Agreement - TLC - Security/Lagoons	221,446	228,081	228,081	226,930	233,738	240,750	247,973	255,412	263,074
Service Agreement - Village POA	14,721	15,163	16,755	16,755	16,755	16,755	16,755	16,755	16,755
Service Agreements	241,610	248,850	250,052	249,459	256,440	263,631	271,038	278,665	286,523
Architectural Review Fees	52,900	70,000	75,000	65,000	65,000	65,000	65,000	65,000	65,000
Contractor Forfeitures	11,000	3,000	20,000	3,000	3,000	3,000	3,000	3,000	3,000
"For Sale" Sign Rental & Return	360	400	585	605	605	605	605	605	605
Architectural Fees	64,260	73,400	95,585	68,605	68,605	68,605	68,605	68,605	68,605
Telecommunications Lease	83,701	89,951	89,951	89,951	89,951	89,951	89,951	89,951	89,951
Meeting Room Rental	1,260	1,000	1,000	800	800	800	800	800	800
Storage Yard	57,021	56,300	56,300	56,300	56,300	56,300	56,300	56,300	56,300
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	12,500	12,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Room Rental - Sunset	30,450	30,000	31,000	30,000	30,000	30,000	30,000	30,000	30,000
Rental Income	208,106	212,425	219,425	218,225	218,225	218,225	218,225	218,225	218,225
Interest Earned - Reserve	172	200	0	0	0	0	0	0	0
Interest Earned - Checking	81	150	0	0	0	0	0	0	0
Interest Earned - Reserves	3,661	3,500	49,714	110,000	110,000	110,000	110,000	110,000	110,000
Total Interest	3,914	3,850	49,714	110,000	110,000	110,000	110,000	110,000	110,000
Beverage	4,661	5,000	4,678	2,100	2,100	2,100	2,100	2,100	2,100
Lounge Sales	4,661	5,000	4,678	2,100	2,100	2,100	2,100	2,100	2,100
Food Revenue	16,627	17,000	16,863	5,750	5,750	5,750	5,750	5,750	5,750
Event Sponsors	19,250	20,000	17,500	19,000	19,000	19,000	19,000	19,000	19,000
Special Event - Home Reno	0	7,500	0	7,500	7,500	7,500	7,500	7,500	7,500
Special Events Revenue	4,817	3,700	12,300	13,800	13,800	13,800	13,800	13,800	13,800
Community Events	5,302	5,000	4,400	5,000	5,000	5,000	5,000	5,000	5,000
Event Income	45,996	53,200	51,063	51,050	51,050	51,050	51,050	51,050	51,050
Telephone Directory	125	100	110	110	110	110	110	110	110

Long Range Financial Plan

TLA Operating Fund

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Mail Boxes	4,295	3,000	4,110	3,000	3,000	3,000	3,000	3,000	3,000
Dog Park Fees	9,870	9,800	11,900	10,000	10,000	10,000	10,000	10,000	10,000
Recycling Revenue	28,321	26,500	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Distressed Property	1,204	1,000	500	1,000	1,000	1,000	1,000	1,000	1,000
Chipping Revenue	205,750	117,771	150,000	90,000	90,000	90,000	90,000	90,000	90,000
Member Services	249,565	158,171	174,620	112,110	112,110	112,110	112,110	112,110	112,110
Finance Charge Revenue - TLA	16,344	8,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
EFT Processing Fee Revenue	29,878	30,838	29,278	29,864	30,461	31,070	31,691	32,325	32,972
Journal Advertising	40,130	40,000	40,000	43,000	43,000	43,000	43,000	43,000	43,000
Advertising Design	75	0	0	0	0	0	0	0	0
Directory Advertising	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Violation Fees	32,525	10,000	22,145	15,000	15,000	15,000	15,000	15,000	15,000
Security Service Fee	10,091	7,500	12,000	12,000	12,360	12,731	13,113	13,506	13,912
Sale - Small Tools / Equipment	0	400	0	0	0	0	0	0	0
Tree Clearing	35,290	0	0	0	0	0	0	0	0
Other Revenue	185,333	117,738	139,423	135,864	136,821	137,801	138,804	139,831	140,884
Non-Assessment Revenue	1,782,968	1,647,634	1,778,298	1,751,118	1,759,056	1,767,227	1,775,637	1,784,291	1,793,202
Total Revenue	8,564,528	8,476,534	7,922,098	7,877,238	8,287,396	8,463,527	8,741,557	8,984,471	9,285,102
<i>Cost of Goods Sold</i>									
Beverage	4,993	4,500	3,331	1,700	1,700	1,700	1,700	1,700	1,700
Lounge	4,993	4,500	3,331	1,700	1,700	1,700	1,700	1,700	1,700
Total Cost of Sales	4,993	4,500	3,331	1,700	1,700	1,700	1,700	1,700	1,700
Gross Margin	8,559,535	8,472,034	7,918,767	7,875,538	8,285,696	8,461,827	8,739,857	8,982,771	9,283,402
Salaries & Wages	2,908,656	3,065,772	2,903,048	3,122,354	3,231,636	3,344,743	3,461,809	3,562,973	3,708,377
Total Staffing	4,144,926	4,335,827	4,259,293	4,416,568	4,563,038	4,721,511	4,885,919	5,036,802	5,234,115
<i>Other Expenses</i>									
Postage	16,442	32,400	21,982	26,120	19,465	19,611	26,659	20,008	20,159
Mailing House	7,610	14,950	10,585	12,550	10,850	10,900	12,700	11,000	11,050
Outside Services - Other	4,563	13,400	8,442	8,400	4,400	4,400	8,400	4,400	4,400
Printing	45,304	62,200	45,717	54,950	48,450	48,950	56,450	49,950	50,450
Total Printing and Postage	73,919	122,950	86,726	102,020	83,165	83,861	104,209	85,358	86,059
Office Supplies	21,676	24,772	23,767	22,072	22,192	22,316	22,443	22,574	22,709
Printer Supplies	6,048	7,000	5,000	5,500	5,500	5,500	5,500	5,500	5,500
General Supplies	30,956	31,690	30,733	31,890	31,890	31,890	31,890	31,890	31,890
Small Tools	2,916	2,824	4,600	2,823	2,823	2,823	2,823	2,823	2,823
Janitorial Supplies	7,469	7,343	8,200	7,342	7,342	7,342	7,342	7,342	7,342
Contract Cleaning	8,700	9,835	9,835	9,835	9,835	9,835	9,835	9,835	9,835
Kitchen Supplies	5,168	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000

Long Range Financial Plan

TLA Operating Fund
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Office Supplies / Small Tools	82,933	88,464	87,135	84,462	84,582	84,706	84,833	84,964	85,099
Fees - Property Tax - Personal	19,610	22,443	22,443	23,116	23,810	24,524	25,260	26,018	26,798
Property Taxes	21,024	23,623	23,623	24,332	25,062	25,814	26,588	27,386	28,207
Provision for Income Taxes	3,500	3,500	4,119	3,500	3,500	3,500	3,500	3,500	3,500
Total Taxes	44,134	49,566	50,185	50,948	52,372	53,838	55,348	56,904	58,505
Professional Fees - Legal Fees	78,607	66,000	80,600	71,000	71,000	71,000	71,000	71,000	71,000
Professional Fees - ARC	0	1,000	0	1,750	1,750	1,750	1,750	1,750	1,750
Professional Fees - Landscape	0	750	0	0	0	0	0	0	0
Professional Fees - CPA Firm	35,068	35,000	39,626	36,000	36,000	36,000	36,000	36,000	36,000
Contract Services	4,721	4,500	4,074	2,100	2,100	2,100	2,100	2,100	2,100
Professional Fees	118,396	107,250	124,300	110,850	110,850	110,850	110,850	110,850	110,850
Engineering Studies	79,512	60,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Insurance	216,818	217,112	228,849	240,291	252,369	264,921	278,167	292,076	306,680
Fees / Licenses	0	30	30	30	30	30	30	30	30
Operating Contingency	58,832	100,000	30,000	100,000	100,000	100,000	100,000	100,000	100,000
City/State Government Events	1,296	700	600	600	600	600	600	600	600
Employee Business Reimbursement	2,522	3,865	2,920	3,575	3,575	3,575	3,575	3,575	3,575
Off-site Storage	1,147	1,150	1,150	1,200	1,200	1,200	1,200	1,200	1,200
Board & Committee Expense - Meetings	8,705	5,000	3,500	4,000	4,000	4,000	4,000	4,000	4,000
Fees - Licenses	5,527	6,100	3,693	0	0	0	0	0	0
Provision for Bad Debt	61,900	17,000	30,000	40,000	40,000	40,000	40,000	40,000	40,000
Consulting Services	30,629	45,000	30,000	34,000	37,000	34,000	34,000	34,000	34,000
Service Charges/CC Fees	20,568	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Physical Inventory Adjustment	0	75	35	75	75	75	75	75	75
Entertainment Expense	2,450	4,000	4,188	1,500	1,500	1,500	1,500	1,500	1,500
Food Expense	17,044	17,000	17,035	5,175	19,000	19,000	19,000	19,000	19,000
Covenant Property Litigation	3,124	10,000	24,000	15,000	10,000	10,000	10,000	10,000	10,000
Programs/Tournament Expense	6,402	6,100	5,475	6,100	6,100	6,100	6,100	6,100	6,100
Complimentary Tickets	1,962	2,000	1,540	1,100	1,100	1,100	1,100	1,100	1,100
Total Other	518,438	520,132	458,015	527,646	551,549	561,101	574,347	588,256	602,860
Software and Peripherals	39,641	13,000	5,300	65,000	4,000	4,000	4,000	4,000	4,000
IT Maintenance Agreements	162,295	180,758	180,758	202,745	207,200	207,200	207,200	207,200	207,200
System Maintenance	26,770	27,000	17,000	14,000	13,000	13,000	13,000	13,000	13,000
IT Support	228,706	220,758	203,058	281,745	224,200	224,200	224,200	224,200	224,200
Recruiting	8,330	5,678	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Employee Events	8,975	9,000	9,000	20,000	20,000	20,000	20,000	20,000	20,000
Rewards & Recognition	1,181	1,500	1,775	0	0	0	0	0	0
Team Development	6,660	7,450	12,281	11,400	11,418	11,437	11,456	11,475	11,496
Wellness Program	6,803	9,800	9,800	0	0	0	0	0	0
Drug Free Workplace	1,285	1,000	800	1,000	1,000	1,000	1,000	1,000	1,000

Long Range Financial Plan

TLA Operating Fund
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Recruiting / Retention	33,234	34,428	39,656	38,400	38,418	38,437	38,456	38,475	38,496
Town Meetings	7,015	5,000	2,500	4,000	2,500	2,500	4,000	2,500	2,500
Special Events Expense	14,688	15,200	19,598	27,800	27,800	27,800	27,800	27,800	27,800
Community Outreach	21,703	20,200	22,098	31,800	30,300	30,300	31,800	30,300	30,300
RFID Tags - Commercial	0	15,000	11,350	15,560	15,560	15,560	15,560	15,560	15,560
RFID Tags - Residential	14,200	20,000	15,555	23,340	23,340	23,340	23,340	23,340	23,340
Gate Claims	0	1,500	0	500	500	500	500	500	500
Police Augment	51,656	60,000	40,345	48,000	48,000	48,000	48,000	48,000	48,000
EMS Support	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Safety Programs	8,216	6,500	5,498	6,500	6,500	6,500	6,500	6,500	6,500
Security/Police/EMS/Safety	99,072	128,000	97,748	118,900	118,900	118,900	118,900	118,900	118,900
Communications	29,123	34,945	33,038	23,882	24,085	26,294	24,509	24,731	26,959
Utilities	44,997	46,632	42,307	43,558	44,864	46,210	47,597	49,024	50,495
Admin Utilities	18,545	18,194	19,450	19,839	20,236	20,640	21,053	21,474	21,904
Gate House Utilities	35,384	35,563	35,850	36,567	37,298	38,044	38,805	39,581	40,373
Street Lighting	57,861	63,867	63,867	65,145	66,447	67,776	69,131	70,514	71,924
Utilities	185,910	199,201	194,512	188,991	192,930	198,964	201,095	205,324	211,655
Hazard Material Registration	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Landscape Contract - BrightView	1,051,773	1,080,447	1,060,123	1,064,424	1,064,424	1,064,424	1,096,357	1,129,247	1,163,125
Landscaping	20,565	29,069	29,069	29,069	29,069	29,069	29,069	29,069	29,069
Irrigation Expense	4,875	5,021	5,021	5,021	5,021	5,021	5,021	5,021	5,021
Tree Removal	222,487	100,000	100,000	70,000	60,000	61,800	63,654	65,564	67,531
Tree Replacement	1,890	5,585	5,585	5,585	5,585	5,585	5,585	5,585	5,585
Storm Restoration	163,556	75,000	75,000	0	0	0	0	0	0
Debris Removal	115,577	0	0	0	0	0	0	0	0
Landscaping	1,581,823	1,296,222	1,275,898	1,175,199	1,165,199	1,166,999	1,200,786	1,235,586	1,271,431
Median Refurbishment	150,946	150,500	150,500	150,500	150,500	150,500	150,500	150,500	150,500
Total Median Refurbishment	150,946	150,500	150,500	150,500	150,500	150,500	150,500	150,500	150,500
Algaecide/Herbicide Plant Control	71,954	79,230	79,230	79,230	79,230	79,230	79,230	79,230	79,230
Aerator Expense	5,331	6,213	6,213	6,213	6,213	6,213	6,213	6,213	6,213
Lab Testing	0	1,648	1,648	1,648	1,648	1,648	1,648	1,648	1,648
Stocking Plant Control	2,999	3,537	3,544	3,537	3,537	3,537	3,537	3,537	3,537
Aquatic Midge Control	11,891	13,722	11,464	11,808	12,162	12,527	12,903	13,290	13,688
Angler's Support	(1,682)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Lagoon Dredging	15,584	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Lagoon Beautification	0	4,494	4,494	4,494	4,494	4,494	4,494	4,494	4,494
Lagoon Related	106,077	149,844	147,593	147,930	148,284	148,649	149,025	149,412	149,810
Auto Gate Maintenance	11,863	12,360	14,000	12,360	12,360	12,360	12,360	12,360	12,360
Gatehouse Maintenance	14,892	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
PW Buildings Maintenance	35,050	37,064	37,064	37,064	37,064	37,064	37,064	37,064	37,064

Long Range Financial Plan

TLA Operating Fund

11/29/2018

<u>Description</u>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Admin Buildings Maintenance	12,806	13,792	15,792	13,792	13,792	13,792	13,792	13,792	13,792
Repair & Maint - Phone/Radio	9,684	1,500	1,478	1,000	1,000	1,000	1,000	1,000	1,000
License/Maintenance - Cameras	0	27,000	25,790	20,000	20,000	20,000	20,000	20,000	20,000
Equipment Maintenance	82,510	80,500	93,376	80,500	80,650	80,805	80,964	81,128	81,296
Total Repair & Maintenance	166,805	186,216	201,500	178,716	178,866	179,021	179,180	179,344	179,512
Signs/Mailbox/Fence Maintenance	55,938	56,000	56,000	56,000	56,000	56,000	56,000	56,000	56,000
Mailbox and Signs - Contract	27,061	28,719	30,000	28,719	28,719	28,719	28,719	28,719	28,719
Signs & Mailboxes	82,999	84,719	86,000	84,719	84,719	84,719	84,719	84,719	84,719
Dry Trash Pickup	6,843	11,474	10,500	11,474	11,474	11,474	11,474	11,474	11,474
Chipping Yard Expense	181,035	105,993	135,000	81,000	81,000	81,000	81,000	81,000	81,000
Storage Yard Repair	1,935	2,786	2,786	2,786	2,786	2,786	2,786	2,786	2,786
Dog Park Expense	5,953	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689
Athletic Facility	6,679	6,300	6,500	6,300	6,300	6,300	6,300	6,300	6,300
Distressed Property Expense	1,986	2,000	1,000	2,000	2,000	2,000	2,000	2,000	2,000
Recycling Expense	51,158	38,000	48,000	27,200	27,200	27,200	27,200	27,200	27,200
Total Facilities	255,589	173,242	210,475	137,449	137,449	137,449	137,449	137,449	137,449
Ad Valorem Taxes	2,947	3,750	3,000	3,090	3,183	3,278	3,377	3,478	3,582
Fuel & Lube	46,961	41,600	42,600	41,600	41,600	41,600	41,600	41,600	41,600
Vehicle Maintenance	12,560	10,000	10,000	10,300	10,609	10,927	11,255	11,593	11,941
Auto Expense	23,348	27,000	26,364	26,000	26,000	26,000	26,000	26,000	26,000
Fleet Maintenance	85,816	82,350	81,964	80,990	81,392	81,805	82,232	82,671	83,123
Street & Curb Repair	30,818	38,000	38,000	48,000	50,000	50,000	55,000	55,000	55,000
Pavement Restriping	24,690	6,000	6,000	3,000	4,000	5,000	6,000	3,000	3,000
Road Paving/Striping/Cleaning	55,508	44,000	44,000	51,000	54,000	55,000	61,000	58,000	58,000
Herd Management Contract	54,340	60,559	60,559	60,559	60,559	60,559	60,559	60,559	60,559
Meat Processing	2,995	4,635	4,635	4,635	4,635	4,635	4,635	4,635	4,635
TLA Animal Control	2,202	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Wildlife Management	59,537	67,694	67,694	67,694	67,694	67,694	67,694	67,694	67,694
Strategic Plan	121,362	95,000	135,330	30,000	50,000	75,000	75,000	75,000	75,000
Development Committee	26,620	50,000	35,000	30,000	30,000	30,000	30,000	30,000	30,000
Special Event - Home Reno/ Lawn	0	7,500	0	7,500	7,500	7,500	7,500	7,500	7,500
Special Project - Nature Trail	58	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Special Projects	148,040	154,000	171,830	69,000	89,000	114,000	114,000	114,000	114,000
Storm Drain Repair	44,259	68,387	68,000	68,387	68,387	68,387	68,387	68,387	68,387
Trail Renovation	26,835	43,200	43,200	43,200	43,200	43,200	43,200	65,000	65,000
Bridge Repair / Fixed Pier Repair	2,331	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
Other Infrastructure Repairs	73,425	147,587	147,200	147,587	147,587	147,587	147,587	169,387	169,387

Long Range Financial Plan

TLA Operating Fund
11/29/2018

<i>Description</i>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<i>Gain or Loss on Asset Disposal</i>	(8,850)	0	0	0	0	0	0	0	0
Total Other Expenses	4,164,160	4,027,323	3,948,087	3,826,546	3,791,956	3,838,580	3,918,210	3,972,293	4,032,549
Total Expenses	8,309,086	8,363,150	8,207,380	8,243,114	8,354,994	8,560,091	8,804,129	9,009,095	9,266,664
Net Revenue Before Depreciation	250,449	108,884	(288,613)	(367,576)	(69,298)	(98,264)	(64,272)	(26,324)	16,738
<i>Depreciation</i>	498,633	513,337	484,275	493,739	502,695	513,387	524,312	535,475	546,882
Net Revenues Over Expenses	(248,184)	(404,453)	(772,888)	(861,315)	(571,993)	(611,651)	(588,584)	(561,799)	(530,144)

Long Range Financial Plan

Marinas Operating Rollup
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Non-Assessment Revenue									
Service Agreement - Marine Service	\$23,269	\$22,604	\$22,604	\$23,282	\$23,981	\$24,700	\$25,441	\$26,204	\$26,991
Service Agreements	23,269	22,604	22,604	23,282	23,981	24,700	25,441	26,204	26,991
Telecommunications Lease	18,078	19,672	24,715	24,715	24,715	24,715	24,715	24,715	24,715
Rental Income	18,078	19,672	24,715	24,715	24,715	24,715	24,715	24,715	24,715
Rack Rental - Jet Ski & Dingie	9,472	9,500	12,500	10,400	10,400	10,400	10,400	10,400	10,400
Rack Rental - Boats	701,441	684,199	742,000	756,840	771,977	787,416	795,290	795,290	795,290
Wet Slip Rental	219,516	263,405	259,147	258,802	258,802	258,802	258,802	258,802	258,802
Boat Movement Fee	600	500	0	500	500	500	500	500	500
Guest Slip Rental	6,629	12,850	35,846	20,800	20,800	20,800	20,800	20,800	20,800
Boat Storage	937,658	970,454	1,049,493	1,047,342	1,062,479	1,077,918	1,085,792	1,085,792	1,085,792
Rack Rental - Kayak	12,933	15,450	16,900	15,994	16,114	16,235	16,356	16,480	16,605
Sticker/Registration - Kayak	100	400	450	500	505	510	515	520	525
Rental - Kayak	2,703	3,650	3,200	3,000	3,000	3,000	3,000	3,000	3,000
Kayak Revenues	15,736	19,500	20,550	19,494	19,619	19,745	19,871	20,000	20,130
Gasoline Sales	190,326	240,510	246,462	226,265	230,282	234,420	238,681	243,071	247,592
Diesel Sales	24,508	29,059	49,975	49,269	50,747	52,270	53,838	55,453	57,116
Fuel Sales	214,834	269,569	296,437	275,534	281,029	286,690	292,519	298,524	304,708
Merchandise Sales	40,027	53,850	55,201	53,142	54,844	56,602	58,420	60,297	62,238
Bait Sales	2,409	2,754	2,200	2,270	2,342	2,417	2,494	2,569	2,652
Total Merchandise	42,436	56,604	57,401	55,412	57,186	59,019	60,914	62,866	64,890
Beverage	3,232	4,500	3,000	1,500	1,500	1,500	1,500	1,500	1,500
Lounge Sales	3,232	4,500	3,000	1,500	1,500	1,500	1,500	1,500	1,500
Programs-Education/Classes	800	450	0	0	0	0	0	0	0
Programs-Tournaments	1,882	2,000	700	2,000	2,000	2,000	2,000	2,000	2,000
Programs-Charters	12,575	13,500	13,000	14,390	15,292	15,705	16,132	16,571	17,023
Event Income	15,257	15,950	13,700	16,390	17,292	17,705	18,132	18,571	19,023
Electric Service	6,259	8,500	8,100	7,700	7,500	7,500	7,500	7,500	7,500
Capital Assessment	118,326	114,729	124,300	127,265	129,185	131,105	132,065	132,065	132,065
Sailing Program	17,686	15,330	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Marina Other	142,271	138,559	152,400	154,965	156,685	158,605	159,565	159,565	159,565
Boat Wash Services	5,786	4,635	6,303	6,000	6,000	6,000	6,000	6,000	6,000
Other Revenue	5,786	4,635	6,303	6,000	6,000	6,000	6,000	6,000	6,000

Long Range Financial Plan

Marinas Operating Rollup
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Non-Assessment Revenue	1,418,557	1,522,047	1,646,603	1,624,634	1,650,486	1,676,597	1,694,449	1,703,737	1,713,314
Total Revenue	1,418,557	1,522,047	1,646,603	1,624,634	1,650,486	1,676,597	1,694,449	1,703,737	1,713,314
<i>Cost of Goods Sold</i>									
Gasoline COGS	155,140	216,459	197,576	190,991	194,405	197,922	201,545	205,276	209,119
Diesel COGS	21,285	26,153	42,477	41,878	43,135	44,429	45,762	47,134	48,549
Fuel COS	176,425	242,612	240,053	232,869	237,540	242,351	247,307	252,410	257,668
<i>Merchandise</i>									
Bait	32,361	26,925	35,923	32,700	27,421	28,301	29,210	30,148	31,118
Merchandise COS	33,714	28,989	37,591	34,402	29,176	30,113	31,080	32,074	33,106
<i>Beverage</i>									
Lounge	1,563	1,800	2,300	750	750	750	750	750	750
<i>Sailing Program expense</i>									
	6,884	7,830	8,250	10,500	10,500	10,500	10,500	10,500	10,500
Total Cost of Sales	218,586	281,231	288,194	278,521	277,966	283,714	289,637	295,734	302,024
Gross Margin	1,199,971	1,240,816	1,358,409	1,346,113	1,372,520	1,392,883	1,404,812	1,408,003	1,411,290
<i>Salaries & Wages</i>									
Total Staffing	427,632	493,659	496,230	518,814	536,579	555,275	574,684	594,835	615,759
<i>Other Expenses</i>									
Postage	0	250	0	0	0	0	0	0	0
Mailing House	3,051	3,100	3,391	3,115	3,153	3,172	3,192	3,213	3,234
Printing	119	350	0	100	100	100	100	100	100
Total Printing and Postage	3,170	3,700	3,391	3,215	3,253	3,272	3,292	3,313	3,334
<i>Office Supplies</i>									
General Supplies	1,106	1,600	1,700	1,250	1,250	1,250	1,250	1,250	1,250
Small Tools	5,094	5,000	5,000	4,600	4,600	4,600	4,600	4,600	4,600
Janitorial Supplies	0	1,350	900	750	750	750	750	750	750
Office Supplies / Small Tools	8,934	11,759	11,700	10,925	11,033	11,145	11,159	11,377	11,499
<i>Fees - Property Tax - Personal</i>									
Total Taxes	26,485	29,759	29,759	30,653	31,472	32,519	33,494	34,500	35,534
<i>Engineering Studies</i>									
Insurance	61,653	14,500	60,842	6,000	63,917	12,000	10,500	12,000	10,500
Operating Contingency	268,016	364,565	319,937	335,934	352,731	370,367	388,886	408,330	428,746
Employee Business Reimbursement	102,811	25,000	2,322	25,000	25,000	25,000	25,000	25,000	25,000
Fees - Licenses	257	550	250	400	400	400	400	400	400
Provision for Bad Debt	8,355	5,218	7,491	8,720	8,877	9,038	9,204	9,375	9,551
Service Charges/CC Fees	0	1,150	0	0	0	0	0	0	0
Physical Inventory Adjustment	182	100	350	350	350	350	350	350	350
Programs/Tournament Expense	122	250	218	200	200	200	200	200	200
	1,075	1,000	1,000	1,500	1,500	1,500	1,500	1,500	1,500

Long Range Financial Plan

Marinas Operating Rollup 11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Programs- Education/Class Expense	247	400	0	0	0	0	0	0	0
Programs- Charter Expense	4,970	12,150	11,700	12,951	13,763	14,135	14,518	14,913	15,320
Total Other	447,688	424,883	404,110	391,055	466,738	432,990	450,558	472,068	491,567
Marketing Expenses	14,515	19,695	19,695	9,645	9,645	9,645	9,645	9,645	9,645
Marketing Expenses	14,515	19,695	19,695	9,645	9,645	9,645	9,645	9,645	9,645
Kayak Expenses	0	773	900	800	800	800	800	800	800
Kayak Expenses	0	773	900	800	800	800	800	800	800
Team Development	578	800	1,100	1,250	1,250	1,250	1,250	1,250	1,250
Recruiting / Retention	578	800	1,100	1,250	1,250	1,250	1,250	1,250	1,250
Equipment - Safety	0	500	100	430	430	430	430	430	430
Security/Police/EMS/Safety	0	500	100	430	430	430	430	430	430
Communications	2,347	2,680	4,287	4,250	4,250	4,250	4,250	4,250	4,250
Utilities	33,640	41,116	38,216	38,144	38,464	38,793	39,131	39,480	39,840
Utilities	35,987	43,796	42,503	42,394	42,714	43,043	43,381	43,730	44,090
PW Buildings Maintenance	4,569	12,000	11,400	10,400	10,400	10,400	10,400	10,400	10,400
Member Boat Damage	2,215	7,000	4,000	7,000	7,000	7,000	7,000	7,000	7,000
Equipment Maintenance	1,976	5,117	1,900	2,100	2,100	2,100	2,100	2,100	2,100
Repair & Maint - Wiggins	28,572	34,288	34,000	28,000	23,000	28,000	23,000	28,000	23,000
Repair & Maint - Docks & Grounds	40,612	47,438	48,000	40,073	40,735	41,417	42,120	42,843	43,589
Repair & Maint- Seawall	0	8,000	0	78,980	8,000	8,000	8,000	8,000	8,000
Channel Markers	221	1,545	1,545	1,800	1,854	1,910	1,967	2,026	2,087
Total Repair & Maintenance	78,165	115,388	100,845	168,353	93,089	98,827	94,587	100,369	96,176
Dredging Expense	78,850	100,000	92,514	95,000	95,000	95,000	95,000	95,000	95,000
Total Dredging Expense	78,850	100,000	92,514	95,000	95,000	95,000	95,000	95,000	95,000
Dry Trash Pickup	8,198	8,264	8,786	9,050	9,322	9,601	9,889	10,186	10,491
Total Facilities	8,198	8,264	8,786	9,050	9,322	9,601	9,889	10,186	10,491
Fuel & Lube	5,184	4,000	5,100	4,114	4,231	4,352	4,477	4,605	4,737
Auto Expense	0	2,500	0	0	0	0	0	0	0
Fleet Maintenance	5,184	6,500	5,100	4,114	4,231	4,352	4,477	4,605	4,737

Long Range Financial Plan

Marinas Operating Rollup
11/29/2018

<i>Description</i>	<i>2017 Actual</i>	<i>2018 Budget</i>	<i>2018 YE EST</i>	<i>2019 Budget</i>	<i>2020 Budget</i>	<i>2021 Budget</i>	<i>2022 Budget</i>	<i>2023 Budget</i>	<i>2024 Budget</i>
Total Other Expenses	707,754	765,817	720,503	766,884	768,977	742,874	757,962	787,273	804,553
Total Expenses	1,135,386	1,259,476	1,216,733	1,285,698	1,305,556	1,298,149	1,332,646	1,382,108	1,420,312
Net Revenue Before Depreciation	64,585	(18,660)	141,676	60,415	66,964	94,734	72,166	25,895	(9,022)
<i>Depreciation</i>	<i>172,869</i>	<i>177,526</i>	<i>197,663</i>	<i>201,135</i>	<i>204,830</i>	<i>208,595</i>	<i>212,432</i>	<i>216,344</i>	<i>220,331</i>
Net Revenues Over Expenses	(108,284)	(196,186)	(55,987)	(140,720)	(137,866)	(113,861)	(140,266)	(190,449)	(229,353)

Department Budgets

TLA and Marinas Operating

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFPP	2019 Budget	2019 LRFPP Budget Variance	2018 YE EST 2019 Budget Variance
Revenues										
5000	Assessment Revenue	\$6,781,560	\$6,828,900	\$5,689,463	\$6,143,800	(\$685,100)	\$6,245,460	\$6,126,120	(\$119,340)	(\$17,680)
Non-Assessment Revenue										
5200	Vehicle Registration - Annual	507,815	500,000	456,189	492,679	(7,321)	510,000	505,705	(4,295)	13,026
5210	Vehicle Registration - Other	247,238	250,000	268,129	278,819	28,819	250,000	275,000	25,000	(3,819)
5220	Vehicle Registration - Frequent Visitor	24,470	25,000	21,360	22,240	(2,760)	25,000	23,000	(2,000)	760
	Vehicle Registration	779,523	775,000	745,678	793,738	18,738	785,000	803,705	18,705	9,967
5100	Service Agreement - TLCo - Security	5,443	5,606	6,618	5,216	(390)	5,774	5,774	0	558
5110	Service Agreement - TLC - Security/Lagoons	221,446	228,081	209,083	228,081	0	234,933	226,930	(8,003)	(1,151)
5130	Service Agreement - Village POA	14,721	15,163	16,755	16,755	1,592	15,618	16,755	1,137	0
5140	Service Agreement - Marine Service	23,269	22,604	20,716	22,604	0	23,282	23,282	0	678
	Service Agreements	264,879	271,454	253,172	272,656	1,202	279,607	272,741	(6,866)	85
5240	Architectural Review Fees	52,900	70,000	71,185	75,000	5,000	70,000	65,000	(5,000)	(10,000)
5270	Contractor Forfeitures	11,000	3,000	20,000	20,000	17,000	3,000	3,000	0	(17,000)
5290	"For Sale" Sign Rental & Return	360	400	580	585	185	400	605	205	20
	Architectural Fees	64,260	73,400	91,765	95,585	22,185	73,400	68,605	(4,795)	(26,980)
5520	Telecommunications Lease	101,779	109,623	106,379	114,667	5,044	109,623	114,667	5,044	0
5560	Meeting Room Rental	1,260	1,000	910	1,000	0	1,000	800	(200)	(200)
5590	Storage Yard	57,021	56,300	51,529	56,300	0	56,300	56,300	0	0
5600	BrightView Rent Revenue	23,174	23,174	19,311	23,174	0	23,869	23,174	(695)	0
5610	Cable Head-End Lease	12,500	12,000	15,000	18,000	6,000	12,000	18,000	6,000	0
5620	Room Rental - Sunset	30,450	30,000	30,405	31,000	1,000	30,000	30,000	0	(1,000)
	Rental Income	226,184	232,097	223,534	244,141	12,044	232,792	242,941	10,149	(1,200)
5400	Interest Earned - Reserve	172	200	0	0	(200)	200	0	(200)	0
5410	Interest Earned - Checking	81	150	0	0	(150)	150	0	(150)	0
5440	Interest Earned - Reserves	3,661	3,500	29,715	49,714	46,214	3,500	110,000	106,500	60,286
	Total Interest	3,914	3,850	29,715	49,714	45,864	3,850	110,000	106,150	60,286
5030	Rack Rental - Jet Ski & Dingie	9,472	9,500	10,878	12,500	3,000	9,500	10,400	900	(2,100)
5031	Rack Rental - Boats	701,441	684,199	692,292	742,000	57,801	684,199	756,840	72,641	14,840
5032	Wet Slip Rental	219,516	263,405	235,191	259,147	(4,258)	270,069	258,802	(11,267)	(345)
5035	Boat Movement Fee	600	500	0	0	(500)	500	500	0	500
5033	Guest Slip Rental	6,629	12,850	37,261	35,846	22,996	13,210	20,800	7,590	(15,046)
	Boat Storage	937,658	970,454	975,622	1,049,493	79,039	977,478	1,047,342	69,864	(2,151)
5025	Rack Rental - Kayak	12,933	15,450	15,138	16,900	1,450	15,450	15,994	544	(906)
5026	Sticker/Registration - Kayak	100	400	450	450	50	400	500	100	50
5027	Rental - Kayak	2,703	3,650	3,120	3,200	(450)	3,650	3,000	(650)	(200)
	Kayak Revenues	15,736	19,500	18,708	20,550	1,050	19,500	19,494	(6)	(1,056)
5320	Gasoline Sales	190,326	240,510	238,947	246,462	5,952	240,510	226,265	(14,245)	(20,197)
5321	Diesel Sales	24,508	29,059	44,304	49,975	20,916	29,059	49,269	20,210	(706)
	Fuel Sales	214,834	269,569	283,251	296,437	26,868	269,569	275,534	5,965	(20,903)
5300 + 9200	Merchandise Sales	40,027	53,850	53,290	55,201	1,351	55,241	53,142	(2,099)	(2,059)
5310	Bait Sales	2,409	2,754	1,937	2,200	(554)	2,823	2,270	(553)	70
	Total Merchandise	42,436	56,604	55,227	57,401	797	58,064	55,412	(2,652)	(1,989)

Department Budgets

TLA and Marinas Operating
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRF	2019 Budget	2019 LRF Budget Variance	2018 YE EST 2019 Budget Variance
5340	Beverage	7,893	9,500	7,490	7,678	(1,822)	9,500	3,600	(5,900)	(4,078)
	Lounge Sales	7,893	9,500	7,490	7,678	(1,822)	9,500	3,600	(5,900)	(4,078)
5390	Food Revenue	16,627	17,000	16,863	16,863	(137)	17,000	5,750	(11,250)	(11,113)
5650	Event Sponsors	19,250	20,000	17,500	17,500	(2,500)	20,000	19,000	(1,000)	1,500
5654	Special Event - Home Reno	0	7,500	0	0	(7,500)	7,500	7,500	0	7,500
5652	Special Events Revenue	4,817	3,700	12,040	12,300	8,600	3,700	13,800	10,100	1,500
5551	Programs-Education/Classes	800	450	0	0	(450)	450	0	(450)	0
5552	Programs-Tournaments	1,882	2,000	700	700	(1,300)	2,000	2,000	0	1,300
5553	Programs-Charters	12,575	13,500	10,907	13,000	(500)	13,500	14,390	890	1,390
5655	Community Events	5,302	5,000	3,956	4,400	(600)	5,000	5,000	0	600
	Event Income	61,253	69,150	61,966	64,763	(4,387)	69,150	67,440	(1,710)	2,677
5550	Telephone Directory	125	100	105	110	10	100	110	10	0
5570	Mail Boxes	4,295	3,000	4,230	4,110	1,110	3,000	3,000	0	(1,110)
5580	Dog Park Fees	9,870	9,800	11,800	11,900	2,100	9,800	10,000	200	(1,900)
5670	Recycling Revenue	28,321	26,500	6,179	8,000	(18,500)	26,500	8,000	(18,500)	0
5671	Distressed Property	1,204	1,000	0	500	(500)	1,000	1,000	0	500
5675	Chipping Revenue	205,750	117,771	147,379	150,000	32,229	118,948	90,000	(28,948)	(60,000)
	Member Services	249,565	158,171	169,693	174,620	16,449	159,348	112,110	(47,238)	(62,510)
5040	Electric Service	6,259	8,500	7,053	8,100	(400)	8,750	7,700	(1,050)	(400)
5050	Capital Assessment	118,326	114,729	114,368	124,300	9,571	115,629	127,265	11,636	2,965
5370	Sailing Program	17,686	15,330	18,946	20,000	4,670	20,000	20,000	4,210	0
	Marina Other	142,271	138,559	140,367	152,400	13,841	140,169	154,965	14,796	2,565
5005	Finance Charge Revenue - TLA	16,344	8,000	14,691	15,000	7,000	8,000	15,000	7,000	0
5006	EFT Processing Fee Revenue	29,878	30,838	22,248	29,278	(1,560)	31,146	29,864	(1,282)	586
5510	Journal Advertising	40,130	40,000	37,618	40,000	0	40,000	43,000	3,000	3,000
5511	Advertising Design	75	0	0	0	0	0	0	0	0
5540	Directory Advertising	21,000	21,000	21,000	21,000	0	21,000	21,000	0	0
5660	Violation Fees	32,525	10,000	21,430	22,145	12,145	10,000	15,000	5,000	(7,145)
5665	Security Service Fee	10,091	7,500	13,604	12,000	4,500	7,500	12,000	4,500	0
5680	Sale - Small Tools / Equipment	0	400	0	0	(400)	400	0	(400)	0
5036	Boat Wash Services	5,786	4,635	5,358	6,303	1,668	4,774	6,000	1,226	(303)
5690	Tree Clearing	35,290	0	0	0	0	0	0	0	0
	Other Revenue	191,119	122,373	135,949	145,726	23,353	122,820	141,864	19,044	(3,862)
	Non-Assessment Revenue	3,201,525	3,169,681	3,192,137	3,424,902	255,221	3,200,247	3,375,753	175,506	(49,149)
	Total Revenue	9,983,085	9,998,581	8,881,600	9,568,702	(429,879)	9,445,707	9,501,873	56,166	(66,829)
	<i>Cost of Goods Sold</i>									
5920	Gasoline COGS	155,140	216,459	187,949	197,576	18,883	216,459	190,991	25,468	6,585
5921	Diesel COGS	21,285	26,153	38,834	42,477	(16,324)	26,153	41,878	(15,725)	599
	Fuel COS	176,425	242,612	226,783	240,053	2,559	242,612	232,869	9,743	7,184
5900	Merchandise	32,361	26,925	33,016	35,923	(8,998)	27,620	32,700	(5,080)	3,223
5910	Bait	1,353	2,064	1,468	1,668	396	2,116	1,702	414	(34)
	Merchandise COS	33,714	28,989	34,484	37,591	(8,602)	29,736	34,402	(4,666)	3,189
5940	Beverage	6,556	6,300	5,602	5,631	669	6,300	2,450	3,850	3,181
	Lounge	6,556	6,300	5,602	5,631	669	6,300	2,450	3,850	3,181

Department Budgets

TLA and Marinas Operating

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFPP	2019 Budget	2019 LRFPP Budget Variance	2018 YE EST 2019 Budget Variance
5970	Sailing Program expense	6,884	7,830	8,050	8,250	(420)	8,290	10,500	(2,210)	(2,250)
	Total Cost of Sales	223,579	285,731	274,919	291,525	(5,794)	286,938	280,221	6,717	11,304
	Gross Margin	9,759,506	9,712,850	8,606,681	9,277,177	(435,673)	9,158,769	9,221,652	62,883	(55,525)
6000 + 6010 + 60...	Salaries & Wages	3,214,007	3,427,431	2,819,052	3,244,125	183,306	3,547,391	3,496,671	50,720	(252,546)
	Total Staffing	4,572,562	4,829,487	4,193,663	4,755,522	73,965	4,992,918	4,935,382	57,536	(179,860)
	<i>Other Expenses</i>									
7000	Postage	16,442	32,650	19,843	21,982	10,668	20,695	26,120	(5,425)	(4,138)
7010	Mailing House	10,662	18,050	13,017	13,976	4,074	13,700	15,665	(1,965)	(1,689)
7011	Outside Services - Other	4,563	13,400	8,442	8,442	4,958	7,400	8,400	(1,000)	42
7020	Printing	45,423	62,550	42,028	45,717	16,833	49,230	55,050	(5,820)	(9,333)
	Total Printing and Postage	77,090	126,650	83,330	90,117	36,533	91,025	105,235	(14,210)	(15,118)
7030	Office Supplies	22,782	26,372	21,122	25,467	905	25,102	23,322	1,780	2,145
7031	Printer Supplies	6,048	7,000	4,044	5,000	2,000	7,000	5,500	1,500	(500)
7740	General Supplies	36,050	36,690	28,775	35,733	957	37,690	36,490	1,200	(757)
7800	Small Tools	2,916	4,174	4,373	5,500	(1,326)	4,258	3,573	685	1,927
8110	Janitorial Supplies	10,203	11,152	11,038	12,300	(1,148)	11,381	11,667	(286)	633
8120	Contract Cleaning	8,700	9,835	7,975	9,835	0	10,130	9,835	295	0
7035	Kitchen Supplies	5,168	5,000	4,748	5,000	0	5,000	5,000	0	0
	Office Supplies / Small Tools	91,867	100,223	82,075	98,835	1,388	100,561	95,387	5,174	3,448
7110	Fees - Property Tax - Personal	32,344	36,753	28,590	36,753	0	37,855	37,855	0	(1,102)
7112 + 7113	Property Taxes	34,774	39,073	32,476	39,073	0	40,245	40,245	0	(1,172)
7120	Provision for Income Taxes	3,500	3,500	4,119	4,119	(619)	3,500	3,500	0	619
	Total Taxes	70,618	79,326	65,185	79,945	(619)	81,600	81,600	0	(1,655)
7130	Professional Fees - Legal Fees	78,607	66,000	64,431	80,600	(14,600)	66,000	71,000	(5,000)	9,600
7132	Professional Fees - ARC	0	1,000	0	0	1,000	1,000	1,750	(750)	(1,750)
7133	Professional Fees - Landscape	0	750	0	0	750	750	0	750	0
7135	Professional Fees - CPA Firm	35,068	35,000	39,626	39,626	(4,626)	35,000	36,000	(1,000)	3,626
7140	Contract Services	4,721	4,500	3,974	4,074	426	4,500	2,100	2,400	1,974
	Professional Fees	118,396	107,250	108,031	124,300	(17,050)	107,250	110,850	(3,600)	13,450
7315	Engineering Studies	141,165	74,500	44,041	110,842	(36,342)	121,500	56,000	65,500	54,842
7100	Insurance	484,834	581,677	463,822	548,786	32,891	542,329	576,225	(33,896)	(27,439)
7137	Fees / Licenses	0	30	30	30	0	30	30	0	0
7350	Operating Contingency	161,643	125,000	19,882	32,322	92,678	125,000	125,000	0	(92,678)
7153	City/State Government Events	1,296	700	575	600	100	700	600	100	0
7040	Employee Business Reimbursement	2,779	4,415	2,719	3,170	1,245	4,452	3,975	477	(805)
7070	Off-site Storage	1,147	1,150	950	1,150	0	1,150	1,200	(50)	(50)
7150	Board & Committee Expense - Meetings	8,705	5,000	2,578	3,500	1,500	5,000	4,000	1,000	(500)
7170	Fees - Licenses	13,881	11,318	8,474	11,184	134	11,470	8,720	2,750	2,464
7180	Provision for Bad Debt	61,900	18,150	6,992	30,000	(11,850)	18,200	40,000	(21,800)	(10,000)
7300	Consulting Services	30,629	45,000	28,981	30,000	15,000	45,000	34,000	11,000	(4,000)
7410	Service Charges/CC Fees	20,751	25,100	23,092	25,350	(250)	25,100	25,350	(250)	0
7181	Physical Inventory Adjustment	122	325	228	253	72	425	275	150	(22)
7705	Entertainment Expense	2,450	4,000	3,388	4,188	(188)	4,000	1,500	2,500	2,688
7706	Food Expense	17,044	17,000	17,035	17,035	(35)	17,000	5,175	11,825	11,860
7247	Covenant Property Litigation	3,124	10,000	19,755	24,000	(14,000)	10,000	15,000	(5,000)	9,000
7452	Programs/Tournament Expense	7,477	7,100	5,392	6,475	625	7,100	7,600	(500)	(1,125)

Department Budgets

TLA and Marinas Operating

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
7455	Programs- Education/Class Expense	247	400	0	0	400	400	0	400	0
7453	Programs- Charter Expense	4,970	12,150	6,660	11,700	450	12,150	12,951	(801)	(1,251)
7182	Complimentary Tickets	1,962	2,000	1,540	1,540	460	2,000	1,100	900	440
	Total Other	966,126	945,015	656,134	862,125	82,890	953,006	918,701	34,305	(56,576)
7005	Marketing Expenses	14,515	19,695	14,541	19,695	0	19,695	9,645	10,050	10,050
	Marketing Expenses	14,515	19,695	14,541	19,695	0	19,695	9,645	10,050	10,050
8105	Kayak Expenses	0	773	878	900	(127)	796	800	(4)	100
	Kayak Expenses	0	773	878	900	(127)	796	800	(4)	100
7260	Software and Peripherals	39,641	13,000	5,290	5,300	7,700	9,000	65,000	(56,000)	(59,700)
7261	IT Maintenance Agreements	162,295	180,758	166,600	180,758	0	180,800	202,745	(21,945)	(21,987)
7264	System Maintenance	26,770	27,000	16,239	17,000	10,000	27,000	14,000	13,000	3,000
	IT Support	228,706	220,758	188,129	203,058	17,700	216,800	281,745	(64,945)	(78,687)
7200:7210	Recruiting	8,330	5,678	5,673	6,000	(322)	5,678	6,000	(322)	0
7230	Employee Events	8,975	9,000	3,906	9,000	0	9,000	20,000	(11,000)	(11,000)
7231	Rewards & Recognition	1,181	1,500	1,775	1,775	(275)	1,500	0	1,500	1,775
7240	Team Development	7,238	8,250	11,552	13,381	(5,131)	8,250	12,650	(4,400)	731
7250	Wellness Program	6,803	9,800	2,405	9,800	0	9,800	0	9,800	9,800
7251	Drug Free Workplace	1,285	1,000	662	800	200	1,000	1,000	0	(200)
	Recruiting / Retention	33,812	35,228	25,973	40,756	(5,528)	35,228	39,650	(4,422)	1,106
7440	Town Meetings	7,015	5,000	2,462	2,500	2,500	2,500	4,000	(1,500)	(1,500)
7451	Special Events Expense	14,688	15,200	19,598	19,598	(4,398)	15,200	27,800	(12,600)	(8,202)
	Community Outreach	21,703	20,200	22,060	22,098	(1,898)	17,700	31,800	(14,100)	(9,702)
7600	RFID Tags - Commercial	0	15,000	3,650	11,350	3,650	15,000	15,560	(560)	(4,210)
7601	RFID Tags - Residential	14,200	20,000	15,555	15,555	4,445	20,000	23,340	(3,340)	(7,785)
7610	Gate Claims	0	1,500	0	0	1,500	1,500	500	1,000	(500)
7620	Police Augment	51,656	60,000	33,173	40,345	19,655	61,800	48,000	13,800	(7,655)
7630	EMS Support	25,000	25,000	25,000	25,000	0	25,000	25,000	0	0
7640	Safety Programs	8,216	6,500	5,123	5,498	1,002	6,590	6,500	90	(1,002)
7641	Equipment - Safety	0	500	25	100	400	500	430	70	(330)
	Security/Police/EMS/Safety	99,072	128,500	82,526	97,848	30,652	130,390	119,330	11,060	(21,482)
7050	Communications	31,470	37,626	31,874	37,325	301	38,031	28,132	9,899	9,193
7060	Utilities	78,638	87,748	73,252	80,523	7,225	91,268	81,702	9,566	(1,179)
7061	Admin Utilities	18,545	18,194	17,741	19,450	(1,256)	18,922	19,839	(917)	(389)
7062	Gate House Utilities	35,384	35,563	30,463	35,850	(287)	36,985	36,567	418	(717)
8550	Street Lighting	57,861	63,867	50,670	63,867	0	66,422	65,145	1,277	(1,278)
	Utilities	221,898	242,998	204,000	237,015	5,983	251,628	231,385	20,243	5,630
8180	Hazard Material Registration	1,100	1,100	1,100	1,100	0	1,100	1,100	0	0
8200	Landscape Contract - BrightView	1,051,773	1,080,447	971,421	1,060,123	20,324	1,112,861	1,064,424	48,437	(4,301)
8150	Hazard Material Registration	0	0	1	0	0	0	0	0	0
8202	Landscaping	20,565	29,069	20,363	29,069	0	29,941	29,069	872	0
8203	Irrigation Expense	4,875	5,021	4,777	5,021	0	5,172	5,021	151	0
8210	Tree Removal	222,487	100,000	61,279	100,000	0	75,000	70,000	5,000	30,000
8211	Tree Replacement	1,890	5,585	0	5,585	0	5,865	5,585	280	0
8212	Storm Restoration	163,556	75,000	35,346	75,000	0	0	0	0	75,000
8213	Debris Removal	115,577	0	0	0	0	0	0	0	0

Department Budgets

TLA and Marinas Operating

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRRFP	2019 Budget	2019 LRRFP Budget Variance	2018 YE EST 2019 Budget Variance
	Landscaping	1,581,823	1,296,222	1,094,287	1,275,898	20,324	1,229,939	1,175,199	54,740	100,699
8240	Median Refurbishment	150,946	150,500	136,732	150,500	0	150,500	150,500	0	0
	Total Median Refurbishment	150,946	150,500	136,732	150,500	0	150,500	150,500	0	0
8400	Algaecide/Herbicide Plant Control	71,954	79,230	76,216	79,230	0	81,607	79,230	2,377	0
8410	Aerator Expense	5,331	6,213	5,274	6,213	0	6,399	6,213	186	0
8430	Lab Testing	0	1,648	0	1,648	0	1,697	1,648	49	0
8440	Stocking Plant Control	2,999	3,537	2,985	3,544	(7)	3,643	3,537	106	7
8450	Aquatic Midge Control	11,891	13,722	11,464	11,464	2,258	14,134	11,808	2,326	(344)
8470	Angler's Support	(1,682)	1,000	128	1,000	0	1,000	1,000	0	0
8480	Lagoon Dredging	15,584	40,000	768	40,000	0	40,000	40,000	0	0
8490	Lagoon Beautification	0	4,494	(3,000)	4,494	0	4,629	4,494	135	0
	Lagoon Related	106,077	149,844	93,835	147,593	2,251	153,109	147,930	5,179	(337)
8000	Auto Gate Maintenance	11,863	12,360	12,738	14,000	(1,640)	12,731	12,360	371	1,640
8010	Gatehouse Maintenance	14,892	14,000	12,964	14,000	0	14,420	14,000	420	0
8100	PW Buildings Maintenance	39,619	49,064	38,008	48,464	600	50,176	47,464	2,712	1,000
8101	Admin Buildings Maintenance	12,806	13,792	14,027	15,792	(2,000)	14,205	13,792	413	2,000
8130	Member Boat Damage	2,215	7,000	2,925	4,000	3,000	7,000	7,000	0	(3,000)
8135	Repair & Maint - Phone/Radio	9,684	1,500	878	1,478	22	1,545	1,000	545	478
8137	License/Maintenance - Cameras	0	27,000	13,290	25,790	1,210	18,000	20,000	(2,000)	5,790
8140	Equipment Maintenance	84,485	85,617	83,024	95,276	(9,659)	88,138	82,600	5,538	12,676
8141	Repair & Maint - Wiggins	28,572	34,288	19,528	34,000	288	35,317	28,000	7,317	6,000
8142	Repair & Maint - Docks & Grounds	40,612	47,438	27,489	48,000	(562)	48,861	40,073	8,788	7,927
8151	Repair & Maint- Seawall	0	8,000	0	0	8,000	8,000	78,980	(70,980)	(78,980)
8154	Channel Markers	221	1,545	221	1,545	0	1,591	1,800	(209)	(255)
	Total Repair & Maintenance	244,969	301,604	225,092	302,345	(741)	299,984	347,069	(47,085)	(44,724)
8152	Dredging Expense	78,850	100,000	92,514	92,514	7,486	100,000	95,000	5,000	(2,486)
	Total Dredging Expense	78,850	100,000	92,514	92,514	7,486	100,000	95,000	5,000	(2,486)
8700	Signs/Mailbox/Fence Maintenance	55,938	56,000	52,412	56,000	0	35,000	56,000	(21,000)	0
8710	Mailbox and Signs - Contract	27,061	28,719	23,077	30,000	(1,281)	29,293	28,719	574	1,281
	Signs & Mailboxes	82,999	84,719	75,489	86,000	(1,281)	64,293	84,719	(20,426)	1,281
8230	Dry Trash Pickup	15,041	19,738	16,381	19,286	452	20,330	20,524	(194)	(1,238)
8232	Chipping Yard Expense	181,035	105,993	127,903	135,000	(29,007)	107,053	81,000	26,053	54,000
8720	Storage Yard Repair	1,935	2,786	852	2,786	0	2,870	2,786	84	0
8730	Dog Park Expense	5,953	6,689	4,135	6,689	0	6,890	6,689	201	0
8740	Athletic Facility	6,679	6,300	5,053	6,500	(200)	6,489	6,300	189	200
8781	Distressed Property Expense	1,986	2,000	240	1,000	1,000	2,000	2,000	0	(1,000)
8780	Recycling Expense	51,158	38,000	45,961	48,000	(10,000)	38,000	27,200	10,800	20,800
	Total Facilities	263,787	181,506	200,525	219,261	(37,755)	183,632	146,499	37,133	72,762
7111	Ad Valorem Taxes	2,947	3,750	2,725	3,000	750	3,750	3,090	660	(90)
8300	Fuel & Lube	52,146	45,600	47,127	47,700	(2,100)	45,600	45,714	(114)	1,986
8310	Vehicle Maintenance	12,560	10,000	10,219	10,000	0	10,300	10,300	0	(300)
8320	Auto Expense	23,348	29,500	23,670	26,364	3,136	29,500	26,000	3,500	364
	Fleet Maintenance	91,001	88,850	83,741	87,064	1,786	89,150	85,104	4,046	1,960
8530	Street & Curb Repair	30,818	38,000	24,450	38,000	0	39,900	48,000	(8,100)	(10,000)

Department Budgets

TLA and Marinas Operating

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
8540	Pavement Restriping	24,690	6,000	0	6,000	0	6,000	3,000	3,000	3,000
	Road Paving/Striping/Cleaning	55,508	44,000	24,450	44,000	0	45,900	51,000	(5,100)	(7,000)
8600	Herd Management Contract	54,340	60,559	27,992	60,559	0	62,376	60,559	1,817	0
8610	Meat Processing	2,995	4,635	2,348	4,635	0	4,774	4,635	139	0
8620	TLA Animal Control	2,202	2,500	1,816	2,500	0	2,500	2,500	0	0
	Wildlife Management	59,537	67,694	32,156	67,694	0	69,650	67,694	1,956	0
7316	Strategic Plan	121,362	95,000	103,777	135,330	(40,330)	25,000	30,000	(5,000)	105,330
7325	Development Committee	26,620	50,000	28,622	35,000	15,000	50,000	30,000	20,000	5,000
7454	Special Event - Home Reno/ Lawn	0	7,500	0	0	7,500	7,500	7,500	0	(7,500)
8245	Special Project - Nature Trail	58	1,500	1,339	1,500	0	1,500	1,500	0	0
	Special Projects	148,040	154,000	133,738	171,830	(17,830)	84,000	69,000	15,000	102,830
8485	Storm Drain Repair	44,259	68,387	31,897	68,000	387	67,400	68,387	(987)	(387)
8500	Trail Renovation	26,835	43,200	28,696	43,200	0	43,200	43,200	0	0
8520	Bridge Repair / Fixed Pier Repair	2,331	36,000	9,808	36,000	0	36,000	36,000	0	0
	Other Infrastructure Repairs	73,425	147,587	70,401	147,200	387	146,600	147,587	(987)	(387)
9000	Gain or Loss on Asset Disposal	(8,850)	0	(1,050)	0	0	0	0	0	0
	Total Other Expenses	4,871,915	4,793,142	3,794,772	4,668,591	124,551	4,622,436	4,593,429	29,007	75,162
	Total Expenses	9,444,477	9,622,629	7,988,435	9,424,113	198,516	9,615,354	9,528,811	86,543	(104,698)
	Net Revenue Before Depreciation	315,029	90,221	618,246	(146,936)	(237,157)	(456,585)	(307,159)	149,426	(160,223)
9100	Depreciation	671,502	690,863	571,489	681,938	8,925	711,588	694,874	16,714	(12,936)
	Net Revenues Over Expenses	(356,473)	(600,642)	46,757	(828,874)	(228,232)	(1,168,173)	(1,002,033)	166,140	(173,159)

Department Budgets

TLA Operating Fund
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFPP	2019 Budget	2019 LRFPP Budget Variance	2018 YE EST Budget Variance
Revenues										
5000	Assessment Revenue	\$6,781,560	\$6,828,900	\$5,689,463	\$6,143,800	(\$685,100)	\$6,245,460	\$6,126,120	(\$119,340)	(\$17,680)
Non-Assessment Revenue										
5200	Vehicle Registration - Annual	507,815	500,000	456,189	492,679	(7,321)	510,000	505,705	(4,295)	13,026
5210	Vehicle Registration - Other	247,238	250,000	268,129	278,819	28,819	250,000	275,000	25,000	(3,819)
5220	Vehicle Registration - Frequent Visitor	24,470	25,000	21,360	22,240	(2,760)	25,000	23,000	(2,000)	760
	Vehicle Registration	779,523	775,000	745,678	793,738	18,738	785,000	803,705	18,705	9,967
5100	Service Agreement - TLCo - Security	5,443	5,606	6,618	5,216	(390)	5,774	5,774	0	558
5110	Service Agreement - TLC - Security/Lagoons	221,446	228,081	209,083	228,081	0	234,933	226,930	(8,003)	(1,151)
5130	Service Agreement - Village POA	14,721	15,163	16,755	16,755	1,592	15,618	16,755	1,137	0
	Service Agreements	241,610	248,850	232,456	250,052	1,202	256,325	249,459	(6,866)	(593)
5240	Architectural Review Fees	52,900	70,000	71,185	75,000	5,000	70,000	65,000	(5,000)	(10,000)
5270	Contractor Forfeitures	11,000	3,000	20,000	20,000	17,000	3,000	3,000	0	(17,000)
5290	"For Sale" Sign Rental & Return	360	400	580	585	185	400	605	205	20
	Architectural Fees	64,260	73,400	91,765	95,585	22,185	73,400	68,605	(4,795)	(26,980)
5520	Telecommunications Lease	83,701	89,951	83,782	89,951	0	89,951	89,951	0	0
5560	Meeting Room Rental	1,260	1,000	910	1,000	0	1,000	800	(200)	(200)
5590	Storage Yard	57,021	56,300	51,529	56,300	0	56,300	56,300	0	0
5600	BrightView Rent Revenue	23,174	23,174	19,311	23,174	0	23,869	23,174	(695)	0
5610	Cable Head-End Lease	12,500	12,000	15,000	18,000	6,000	12,000	18,000	6,000	0
5620	Room Rental - Sunset	30,450	30,000	30,405	31,000	1,000	30,000	30,000	0	(1,000)
	Rental Income	208,106	212,425	200,937	219,425	7,000	213,120	218,225	5,105	(1,200)
5400	Interest Earned - Reserve	172	200	0	0	(200)	200	0	(200)	0
5410	Interest Earned - Checking	81	150	0	0	(150)	150	0	(150)	0
5440	Interest Earned - Reserves	3,661	3,500	29,715	49,714	46,214	3,500	110,000	106,500	60,286
	Total Interest	3,914	3,850	29,715	49,714	45,864	3,850	110,000	106,150	60,286
5340	Beverage	4,661	5,000	4,678	4,678	(322)	5,000	2,100	(2,900)	(2,578)
	Lounge Sales	4,661	5,000	4,678	4,678	(322)	5,000	2,100	(2,900)	(2,578)
5390	Food Revenue	16,627	17,000	16,863	16,863	(137)	17,000	5,750	(11,250)	(11,113)
5650	Event Sponsors	19,250	20,000	17,500	17,500	(2,500)	20,000	19,000	(1,000)	1,500
5654	Special Event - Home Reno	0	7,500	0	0	(7,500)	7,500	7,500	0	7,500
5652	Special Events Revenue	4,817	3,700	12,040	12,300	8,600	3,700	13,800	10,100	1,500
5655	Community Events	5,302	5,000	3,956	4,400	(600)	5,000	5,000	0	600
	Event Income	45,996	53,200	50,359	51,063	(2,137)	53,200	51,050	(2,150)	(13)
5550	Telephone Directory	125	100	105	110	10	100	110	10	0
5570	Mail Boxes	4,295	3,000	4,230	4,110	1,110	3,000	3,000	0	(1,110)
5580	Dog Park Fees	9,870	9,800	11,800	11,900	2,100	9,800	10,000	200	(1,900)
5670	Recycling Revenue	28,321	26,500	6,179	8,000	(18,500)	26,500	8,000	(18,500)	0
5671	Distressed Property	1,204	1,000	0	500	(500)	1,000	1,000	0	500
5675	Chipping Revenue	205,750	117,771	147,379	150,000	32,229	118,948	90,000	(28,948)	(60,000)

Department Budgets

TLA Operating Fund

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
	Member Services	249,565	158,171	169,693	174,620	16,449	159,348	112,110	(47,238)	(62,510)
5005	Finance Charge Revenue - TLA	16,344	8,000	14,691	15,000	7,000	8,000	15,000	7,000	0
5006	EFT Processing Fee Revenue	29,878	30,838	22,248	29,278	(1,560)	31,146	29,864	(1,282)	586
5510	Journal Advertising	40,130	40,000	37,618	40,000	0	40,000	43,000	3,000	3,000
5511	Advertising Design	75	0	0	0	0	0	0	0	0
5540	Directory Advertising	21,000	21,000	21,000	21,000	0	21,000	21,000	0	0
5660	Violation Fees	32,525	10,000	21,430	22,145	12,145	10,000	15,000	5,000	(7,145)
5665	Security Service Fee	10,091	7,500	13,604	12,000	4,500	7,500	12,000	4,500	0
5680	Sale - Small Tools / Equipment	0	400	0	0	(400)	400	0	(400)	0
5690	Tree Clearing	35,290	0	0	0	0	0	0	0	0
	Other Revenue	185,333	117,738	130,591	139,423	21,685	118,046	135,864	17,818	(3,559)
	Non-Assessment Revenue	1,782,968	1,647,634	1,655,872	1,778,298	130,664	1,667,289	1,751,118	83,829	(27,180)
	Total Revenue	8,564,528	8,476,534	7,345,335	7,922,098	(554,436)	7,912,749	7,877,238	(35,511)	(44,860)
	Cost of Goods Sold									
5940	Beverage	4,993	4,500	3,331	3,331	1,169	4,500	1,700	2,800	1,631
	Lounge	4,993	4,500	3,331	3,331	1,169	4,500	1,700	2,800	1,631
	Total Cost of Sales	4,993	4,500	3,331	3,331	1,169	4,500	1,700	2,800	1,631
	Gross Margin	8,559,535	8,472,034	7,342,004	7,918,767	(553,267)	7,908,249	7,875,538	(32,711)	(43,229)
6000 + 6010 + 60...	Salaries & Wages	2,908,656	3,065,772	2,515,558	2,903,048	162,724	3,173,074	3,122,354	50,720	(219,306)
	Total Staffing	4,144,926	4,335,827	3,738,999	4,259,293	76,534	4,485,862	4,416,568	69,294	(157,275)
	Other Expenses									
7000	Postage	16,442	32,400	19,843	21,982	10,418	20,445	26,120	(5,675)	(4,138)
7010	Mailing House	7,610	14,950	9,899	10,585	4,365	10,600	12,550	(1,950)	(1,965)
7011	Outside Services - Other	4,563	13,400	8,442	8,442	4,958	7,400	8,400	(1,000)	42
7020	Printing	45,304	62,200	42,028	45,717	16,483	48,880	54,950	(6,070)	(9,233)
	Total Printing and Postage	73,919	122,950	80,212	86,726	36,224	87,325	102,020	(14,695)	(15,294)
7030	Office Supplies	21,676	24,772	19,740	23,767	1,005	23,496	22,072	1,424	1,695
7031	Printer Supplies	6,048	7,000	4,044	5,000	2,000	7,000	5,500	1,500	(500)
7740	General Supplies	30,956	31,690	24,591	30,733	957	32,690	31,890	800	(1,157)
7800	Small Tools	2,916	2,824	4,373	4,600	(1,776)	2,908	2,823	85	1,777
8110	Janitorial Supplies	7,469	7,343	7,219	8,200	(857)	7,563	7,342	221	858
8120	Contract Cleaning	8,700	9,835	7,975	9,835	0	10,130	9,835	295	0
7035	Kitchen Supplies	5,168	5,000	4,748	5,000	0	5,000	5,000	0	0
	Office Supplies / Small Tools	82,933	88,464	72,690	87,135	1,329	88,787	84,462	4,325	2,673
7110	Fees - Property Tax - Personal	19,610	22,443	18,703	22,443	0	23,116	23,116	0	(673)
7112 + 7113	Property Taxes	21,024	23,623	19,601	23,623	0	24,332	24,332	0	(709)
7120	Provision for Income Taxes	3,500	3,500	4,119	4,119	(619)	3,500	3,500	0	619
	Total Taxes	44,134	49,566	42,423	50,185	(619)	50,948	50,948	0	(763)
7130	Professional Fees - Legal Fees	78,607	66,000	64,431	80,600	(14,600)	66,000	71,000	(5,000)	9,600
7132	Professional Fees - ARC	0	1,000	0	0	1,000	1,000	1,750	(750)	(1,750)
7133	Professional Fees - Landscape	0	750	0	0	750	750	0	750	0
7135	Professional Fees - CPA Firm	35,068	35,000	39,626	39,626	(4,626)	35,000	36,000	(1,000)	3,626

Department Budgets

TLA Operating Fund
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
7140	Contract Services	4,721	4,500	3,974	4,074	426	4,500	2,100	2,400	1,974
	Professional Fees	118,396	107,250	108,031	124,300	(17,050)	107,250	110,850	(3,600)	13,450
7315	Engineering Studies	79,512	60,000	28,444	50,000	10,000	40,000	50,000	(10,000)	0
7100	Insurance	216,818	217,112	197,369	228,849	(11,737)	237,710	240,291	(2,581)	(11,442)
7137	Fees / Licenses	0	30	30	30	0	30	30	0	0
7350	Operating Contingency	58,832	100,000	17,560	30,000	70,000	100,000	100,000	0	(70,000)
7153	City/State Government Events	1,296	700	575	600	100	700	600	100	0
7040	Employee Business Reimbursement	2,522	3,865	2,526	2,920	945	3,902	3,575	327	(655)
7070	Off-site Storage	1,147	1,150	950	1,150	0	1,150	1,200	(50)	(50)
7150	Board & Committee Expense - Meetings	8,705	5,000	2,578	3,500	1,500	5,000	4,000	1,000	(500)
7170	Fees - Licenses	5,527	6,100	3,693	3,693	2,407	6,100	0	6,100	3,693
7180	Provision for Bad Debt	61,900	17,000	6,992	30,000	(13,000)	17,000	40,000	(23,000)	(10,000)
7300	Consulting Services	30,629	45,000	28,981	30,000	15,000	45,000	34,000	11,000	(4,000)
7410	Service Charges/CC Fees	20,568	25,000	22,686	25,000	0	25,000	25,000	0	0
7181	Physical Inventory Adjustment	0	75	10	35	40	75	75	0	(40)
7705	Entertainment Expense	2,450	4,000	3,388	4,188	(188)	4,000	1,500	2,500	2,688
7706	Food Expense	17,044	17,000	17,035	17,035	(35)	17,000	5,175	11,825	11,860
7247	Covenant Property Litigation	3,124	10,000	19,755	24,000	(14,000)	10,000	15,000	(5,000)	9,000
7452	Programs/Tournament Expense	6,402	6,100	5,174	5,475	625	6,100	6,100	0	(625)
7182	Complimentary Tickets	1,962	2,000	1,540	1,540	460	2,000	1,100	900	440
	Total Other	518,438	520,132	359,286	458,015	62,117	520,767	527,646	(6,879)	(69,631)
7260	Software and Peripherals	39,641	13,000	5,290	5,300	7,700	9,000	65,000	(56,000)	(59,700)
7261	IT Maintenance Agreements	162,295	180,758	166,600	180,758	0	180,800	202,745	(21,945)	(21,987)
7264	System Maintenance	26,770	27,000	16,239	17,000	10,000	27,000	14,000	13,000	3,000
	IT Support	228,706	220,758	188,129	203,058	17,700	216,800	281,745	(64,945)	(78,687)
7200:7210	Recruiting	8,330	5,678	5,673	6,000	(322)	5,678	6,000	(322)	0
7230	Employee Events	8,975	9,000	3,906	9,000	0	9,000	20,000	(11,000)	(11,000)
7231	Rewards & Recognition	1,181	1,500	1,775	1,775	(275)	1,500	0	1,500	1,775
7240	Team Development	6,660	7,450	10,606	12,281	(4,831)	7,450	11,400	(3,950)	881
7250	Wellness Program	6,803	9,800	2,405	9,800	0	9,800	0	9,800	9,800
7251	Drug Free Workplace	1,285	1,000	662	800	200	1,000	1,000	0	(200)
	Recruiting / Retention	33,234	34,428	25,027	39,656	(5,228)	34,428	38,400	(3,972)	1,256
7440	Town Meetings	7,015	5,000	2,462	2,500	2,500	2,500	4,000	(1,500)	(1,500)
7451	Special Events Expense	14,688	15,200	19,598	19,598	(4,398)	15,200	27,800	(12,600)	(8,202)
	Community Outreach	21,703	20,200	22,060	22,098	(1,898)	17,700	31,800	(14,100)	(9,702)
7600	RFID Tags - Commercial	0	15,000	3,650	11,350	3,650	15,000	15,560	(560)	(4,210)
7601	RFID Tags - Residential	14,200	20,000	15,555	15,555	4,445	20,000	23,340	(3,340)	(7,785)
7610	Gate Claims	0	1,500	0	0	1,500	1,500	500	1,000	(500)
7620	Police Augment	51,656	60,000	33,173	40,345	19,655	61,800	48,000	13,800	(7,655)
7630	EMS Support	25,000	25,000	25,000	25,000	0	25,000	25,000	0	0
7640	Safety Programs	8,216	6,500	5,123	5,498	1,002	6,590	6,500	90	(1,002)
	Security/Police/EMS/Safety	99,072	128,000	82,501	97,748	30,252	129,890	118,900	10,990	(21,152)
7050	Communications	29,123	34,945	28,516	33,038	1,907	35,350	23,882	11,468	9,156
7060	Utilities	44,997	46,632	39,796	42,307	4,325	48,508	43,558	4,950	(1,251)
7061	Admin Utilities	18,545	18,194	17,741	19,450	(1,256)	18,922	19,839	(917)	(389)

Department Budgets

TLA Operating Fund
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
7062	Gate House Utilities	35,384	35,563	30,463	35,850	(287)	36,985	36,567	418	(717)
8550	Street Lighting	57,861	63,867	50,670	63,867	0	66,422	65,145	1,277	(1,278)
	Utilities	185,910	199,201	167,186	194,512	4,689	206,187	188,991	17,196	5,521
8180	Hazard Material Registration	1,100	1,100	1,100	1,100	0	1,100	1,100	0	0
8200	Landscape Contract - BrightView	1,051,773	1,080,447	971,421	1,060,123	20,324	1,112,861	1,064,424	48,437	(4,301)
8202	Landscaping	20,565	29,069	20,363	29,069	0	29,941	29,069	872	0
8203	Irrigation Expense	4,875	5,021	4,777	5,021	0	5,172	5,021	151	0
8210	Tree Removal	222,487	100,000	61,279	100,000	0	75,000	70,000	5,000	30,000
8211	Tree Replacement	1,890	5,585	0	5,585	0	5,865	5,585	280	0
8212	Storm Restoration	163,556	75,000	35,346	75,000	0	0	0	0	75,000
8213	Debris Removal	115,577	0	0	0	0	0	0	0	0
	Landscaping	1,581,823	1,296,222	1,094,286	1,275,898	20,324	1,229,939	1,175,199	54,740	100,699
8240	Median Refurbishment	150,946	150,500	136,732	150,500	0	150,500	150,500	0	0
	Total Median Refurbishment	150,946	150,500	136,732	150,500	0	150,500	150,500	0	0
8400	Algaecide/Herbicide Plant Control	71,954	79,230	76,216	79,230	0	81,607	79,230	2,377	0
8410	Aerator Expense	5,331	6,213	5,274	6,213	0	6,399	6,213	186	0
8430	Lab Testing	0	1,648	0	1,648	0	1,697	1,648	49	0
8440	Stocking Plant Control	2,999	3,537	2,985	3,544	(7)	3,643	3,537	106	7
8450	Aquatic Midge Control	11,891	13,722	11,464	11,464	2,258	14,134	11,808	2,326	(344)
8470	Angler's Support	(1,682)	1,000	128	1,000	0	1,000	1,000	0	0
8480	Lagoon Dredging	15,584	40,000	768	40,000	0	40,000	40,000	0	0
8490	Lagoon Beautification	0	4,494	(3,000)	4,494	0	4,629	4,494	135	0
	Lagoon Related	106,077	149,844	93,835	147,593	2,251	153,109	147,930	5,179	(337)
8000	Auto Gate Maintenance	11,863	12,360	12,738	14,000	(1,640)	12,731	12,360	371	1,640
8010	Gatehouse Maintenance	14,892	14,000	12,964	14,000	0	14,420	14,000	420	0
8100	PW Buildings Maintenance	35,050	37,064	29,921	37,064	0	38,176	37,064	1,112	0
8101	Admin Buildings Maintenance	12,806	13,792	14,027	15,792	(2,000)	14,205	13,792	413	2,000
8135	Repair & Maint - Phone/Radio	9,684	1,500	878	1,478	22	1,545	1,000	545	478
8137	License/Maintenance - Cameras	0	27,000	13,290	25,790	1,210	18,000	20,000	(2,000)	5,790
8140	Equipment Maintenance	82,510	80,500	82,255	93,376	(12,876)	82,900	80,500	2,400	12,876
	Total Repair & Maintenance	166,805	186,216	166,073	201,500	(15,284)	181,977	178,716	3,261	22,784
8700	Signs/Mailbox/Fence Maintenance	55,938	56,000	52,412	56,000	0	35,000	56,000	(21,000)	0
8710	Mailbox and Signs - Contract	27,061	28,719	23,077	30,000	(1,281)	29,293	28,719	574	1,281
	Signs & Mailboxes	82,999	84,719	75,489	86,000	(1,281)	64,293	84,719	(20,426)	1,281
8230	Dry Trash Pickup	6,843	11,474	8,458	10,500	974	11,818	11,474	344	(974)
8232	Chipping Yard Expense	181,035	105,993	127,903	135,000	(29,007)	107,053	81,000	26,053	54,000
8720	Storage Yard Repair	1,935	2,786	852	2,786	0	2,870	2,786	84	0
8730	Dog Park Expense	5,953	6,689	4,135	6,689	0	6,890	6,689	201	0
8740	Athletic Facility	6,679	6,300	5,053	6,500	(200)	6,489	6,300	189	200
8781	Distressed Property Expense	1,986	2,000	240	1,000	1,000	2,000	2,000	0	(1,000)
8780	Recycling Expense	51,158	38,000	45,961	48,000	(10,000)	38,000	27,200	10,800	20,800
	Total Facilities	255,589	173,242	192,602	210,475	(37,233)	175,120	137,449	37,671	73,026
7111	Ad Valorem Taxes	2,947	3,750	2,725	3,000	750	3,750	3,090	660	(90)
8300	Fuel & Lube	46,961	41,600	42,176	42,600	(1,000)	41,600	41,600	0	1,000

Department Budgets

TLA Operating Fund

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
8310	Vehicle Maintenance	12,560	10,000	10,219	10,000	0	10,300	10,300	0	(300)
8320	Auto Expense	23,348	27,000	23,670	26,364	636	27,000	26,000	1,000	364
	Fleet Maintenance	85,816	82,350	78,790	81,964	386	82,650	80,990	1,660	974
8530	Street & Curb Repair	30,818	38,000	24,450	38,000	0	39,900	48,000	(8,100)	(10,000)
8540	Pavement Restriping	24,690	6,000	0	6,000	0	6,000	3,000	3,000	3,000
	Road Paving/Striping/Cleaning	55,508	44,000	24,450	44,000	0	45,900	51,000	(5,100)	(7,000)
8600	Herd Management Contract	54,340	60,559	27,992	60,559	0	62,376	60,559	1,817	0
8610	Meat Processing	2,995	4,635	2,348	4,635	0	4,774	4,635	139	0
8620	TLA Animal Control	2,202	2,500	1,816	2,500	0	2,500	2,500	0	0
	Wildlife Management	59,537	67,694	32,156	67,694	0	69,650	67,694	1,956	0
7316	Strategic Plan	121,362	95,000	103,777	135,330	(40,330)	25,000	30,000	(5,000)	105,330
7325	Development Committee	26,620	50,000	28,622	35,000	15,000	50,000	30,000	20,000	5,000
7454	Special Event - Home Reno/ Lawn	0	7,500	0	0	7,500	7,500	7,500	0	(7,500)
8245	Special Project - Nature Trail	58	1,500	1,339	1,500	0	1,500	1,500	0	0
	Special Projects	148,040	154,000	133,738	171,830	(17,830)	84,000	69,000	15,000	102,830
8485	Storm Drain Repair	44,259	68,387	31,897	68,000	387	67,400	68,387	(987)	(387)
8500	Trail Renovation	26,835	43,200	28,696	43,200	0	43,200	43,200	0	0
8520	Bridge Repair / Fixed Pier Repair	2,331	36,000	9,808	36,000	0	36,000	36,000	0	0
	Other Infrastructure Repairs	73,425	147,587	70,401	147,200	387	146,600	147,587	(987)	(387)
9000	Gain or Loss on Asset Disposal	(8,850)	0	(1,050)	0	0	0	0	0	0
	Total Other Expenses	4,164,160	4,027,323	3,245,047	3,948,087	79,236	3,843,820	3,826,546	17,274	121,541
	Total Expenses	8,309,086	8,363,150	6,984,046	8,207,380	155,770	8,329,682	8,243,114	86,568	(35,734)
	Net Revenue Before Depreciation	250,449	108,884	357,958	(288,613)	(397,497)	(421,433)	(367,576)	53,857	(78,963)
9100	Depreciation	498,633	513,337	411,444	484,275	29,062	528,737	493,739	34,998	(9,464)
	Net Revenues Over Expenses	(248,184)	(404,453)	(53,486)	(772,888)	(368,435)	(950,170)	(861,315)	88,855	(88,427)

Department Budgets

Marinas Operating Rollup

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
Non-Assessment Revenue										
5140	Service Agreement - Marine Service Service Agreements	\$23,269 23,269	\$22,604 22,604	\$20,716 20,716	\$22,604 22,604	\$0 0	\$23,282 23,282	\$23,282 23,282	\$0 0	\$678 678
5520	Telecommunications Lease Rental Income	18,078 18,078	19,672 19,672	22,597 22,597	24,715 24,715	5,043 5,043	19,672 19,672	24,715 24,715	5,043 5,043	0 0
5030	Rack Rental - Jet Ski & Dingie	9,472	9,500	10,878	12,500	3,000	9,500	10,400	900	(2,100)
5031	Rack Rental - Boats	701,441	684,199	692,292	742,000	57,801	684,199	756,840	72,641	14,840
5032	Wet Slip Rental	219,516	263,405	235,191	259,147	(4,258)	270,069	258,802	(11,267)	(345)
5035	Boat Movement Fee	600	500	0	0	(500)	500	500	0	500
5033	Guest Slip Rental Boat Storage	6,629 937,658	12,850 970,454	37,261 975,622	35,846 1,049,493	22,996 79,039	13,210 977,478	20,800 1,047,342	7,590 69,864	(15,046) (2,151)
5025	Rack Rental - Kayak	12,933	15,450	15,138	16,900	1,450	15,450	15,994	544	(906)
5026	Sticker/Registration - Kayak	100	400	450	450	50	400	500	100	50
5027	Rental - Kayak Kayak Revenues	2,703 15,736	3,650 19,500	3,120 18,708	3,200 20,550	(450) 1,050	3,650 19,500	3,000 19,494	(650) (6)	(200) (1,056)
5320	Gasoline Sales	190,326	240,510	238,947	246,462	5,952	240,510	226,265	(14,245)	(20,197)
5321	Diesel Sales Fuel Sales	24,508 214,834	29,059 269,569	44,304 283,251	49,975 296,437	20,916 26,868	29,059 269,569	49,269 275,534	20,210 5,965	(706) (20,903)
5300 + 9200	Merchandise Sales	40,027	53,850	53,290	55,201	1,351	55,241	53,142	(2,099)	(2,059)
5310	Bait Sales Total Merchandise	2,409 42,436	2,754 56,604	1,937 55,227	2,200 57,401	(554) 797	2,823 58,064	2,270 55,412	(553) (2,652)	70 (1,989)
5340	Beverage Lounge Sales	3,232 3,232	4,500 4,500	2,812 2,812	3,000 3,000	(1,500) (1,500)	4,500 4,500	1,500 1,500	(3,000) (3,000)	(1,500) (1,500)
5551	Programs-Education/Classes	800	450	0	0	(450)	450	0	(450)	0
5552	Programs-Tournaments	1,882	2,000	700	700	(1,300)	2,000	2,000	0	1,300
5553	Programs-Charters Event Income	12,575 15,257	13,500 15,950	10,907 11,607	13,000 13,700	(500) (2,250)	13,500 15,950	14,390 16,390	890 440	1,390 2,690
5040	Electric Service	6,259	8,500	7,053	8,100	(400)	8,750	7,700	(1,050)	(400)
5050	Capital Assessment	118,326	114,729	114,368	124,300	9,571	115,629	127,265	11,636	2,965
5370	Sailing Program Marina Other	17,686 142,271	15,330 138,559	18,946 140,367	20,000 152,400	4,670 13,841	15,790 140,169	20,000 154,965	4,210 14,796	0 2,565
5036	Boat Wash Services Other Revenue	5,786 5,786	4,635 4,635	5,358 5,358	6,303 6,303	1,668 1,668	4,774 4,774	6,000 6,000	1,226 1,226	(303) (303)
Non-Assessment Revenue		1,418,557	1,522,047	1,536,265	1,646,603	124,556	1,532,958	1,624,634	91,676	(21,969)
Total Revenue		1,418,557	1,522,047	1,536,265	1,646,603	124,556	1,532,958	1,624,634	91,676	(21,969)
5920	Cost of Goods Sold Gasoline COGS	155,140	216,459	187,949	197,576	18,883	216,459	190,991	25,468	6,585

Department Budgets

Marinas Operating Rollup

11/29/2018

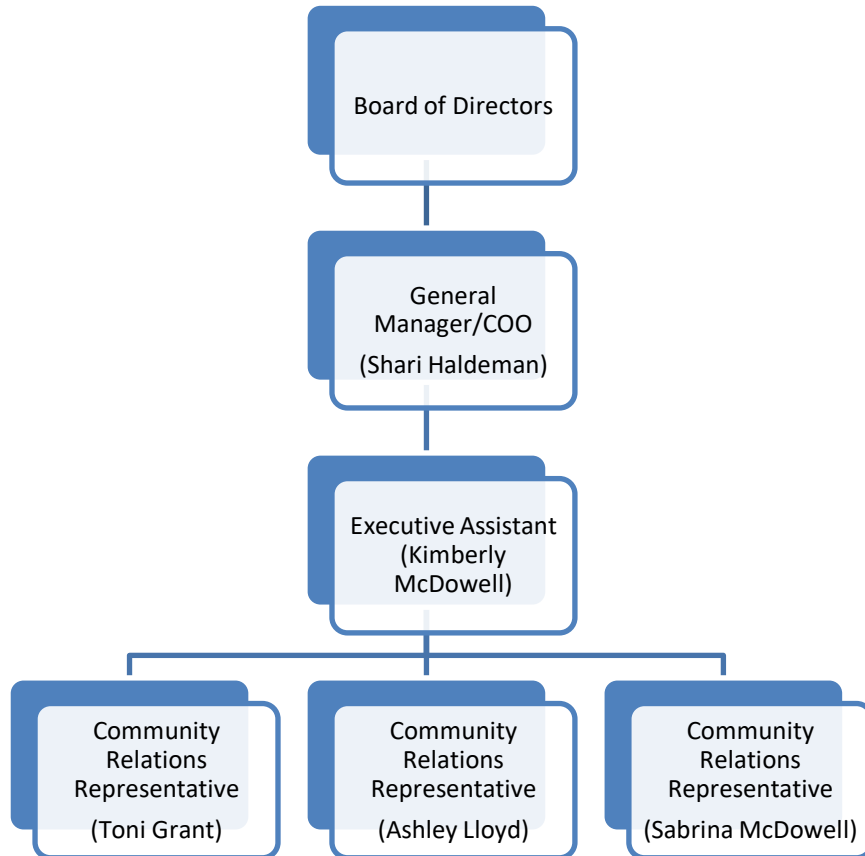
Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
5921	Diesel COGS	21,285	26,153	38,834	42,477	(16,324)	26,153	41,878	(15,725)	599
	Fuel COS	176,425	242,612	226,783	240,053	2,559	242,612	232,869	9,743	7,184
5900	Merchandise	32,361	26,925	33,016	35,923	(8,998)	27,620	32,700	(5,080)	3,223
5910	Bait	1,353	2,064	1,468	1,668	396	2,116	1,702	414	(34)
	Merchandise COS	33,714	28,989	34,484	37,591	(8,602)	29,736	34,402	(4,666)	3,189
5940	Beverage	1,563	1,800	2,272	2,300	(500)	1,800	750	1,050	1,550
	Lounge	1,563	1,800	2,272	2,300	(500)	1,800	750	1,050	1,550
5970	Sailing Program expense	6,884	7,830	8,050	8,250	(420)	8,290	10,500	(2,210)	(2,250)
	Total Cost of Sales	218,586	281,231	271,589	288,194	(6,963)	282,438	278,521	3,917	9,673
	Gross Margin	1,199,971	1,240,816	1,264,676	1,358,409	117,593	1,250,520	1,346,113	95,593	(12,296)
6000 + 6010 + 60...	Salaries & Wages	305,351	361,659	303,494	341,077	20,582	374,317	374,317	0	(33,240)
	Total Staffing	427,632	493,659	454,664	496,230	(2,571)	507,055	518,814	(11,759)	(22,584)
	<i>Other Expenses</i>									
7000	Postage	0	250	0	0	250	250	0	250	0
7010	Mailing House	3,051	3,100	3,118	3,391	(291)	3,100	3,115	(15)	276
7020	Printing	119	350	0	0	350	350	100	250	(100)
	Total Printing and Postage	3,170	3,700	3,118	3,391	309	3,700	3,215	485	176
7030	Office Supplies	1,106	1,600	1,382	1,700	(100)	1,606	1,250	356	450
7740	General Supplies	5,094	5,000	4,183	5,000	0	5,000	4,600	400	400
7800	Small Tools	0	1,350	0	900	450	1,350	750	600	150
8110	Janitorial Supplies	2,734	3,809	3,819	4,100	(291)	3,818	4,325	(507)	(225)
	Office Supplies / Small Tools	8,934	11,759	9,384	11,700	59	11,774	10,925	849	775
7110	Fees - Property Tax - Personal	12,735	14,309	9,887	14,309	0	14,739	14,739	0	(430)
7112 + 7113	Property Taxes	13,750	15,450	12,875	15,450	0	15,914	15,914	0	(464)
	Total Taxes	26,485	29,759	22,762	29,759	0	30,653	30,653	0	(894)
7315	Engineering Studies	61,653	14,500	15,597	60,842	(46,342)	81,500	6,000	75,500	54,842
7100	Insurance	268,016	364,565	266,453	319,937	44,628	304,620	335,934	(31,314)	(15,997)
7350	Operating Contingency	102,811	25,000	2,322	2,322	22,678	25,000	25,000	0	(22,678)
7040	Employee Business Reimbursement	257	550	193	250	300	550	400	150	(150)
7170	Fees - Licenses	8,355	5,218	4,781	7,491	(2,273)	5,370	8,720	(3,350)	(1,229)
7180	Provision for Bad Debt	0	1,150	0	0	1,150	1,200	0	1,200	0
7410	Service Charges/CC Fees	182	100	405	350	(250)	100	350	(250)	0
7181	Physical Inventory Adjustment	122	250	218	218	32	350	200	150	18
7452	Programs/Tournament Expense	1,075	1,000	219	1,000	0	1,000	1,500	(500)	(500)
7455	Programs- Education/Class Expense	247	400	0	0	400	400	0	400	0
7453	Programs- Charter Expense	4,970	12,150	6,660	11,700	450	12,150	12,951	(801)	(1,251)
	Total Other	447,688	424,883	296,848	404,110	20,773	432,240	391,055	41,185	13,055
7005	Marketing Expenses	14,515	19,695	14,541	19,695	0	19,695	9,645	10,050	10,050
	Marketing Expenses	14,515	19,695	14,541	19,695	0	19,695	9,645	10,050	10,050
8105	Kayak Expenses	0	773	878	900	(127)	796	800	(4)	100
	Kayak Expenses	0	773	878	900	(127)	796	800	(4)	100

Department Budgets

Marinas Operating Rollup
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFPP	2019 Budget	2019 LRFPP Budget Variance	2018 YE EST 2019 Budget Variance
7240	Team Development	578	800	947	1,100	(300)	800	1,250	(450)	(150)
	Recruiting / Retention	578	800	947	1,100	(300)	800	1,250	(450)	(150)
7641	Equipment - Safety	0	500	25	100	400	500	430	70	(330)
	Security/Police/EMS/Safety	0	500	25	100	400	500	430	70	(330)
7050	Communications	2,347	2,680	3,358	4,287	(1,607)	2,680	4,250	(1,570)	37
7060	Utilities	33,640	41,116	33,456	38,216	2,900	42,760	38,144	4,616	72
	Utilities	35,987	43,796	36,814	42,503	1,293	45,440	42,394	3,046	109
8150	Hazard Material Registration	0	0	1	0	0	0	0	0	0
	Landscaping	0	0	1	0	0	0	0	0	0
8100	PW Buildings Maintenance	4,569	12,000	8,087	11,400	600	12,000	10,400	1,600	1,000
8130	Member Boat Damage	2,215	7,000	2,925	4,000	3,000	7,000	7,000	0	(3,000)
8140	Equipment Maintenance	1,976	5,117	768	1,900	3,217	5,238	2,100	3,138	(200)
8141	Repair & Maint - Wiggins	28,572	34,288	19,528	34,000	288	35,317	28,000	7,317	6,000
8142	Repair & Maint - Docks & Grounds	40,612	47,438	27,489	48,000	(562)	48,861	40,073	8,788	7,927
8151	Repair & Maint- Seawall	0	8,000	0	0	8,000	8,000	78,980	(70,980)	(78,980)
8154	Channel Markers	221	1,545	221	1,545	0	1,591	1,800	(209)	(255)
	Total Repair & Maintenance	78,165	115,388	59,018	100,845	14,543	118,007	168,353	(50,346)	(67,508)
8152	Dredging Expense	78,850	100,000	92,514	92,514	7,486	100,000	95,000	5,000	(2,486)
	Total Dredging Expense	78,850	100,000	92,514	92,514	7,486	100,000	95,000	5,000	(2,486)
8230	Dry Trash Pickup	8,198	8,264	7,923	8,786	(522)	8,512	9,050	(538)	(264)
	Total Facilities	8,198	8,264	7,923	8,786	(522)	8,512	9,050	(538)	(264)
8300	Fuel & Lube	5,184	4,000	4,951	5,100	(1,100)	4,000	4,114	(114)	986
8320	Auto Expense	0	2,500	0	0	2,500	2,500	0	2,500	0
	Fleet Maintenance	5,184	6,500	4,951	5,100	1,400	6,500	4,114	2,386	986
	Total Other Expenses	707,754	765,817	549,724	720,503	45,314	778,617	766,884	11,733	(46,381)
	Total Expenses	1,135,386	1,259,476	1,004,388	1,216,733	42,743	1,285,672	1,285,698	(26)	(68,965)
	Net Revenue Before Depreciation	64,585	(18,660)	260,288	141,676	160,336	(35,152)	60,415	95,567	(81,261)
9100	Depreciation	172,869	177,526	160,045	197,663	(20,137)	182,852	201,135	(18,283)	(3,472)
	Net Revenues Over Expenses	(108,284)	(196,186)	100,243	(55,987)	140,199	(218,004)	(140,720)	77,284	(84,733)

08



2019 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 them 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 75 Fulltime Equivalent Employees are guided in their daily work by an employee-developed organizational vision of *"Leading our community to excellence through continuous improvement through employee initiative and ownership, teamwork, effectiveness, and customer service"*.

The mission of the General Manager's Office is to enhance the quality of The Landings, increase property owner satisfaction with the Association, 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 2019 Work Plan places highest priority on the following projects and initiatives.

Assessment and Long Range Financial Planning

FY 2018 represented the third year of the 3-year property owner approved Assessment Plan for The Landings Association. Under the Association's Covenants, the annual general purpose assessment may be increased by vote of the members for the next succeeding three years. As described in the Budget Transmittal letter, the community vote failed to produce the required approval of two-thirds of the owners by just under one percent. During 2019, community involvement will be sought to determine service levels and amenity improvements that would be supported by property owners in the future. Community surveys and focus groups will assist in development of future budget proposals that best reflect and balance the diverse desires of our property owners. The data will enable the Board to determine the feasibility and timing for a three-year Assessment vote.

Strategic Plan Projects

The Landings Association is guided by a six-year Strategic Plan (see pages 20-21). The current Plan includes 40+ strategies that were designed to accomplish five key objectives over a six-year period (2015-2020). The implementation and monitoring of goals, strategies, and measures to execute the Strategic Plan Objectives constitute a major focus of the Executive Management Work Plan each year. During 2019, which represents the fifth year of the six-year Plan, the major remaining Strategic Plan initiatives include the following:

- Continue the 2018 work to facilitate an increase in home renovations and upgrades by establishing a Home Renovation Design and Resource Center, including multimedia presentations of before and after renovations

- Use and expand the data collection and analysis performed in Assessment Planning -- focus groups, community surveys, benchmarking with competitive communities, housing market analysis and demographic trends -- to support development of a new Strategic Plan in 2020 for 2021-2026
- Continue partnership with Skidaway Audubon to maintain The Landings' 2018 designation as an Audubon International certified Sustainable Community
- Evaluate the feasibility of a Tertiary Treatment Plant proposal as an alternative method for effluent wastewater treatment by Utilities, Inc.
- Continue work on release of the Branigar deed restrictions on the Sprayfields to enable alternative uses to be considered by the community
- Monitor the Incorporation Steering Committee process

Community Relations Representatives

This "front desk" operation was transferred from the Finance Department into the Executive Management Department during 2017 to enhance communication and improve the flow of information. The Executive Assistant supervises this team of three employees.

The purpose of this function is to ensure timely, accurate, quality service to our internal and external customers, by assisting and supporting all 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; providing overall clerical support; and successfully meeting the needs of our internal customers.

Specific functions of the Community Relations Representatives are highlighted below:

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 2,575 passes were issued through November 26, 2018.

New Resident Registration

From January 1 through November 26, the team provided 264 new property owners and 33 renters with a brief orientation of services and a review of Covenants and other information important for a successful transition into the community. These 15-minute sessions are conducted as new residents visit the Association offices to register for vehicle access.

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 service includes serving as Notaries Public; ordering office supplies; updating community message boards; handling reservations for meeting rooms, event spaces, and fields; distributing mail; providing clerical assistance; and operating the phone system switchboard.

2019 Staff Plan

The Executive Management Office is composed of five fulltime employees. The General Manager's role is focused on operational leadership, including supervision of the Department Directors, and execution of TLA-wide strategic direction established by the Board of Directors. The Executive Assistant's role is to provide administrative support to the General Manager, the Board of Directors, and the department managers, attending all official meetings of the elected Board, preparing and managing records of actions, and supervising the front desk operations. Responsibility for the management and supervision of the 3.5 Community Relations staff was transferred to the Executive Assistant in 2017, and this staff was reduced by 0.5 FTE in 2018. Legal and other professional services beyond the capacity of staff are provided through service agreements or consulting services.

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, 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 2018 year-end estimate for the Executive Management's operating expenses is \$1,244,255, a decrease of \$23,548 compared to the budget of \$1,267,803, driven primarily by a favorable \$70,000 year-end balance in the operating contingency account. The Association's contingency is budgeted at \$100,000 each year and is used for unplanned and emergency expenditures, such as addressing weather-related events. Some of this favorable balance was eroded by increased expenditures over budget in professional fees for legal costs (\$15,000) and litigation against owners of derelict property (\$14,000), Strategic Plan items (\$36,000), and the provision for bad debt for accounts receivable from fines imposed for Covenants violations (\$13,000).

The department's budget for 2019 totals \$1,226,095, a decrease of \$41,708 compared to the 2018 budget and a decrease of \$18,160 compared to 2018 year-end estimates. Increases in property tax, property and casualty insurance, legal expenses, compensation, and a fully funded contingency are offset by reduced costs, primarily due to completion of various Strategic Plan projects, a reduction in consulting services, and a variety of minor budget decreases.

This page intentionally left blank

Department Budgets

Executive Mgmt Rollup

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
Revenues										
5000	Assessment Revenue	\$6,781,560	\$6,828,900	\$5,689,463	\$6,143,800	(\$685,100)	\$6,245,460	\$6,126,120	(\$119,340)	(\$17,680)
Non-Assessment Revenue										
5520	Telecommunications Lease	83,701	89,951	83,782	89,951	0	89,951	89,951	0	0
5560	Meeting Room Rental	1,260	1,000	910	1,000	0	1,000	800	(200)	(200)
5600	BrightView Rent Revenue	23,174	23,174	19,311	23,174	0	23,869	23,174	(695)	0
5610	Cable Head-End Lease	12,500	12,000	15,000	18,000	6,000	12,000	18,000	6,000	0
	Rental Income	120,635	126,125	119,003	132,125	6,000	126,820	131,925	5,105	(200)
5400	Interest Earned - Reserve	172	200	0	0	(200)	200	0	(200)	0
5410	Interest Earned - Checking	81	150	0	0	(150)	150	0	(150)	0
5440	Interest Earned - Reserves	3,661	3,500	29,715	49,714	46,214	3,500	110,000	106,500	60,286
	Total Interest	3,914	3,850	29,715	49,714	45,864	3,850	110,000	106,150	60,286
5005	Finance Charge Revenue - TLA	16,344	8,000	14,691	15,000	7,000	8,000	15,000	7,000	0
5006	EFT Processing Fee Revenue	29,878	30,838	22,248	29,278	(1,560)	31,146	29,864	(1,282)	586
	Other Revenue	46,222	38,838	36,939	44,278	5,440	39,146	44,864	5,718	586
Non-Assessment Revenue		170,771	168,813	185,657	226,117	57,304	169,816	286,789	116,973	60,672
Total Revenue		6,952,331	6,997,713	5,875,120	6,369,917	(627,796)	6,415,276	6,412,909	(2,367)	42,992
<i>Cost of Goods Sold</i>										
Gross Margin		6,952,331	6,997,713	5,875,120	6,369,917	(627,796)	6,415,276	6,412,909	(2,367)	42,992
6000 + 6010 + 60...	Salaries & Wages	442,655	453,327	370,474	449,928	3,399	469,193	457,998	11,195	(8,070)
	Total Staffing	588,903	646,830	541,708	632,956	13,874	669,243	645,294	23,949	(12,338)
<i>Other Expenses</i>										
7000	Postage	401	400	382	400	0	400	500	(100)	(100)
	Total Printing and Postage	401	400	382	400	0	400	500	(100)	(100)
7030	Office Supplies	12,938	13,500	12,858	13,525	(25)	13,500	11,500	2,000	2,025
7031	Printer Supplies	6,048	7,000	4,044	5,000	2,000	7,000	5,500	1,500	(500)
7035	Kitchen Supplies	5,168	5,000	4,748	5,000	0	5,000	5,000	0	0
	Office Supplies / Small Tools	24,154	25,500	21,650	23,525	1,975	25,500	22,000	3,500	1,525
7110	Fees - Property Tax - Personal	19,610	22,443	18,703	22,443	0	23,116	23,116	0	(673)
7112 + 7113	Property Taxes	21,024	23,623	19,601	23,623	0	24,332	24,332	0	(709)
7120	Provision for Income Taxes	3,500	3,500	4,119	4,119	(619)	3,500	3,500	0	619

Department Budgets

Executive Mgmt Rollup

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFPP	2019 Budget	2019 LRFPP Budget Variance	2018 YE EST 2019 Budget Variance
	Total Taxes	44,134	49,566	42,423	50,185	(619)	50,948	50,948	0	(763)
7130	Professional Fees - Legal Fees	77,815	65,000	63,974	80,000	(15,000)	65,000	70,000	(5,000)	10,000
	Professional Fees	77,815	65,000	63,974	80,000	(15,000)	65,000	70,000	(5,000)	10,000
7100	Insurance	182,274	182,997	166,546	192,279	(9,282)	200,956	201,893	(937)	(9,614)
7137	Fees / Licenses	0	30	30	30	0	30	30	0	0
7350	Operating Contingency	58,832	100,000	17,560	30,000	70,000	100,000	100,000	0	(70,000)
7153	City/State Government Events	1,296	700	575	600	100	700	600	100	0
7040	Employee Business Reimbursement	640	1,000	550	700	300	1,000	750	250	(50)
7150	Board & Committee Expense - Meetings	8,705	5,000	2,578	3,500	1,500	5,000	4,000	1,000	(500)
7180	Provision for Bad Debt	61,900	17,000	6,992	30,000	(13,000)	17,000	40,000	(23,000)	(10,000)
7300	Consulting Services	6,662	15,000	6,717	7,000	8,000	15,000	12,000	3,000	(5,000)
7181	Physical Inventory Adjustment	0	0	10	0	0	0	0	0	0
7247	Covenant Property Litigation	3,124	10,000	19,755	24,000	(14,000)	10,000	15,000	(5,000)	9,000
	Total Other	323,433	331,727	221,313	288,109	43,618	349,686	374,273	(24,587)	(86,164)
7240	Team Development	1,740	1,500	777	800	700	1,500	800	700	0
	Recruiting / Retention	1,740	1,500	777	800	700	1,500	800	700	0
7050	Communications	2,663	2,280	2,090	2,280	0	2,280	2,280	0	0
	Utilities	2,663	2,280	2,090	2,280	0	2,280	2,280	0	0
8320	Auto Expense	25	0	0	0	0	0	0	0	0
	Fleet Maintenance	25	0	0	0	0	0	0	0	0
7316	Strategic Plan	121,362	95,000	103,777	135,330	(40,330)	25,000	30,000	(5,000)	105,330
7325	Development Committee	26,620	50,000	28,622	35,000	15,000	50,000	30,000	20,000	5,000
	Special Projects	147,982	145,000	132,399	170,330	(25,330)	75,000	60,000	15,000	110,330
	Total Other Expenses	622,347	620,973	485,008	615,629	5,344	570,314	580,801	(10,487)	34,828
	Total Expenses	1,211,250	1,267,803	1,026,716	1,248,585	19,218	1,239,557	1,226,095	13,462	22,490
	Net Revenue Before Depreciation	5,741,081	5,729,910	4,848,404	5,121,332	(608,578)	5,175,719	5,186,814	11,095	65,482
9100	Depreciation	72,018	76,094	40,506	48,662	27,432	78,377	50,121	28,256	(1,459)
	Net Revenues Over Expenses	5,669,063	5,653,816	4,807,898	5,072,670	(581,146)	5,097,342	5,136,693	39,351	64,023

Department Budgets

Exec Management - 200

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
Revenues										
5000	Assessment Revenue	\$6,781,560	\$6,828,900	\$5,689,463	\$6,143,800	(\$685,100)	\$6,245,460	\$6,126,120	(\$119,340)	(\$17,680)
Non-Assessment Revenue										
5520	Telecommunications Lease	83,701	89,951	83,782	89,951	0	89,951	89,951	0	0
5560	Meeting Room Rental	1,260	1,000	910	1,000	0	1,000	800	(200)	(200)
5600	BrightView Rent Revenue	23,174	23,174	19,311	23,174	0	23,869	23,174	(695)	0
5610	Cable Head-End Lease	12,500	12,000	15,000	18,000	6,000	12,000	18,000	6,000	0
	Rental Income	120,635	126,125	119,003	132,125	6,000	126,820	131,925	5,105	(200)
5400	Interest Earned - Reserve	172	200	0	0	(200)	200	0	(200)	0
5410	Interest Earned - Checking	81	150	0	0	(150)	150	0	(150)	0
5440	Interest Earned - Reserves	3,661	3,500	29,715	49,714	46,214	3,500	110,000	106,500	60,286
	Total Interest	3,914	3,850	29,715	49,714	45,864	3,850	110,000	106,150	60,286
5005	Finance Charge Revenue - TLA	16,344	8,000	14,691	15,000	7,000	8,000	15,000	7,000	0
5006	EFT Processing Fee Revenue	29,878	30,838	22,248	29,278	(1,560)	31,146	29,864	(1,282)	586
	Other Revenue	46,222	38,838	36,939	44,278	5,440	39,146	44,864	5,718	586
Non-Assessment Revenue		170,771	168,813	185,657	226,117	57,304	169,816	286,789	116,973	60,672
Total Revenue		6,952,331	6,997,713	5,875,120	6,369,917	(627,796)	6,415,276	6,412,909	(2,367)	42,992
Cost of Goods Sold										
Gross Margin		6,952,331	6,997,713	5,875,120	6,369,917	(627,796)	6,415,276	6,412,909	(2,367)	42,992
6000 + 6010 + 60...	Salaries & Wages	331,078	342,275	267,986	342,275	0	354,254	359,206	(4,952)	(16,931)
	Total Staffing	429,745	482,935	385,086	474,505	8,430	499,482	494,964	4,518	(20,459)
Other Expenses										
7030	Office Supplies	941	1,500	1,525	1,525	(25)	1,500	1,500	0	25
	Office Supplies / Small Tools	941	1,500	1,525	1,525	(25)	1,500	1,500	0	25
7110	Fees - Property Tax - Personal	19,610	22,443	18,703	22,443	0	23,116	23,116	0	(673)
7112 + 7113	Property Taxes	21,024	23,623	19,601	23,623	0	24,332	24,332	0	(709)
7120	Provision for Income Taxes	3,500	3,500	4,119	4,119	(619)	3,500	3,500	0	619
	Total Taxes	44,134	49,566	42,423	50,185	(619)	50,948	50,948	0	(763)
7130	Professional Fees - Legal Fees	77,815	65,000	63,974	80,000	(15,000)	65,000	70,000	(5,000)	10,000
	Professional Fees	77,815	65,000	63,974	80,000	(15,000)	65,000	70,000	(5,000)	10,000

Department Budgets

Exec Management - 200

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
7100	Insurance	182,274	182,997	166,546	192,279	(9,282)	200,956	201,893	(937)	(9,614)
7137	Fees / Licenses	0	30	30	30	0	30	30	0	0
7350	Operating Contingency	58,832	100,000	17,560	30,000	70,000	100,000	100,000	0	(70,000)
7153	City/State Government Events	1,296	700	575	600	100	700	600	100	0
7040	Employee Business Reimbursement	522	800	542	650	150	800	700	100	(50)
7150	Board & Committee Expense - Meetings	8,705	5,000	2,578	3,500	1,500	5,000	4,000	1,000	(500)
7180	Provision for Bad Debt	61,900	17,000	6,992	30,000	(13,000)	17,000	40,000	(23,000)	(10,000)
7300	Consulting Services	6,662	15,000	6,717	7,000	8,000	15,000	12,000	3,000	(5,000)
7181	Physical Inventory Adjustment	0	0	10	0	0	0	0	0	0
7247	Covenant Property Litigation	3,124	10,000	19,755	24,000	(14,000)	10,000	15,000	(5,000)	9,000
	Total Other	323,315	331,527	221,305	288,059	43,468	349,486	374,223	(24,737)	(86,164)
7050	Communications	2,280	2,280	2,090	2,280	0	2,280	2,280	0	0
	Utilities	2,280	2,280	2,090	2,280	0	2,280	2,280	0	0
8320	Auto Expense	25	0	0	0	0	0	0	0	0
	Fleet Maintenance	25	0	0	0	0	0	0	0	0
7316	Strategic Plan	121,362	95,000	103,777	135,330	(40,330)	25,000	30,000	(5,000)	105,330
7325	Development Committee	26,620	50,000	28,622	35,000	15,000	50,000	30,000	20,000	5,000
	Special Projects	147,982	145,000	132,399	170,330	(25,330)	75,000	60,000	15,000	110,330
	Total Other Expenses	596,492	594,873	463,716	592,379	2,494	544,214	558,951	(14,737)	33,428
	Total Expenses	1,026,237	1,077,808	848,802	1,066,884	10,924	1,043,696	1,053,915	(10,219)	12,969
	Net Revenue Before Depreciation	5,926,094	5,919,905	5,026,318	5,303,033	(616,872)	5,371,580	5,358,994	(12,586)	55,961
	Net Revenues Over Expenses	5,926,094	5,919,905	5,026,318	5,303,033	(616,872)	5,371,580	5,358,994	(12,586)	55,961

Department Budgets

Admin-ISC - 300
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRF	2019 Budget	2019 LRF Budget Variance	2018 YE EST 2019 Budget Variance
<i>Cost of Goods Sold</i>										
6000 + 6010 + 60...	Salaries & Wages	\$111,577	\$111,052	\$102,488	\$107,653	\$3,399	\$114,939	\$98,792	\$16,147	\$8,861
	Total Staffing	159,158	163,895	156,621	158,452	5,443	169,761	150,331	19,430	8,121
	<i>Other Expenses</i>									
7000	Postage	401	400	382	400	0	400	500	(100)	(100)
	Total Printing and Postage	401	400	382	400	0	400	500	(100)	(100)
7030	Office Supplies	11,996	12,000	11,333	12,000	0	12,000	10,000	2,000	2,000
7031	Printer Supplies	6,048	7,000	4,044	5,000	2,000	7,000	5,500	1,500	(500)
7035	Kitchen Supplies	5,168	5,000	4,748	5,000	0	5,000	5,000	0	0
	Office Supplies / Small Tools	23,212	24,000	20,125	22,000	2,000	24,000	20,500	3,500	1,500
7040	Employee Business Reimbursement	118	200	7	50	150	200	50	150	0
	Total Other	118	200	7	50	150	200	50	150	0
7240	Team Development	1,740	1,500	777	800	700	1,500	800	700	0
	Recruiting / Retention	1,740	1,500	777	800	700	1,500	800	700	0
7050	Communications	383	0	0	0	0	0	0	0	0
	Utilities	383	0	0	0	0	0	0	0	0

Department Budgets

Admin-ISC - 300
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
	Total Other Expenses	25,854	26,100	21,291	23,250	2,850	26,100	21,850	4,250	1,400
	Total Expenses	185,012	189,995	177,912	181,702	8,293	195,861	172,181	23,680	9,521
	Net Revenue Before Depreciation	(185,012)	(189,995)	(177,912)	(181,702)	8,293	(195,861)	(172,181)	23,680	9,521
9100	Depreciation	72,018	76,094	40,506	48,662	27,432	78,377	50,121	28,256	(1,459)
	Net Revenues Over Expenses	(257,030)	(266,089)	(218,418)	(230,364)	35,725	(274,238)	(222,302)	51,936	8,062

Long Range Financial Plan

Executive Mgmt Rollup

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Revenues									
Assessment Revenue	\$6,781,560	\$6,828,900	\$6,143,800	\$6,126,120	\$6,528,340	\$6,696,300	\$6,965,920	\$7,200,180	\$7,491,900
Non-Assessment Revenue									
Telecommunications Lease	83,701	89,951	89,951	89,951	89,951	89,951	89,951	89,951	89,951
Meeting Room Rental	1,260	1,000	1,000	800	800	800	800	800	800
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	12,500	12,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Rental Income	120,635	126,125	132,125	131,925	131,925	131,925	131,925	131,925	131,925
Interest Earned - Reserve	172	200	0	0	0	0	0	0	0
Interest Earned - Checking	81	150	0	0	0	0	0	0	0
Interest Earned - Reserves	3,661	3,500	49,714	110,000	110,000	110,000	110,000	110,000	110,000
Total Interest	3,914	3,850	49,714	110,000	110,000	110,000	110,000	110,000	110,000
Finance Charge Revenue - TLA	16,344	8,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
EFT Processing Fee Revenue	29,878	30,838	29,278	29,864	30,461	31,070	31,691	32,325	32,972
Other Revenue	46,222	38,838	44,278	44,864	45,461	46,070	46,691	47,325	47,972
Non-Assessment Revenue	170,771	168,813	226,117	286,789	287,386	287,995	288,616	289,250	289,897
Total Revenue	6,952,331	6,997,713	6,369,917	6,412,909	6,815,726	6,984,295	7,254,536	7,489,430	7,781,797
Cost of Goods Sold									
Gross Margin	6,952,331	6,997,713	6,369,917	6,412,909	6,815,726	6,984,295	7,254,536	7,489,430	7,781,797
Salaries & Wages	442,655	453,327	449,928	457,998	474,028	490,619	507,791	525,563	543,958
Total Staffing	588,903	646,830	632,956	645,294	664,445	687,402	711,199	735,869	761,437
Other Expenses									
Postage	401	400	400	500	500	500	500	500	500
Total Printing and Postage	401	400	400	500	500	500	500	500	500
Office Supplies	12,938	13,500	13,525	11,500	11,500	11,500	11,500	11,500	11,500
Printer Supplies	6,048	7,000	5,000	5,500	5,500	5,500	5,500	5,500	5,500

Long Range Financial Plan

Executive Mgmt Rollup

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Kitchen Supplies	5,168	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Office Supplies / Small Tools	24,154	25,500	23,525	22,000	22,000	22,000	22,000	22,000	22,000
Fees - Property Tax - Personal	19,610	22,443	22,443	23,116	23,810	24,524	25,260	26,018	26,798
Property Taxes	21,024	23,623	23,623	24,332	25,062	25,814	26,588	27,386	28,207
Provision for Income Taxes	3,500	3,500	4,119	3,500	3,500	3,500	3,500	3,500	3,500
Total Taxes	44,134	49,566	50,185	50,948	52,372	53,838	55,348	56,904	58,505
Professional Fees - Legal Fees	77,815	65,000	80,000	70,000	70,000	70,000	70,000	70,000	70,000
Professional Fees	77,815	65,000	80,000	70,000	70,000	70,000	70,000	70,000	70,000
Insurance	182,274	182,997	192,279	201,893	211,988	222,587	233,716	245,402	257,672
Fees / Licenses	0	30	30	30	30	30	30	30	30
Operating Contingency	58,832	100,000	30,000	100,000	100,000	100,000	100,000	100,000	100,000
City/State Government Events	1,296	700	600	600	600	600	600	600	600
Employee Business Reimbursement	640	1,000	700	750	750	750	750	750	750
Board & Committee Expense - Meetings	8,705	5,000	3,500	4,000	4,000	4,000	4,000	4,000	4,000
Provision for Bad Debt	61,900	17,000	30,000	40,000	40,000	40,000	40,000	40,000	40,000
Consulting Services	6,662	15,000	7,000	12,000	15,000	12,000	12,000	12,000	12,000
Covenant Property Litigation	3,124	10,000	24,000	15,000	10,000	10,000	10,000	10,000	10,000
Total Other	323,433	331,727	288,109	374,273	382,368	389,967	401,096	412,782	425,052
Team Development	1,740	1,500	800	800	800	800	800	800	800
Recruiting / Retention	1,740	1,500	800	800	800	800	800	800	800
Communications	2,663	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280
Utilities	2,663	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280
Auto Expense	25	0	0	0	0	0	0	0	0
Fleet Maintenance	25	0	0	0	0	0	0	0	0
Strategic Plan	121,362	95,000	135,330	30,000	50,000	75,000	75,000	75,000	75,000

Long Range Financial Plan

Executive Mgmt Rollup

11/29/2018

<i>Description</i>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<i>Development Committee</i>	26,620	50,000	35,000	30,000	30,000	30,000	30,000	30,000	30,000
Special Projects	147,982	145,000	170,330	60,000	80,000	105,000	105,000	105,000	105,000
Total Other Expenses	622,347	620,973	615,629	580,801	610,320	644,385	657,024	670,266	684,137
Total Expenses	1,211,250	1,267,803	1,248,585	1,226,095	1,274,765	1,331,787	1,368,223	1,406,135	1,445,574
Net Revenue Before Depreciation	5,741,081	5,729,910	5,121,332	5,186,814	5,540,961	5,652,508	5,886,313	6,083,295	6,336,223
<i>Depreciation</i>	72,018	76,094	48,662	50,121	51,625	52,658	53,711	54,785	55,881
Net Revenues Over Expenses	5,669,063	5,653,816	5,072,670	5,136,693	5,489,336	5,599,850	5,832,602	6,028,510	6,280,342

Long Range Financial Plan

Exec Management - 200

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Revenues									
Assessment Revenue	\$6,781,560	\$6,828,900	\$6,143,800	\$6,126,120	\$6,528,340	\$6,696,300	\$6,965,920	\$7,200,180	\$7,491,900
Non-Assessment Revenue									
Telecommunications Lease	83,701	89,951	89,951	89,951	89,951	89,951	89,951	89,951	89,951
Meeting Room Rental	1,260	1,000	1,000	800	800	800	800	800	800
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	12,500	12,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Rental Income	120,635	126,125	132,125	131,925	131,925	131,925	131,925	131,925	131,925
Interest Earned - Reserve	172	200	0	0	0	0	0	0	0
Interest Earned - Checking	81	150	0	0	0	0	0	0	0
Interest Earned - Reserves	3,661	3,500	49,714	110,000	110,000	110,000	110,000	110,000	110,000
Total Interest	3,914	3,850	49,714	110,000	110,000	110,000	110,000	110,000	110,000
Finance Charge Revenue - TLA	16,344	8,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
EFT Processing Fee Revenue	29,878	30,838	29,278	29,864	30,461	31,070	31,691	32,325	32,972
Other Revenue	46,222	38,838	44,278	44,864	45,461	46,070	46,691	47,325	47,972
Non-Assessment Revenue	170,771	168,813	226,117	286,789	287,386	287,995	288,616	289,250	289,897
Total Revenue	6,952,331	6,997,713	6,369,917	6,412,909	6,815,726	6,984,295	7,254,536	7,489,430	7,781,797
Cost of Goods Sold									
Gross Margin	6,952,331	6,997,713	6,369,917	6,412,909	6,815,726	6,984,295	7,254,536	7,489,430	7,781,797
Salaries & Wages	331,078	342,275	342,275	359,206	371,778	384,791	398,258	412,197	426,624
Total Staffing	429,745	482,935	474,505	494,964	508,519	525,652	543,383	561,739	580,729
Other Expenses									
Office Supplies	941	1,500	1,525	1,500	1,500	1,500	1,500	1,500	1,500
Office Supplies / Small Tools	941	1,500	1,525	1,500	1,500	1,500	1,500	1,500	1,500
Fees - Property Tax - Personal	19,610	22,443	22,443	23,116	23,810	24,524	25,260	26,018	26,798

Long Range Financial Plan

Exec Management - 200

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Property Taxes	21,024	23,623	23,623	24,332	25,062	25,814	26,588	27,386	28,207
Provision for Income Taxes	3,500	3,500	4,119	3,500	3,500	3,500	3,500	3,500	3,500
Total Taxes	44,134	49,566	50,185	50,948	52,372	53,838	55,348	56,904	58,505
Professional Fees - Legal Fees	77,815	65,000	80,000	70,000	70,000	70,000	70,000	70,000	70,000
Professional Fees	77,815	65,000	80,000	70,000	70,000	70,000	70,000	70,000	70,000
Insurance	182,274	182,997	192,279	201,893	211,988	222,587	233,716	245,402	257,672
Fees / Licenses	0	30	30	30	30	30	30	30	30
Operating Contingency	58,832	100,000	30,000	100,000	100,000	100,000	100,000	100,000	100,000
City/State Government Events	1,296	700	600	600	600	600	600	600	600
Employee Business Reimbursement	522	800	650	700	700	700	700	700	700
Board & Committee Expense - Meetings	8,705	5,000	3,500	4,000	4,000	4,000	4,000	4,000	4,000
Provision for Bad Debt	61,900	17,000	30,000	40,000	40,000	40,000	40,000	40,000	40,000
Consulting Services	6,662	15,000	7,000	12,000	15,000	12,000	12,000	12,000	12,000
Covenant Property Litigation	3,124	10,000	24,000	15,000	10,000	10,000	10,000	10,000	10,000
Total Other	323,315	331,527	288,059	374,223	382,318	389,917	401,046	412,732	425,002
Communications	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280
Utilities	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280
Auto Expense	25	0	0	0	0	0	0	0	0
Fleet Maintenance	25	0	0	0	0	0	0	0	0
Strategic Plan	121,362	95,000	135,330	30,000	50,000	75,000	75,000	75,000	75,000
Development Committee	26,620	50,000	35,000	30,000	30,000	30,000	30,000	30,000	30,000
Special Projects	147,982	145,000	170,330	60,000	80,000	105,000	105,000	105,000	105,000
Total Other Expenses	596,492	594,873	592,379	558,951	588,470	622,535	635,174	648,416	662,287

Long Range Financial Plan

Exec Management - 200

11/29/2018

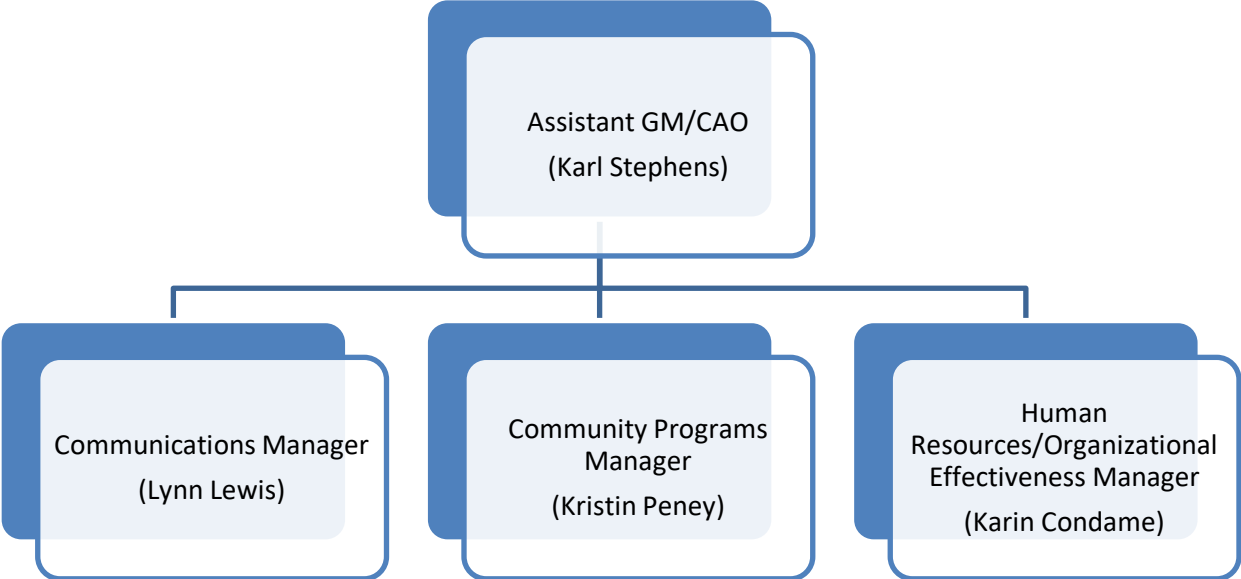
<i>Description</i>	<i>2017 Actual</i>	<i>2018 Budget</i>	<i>2018 YE EST</i>	<i>2019 Budget</i>	<i>2020 Budget</i>	<i>2021 Budget</i>	<i>2022 Budget</i>	<i>2023 Budget</i>	<i>2024 Budget</i>
Total Expenses	1,026,237	1,077,808	1,066,884	1,053,915	1,096,989	1,148,187	1,178,557	1,210,155	1,243,016
Net Revenue Before Depreciation	5,926,094	5,919,905	5,303,033	5,358,994	5,718,737	5,836,108	6,075,979	6,279,275	6,538,781
Net Revenues Over Expenses	5,926,094	5,919,905	5,303,033	5,358,994	5,718,737	5,836,108	6,075,979	6,279,275	6,538,781

Long Range Financial Plan

Admin-ISC - 300
11/29/2018

<i>Description</i>	<i>2017 Actual</i>	<i>2018 Budget</i>	<i>2018 YE EST</i>	<i>2019 Budget</i>	<i>2020 Budget</i>	<i>2021 Budget</i>	<i>2022 Budget</i>	<i>2023 Budget</i>	<i>2024 Budget</i>
Total Other Expenses	25,854	26,100	23,250	21,850	21,850	21,850	21,850	21,850	21,850
Total Expenses	185,012	189,995	181,702	172,181	177,777	183,601	189,665	195,982	202,557
Net Revenue Before Depreciation	(185,012)	(189,995)	(181,702)	(172,181)	(177,777)	(183,601)	(189,665)	(195,982)	(202,557)
<i>Depreciation</i>	72,018	76,094	48,662	50,121	51,625	52,658	53,711	54,785	55,881
Net Revenues Over Expenses	(257,030)	(266,089)	(230,364)	(222,302)	(229,402)	(236,259)	(243,376)	(250,767)	(258,438)

Communications and Community Outreach



ommunications and Community Outreach Work Plan

2019 Operating Expenditures: \$699,816

2019 Work Plan

The mission of the Communications and Community Outreach (CCO) Department is to provide timely and effective communications, well-attended community programs, and internal human resources. The department consists of the Communications Program, Community Programs, and Human Resources/Organizational Effectiveness. The Community Relations Representative function moved to the Executive Management Department as of 2017, and Human Resources relocated to this department at that same time. Therefore, this department was retitled Communications and Community Outreach.

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), E-Mail Bulletins, *The Landings Journal*, and other electronic and print media (including Facebook, Twitter, LinkedIn Business, 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 with the Communications Committee on these items. The Communications Program staff promotes the use of all Association amenities within The Landings by educating residents about the environment and by working with all departments to highlight their amenities and services. This staff also advocates for the Association and community by serving as intergovernmental liaisons with elected and appointed officials and serving as media liaisons.

Specific functions of the Communications program area are highlighted below:

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

The department launched the Association's updated website in 2016, providing a more interactive experience, easier navigation for users, and easier maintenance by staff. An Instagram account and additional Facebook sites were created with content-specific focuses, including conservation and waterfront amenities. Staff continue to work on improving the overall functionality of the website, and in 2018, to provide a more streamlined and user-friendly experience, the calendar section of the site was consolidated into one community calendar. This new function provides residents the opportunity to see all events scheduled for the month on the primary view from the main calendar page without filtering by organization (e.g., The Landings Association, The Landings Club, or various community organizations). This will help eliminate the possibility of overlooking events and help community groups know at a glance what is going on before they plan an event for their organization. Later in 2018, to provide an opportunity for residents to learn more about the people behind the services provided at The Landings Association, a staff section was added to the website (www.landings.org/staff-bios) allowing residents to learn more about employees and put some faces with the names they have come to know over the years. Work to improve these social media platforms will continue in 2019.

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, community announcements, and future events.

Toward the end of 2016, graphic design of this publication was moved back in house, reducing costs and allowing a more efficient use of staffing time by removing an intermediary in the process. Advertising revenue continues to offset the printing and distribution costs of the *Journal*.

Community Communications

Community Communications include production and/or publication of voting packets, the Annual Report, and the Residential Directory, all of which also had their graphic design brought back in house in 2016. These media inform residents in a timely manner; and fulfill the legal requirements of the Association. In addition, advertisements in the Residential Directory will continue to provide a significant revenue stream for the Association.

In 2017, the Communications Department began studying ways to decrease printing costs across the organization. Some Security and Public Works forms were placed on The Landings Association's Website in lieu of printing. One of the largest print costs for the Association is the annual Assessment bill that is mailed to all residents each year. Phase one of reducing the cost of this project was implemented in 2018, with a partial redesign of the packet to eliminate some of the pages, such as the ACH agreement, which ends up getting discarded by those who pay their Assessments in full. Additionally, we switched some color pages for white paper, which also assisted in cost reductions. We will continue to review this packet to identify further cost-reduction options going forward.

The department coordinates governmental outreach, such as an Annual Landings Roundtable, as well as other meetings and encounters with elected and appointed officials and includes such activities as Chamber of Commerce functions. This outreach helps The Landings when support from elected or appointed officials is required, and also promotes the community in the regional public eye for community goodwill and marketing. In addition, the department played a key role in supporting the continued study on island-wide Incorporation, as well as the upcoming Incorporation vote in 2019.

The department partners with The Landings Club and The Landings Company to provide New Owner Receptions. These have been well attended and received very positive response. Various senior Association staff take turns presenting at these functions, providing a good opportunity for a variety of interactions with our new residents. Three such events were held in 2018, with three more scheduled in 2019.

Community Programs

In 2016, The Landings Association hired its first-ever Community Programs Manager, as part of the Strategic Plan Strategy to "Develop and deliver an expanded array of amenities and services that complement those offered by the Club and promote an active lifestyle, create a strong sense of community, and are valued by our current and future residents".

Special events organized or assisted by the department include the annual LandingsFest, Landings Night with the Savannah Bananas, HarborFest, and Town Hall Meetings, including the Association's Annual Meeting and a Hurricane Town Hall Meeting. New in 2016 were the educational seminars Sunset Sips and Science on Tap at Delegal, along with a Star Party, Landings Harbor Fishing Tournament, and The Amazing Race Orienteering Event. Many programs continued in 2018, and Wine and Canvas, Sidewalk Chalk Festival, and a Native Plant Walk were introduced.

Plans for 2019 focus on environmental education and include small group explorations of Wassaw Island, marsh ecology programs, monthly water quality education and sampling through Georgia Environmental Protection Division's Adopt-a-Stream program, youth outdoor education activities at the Kid's Fishing Lagoon, and a theme of Georgia's History and Environmental Treasures for Sunset Sips. Such events not only provide educational opportunities, but also foster community fellowship while establishing an atmosphere where residents can familiarize themselves with The Landings Association and its amenities, services, and our amazing physical environment.

All programs are designed to cover their production costs through registration fees and/or sponsorships. Sponsorships help defray the production costs of community events, coupled with in-kind donations (e.g., Sunset Sips, Amazing Race Orienteering, and LandingsFest).

In 2018, feedback was solicited from program attendees to improve the offerings in 2019. In addition, the overall Community Programs will be reviewed in 2019 for what best meets community input. The seasonal Marina Cookouts will not be continued into 2019, as they do not cover their costs. However, LandingsFest and HarborFest will be continued.

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 Manager supports organizational development efforts through regular communication of strategic updates, scheduling periodic inter-departmental meetings, gathering feedback regarding professional development needs and serves as a knowledgeable asset to employees as they navigate available HR programs, tools, and benefits.

Training and Development for 2018 included both in-house and outsourced classes and workshops. The outsourced professionals included Wade Herring with the Hunter Maclean Law Firm, Suzanne Kirk of Employment Development Strategies, and Scott Goldsberry with Health and Safety Consultants. To supplement the mandatory trainings (e.g., Harassment & Diversity, Safety), employees were offered two elective professional development workshops: Business and Report Writing and Time Management. Managers and supervisors participated in a Manager vs. Leader workshop in August. All employees attended annual Customer Service training. Ten supervisors completed an *Effective Supervisory Practices* course.

Additionally, the managers and supervisors read the book *Crucial Conversations: Tools for Talking When Stakes are High* and participated in roundtable discussions at their regular meetings. The principles of the book were also used in the customer service training for all the employees.

In 2019, the department plans to continue to provide a variety of workshops and classes using both outsourced and in-house trainers. The HR/Organizational Effectiveness Manager will also work with each department to assist with any department-specific trainings that may be needed.

In January, The Landings Association began using a new time-keeping system, Kronos. The system allows employees to clock in and out using an application on their smartphone. It also allows the employee to review, verify, and submit their timesheet to their supervisor. Aside from timekeeping, the Kronos system offers several HR and payroll modules. When first purchased, it was decided to use the time-keeping module only. However, with the success and ease of that system, the modules for onboarding, payroll, and benefits were implemented. This simplified these processes for both the employee and the payroll and HR functions.

In 2018, the *Wellness, Rewards and Recognition*, and *Employee Event* teams were combined to make one team: *Employee Engagements and Events* or *E3*. The committee facilitated the Association's Employee Wellness Program, hosted several employee events and seminars, and recognized employee anniversaries and retirements.

The Safety Team ensured employees completed the required OSHA trainings and reviewed any accidents reported monthly to spot trends and make recommendations to enhance safety procedures for the organization. All departments conduct regular safety briefings, training, and *Toolbox Talks* with employees. A total of 14 minor accidents, one with an injury, occurred in 2018. Our Worker's Compensation experience modification rate continues to be well below the industry standard of 1.0 and currently is at 0.71, resulting in low premiums.

In 2019, employee teams will continue and will be encouraged to bring new ideas to enhance employee engagement and safety.

2019 Staff Plan

The Communications and Community Outreach Department Staff Plan for 2019 consists of the Assistant GM/CAO, the Communications Manager, the Community Programs Manager, and the Human Resources/Organizational Effectiveness Manager.

Service Levels and Budget Explanation

The 2018 year-end estimate for the Communications and Community Outreach Department in operating expenses of \$657,123, a decrease of 6% compared to the 2018 Budget of \$698,543. This is due to the projected decrease in expenditures for the Consulting Services and Printing line items.

The department's budget for 2019 totals \$699,816 in operating expenses, an increase of \$1,273 over the 2018 budget and 6.5% over the 2018 year-end estimate. This is due primarily to salary adjustments, as well as increased Printing and Postage Expense, to provide for a potential 2019 Assessment vote.

Performance Measures	2017 Actual	2018 Target	2018 YTD	2019 Target
Number of Community Programs	32	35	32	35
Number of Attendees at Community Programs	4,838	5,000	4,288	3,000
Employee Turnover Rate	24.3%	20%	33.3%	25%
Workers Comp mod rating	0.70	0.70	0.71	0.69

This page intentionally left blank

Department Budgets

Comm and Comm Outreach Rollup

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRF	2019 Budget	2019 LRF Budget Variance	2018 YE EST 2019 Budget Variance
Non-Assessment Revenue										
5340	Beverage Lounge Sales	\$4,661	\$5,000	\$4,678	\$4,678	(\$322)	\$5,000	\$2,100	(\$2,900)	(\$2,578)
		4,661	5,000	4,678	4,678	(322)	5,000	2,100	(2,900)	(2,578)
5390	Food Revenue	16,627	17,000	16,863	16,863	(137)	17,000	5,750	(11,250)	(11,113)
5650	Event Sponsors	19,250	20,000	17,500	17,500	(2,500)	20,000	19,000	(1,000)	1,500
5652	Special Events Revenue	4,817	3,700	12,040	12,300	8,600	3,700	13,800	10,100	1,500
5655	Community Events	5,302	5,000	3,956	4,400	(600)	5,000	5,000	0	600
	Event Income	45,996	45,700	50,359	51,063	5,363	45,700	43,550	(2,150)	(7,513)
5550	Telephone Directory	125	100	105	110	10	100	110	10	0
	Member Services	125	100	105	110	10	100	110	10	0
5510	Journal Advertising	40,130	40,000	37,618	40,000	0	40,000	43,000	3,000	3,000
5511	Advertising Design	75	0	0	0	0	0	0	0	0
5540	Directory Advertising	21,000	21,000	21,000	21,000	0	21,000	21,000	0	0
	Other Revenue	61,205	61,000	58,618	61,000	0	61,000	64,000	3,000	3,000
Non-Assessment Revenue		111,987	111,800	113,760	116,851	5,051	111,800	109,760	(2,040)	(7,091)
Total Revenue		111,987	111,800	113,760	116,851	5,051	111,800	109,760	(2,040)	(7,091)
<i>Cost of Goods Sold</i>										
5940	Beverage Lounge	4,993	4,500	3,331	3,331	1,169	4,500	1,700	2,800	1,631
		4,993	4,500	3,331	3,331	1,169	4,500	1,700	2,800	1,631
Total Cost of Sales		4,993	4,500	3,331	3,331	1,169	4,500	1,700	2,800	1,631
Gross Margin		106,994	107,300	110,429	113,520	6,220	107,300	108,060	760	(5,460)
6000 + 6010 + 60...	Salaries & Wages	299,209	314,228	283,423	312,221	2,007	325,226	350,959	(25,733)	(38,738)
	Total Staffing	444,958	455,090	418,228	453,473	1,617	468,293	502,656	(34,363)	(49,183)
<i>Other Expenses</i>										
7000	Postage	10,263	26,100	15,522	16,920	9,180	14,100	19,820	(5,720)	(2,900)
7010	Mailing House	7,428	14,350	9,314	10,000	4,350	10,000	11,950	(1,950)	(1,950)
7011	Outside Services - Other	4,563	13,400	8,442	8,442	4,958	7,400	8,400	(1,000)	42
7020	Printing	30,203	49,000	29,642	31,500	17,500	35,500	40,000	(4,500)	(8,500)
	Total Printing and Postage	52,457	102,850	62,920	66,862	35,988	67,000	80,170	(13,170)	(13,308)
7030	Office Supplies	132	0	0	0	0	0	0	0	0
7740	General Supplies	3,992	1,000	369	369	631	1,000	1,500	(500)	(1,131)

Department Budgets

Comm and Comm Outreach Rollup

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
	Office Supplies / Small Tools	4,124	1,000	369	369	631	1,000	1,500	(500)	(1,131)
7130	Professional Fees - Legal Fees	793	1,000	457	600	400	1,000	1,000	0	(400)
7140	Contract Services	4,721	4,500	3,974	4,074	426	4,500	2,100	2,400	1,974
	Professional Fees	5,514	5,500	4,431	4,674	826	5,500	3,100	2,400	1,574
7040	Employee Business Reimbursement	73	500	244	300	200	500	300	200	0
7170	Fees - Licenses	5,527	6,100	3,693	3,693	2,407	6,100	0	6,100	3,693
7300	Consulting Services	23,967	30,000	22,264	23,000	7,000	30,000	22,000	8,000	1,000
7181	Physical Inventory Adjustment	0	75	0	35	40	75	75	0	(40)
7705	Entertainment Expense	2,450	4,000	3,388	4,188	(188)	4,000	1,500	2,500	2,688
7706	Food Expense	17,044	17,000	17,035	17,035	(35)	17,000	5,175	11,825	11,860
7452	Programs/Tournament Expense	6,402	6,100	5,174	5,475	625	6,100	6,100	0	(625)
7182	Complimentary Tickets	1,962	2,000	1,540	1,540	460	2,000	1,100	900	440
	Total Other	57,425	65,775	53,338	55,266	10,509	65,775	36,250	29,525	19,016
7200:7210	Recruiting	8,330	5,678	5,673	6,000	(322)	5,678	6,000	(322)	0
7230	Employee Events	8,975	9,000	3,906	9,000	0	9,000	20,000	(11,000)	(11,000)
7231	Rewards & Recognition	1,181	1,500	1,775	1,775	(275)	1,500	0	1,500	1,775
7240	Team Development	3,238	3,250	6,439	8,000	(4,750)	3,250	8,000	(4,750)	0
7250	Wellness Program	6,803	9,800	2,405	9,800	0	9,800	0	9,800	9,800
7251	Drug Free Workplace	1,285	1,000	662	800	200	1,000	1,000	0	(200)
	Recruiting / Retention	29,812	30,228	20,860	35,375	(5,147)	30,228	35,000	(4,772)	375
7440	Town Meetings	7,015	5,000	2,462	2,500	2,500	2,500	4,000	(1,500)	(1,500)
7451	Special Events Expense	14,688	15,200	19,598	19,598	(4,398)	15,200	27,800	(12,600)	(8,202)
	Community Outreach	21,703	20,200	22,060	22,098	(1,898)	17,700	31,800	(14,100)	(9,702)
7640	Safety Programs	5,298	3,500	2,125	2,500	1,000	3,500	3,500	0	(1,000)
	Security/Police/EMS/Safety	5,298	3,500	2,125	2,500	1,000	3,500	3,500	0	(1,000)
7050	Communications	10,030	9,900	12,013	13,175	(3,275)	9,900	4,140	5,760	9,035
	Utilities	10,030	9,900	12,013	13,175	(3,275)	9,900	4,140	5,760	9,035
	Total Other Expenses	186,363	238,953	178,116	200,319	38,634	200,603	195,460	5,143	4,859

109

Department Budgets

Comm and Comm Outreach Rollup

11/29/2018

<i>Account</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Budget</i>	<i>2018 YTD</i>	<i>2018 YE EST</i>	<i>Variance</i>	<i>2019 LRFP</i>	<i>2019 Budget</i>	<i>2019 LRFP Budget Variance</i>	<i>2018 YE EST 2019 Budget Variance</i>
	Total Expenses	631,321	694,043	596,344	653,792	40,251	668,896	698,116	(29,220)	(44,324)
	Net Revenue Before Depreciation	(524,327)	(586,743)	(485,915)	(540,272)	46,471	(561,596)	(590,056)	(28,460)	(49,784)
	Net Revenues Over Expenses	(524,327)	(586,743)	(485,915)	(540,272)	46,471	(561,596)	(590,056)	(28,460)	(49,784)

This page intentionally left blank

Department Budgets

HR & Org Effectiveness - 230

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
<i>Cost of Goods Sold</i>										
6000 + 6010 + 60...	Salaries & Wages	\$55,455	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total Staffing	93,558	0	943	2,800	(2,800)	0	2,800	(2,800)	0
<i>Other Expenses</i>										
7030	Office Supplies	132	0	0	0	0	0	0	0	0
	Office Supplies / Small Tools	132	0	0	0	0	0	0	0	0
7130	Professional Fees - Legal Fees	793	1,000	457	600	400	1,000	1,000	0	(400)
	Professional Fees	793	1,000	457	600	400	1,000	1,000	0	(400)
7040	Employee Business Reimbursement	0	200	0	0	200	200	0	200	0
7300	Consulting Services	23,967	30,000	22,264	23,000	7,000	30,000	22,000	8,000	1,000
	Total Other	23,967	30,200	22,264	23,000	7,200	30,200	22,000	8,200	1,000
7200:7210	Recruiting	8,330	5,678	5,673	6,000	(322)	5,678	6,000	(322)	0
7230	Employee Events	8,975	9,000	3,906	9,000	0	9,000	20,000	(11,000)	(11,000)
7231	Rewards & Recognition	1,181	1,500	1,775	1,775	(275)	1,500	0	1,500	1,775
7240	Team Development	1,057	750	3,747	5,000	(4,250)	750	5,000	(4,250)	0
7250	Wellness Program	6,803	9,800	2,405	9,800	0	9,800	0	9,800	9,800
7251	Drug Free Workplace	1,285	1,000	662	800	200	1,000	1,000	0	(200)
	Recruiting / Retention	27,631	27,728	18,168	32,375	(4,647)	27,728	32,000	(4,272)	375
7640	Safety Programs	5,298	3,500	2,125	2,500	1,000	3,500	3,500	0	(1,000)
	Security/Police/EMS/Safety	5,298	3,500	2,125	2,500	1,000	3,500	3,500	0	(1,000)
7050	Communications	900	900	675	675	225	900	0	900	675
	Utilities	900	900	675	675	225	900	0	900	675

Department Budgets

HR & Org Effectiveness - 230

11/29/2018

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YTD</u>	<u>2018 YE EST</u>	<u>Variance</u>	<u>2019 LRFP</u>	<u>2019 Budget</u>	<u>2019 LRFP Budget Variance</u>	<u>2018 YE EST 2019 Budget Variance</u>
	Total Other Expenses	58,721	63,328	43,689	59,150	4,178	63,328	58,500	4,828	650
	Total Expenses	152,279	63,328	44,632	61,950	1,378	63,328	61,300	2,028	650
	Net Revenue Before Depreciation	(152,279)	(63,328)	(44,632)	(61,950)	1,378	(63,328)	(61,300)	2,028	650
	Net Revenues Over Expenses	(152,279)	(63,328)	(44,632)	(61,950)	1,378	(63,328)	(61,300)	2,028	650

Department Budgets

Community Communications - 320

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRF	2019 Budget	2019 LRF Budget Variance	2018 YE EST 2019 Budget Variance
	Non-Assessment Revenue									
5550	Telephone Directory	\$125	\$100	\$105	\$110	\$10	\$100	\$110	\$10	\$0
	Member Services	125	100	105	110	10	100	110	10	0
5540	Directory Advertising	21,000	21,000	21,000	21,000	0	21,000	21,000	0	0
	Other Revenue	21,000	21,000	21,000	21,000	0	21,000	21,000	0	0
	Non-Assessment Revenue	21,125	21,100	21,105	21,110	10	21,100	21,110	10	0
	Total Revenue	21,125	21,100	21,105	21,110	10	21,100	21,110	10	0
	Cost of Goods Sold									
	Gross Margin	21,125	21,100	21,105	21,110	10	21,100	21,110	10	0
6000 + 6010 + 60...	Salaries & Wages	243,755	314,228	283,423	312,221	2,007	325,226	350,959	(25,733)	(38,738)
	Total Staffing	351,401	455,090	417,285	450,673	4,417	468,293	499,856	(31,563)	(49,183)
	Other Expenses									
7000	Postage	1,812	17,100	8,953	9,000	8,100	5,100	11,900	(6,800)	(2,900)
7010	Mailing House	2,112	8,350	4,297	4,300	4,050	4,000	6,250	(2,250)	(1,950)
7011	Outside Services - Other	3,795	13,000	8,430	8,430	4,570	7,000	8,000	(1,000)	430
7020	Printing	13,595	31,500	15,053	14,000	17,500	17,500	22,000	(4,500)	(8,000)
	Total Printing and Postage	21,314	69,950	36,733	35,730	34,220	33,600	48,150	(14,550)	(12,420)
7040	Employee Business Reimbursement	73	300	244	300	0	300	300	0	0
	Total Other	73	300	244	300	0	300	300	0	0
7240	Team Development	2,181	2,500	2,692	3,000	(500)	2,500	3,000	(500)	0
	Recruiting / Retention	2,181	2,500	2,692	3,000	(500)	2,500	3,000	(500)	0
7440	Town Meetings	7,015	5,000	2,462	2,500	2,500	2,500	4,000	(1,500)	(1,500)
7451	Special Events Expense	0	0	0	0	0	0	2,000	(2,000)	(2,000)
	Community Outreach	7,015	5,000	2,462	2,500	2,500	2,500	6,000	(3,500)	(3,500)

Department Budgets

Community Communications - 320

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
7050	Communications Utilities	9,130 9,130	9,000 9,000	11,338 11,338	12,500 12,500	(3,500) (3,500)	9,000 9,000	4,140 4,140	4,860 4,860	8,360 8,360
	Total Other Expenses	39,713	86,750	53,469	54,030	32,720	47,900	61,590	(13,690)	(7,560)
	Total Expenses	391,114	541,840	470,754	504,703	37,137	516,193	561,446	(45,253)	(56,743)
	Net Revenue Before Depreciation	(369,989)	(520,740)	(449,649)	(483,593)	37,147	(495,093)	(540,336)	(45,243)	(56,743)
	Net Revenues Over Expenses	(369,989)	(520,740)	(449,649)	(483,593)	37,147	(495,093)	(540,336)	(45,243)	(56,743)

Department Budgets

Journal - 330
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRF	2019 Budget	2019 LRF Budget Variance	2018 YE EST 2019 Budget Variance
	Non-Assessment Revenue									
5510	Journal Advertising	\$40,130	\$40,000	\$37,618	\$40,000	\$0	\$40,000	\$43,000	\$3,000	\$3,000
5511	Advertising Design	75	0	0	0	0	0	0	0	0
	Other Revenue	40,205	40,000	37,618	40,000	0	40,000	43,000	3,000	3,000
	Non-Assessment Revenue	40,205	40,000	37,618	40,000	0	40,000	43,000	3,000	3,000
	Total Revenue	40,205	40,000	37,618	40,000	0	40,000	43,000	3,000	3,000
	Cost of Goods Sold									
	Gross Margin	40,205	40,000	37,618	40,000	0	40,000	43,000	3,000	3,000
	Other Expenses									
7000	Postage	8,450	9,000	6,569	7,920	1,080	9,000	7,920	1,080	0
7010	Mailing House	5,316	6,000	5,017	5,700	300	6,000	5,700	300	0
7011	Outside Services - Other	768	400	12	12	388	400	400	0	(388)
7020	Printing	16,608	17,500	14,589	17,500	0	18,000	18,000	0	(500)
	Total Printing and Postage	31,142	32,900	26,187	31,132	1,768	33,400	32,020	1,380	(888)

Department Budgets

Journal - 330
11/29/2018

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YTD</u>	<u>2018 YE EST</u>	<u>Variance</u>	<u>2019 LRFP</u>	<u>2019 Budget</u>	<u>2019 LRFP Budget Variance</u>	<u>2018 YE EST 2019 Budget Variance</u>
	Total Other Expenses	31,142	32,900	26,187	31,132	1,768	33,400	32,020	1,380	(888)
	Total Expenses	31,142	32,900	26,187	31,132	1,768	33,400	32,020	1,380	(888)
	Net Revenue Before Depreciation	9,063	7,100	11,431	8,868	1,768	6,600	10,980	4,380	2,112
	Net Revenues Over Expenses	9,063	7,100	11,431	8,868	1,768	6,600	10,980	4,380	2,112

Department Budgets

Community Events - 340

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRF	2019 Budget	2019 LRF Budget Variance	2018 YE EST 2019 Budget Variance
	Non-Assessment Revenue									
5340	Beverage Lounge Sales	\$4,661 4,661	\$5,000 5,000	\$4,678 4,678	\$4,678 4,678	(\$322) (322)	\$5,000 5,000	\$2,100 2,100	(\$2,900) (2,900)	(\$2,578) (2,578)
5390	Food Revenue	16,627	17,000	16,863	16,863	(137)	17,000	5,750	(11,250)	(11,113)
5650	Event Sponsors	19,250	20,000	17,500	17,500	(2,500)	20,000	19,000	(1,000)	1,500
5652	Special Events Revenue	4,817	3,700	12,040	12,300	8,600	3,700	13,800	10,100	1,500
5655	Community Events	5,302	5,000	3,956	4,400	(600)	5,000	5,000	0	600
	Event Income	45,996	45,700	50,359	51,063	5,363	45,700	43,550	(2,150)	(7,513)
	Non-Assessment Revenue	50,657	50,700	55,037	55,741	5,041	50,700	45,650	(5,050)	(10,091)
	Total Revenue	50,657	50,700	55,037	55,741	5,041	50,700	45,650	(5,050)	(10,091)
	<i>Cost of Goods Sold</i>									
5940	Beverage Lounge	4,993 4,993	4,500 4,500	3,331 3,331	3,331 3,331	1,169 1,169	4,500 4,500	1,700 1,700	2,800 2,800	1,631 1,631
	Total Cost of Sales	4,993	4,500	3,331	3,331	1,169	4,500	1,700	2,800	1,631
	Gross Margin	45,664	46,200	51,706	52,410	6,210	46,200	43,950	(2,250)	(8,460)
	<i>Other Expenses</i>									
7740	General Supplies Office Supplies / Small Tools	3,992 3,992	1,000 1,000	369 369	369 369	631 631	1,000 1,000	1,500 1,500	(500) (500)	(1,131) (1,131)
7140	Contract Services Professional Fees	4,721 4,721	4,500 4,500	3,974 3,974	4,074 4,074	426 426	4,500 4,500	2,100 2,100	2,400 2,400	1,974 1,974
7170	Fees - Licenses	5,527	6,100	3,693	3,693	2,407	6,100	0	6,100	3,693
7181	Physical Inventory Adjustment	0	75	0	35	40	75	75	0	(40)
7705	Entertainment Expense	2,450	4,000	3,388	4,188	(188)	4,000	1,500	2,500	2,688
7706	Food Expense	17,044	17,000	17,035	17,035	(35)	17,000	5,175	11,825	11,860
7452	Programs/Tournament Expense	6,402	6,100	5,174	5,475	625	6,100	6,100	0	(625)
7182	Complimentary Tickets	1,962	2,000	1,540	1,540	460	2,000	1,100	900	440
	Total Other	33,385	35,275	30,830	31,966	3,309	35,275	13,950	21,325	18,016

Department Budgets

Community Events - 340

11/29/2018

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YTD</u>	<u>2018 YE EST</u>	<u>Variance</u>	<u>2019 LRF</u>	<u>2019 Budget</u>	<u>2019 LRF Budget Variance</u>	<u>2018 YE EST 2019 Budget Variance</u>
7451	Special Events Expense Community Outreach	14,688 14,688	15,200 15,200	19,598 19,598	19,598 19,598	(4,398) (4,398)	15,200 15,200	25,800 25,800	(10,600) (10,600)	(6,202) (6,202)
	Total Other Expenses	56,786	55,975	54,771	56,007	(32)	55,975	43,350	12,625	12,657
	Total Expenses	56,786	55,975	54,771	56,007	(32)	55,975	43,350	12,625	12,657
	Net Revenue Before Depreciation	(11,122)	(9,775)	(3,065)	(3,597)	6,178	(9,775)	600	10,375	4,197
	Net Revenues Over Expenses	(11,122)	(9,775)	(3,065)	(3,597)	6,178	(9,775)	600	10,375	4,197

Long Range Financial Plan

Comm and Comm Outreach Rollup

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Non-Assessment Revenue									
<i>Beverage</i>	\$4,661	\$5,000	\$4,678	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100
Lounge Sales	4,661	5,000	4,678	2,100	2,100	2,100	2,100	2,100	2,100
<i>Food Revenue</i>	16,627	17,000	16,863	5,750	5,750	5,750	5,750	5,750	5,750
<i>Event Sponsors</i>	19,250	20,000	17,500	19,000	19,000	19,000	19,000	19,000	19,000
<i>Special Events Revenue</i>	4,817	3,700	12,300	13,800	13,800	13,800	13,800	13,800	13,800
<i>Community Events</i>	5,302	5,000	4,400	5,000	5,000	5,000	5,000	5,000	5,000
Event Income	45,996	45,700	51,063	43,550	43,550	43,550	43,550	43,550	43,550
<i>Telephone Directory</i>	125	100	110	110	110	110	110	110	110
Member Services	125	100	110	110	110	110	110	110	110
<i>Journal Advertising</i>	40,130	40,000	40,000	43,000	43,000	43,000	43,000	43,000	43,000
<i>Advertising Design</i>	75	0	0	0	0	0	0	0	0
<i>Directory Advertising</i>	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Other Revenue	61,205	61,000	61,000	64,000	64,000	64,000	64,000	64,000	64,000
Non-Assessment Revenue	111,987	111,800	116,851	109,760	109,760	109,760	109,760	109,760	109,760
Total Revenue	111,987	111,800	116,851	109,760	109,760	109,760	109,760	109,760	109,760
<i>Cost of Goods Sold</i>									
<i>Beverage</i>	4,993	4,500	3,331	1,700	1,700	1,700	1,700	1,700	1,700
Lounge	4,993	4,500	3,331	1,700	1,700	1,700	1,700	1,700	1,700
Total Cost of Sales	4,993	4,500	3,331	1,700	1,700	1,700	1,700	1,700	1,700
Gross Margin	106,994	107,300	113,520	108,060	108,060	108,060	108,060	108,060	108,060
<i>Salaries & Wages</i>	299,209	314,228	312,221	350,959	363,242	375,956	389,114	402,733	416,829
Total Staffing	444,958	455,090	453,473	502,656	516,739	534,670	553,274	572,580	592,613
<i>Other Expenses</i>									
<i>Postage</i>	10,263	26,100	16,920	19,820	13,120	13,220	20,220	13,520	13,620
<i>Mailing House</i>	7,428	14,350	10,000	11,950	10,250	10,300	12,100	10,400	10,450
<i>Outside Services - Other</i>	4,563	13,400	8,442	8,400	4,400	4,400	8,400	4,400	4,400

Long Range Financial Plan

Comm and Comm Outreach Rollup

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Printing	30,203	49,000	31,500	40,000	33,500	34,000	41,500	35,000	35,500
Total Printing and Postage	52,457	102,850	66,862	80,170	61,270	61,920	82,220	63,320	63,970
Office Supplies	132	0	0	0	0	0	0	0	0
General Supplies	3,992	1,000	369	1,500	1,500	1,500	1,500	1,500	1,500
Office Supplies / Small Tools	4,124	1,000	369	1,500	1,500	1,500	1,500	1,500	1,500
Professional Fees - Legal Fees	793	1,000	600	1,000	1,000	1,000	1,000	1,000	1,000
Contract Services	4,721	4,500	4,074	2,100	2,100	2,100	2,100	2,100	2,100
Professional Fees	5,514	5,500	4,674	3,100	3,100	3,100	3,100	3,100	3,100
Employee Business Reimbursement	73	500	300	300	300	300	300	300	300
Fees - Licenses	5,527	6,100	3,693	0	0	0	0	0	0
Consulting Services	23,967	30,000	23,000	22,000	22,000	22,000	22,000	22,000	22,000
Physical Inventory Adjustment	0	75	35	75	75	75	75	75	75
Entertainment Expense	2,450	4,000	4,188	1,500	1,500	1,500	1,500	1,500	1,500
Food Expense	17,044	17,000	17,035	5,175	19,000	19,000	19,000	19,000	19,000
Programs/Tournament Expense	6,402	6,100	5,475	6,100	6,100	6,100	6,100	6,100	6,100
Complimentary Tickets	1,962	2,000	1,540	1,100	1,100	1,100	1,100	1,100	1,100
Total Other	57,425	65,775	55,266	36,250	50,075	50,075	50,075	50,075	50,075
Recruiting	8,330	5,678	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Employee Events	8,975	9,000	9,000	20,000	20,000	20,000	20,000	20,000	20,000
Rewards & Recognition	1,181	1,500	1,775	0	0	0	0	0	0
Team Development	3,238	3,250	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Wellness Program	6,803	9,800	9,800	0	0	0	0	0	0
Drug Free Workplace	1,285	1,000	800	1,000	1,000	1,000	1,000	1,000	1,000
Recruiting / Retention	29,812	30,228	35,375	35,000	35,000	35,000	35,000	35,000	35,000
Town Meetings	7,015	5,000	2,500	4,000	2,500	2,500	4,000	2,500	2,500
Special Events Expense	14,688	15,200	19,598	27,800	27,800	27,800	27,800	27,800	27,800
Community Outreach	21,703	20,200	22,098	31,800	30,300	30,300	31,800	30,300	30,300
Safety Programs	5,298	3,500	2,500	3,500	3,500	3,500	3,500	3,500	3,500
Security/Police/EMS/Safety	5,298	3,500	2,500	3,500	3,500	3,500	3,500	3,500	3,500
Communications	10,030	9,900	13,175	4,140	4,140	4,140	4,140	4,140	4,140
Utilities	10,030	9,900	13,175	4,140	4,140	4,140	4,140	4,140	4,140

Long Range Financial Plan

Comm and Comm Outreach Rollup
11/29/2018

<i>Description</i>	<i>2017 Actual</i>	<i>2018 Budget</i>	<i>2018 YE EST</i>	<i>2019 Budget</i>	<i>2020 Budget</i>	<i>2021 Budget</i>	<i>2022 Budget</i>	<i>2023 Budget</i>	<i>2024 Budget</i>
Total Other Expenses	186,363	238,953	200,319	195,460	188,885	189,535	211,335	190,935	191,585
Total Expenses	631,321	694,043	653,792	698,116	705,624	724,205	764,609	763,515	784,198
Net Revenue Before Depreciation	(524,327)	(586,743)	(540,272)	(590,056)	(597,564)	(616,145)	(656,549)	(655,455)	(676,138)
Net Revenues Over Expenses	(524,327)	(586,743)	(540,272)	(590,056)	(597,564)	(616,145)	(656,549)	(655,455)	(676,138)

This page intentionally left blank

Long Range Financial Plan

HR & Org Effectiveness - 230
11/29/2018

<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YE EST</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>2023 Budget</u>	<u>2024 Budget</u>
Safety Programs	5,298	3,500	2,500	3,500	3,500	3,500	3,500	3,500	3,500
Security/Police/EMS/Safety	5,298	3,500	2,500	3,500	3,500	3,500	3,500	3,500	3,500
Communications	900	900	675	0	0	0	0	0	0
Utilities	900	900	675	0	0	0	0	0	0
Total Other Expenses	58,721	63,328	59,150	58,500	58,500	58,500	58,500	58,500	58,500
Total Expenses	152,279	63,328	61,950	61,300	61,300	61,300	61,300	61,300	61,300
Net Revenue Before Depreciation	(152,279)	(63,328)	(61,950)	(61,300)	(61,300)	(61,300)	(61,300)	(61,300)	(61,300)
Net Revenues Over Expenses	(152,279)	(63,328)	(61,950)	(61,300)	(61,300)	(61,300)	(61,300)	(61,300)	(61,300)

Long Range Financial Plan

Community Communications - 320

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Non-Assessment Revenue									
<i>Telephone Directory</i>	\$125	\$100	\$110	\$110	\$110	\$110	\$110	\$110	\$110
Member Services	125	100	110	110	110	110	110	110	110
<i>Directory Advertising</i>	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Other Revenue	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Non-Assessment Revenue	21,125	21,100	21,110	21,110	21,110	21,110	21,110	21,110	21,110
Total Revenue	21,125	21,100	21,110	21,110	21,110	21,110	21,110	21,110	21,110
<i>Cost of Goods Sold</i>									
Gross Margin	21,125	21,100	21,110	21,110	21,110	21,110	21,110	21,110	21,110
<i>Salaries & Wages</i>	243,755	314,228	312,221	350,959	363,242	375,956	389,114	402,733	416,829
Total Staffing	351,401	455,090	450,673	499,856	513,939	531,870	550,474	569,780	589,813
<i>Other Expenses</i>									
<i>Postage</i>	1,812	17,100	9,000	11,900	5,100	5,100	12,000	5,200	5,200
<i>Mailing House</i>	2,112	8,350	4,300	6,250	4,500	4,500	6,250	4,500	4,500
<i>Outside Services - Other</i>	3,795	13,000	8,430	8,000	4,000	4,000	8,000	4,000	4,000
<i>Printing</i>	13,595	31,500	14,000	22,000	15,000	15,000	22,000	15,000	15,000
Total Printing and Postage	21,314	69,950	35,730	48,150	28,600	28,600	48,250	28,700	28,700
<i>Employee Business Reimbursement</i>	73	300	300	300	300	300	300	300	300
Total Other	73	300	300	300	300	300	300	300	300

Long Range Financial Plan

Community Communications - 320
11/29/2018

<u>Description</u>	2017	2018	2018	2019	2020	2021	2022	2023	2024
	Actual	Budget	YE EST	Budget	Budget	Budget	Budget	Budget	Budget
Team Development	2,181	2,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Recruiting / Retention	2,181	2,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Town Meetings	7,015	5,000	2,500	4,000	2,500	2,500	4,000	2,500	2,500
Special Events Expense	0	0	0	2,000	2,000	2,000	2,000	2,000	2,000
Community Outreach	7,015	5,000	2,500	6,000	4,500	4,500	6,000	4,500	4,500
Communications	9,130	9,000	12,500	4,140	4,140	4,140	4,140	4,140	4,140
Utilities	9,130	9,000	12,500	4,140	4,140	4,140	4,140	4,140	4,140

Total Other Expenses	39,713	86,750	54,030	61,590	40,540	40,540	61,690	40,640	40,640
Total Expenses	391,114	541,840	504,703	561,446	554,479	572,410	612,164	610,420	630,453
Net Revenue Before Depreciation	(369,989)	(520,740)	(483,593)	(540,336)	(533,369)	(551,300)	(591,054)	(589,310)	(609,343)
Net Revenues Over Expenses	(369,989)	(520,740)	(483,593)	(540,336)	(533,369)	(551,300)	(591,054)	(589,310)	(609,343)

Long Range Financial Plan

Journal - 330
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Non-Assessment Revenue									
Journal Advertising	\$40,130	\$40,000	\$40,000	\$43,000	\$43,000	\$43,000	\$43,000	\$43,000	\$43,000
Advertising Design	75	0	0	0	0	0	0	0	0
Other Revenue	40,205	40,000	40,000	43,000	43,000	43,000	43,000	43,000	43,000
Non-Assessment Revenue	40,205	40,000	40,000	43,000	43,000	43,000	43,000	43,000	43,000
Total Revenue	40,205	40,000	40,000	43,000	43,000	43,000	43,000	43,000	43,000
<i>Cost of Goods Sold</i>									
Gross Margin	40,205	40,000	40,000	43,000	43,000	43,000	43,000	43,000	43,000
<i>Other Expenses</i>									
Postage	8,450	9,000	7,920	7,920	8,020	8,120	8,220	8,320	8,420
Mailing House	5,316	6,000	5,700	5,700	5,750	5,800	5,850	5,900	5,950
Outside Services - Other	768	400	12	400	400	400	400	400	400
Printing	16,608	17,500	17,500	18,000	18,500	19,000	19,500	20,000	20,500
Total Printing and Postage	31,142	32,900	31,132	32,020	32,670	33,320	33,970	34,620	35,270

Long Range Financial Plan

Journal - 330
11/29/2018

<i>Description</i>	<i>2017 Actual</i>	<i>2018 Budget</i>	<i>2018 YE EST</i>	<i>2019 Budget</i>	<i>2020 Budget</i>	<i>2021 Budget</i>	<i>2022 Budget</i>	<i>2023 Budget</i>	<i>2024 Budget</i>
Total Other Expenses	31,142	32,900	31,132	32,020	32,670	33,320	33,970	34,620	35,270
Total Expenses	31,142	32,900	31,132	32,020	32,670	33,320	33,970	34,620	35,270
Net Revenue Before Depreciation	9,063	7,100	8,868	10,980	10,330	9,680	9,030	8,380	7,730
Net Revenues Over Expenses	9,063	7,100	8,868	10,980	10,330	9,680	9,030	8,380	7,730

Long Range Financial Plan

Community Events - 340

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Non-Assessment Revenue									
<i>Beverage</i>	\$4,661	\$5,000	\$4,678	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100
Lounge Sales	4,661	5,000	4,678	2,100	2,100	2,100	2,100	2,100	2,100
<i>Food Revenue</i>	16,627	17,000	16,863	5,750	5,750	5,750	5,750	5,750	5,750
<i>Event Sponsors</i>	19,250	20,000	17,500	19,000	19,000	19,000	19,000	19,000	19,000
<i>Special Events Revenue</i>	4,817	3,700	12,300	13,800	13,800	13,800	13,800	13,800	13,800
<i>Community Events</i>	5,302	5,000	4,400	5,000	5,000	5,000	5,000	5,000	5,000
Event Income	45,996	45,700	51,063	43,550	43,550	43,550	43,550	43,550	43,550
Non-Assessment Revenue	50,657	50,700	55,741	45,650	45,650	45,650	45,650	45,650	45,650
Total Revenue	50,657	50,700	55,741	45,650	45,650	45,650	45,650	45,650	45,650
<i>Cost of Goods Sold</i>									
<i>Beverage</i>	4,993	4,500	3,331	1,700	1,700	1,700	1,700	1,700	1,700
Lounge	4,993	4,500	3,331	1,700	1,700	1,700	1,700	1,700	1,700
Total Cost of Sales	4,993	4,500	3,331	1,700	1,700	1,700	1,700	1,700	1,700
Gross Margin	45,664	46,200	52,410	43,950	43,950	43,950	43,950	43,950	43,950
<i>Other Expenses</i>									
<i>General Supplies</i>	3,992	1,000	369	1,500	1,500	1,500	1,500	1,500	1,500
Office Supplies / Small Tools	3,992	1,000	369	1,500	1,500	1,500	1,500	1,500	1,500
<i>Contract Services</i>	4,721	4,500	4,074	2,100	2,100	2,100	2,100	2,100	2,100
Professional Fees	4,721	4,500	4,074	2,100	2,100	2,100	2,100	2,100	2,100
<i>Fees - Licenses</i>	5,527	6,100	3,693	0	0	0	0	0	0
<i>Physical Inventory Adjustment</i>	0	75	35	75	75	75	75	75	75
<i>Entertainment Expense</i>	2,450	4,000	4,188	1,500	1,500	1,500	1,500	1,500	1,500

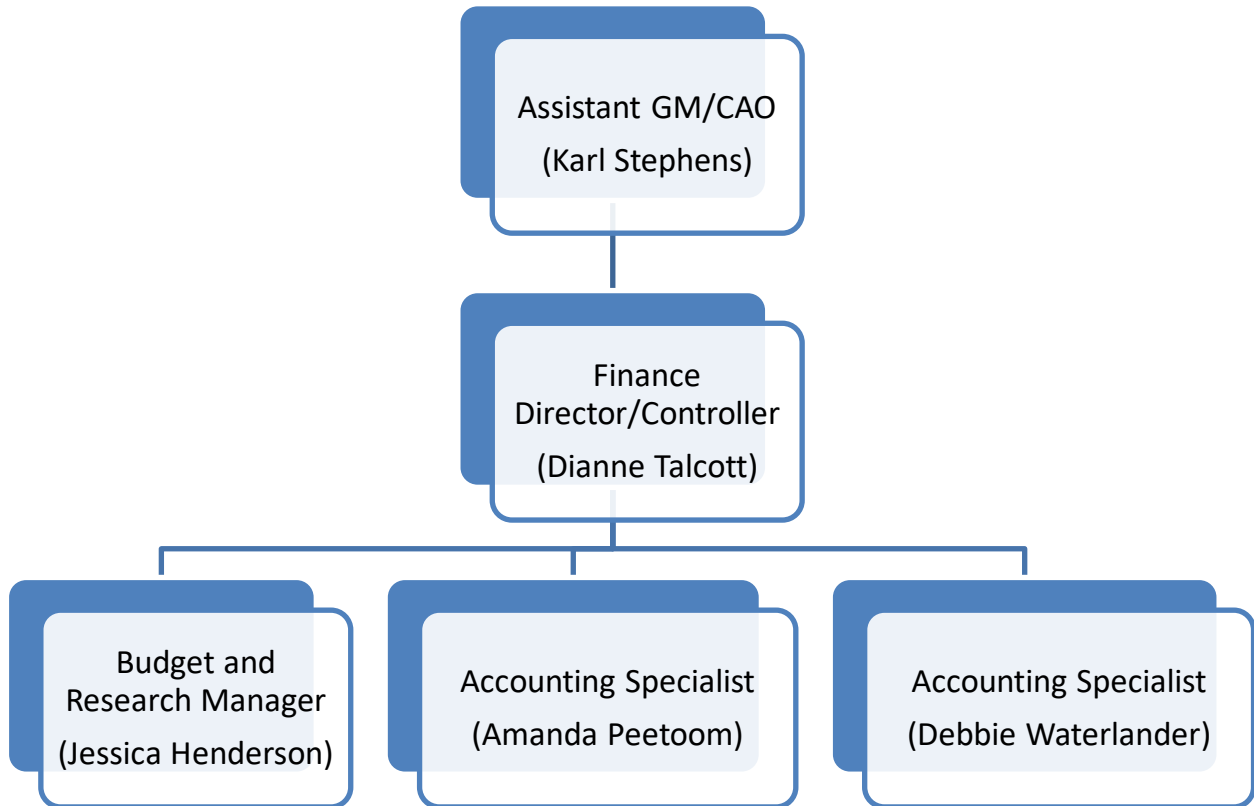
Long Range Financial Plan

Community Events - 340

11/29/2018

<u>Description</u>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Food Expense	17,044	17,000	17,035	5,175	19,000	19,000	19,000	19,000	19,000
Programs/Tournament Expense	6,402	6,100	5,475	6,100	6,100	6,100	6,100	6,100	6,100
Complimentary Tickets	1,962	2,000	1,540	1,100	1,100	1,100	1,100	1,100	1,100
Total Other	33,385	35,275	31,966	13,950	27,775	27,775	27,775	27,775	27,775
Special Events Expense	14,688	15,200	19,598	25,800	25,800	25,800	25,800	25,800	25,800
Community Outreach	14,688	15,200	19,598	25,800	25,800	25,800	25,800	25,800	25,800

Total Other Expenses	56,786	55,975	56,007	43,350	57,175	57,175	57,175	57,175	57,175
Total Expenses	56,786	55,975	56,007	43,350	57,175	57,175	57,175	57,175	57,175
Net Revenue Before Depreciation	(11,122)	(9,775)	(3,597)	600	(13,225)	(13,225)	(13,225)	(13,225)	(13,225)
Net Revenues Over Expenses	(11,122)	(9,775)	(3,597)	600	(13,225)	(13,225)	(13,225)	(13,225)	(13,225)



2019 Work Plan

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

The Finance/IT Department went through a restructuring in 2018, following the resignation of the Controller. After an extensive search for a replacement, the Business Analyst was promoted to the new role of Finance Director/Controller. The former Business Analyst position transitioned to the new Budget and Research Manager position.

The Finance Director/Controller oversees the department and reports to the Assistant GM/CAO. The department also includes two Accounting Specialists and the Budget and Research Manager.

Accounting and Assessments Collection

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

Accounts Receivable

On an annual basis, 4,419 Assessment statements are sent to property owners. In addition, the Finance Department processes more than 600 electronic ACH bank payments each quarter for those owners who chose the quarterly payment plan. Residents taking advantage of the quarterly payment plan have increased an average of 20%/year over the past five years.

On a monthly basis, the department generates the following invoices: Marina monthly storage and sales statements, Service Agreement statements to The Landings Club, *Landings Journal* advertiser statements, resident mailbox/gate repair statements, and miscellaneous vendor repair invoices.

Working with a collection attorney, the department is responsible for the collection of late Assessment payments and for helping other departments in the collection of overdue invoices. The goal of the department is to maintain a 99% collection rate on Assessments, 99% marina collections, and 95% of all other collections.

In 2019, our goal is to offer electronic Assessment statements as well as online payment options for monthly Marina statements and other like charges.

Cash Receipts

The department is responsible for auditing and depositing daily cash receipts from the reception desk, Security gates, and Marinas activities. These include vehicle and Dog Park registrations, which average \$2,000/day; daily pass fees, which average \$1,000/day from the North Gate; and retail operations at the Marinas, which average \$500/day, including gas sales.

Accounts Payable

Invoices that receive the proper authorizations through the purchase order program are paid within 14 days. Checks, direct debit, and credit card payments equating to \$175,000 are issued bi-weekly.

In September 2017, the Accounts Payable ViewPost software was installed. This software allows the download and approval of payments via ViewPost. ViewPost then either produces a check (including mailing the check), offers the vendor an electronic deposit directly to their bank account, or creates a virtual credit card payment. If the vendor chooses to use the virtual credit card option, The Landings Association will receive a 1% rebate. From installation in September 2017 through the first three quarters of 2018, we have received more than \$5,482 in rebates.

Capital Assets

The department maintains and depreciates a ledger containing more than 715 personal assets, worth a net book value of more than \$6,500,000. Personal assets are items over \$1,000 that can be depreciated and resold by the Association.

Financial Management and Reporting Program

The purpose of the Financial Management Program is to provide information to the staff, committees, Board of Directors and property owners on financial policy, financial management, reporting, and other matters affecting the short- and long-term financial condition of the Association. The department provides support to the General Manager in the development of the Long Range Financial Plan, Assessments, and annual operational and capital budgets, and makes recommendations to the Finance Committee and Board of Directors when appropriate.

Investments of available funds are made in accordance with Board policy. The interest rates started climbing in 2018 to more than 2%, which led to the investment of Reserves money into CDs. In 2018, a money market fund was opened with Ameris Bank that invested the Board-approved operating cash minimum of \$1.5 million. The market will continue to be reevaluated, and funds will be placed in accordance with the Board Financial Policy.

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

Financial Reporting provides timely and accurate information about the financial condition and performance of the Association to the staff, committees, Board of Directors, and property owners. This is accomplished by issuing draft financial reports within seven working days of the closing of the month and 30 working days of the closing of the year. On a monthly basis, subsidiary ledgers are reconciled to reported balances to ensure the accuracy of the financial information being distributed. The accuracy of the reported balances is tested during an annual external audit conducted by an independent CPA firm. The annual audit should result in an unqualified opinion, no reportable conditions, and no significant recommendations.

Insurance and Risk Management Program

The purpose of the Insurance and Risk Management program is to acquire insurance for those areas of operation and assets in which the Association risk control techniques do not adequately cover potential losses the Board is not willing to assume. Risk control techniques include exposure avoidance, loss prevention, loss reduction, segregation of exposures, and contractual transfer. This is accomplished by understanding the value of the Association's assets by conducting periodic appraisals, understanding the areas of potential exposure, having general knowledge of the insurance market, and monitoring losses. A Committee of residents with expertise in the insurance and risk management industry assist in the annual renewal of insurance policies as recommendations are developed for Finance Committee and Board review and approval. Property and casualty insurance premiums are projected to increase 5%.

401(k) Plan and Health Insurance Programs

Fidelity Investments, which manages the Association's 401K program, and our broker for Employee Health Insurance, SterlingSeacrest Partners, have provided high levels of service and enhanced programs to the Association, including risk management training programs and simulated OSHA audits. In 2019, following an initial renewal rate of 23% for health insurance premiums, the Association shopped the market, negotiated with various carriers, and switched to a less robust plan at a 5% increase per participant.

Information Technology

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

In addition, in 2016 the public Wi-Fi network was expanded to the Association's athletic fields, Dog Park, and Landings Harbor Marina, to join the already existing network in the Administration Building and at Delegal Creek Marina. The onsite phone system was moved to a cloud-based phone system, that is not subject to disruptions from local disasters.

In 2017, live webcams were installed at the two marinas, and a new cloud-based reserves software system was implemented. The time and attendance software was transitioned to a new vendor to provide better, cloud-based access for Landings Association employees. The live webcams will be deactivated in 2019 to eliminate the \$8,000 hosting fee associated with this service.

Projects and Initiatives

The Finance Department researched potential banking options and recommended moving all accounts to Ameris Bank. This move was approved by the Board of Directors and completed in 2017. In 2018 this change reduced banking fees by more than \$12,000.

In December 2017, Kronos software was rolled-out as our new timekeeping software. It gave all employees the ability to clock in using their smartphone and GPS tracking as well as approve their timesheet every two weeks online, along with requesting paid time off. In 2018, additional modules from Kronos were installed that allowed us to process payroll checks, payroll taxes, insurance deductions, and employee paystubs, as well as complete onboarding functions and year-end tax reports through Kronos, replacing three separate software systems.

New Purchase Order software was researched this year to replace our current nine-year-old system. We are seeking a more user-friendly software that integrates with our Great Plains/Dynamics accounting software and does not increase cost each year for maintenance and installation of upgrades. The 2019 budget reflects the software selected, which creates a \$50,000 budget increase that will be eliminated in 2020.

The department analyzed a move of the SQL server (which supports financial software) to the cloud, as the Association moves further away from having to support local hardware. This move is planned for 2019.

Options for an online payment portal will be researched during 2019. It also will be time to upgrade the main financial software platform (Microsoft Dynamics Great Plains).

2019 Staff Plan

The Finance Department consists of the Assistant GM/CAO, Finance Director/Controller, the Budget and Research Manager, and two Accounting Specialists, with their primary jobs being Accounts Payable and Accounts Receivable.

Service Levels and Budget Explanations

The 2018 year-end estimate for the Finance and IT Department in operating expenses of \$580,181 is a 10% decrease compared to the 2018 Budget of \$646,257. This is due primarily to lower than budgeted staffing (due to the Controller vacancy) and IT expenses less than budget.

The department's budget for 2019 totals \$711,816 in operating expenses, a 10% increase compared to the 2018 budget and a 22.6% increase over the 2018 year-end estimate. This sizable increase partially reflects the filling of vacancies by year-end but is primarily attributable to the 2019 replacement of the Purchase Order software (\$50,000) and the Great Plains software upgrade noted above. The Software line item decreases by \$57,545 in 2020.

Performance Measures	2017 Actual	2018 Target	2018 YTD	2019 Target
Percent of cost recovery for TLA Community Events	84%	90%	83%	100%
Percent of Receivables over 90 Days old	N/A	5%	2%	2%
Percent of Marina Statements sent out by the 5 th of each month	N/A	100%	100%	100%
Quarterly Percent of Expense Accounts under Budget	N/A	N/A	74%	80%

Department Budgets

Finance and IT Rollup
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRF	2019 Budget	2019 LRF Budget Variance	2018 YE EST 2019 Budget Variance
<i>Cost of Goods Sold</i>										
6000 + 6010 + 60...	Salaries & Wages	\$245,877	\$260,704	\$191,925	\$205,500	\$55,204	\$269,828	\$254,600	\$15,228	(\$49,100)
	Total Staffing	334,552	354,599	272,705	298,812	55,787	367,256	356,321	10,935	(57,509)
	<i>Other Expenses</i>									
7000	Postage	3,870	3,200	2,667	3,100	100	3,200	3,100	100	0
7010	Mailing House	182	600	585	585	15	600	600	0	(15)
7020	Printing	6,299	4,000	5,532	5,750	(1,750)	4,000	5,750	(1,750)	0
	Total Printing and Postage	10,351	7,800	8,784	9,435	(1,635)	7,800	9,450	(1,650)	(15)
7030	Office Supplies	1,701	1,200	2,425	2,600	(1,400)	1,200	1,500	(300)	1,100
	Office Supplies / Small Tools	1,701	1,200	2,425	2,600	(1,400)	1,200	1,500	(300)	1,100
7135	Professional Fees - CPA Firm	35,068	35,000	39,626	39,626	(4,626)	35,000	36,000	(1,000)	3,626
	Professional Fees	35,068	35,000	39,626	39,626	(4,626)	35,000	36,000	(1,000)	3,626
7040	Employee Business Reimbursement	277	750	334	500	250	750	600	150	(100)
7070	Off-site Storage	1,147	1,150	950	1,150	0	1,150	1,200	(50)	(50)
7410	Service Charges/CC Fees	20,568	25,000	22,686	25,000	0	25,000	25,000	0	0
	Total Other	21,992	26,900	23,970	26,650	250	26,900	26,800	100	(150)
7260	Software and Peripherals	39,641	13,000	5,290	5,300	7,700	9,000	65,000	(56,000)	(59,700)
7261	IT Maintenance Agreements	162,295	180,758	166,600	180,758	0	180,800	202,745	(21,945)	(21,987)
7264	System Maintenance	26,770	27,000	16,239	17,000	10,000	27,000	14,000	13,000	3,000
	IT Support	228,706	220,758	188,129	203,058	17,700	216,800	281,745	(64,945)	(78,687)
7050	Communications	0	0	190	0	0	0	0	0	0
	Utilities	0	0	190	0	0	0	0	0	0

Department Budgets

Finance and IT Rollup

11/29/2018

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YTD</u>	<u>2018 YE EST</u>	<u>Variance</u>	<u>2019 LRFP</u>	<u>2019 Budget</u>	<u>2019 LRFP Budget Variance</u>	<u>2018 YE EST 2019 Budget Variance</u>
	Total Other Expenses	297,818	291,658	263,124	281,369	10,289	287,700	355,495	(67,795)	(74,126)
	Total Expenses	632,370	646,257	535,829	580,181	66,076	654,956	711,816	(56,860)	(131,635)
	Net Revenue Before Depreciation	(632,370)	(646,257)	(535,829)	(580,181)	66,076	(654,956)	(711,816)	(56,860)	(131,635)
9100	<i>Depreciation</i>	48,065	49,506	39,654	45,727	3,779	50,992	47,099	3,893	(1,372)
	Net Revenues Over Expenses	(680,435)	(695,763)	(575,483)	(625,908)	69,855	(705,948)	(758,915)	(52,967)	(133,007)

Department Budgets

IT Department - 220
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
	Cost of Goods Sold									
	Other Expenses									
7260	Software and Peripherals	\$39,641	\$13,000	\$5,290	\$5,300	\$7,700	\$9,000	\$65,000	(\$56,000)	(\$59,700)
7261	IT Maintenance Agreements	162,295	180,758	166,600	180,758	0	180,800	202,745	(21,945)	(21,987)
7264	System Maintenance	26,770	27,000	16,239	17,000	10,000	27,000	14,000	13,000	3,000
	IT Support	228,706	220,758	188,129	203,058	17,700	216,800	281,745	(64,945)	(78,687)
	Total Other Expenses	228,706	220,758	188,129	203,058	17,700	216,800	281,745	(64,945)	(78,687)
	Total Expenses	228,706	220,758	188,129	203,058	17,700	216,800	281,745	(64,945)	(78,687)

Department Budgets

IT Department - 220

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
	Net Revenue Before Depreciation	(228,706)	(220,758)	(188,129)	(203,058)	17,700	(216,800)	(281,745)	(64,945)	(78,687)
9100	Depreciation	48,065	49,506	39,654	45,727	3,779	50,992	47,099	3,893	(1,372)
	Net Revenues Over Expenses	(276,771)	(270,264)	(227,783)	(248,785)	21,479	(267,792)	(328,844)	(61,052)	(80,059)

Department Budgets

Finance - 310
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRF	2019 Budget	2019 LRF Budget Variance	2018 YE EST 2019 Budget Variance
<i>Cost of Goods Sold</i>										
6000 + 6010 + 60...	Salaries & Wages	\$245,877	\$260,704	\$191,925	\$205,500	\$55,204	\$269,828	\$254,600	\$15,228	(\$49,100)
	Total Staffing	334,552	354,599	272,705	298,812	55,787	367,256	356,321	10,935	(57,509)
	<i>Other Expenses</i>									
7000	Postage	3,870	3,200	2,667	3,100	100	3,200	3,100	100	0
7010	Mailing House	182	600	585	585	15	600	600	0	(15)
7020	Printing	6,299	4,000	5,532	5,750	(1,750)	4,000	5,750	(1,750)	0
	Total Printing and Postage	10,351	7,800	8,784	9,435	(1,635)	7,800	9,450	(1,650)	(15)
7030	Office Supplies	1,701	1,200	2,425	2,600	(1,400)	1,200	1,500	(300)	1,100
	Office Supplies / Small Tools	1,701	1,200	2,425	2,600	(1,400)	1,200	1,500	(300)	1,100
7135	Professional Fees - CPA Firm	35,068	35,000	39,626	39,626	(4,626)	35,000	36,000	(1,000)	3,626
	Professional Fees	35,068	35,000	39,626	39,626	(4,626)	35,000	36,000	(1,000)	3,626
7040	Employee Business Reimbursement	277	750	334	500	250	750	600	150	(100)
7070	Off-site Storage	1,147	1,150	950	1,150	0	1,150	1,200	(50)	(50)
7410	Service Charges/CC Fees	20,568	25,000	22,686	25,000	0	25,000	25,000	0	0
	Total Other	21,992	26,900	23,970	26,650	250	26,900	26,800	100	(150)
7050	Communications	0	0	190	0	0	0	0	0	0
	Utilities	0	0	190	0	0	0	0	0	0

Department Budgets

Finance - 310
11/29/2018

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YTD</u>	<u>2018 YE EST</u>	<u>Variance</u>	<u>2019 LRFP</u>	<u>2019 Budget</u>	<u>2019 LRFP Budget Variance</u>	<u>2018 YE EST 2019 Budget Variance</u>
	Total Other Expenses	69,112	70,900	74,995	78,311	(7,411)	70,900	73,750	(2,850)	4,561
	Total Expenses	403,664	425,499	347,700	377,123	48,376	438,156	430,071	8,085	(52,948)
	Net Revenue Before Depreciation	(403,664)	(425,499)	(347,700)	(377,123)	48,376	(438,156)	(430,071)	8,085	(52,948)
	Net Revenues Over Expenses	(403,664)	(425,499)	(347,700)	(377,123)	48,376	(438,156)	(430,071)	8,085	(52,948)

Long Range Financial Plan

Finance and IT Rollup

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<i>Cost of Goods Sold</i>									
144 Salaries & Wages	\$245,877	\$260,704	\$205,500	\$254,600	\$263,511	\$272,734	\$282,280	\$272,159	\$302,385
Total Staffing	334,552	354,599	298,812	356,321	368,793	381,737	395,176	389,125	423,610
<i>Other Expenses</i>									
Postage	3,870	3,200	3,100	3,100	3,100	3,100	3,100	3,100	3,100
Mailing House	182	600	585	600	600	600	600	600	600
Printing	6,299	4,000	5,750	5,750	5,750	5,750	5,750	5,750	5,750
Total Printing and Postage	10,351	7,800	9,435	9,450	9,450	9,450	9,450	9,450	9,450
Office Supplies	1,701	1,200	2,600	1,500	1,500	1,500	1,500	1,500	1,500
Office Supplies / Small Tools	1,701	1,200	2,600	1,500	1,500	1,500	1,500	1,500	1,500
Professional Fees - CPA Firm	35,068	35,000	39,626	36,000	36,000	36,000	36,000	36,000	36,000
Professional Fees	35,068	35,000	39,626	36,000	36,000	36,000	36,000	36,000	36,000
Employee Business Reimbursement	277	750	500	600	600	600	600	600	600
Off-site Storage	1,147	1,150	1,150	1,200	1,200	1,200	1,200	1,200	1,200
Service Charges/CC Fees	20,568	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Other	21,992	26,900	26,650	26,800	26,800	26,800	26,800	26,800	26,800
Software and Peripherals	39,641	13,000	5,300	65,000	4,000	4,000	4,000	4,000	4,000
IT Maintenance Agreements	162,295	180,758	180,758	202,745	207,200	207,200	207,200	207,200	207,200
System Maintenance	26,770	27,000	17,000	14,000	13,000	13,000	13,000	13,000	13,000
IT Support	228,706	220,758	203,058	281,745	224,200	224,200	224,200	224,200	224,200

Long Range Financial Plan

Finance and IT Rollup
11/29/2018

<i>Description</i>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Total Other Expenses	297,818	291,658	281,369	355,495	297,950	297,950	297,950	297,950	297,950
Total Expenses	632,370	646,257	580,181	711,816	666,743	679,687	693,126	687,075	721,560
Net Revenue Before Depreciation	(632,370)	(646,257)	(580,181)	(711,816)	(666,743)	(679,687)	(693,126)	(687,075)	(721,560)
<i>Depreciation</i>	48,065	49,506	45,727	47,099	48,512	49,968	51,467	53,011	54,601
Net Revenues Over Expenses	(680,435)	(695,763)	(625,908)	(758,915)	(715,255)	(729,655)	(744,593)	(740,086)	(776,161)

Long Range Financial Plan

IT Department - 220
11/29/2018

<i>Description</i>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<i>Cost of Goods Sold</i>									
<i>Other Expenses</i>									
<i>Software and Peripherals</i>	\$39,641	\$13,000	\$5,300	\$65,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
<i>IT Maintenance Agreements</i>	162,295	180,758	180,758	202,745	207,200	207,200	207,200	207,200	207,200
<i>System Maintenance</i>	26,770	27,000	17,000	14,000	13,000	13,000	13,000	13,000	13,000
IT Support	228,706	220,758	203,058	281,745	224,200	224,200	224,200	224,200	224,200

Long Range Financial Plan

IT Department - 220
11/29/2018

<i>Description</i>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Total Other Expenses	228,706	220,758	203,058	281,745	224,200	224,200	224,200	224,200	224,200
Total Expenses	228,706	220,758	203,058	281,745	224,200	224,200	224,200	224,200	224,200
Net Revenue Before Depreciation	(228,706)	(220,758)	(203,058)	(281,745)	(224,200)	(224,200)	(224,200)	(224,200)	(224,200)
<i>Depreciation</i>	48,065	49,506	45,727	47,099	48,512	49,968	51,467	53,011	54,601
Net Revenues Over Expenses	(276,771)	(270,264)	(248,785)	(328,844)	(272,712)	(274,168)	(275,667)	(277,211)	(278,801)

Long Range Financial Plan

Finance - 310
11/29/2018

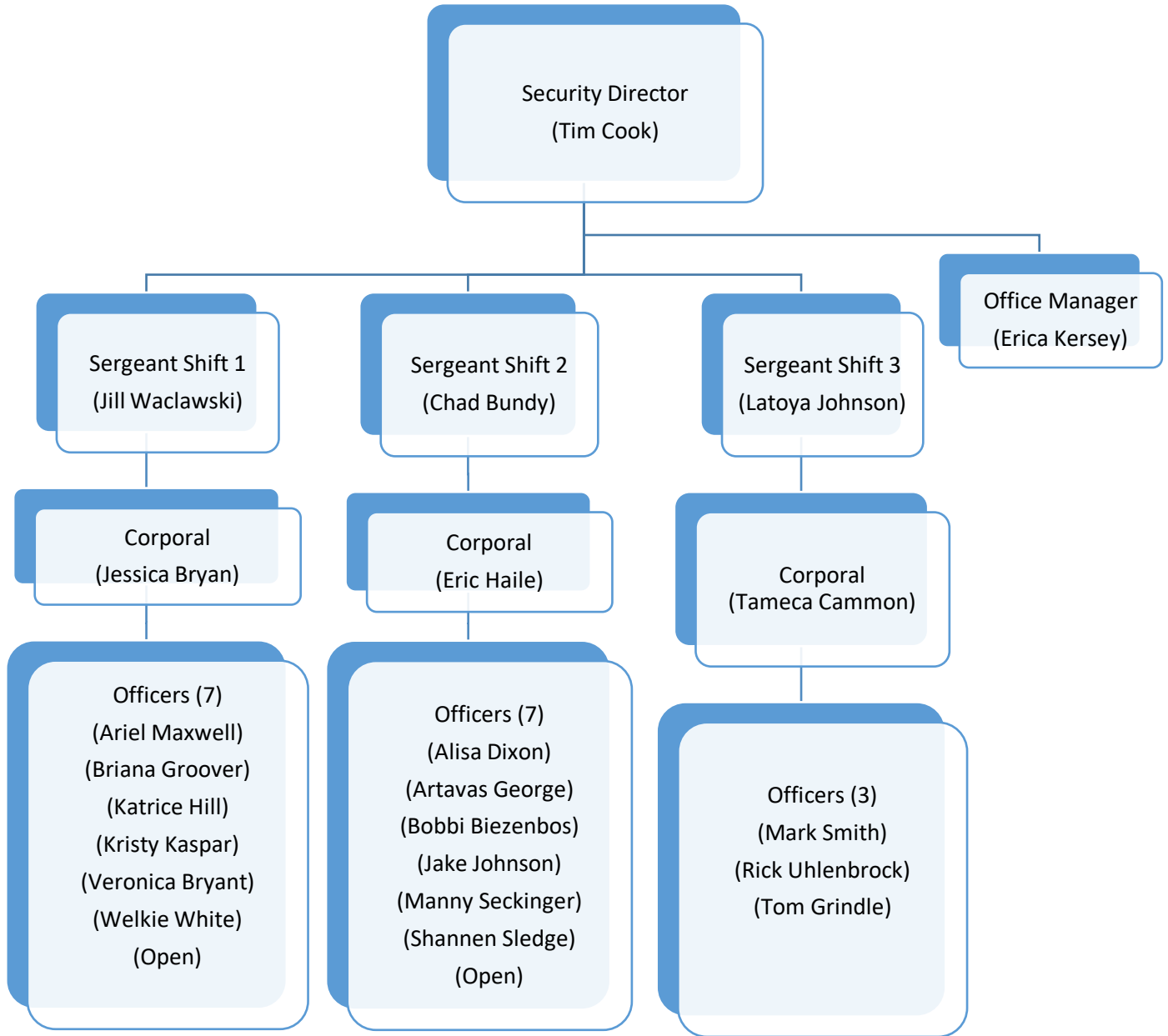
Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<i>Cost of Goods Sold</i>									
Salaries & Wages	\$245,877	\$260,704	\$205,500	\$254,600	\$263,511	\$272,734	\$282,280	\$272,159	\$302,385
Total Staffing	334,552	354,599	298,812	356,321	368,793	381,737	395,176	389,125	423,610
<i>Other Expenses</i>									
Postage	3,870	3,200	3,100	3,100	3,100	3,100	3,100	3,100	3,100
Mailing House	182	600	585	600	600	600	600	600	600
Printing	6,299	4,000	5,750	5,750	5,750	5,750	5,750	5,750	5,750
Total Printing and Postage	10,351	7,800	9,435	9,450	9,450	9,450	9,450	9,450	9,450
Office Supplies	1,701	1,200	2,600	1,500	1,500	1,500	1,500	1,500	1,500
Office Supplies / Small Tools	1,701	1,200	2,600	1,500	1,500	1,500	1,500	1,500	1,500
Professional Fees - CPA Firm	35,068	35,000	39,626	36,000	36,000	36,000	36,000	36,000	36,000
Professional Fees	35,068	35,000	39,626	36,000	36,000	36,000	36,000	36,000	36,000
Employee Business Reimbursement	277	750	500	600	600	600	600	600	600
Off-site Storage	1,147	1,150	1,150	1,200	1,200	1,200	1,200	1,200	1,200
Service Charges/CC Fees	20,568	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Other	21,992	26,900	26,650	26,800	26,800	26,800	26,800	26,800	26,800

148

Long Range Financial Plan

Finance - 310
11/29/2018

<i>Description</i>	<i>2017 Actual</i>	<i>2018 Budget</i>	<i>2018 YE EST</i>	<i>2019 Budget</i>	<i>2020 Budget</i>	<i>2021 Budget</i>	<i>2022 Budget</i>	<i>2023 Budget</i>	<i>2024 Budget</i>
Total Other Expenses	69,112	70,900	78,311	73,750	73,750	73,750	73,750	73,750	73,750
Total Expenses	403,664	425,499	377,123	430,071	442,543	455,487	468,926	462,875	497,360
Net Revenue Before Depreciation	(403,664)	(425,499)	(377,123)	(430,071)	(442,543)	(455,487)	(468,926)	(462,875)	(497,360)
Net Revenues Over Expenses	(403,664)	(425,499)	(377,123)	(430,071)	(442,543)	(455,487)	(468,926)	(462,875)	(497,360)



OS Security Work Plan

2019 Operating Expenditures: \$1,496,131

Overview

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

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

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

The Security Committee is composed of 9 members, including Chatham Emergency Service's (formerly Southside Fire Department) volunteer Chief, who are appointed by the Board of Directors, and which serves as an integral part of our security program.

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

2019 Staffing Recommendation

Turnover in the Security Department increased from 26% to 34%. We continue to evaluate starting wages and our total compensation package with industry standards. However, unfavorable turnover was 15% and included employees whose resignations were deemed a net loss to our organization.

The 2018 authorized staffing level remained at 25, including the exempt Security Director and Office Manager positions.

Although our current staffing levels will remain the same in 2019, we continue to operate at lower-than-industry staffing levels. We strive to balance staffing levels with officer workload, customer service levels, morale, retention, crime, and other factors to determine the appropriate balance while maintaining a very high level of fiscal prudence. Payroll and benefits typically comprise between 85% to 89% of Security's operating expenses, with 2019 projections at 88.6%.

As we continue to evaluate long-term, recurring expenditures, residents will notice Security personnel wearing different uniforms in 2019. The new uniforms, which are consistent with

industry standards, no longer will require dry cleaning, thereby capturing a cost reduction of \$8,500 per year. Additionally, the uniforms are more breathable and moisture-wicking.

Volunteers continue to augment our access management operations by entering pre-authorized guests and vendors into our computerized access management system. The volunteers reduce our weekly staffing needs by 52.5 hours or 1.3 FTE.

Access Management

Vehicles equipped with an RFID tag typically gain access through one of seven automated entrances. Guests may enter through one of two staffed gates or by utilizing Voice over Internet Protocol (VoIP) callboxes installed at the automated gates. Pedestrians, cyclists, or persons on golf carts may enter by the designated and paved paths/trails, and boaters can enter through one of two marinas. Staff continues to evaluate the threat level of unauthorized access through the community paths and the costs versus the overall increased level of security gained by securing the paths.

Vendors may enter the community by purchasing a daily, weekly, or monthly pass at the North ACF, or by purchasing a yearly RFID at the Association office. The 2019 projected revenue from commercial RFID's is projected at \$780,705, which reduces the annual assessment by \$175 per year per lot.

Residents may sponsor preferred guests and family members through purchase of a Frequent Visitor RFID to facilitate faster entry through the automated vehicle lanes. Frequent Visitor RFIDs generate approximately \$23,000 per year in revenue.

The Main Access Control Facility (ACF) is the primary control center for access management functions. The Main ACF is staffed 24/7 with a combination of employees and volunteers. Their duties consist of the following:

- Processing an average of 12,500 preauthorized, expected arrivals per month
- Authenticating authority to enter for guests and vendors and providing directions
- Monitoring alarms generated from the unstaffed gates
- Issuing, verifying, and managing the system of RFID users (approximately 19,000 active RFID tags)
- Monitoring live video displays from 58 cameras that provide full-time video of the seven gates, TLA's playground, and both marinas
- Dispatching patrol officers to emergencies and calls for assistance that may include criminal activities, domestic disturbances, suspicious incidents, Rules violations, neighbor complaints, wild and domestic animal complaints, etc.
- Receiving telephone calls and assisting residents 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 from the remote gates.

The North (Marshwood) ACF is staffed by one officer from 7 a.m. to 7 p.m., Monday through Saturday. The North ACF continues to be staffed on Sundays from 7 a.m. to 5 p.m. for The Landings Company.

Five of the seven gates -- Oakridge, Deer Creek Village, McWhorter (Deer Creek North), Marshview Landing, and Moon River -- will remain unstaffed.

As of October 31, 2018, a daily average of 9,463 vehicles entered using the automated entry system. Preauthorized expected arrivals averaged 403 per day, while the sale of commercial passes (Monday through Saturday) averaged 42 per day. The patrol officers also enforce the commercial vendor policies that aid in the generation of non-Assessment revenue through commercial violation fines.

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. Another patrol officer provides an escort for police, fire, and emergency medical service units that respond to incidents in the community. The escorting patrol officer assists the emergency response units by providing the most direct route. Upon arrival, they assist with traffic control and provide any assistance as warranted by the police, fire, or emergency medical personnel on the scene.

In potential hostile or violent situations, such as domestic calls, patrol officers are dispatched and await Chatham County Police Department's response, and then escort and assist as deemed necessary.

Year-over-year trends show decreased monthly calls for burglar and fire alarms from 12 to 10. The number of fires reported remained the same at one per month. The number of calls for EMS support decreased from 56 to 52 per month.

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, and patrol officers performed 2,792 of these checks from October 2017 through October 2018. Afternoon and night shift patrol officers conducted a monthly average of 3,265 monthly security checks of office buildings, common property facilities, TLC facilities, TLCo facilities, and gates.

Traffic safety and deterrent patrols are performed by patrol officers and Chatham County Police Department (CCPD). Patrol and CCPD Officers respond to various calls for assistance, which include vehicle accidents, road hazards, assistance requests, lost dogs/cats, reports of vandalism and theft, golf cart and other Rules violations, and suspicious persons. Radar placards purchased by Landlovers' grants continue to be deployed throughout the community and collect vital traffic statistics. The statistics have been invaluable for resource deployment and can be provided to CCPD officers, who are authorized to issue traffic citations and fines within our community. Security staff will continue to increase the use of the LIDAR unit for traffic enforcement to assist in speed limit enforcement measures in 2019.

Patrols responded to an average of 245 incidents each month in 2018. Notable decreases in vandalism (-66.7%) and juvenile-related incidents (-64.4%) occurred during the year.

Patrol officers continued to be augmented by CCPD officers in 2018, who are equipped with a marked patrol vehicle, 36 hours per week, at the cost of \$29 per hour and \$39 per hour on Sundays and Holidays. CCPD hours will be reduced to 28 hours per week, reducing costs by approximately \$12,000 in 2019.

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

The Security Patrol Officers continue to enforce violations of other Covenants and community Rules, except for private property maintenance (PPMS) violations which are handled by Community Development staff.

As of October 31, 2018, \$21,345 in violation fines have been issued to property owners and vendors, and \$13,188 has been successfully collected. Most of these fines related to repeated violations of short-term rentals, such as Airbnb and VRBO.

The Appeals Committee heard 15 cases from January 1 to October 31, 2018, with one more scheduled for November. The hearings ranged from parking violations to short-term rental violations. The Appeals Committee deferred to The Landings Club on two violations which occurred on their property and voted to suspend fines for one violation, with the caveat if another violation were to occur, the fines would be re-instated. The remaining citations were upheld.

Chatham County Police Department (CCPD) and CEMA

Effective February 1, 2018, the Savannah-Chatham Metro Police Department (SCMPD) merger was dissolved, thus creating two separate police departments after more than a decade. Chatham County Police Department (CCPD) services are based out of the Whitefield Precinct, and many of the officers with whom we have developed relationships transitioned from SCMPD to CCPD. Jeffrey Hadley was appointed to the position of Chief, and our professional relationship with CCPD is strong.

We also have a good relationship with CEMA (Chatham Emergency Management Agency) and the Association General Manager and Security Director participated in CEMA Command Policy Group meetings and conference calls during pre-storm monitoring situations in 2018.

The Landings Association signed an annual agreement with SwiftReach for its cloud-based mass notification system. SwiftReach is the same system CEMA and the City of Savannah use for their emergency mass-alerts. The system was implemented in the third quarter of 2018 and provided residents the option to receive a variety of notices such as natural disasters, utility outages, major traffic incidents, and more. SwiftReach will be the primary means of disseminating timely information to the island-wide Emergency Action Team during emergencies to include hurricanes. We look forward to most residents at The Landings “opting-in” for these various notifications.

Technology

In March 2018, the Association signed a contract with Remote Technology for the replacement of five existing cameras, installation of five new cameras, and integration of Network Video Recorders (NVRs) with Avigilon software. During 2019, we will capitalize on Avigilon’s cutting-edge analytics, and their self-learning cameras. The software offers easier searches and exports of clips, making for a more user-friendly experience. All these features enable us a solid platform for building a robust surveillance system. Thirteen existing cameras have reached their useful lifespan and are scheduled for replacement in 2019.

Axon’s Fleet cameras were installed in the patrol vehicles in June 2018. The cameras will assist in traffic compliance and general patrol observations, and patrol officers continue to utilize their body-worn cameras.

Service Levels and Budget Explanations

The Security Department's budget is composed primarily of staffing costs and also includes RFID tags for commercial and residential vehicles, police and Emergency Medical Services augmentation, communications, fuel, and repairs and maintenance. The Security Department generates revenue through vendor RFID tags and passes and agreements with The Landings Club and The Landings Company.

The 2018 Year-end estimate for the Security Department's operating expenditures is \$1,514,942, a \$4,653 increase compared to the budget of \$1,510,289. The increase was driven primarily by staffing costs. Total staffing costs for 2018 are projected to be \$1,336,971, which was \$40,722 unfavorable to budget due to increased use of overtime resulting from vacancies. Some of this unfavorable balance was offset by additional revenue in vendor passes (\$28,000), fines and security fees (\$16,000), and reduced costs in office and general supplies (\$2,500), RFIDs (\$8,000), police augmentation (\$19,000), and communications (\$3,500).

The department's budget for 2019 totals \$1,496,131 in operating expenses, a decrease of \$18,811 compared to 2018 year-end and \$14,158 less than the 2018 budget. This decrease is primarily due to reduced staffing costs from filling vacancies with less-experienced employees (\$36,000). Reductions in uniform expenses (\$8,500) and police augmentation (\$13,000) also contributed to the decrease. Revenues for vendor passes will continue to be aggressive, with a 10% increase (\$25,000) projected.

Performance Measures	2017 Actual	2018 Target	2018 YTD	2019 Target
Total Number of Incident Reports	3,294		2,695	2870
Emergency in Nature	716		826	771
False Alarms*	76		63	75
Non-Emergency in Nature	2,502		1,806	2,024
Number of Crimes per FTE Officer	2.64		1.4	1.2
Number of Fines Issued (Residential & Commercial violations)	137		221	175
Number of Traffic-Related Incidents	90		75	75
Number of Thefts & Burglaries	43	25	26	23
Number of Vandalism Incidents	14	7	5	0
Average Emergency Response Time in Minutes		5	5.4	5
Number of Golf Cart Complaints Received	32	25	0	25
Number of Golf Cart Violations Issued	32	35	25	20
Number of Short-Term Rental Violations	23		23	0
Number of Formal Complaints filed against Security Department Team Members			3	0
Number of Formal Safety Concerns reported	4		10	5
Number of Guests/Vendors Processed per FTE Officer	6,534		6,152	6,000
Percent of Web/App Logins vs. Main Gate Volunteer Phone Calls	30.5%		45.5%	50%

Total YTD figures as of November 30, 2018

This page intentionally left blank

Department Budgets

Security - 400
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
Non-Assessment Revenue										
5200	Vehicle Registration - Annual	\$507,815	\$500,000	\$456,189	\$492,679	(\$7,321)	\$510,000	\$505,705	(\$4,295)	\$13,026
5210	Vehicle Registration - Other	247,238	250,000	268,129	278,819	28,819	250,000	275,000	25,000	(3,819)
5220	Vehicle Registration - Frequent Visitor	24,470	25,000	21,360	22,240	(2,760)	25,000	23,000	(2,000)	760
	Vehicle Registration	779,523	775,000	745,678	793,738	18,738	785,000	803,705	18,705	9,967
5100	Service Agreement - TLCo - Security	5,443	5,606	6,618	5,216	(390)	5,774	5,774	0	558
5110	Service Agreement - TLC - Security/Lagoons	108,736	111,990	102,666	111,990	0	115,359	115,359	0	3,369
	Service Agreements	114,179	117,596	109,284	117,206	(390)	121,133	121,133	0	3,927
5660	Violation Fees	31,775	10,000	21,430	22,145	12,145	10,000	15,000	5,000	(7,145)
5665	Security Service Fee	10,091	7,500	13,604	12,000	4,500	7,500	12,000	4,500	0
	Other Revenue	41,866	17,500	35,034	34,145	16,645	17,500	27,000	9,500	(7,145)
Non-Assessment Revenue		935,568	910,096	889,996	945,089	34,993	923,633	951,838	28,205	6,749
Total Revenue		935,568	910,096	889,996	945,089	34,993	923,633	951,838	28,205	6,749
<i>Cost of Goods Sold</i>										
Gross Margin		935,568	910,096	889,996	945,089	34,993	923,633	951,838	28,205	6,749
6000 + 6010 + 60...	Salaries & Wages	918,474	893,527	746,115	850,400	43,127	924,800	896,080	28,720	(45,680)
	Total Staffing	1,344,852	1,296,249	1,166,768	1,336,971	(40,722)	1,341,286	1,305,131	36,155	31,840
	<i>Other Expenses</i>									
7000	Postage	1,698	1,500	929	1,082	418	1,545	1,500	45	(418)
7020	Printing	5,062	6,000	4,342	5,767	233	6,180	6,000	180	(233)
	Total Printing and Postage	6,760	7,500	5,271	6,849	651	7,725	7,500	225	(651)
7030	Office Supplies	3,713	5,000	1,570	2,570	2,430	5,150	4,000	1,150	(1,430)
7740	General Supplies	2,514	3,300	2,060	3,174	126	3,399	3,000	399	174
	Office Supplies / Small Tools	6,227	8,300	3,630	5,744	2,556	8,549	7,000	1,549	(1,256)
7040	Employee Business Reimbursement	1,219	1,240	1,256	1,270	(30)	1,277	1,500	(223)	(230)
	Total Other	1,219	1,240	1,256	1,270	(30)	1,277	1,500	(223)	(230)

Department Budgets

Security - 400
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFPP	2019 Budget	2019 LRFPP Budget Variance	2018 YE EST 2019 Budget Variance
7240	Team Development	425	500	497	481	19	500	600	(100)	(119)
	Recruiting / Retention	425	500	497	481	19	500	600	(100)	(119)
7600	RFID Tags - Commercial	0	15,000	3,650	11,350	3,650	15,000	15,560	(560)	(4,210)
7601	RFID Tags - Residential	14,200	20,000	15,555	15,555	4,445	20,000	23,340	(3,340)	(7,785)
7610	Gate Claims	0	1,500	0	0	1,500	1,500	500	1,000	(500)
7620	Police Augment	51,656	60,000	33,173	40,345	19,655	61,800	48,000	13,800	(7,655)
7630	EMS Support	25,000	25,000	25,000	25,000	0	25,000	25,000	0	0
7640	Safety Programs	2,917	3,000	2,998	2,998	2	3,090	3,000	90	(2)
	Security/Police/EMS/Safety	93,773	124,500	80,376	95,248	29,252	126,390	115,400	10,990	(20,152)
7050	Communications	8,728	13,500	6,819	9,896	3,604	13,905	8,000	5,905	1,896
	Utilities	8,728	13,500	6,819	9,896	3,604	13,905	8,000	5,905	1,896
8135	Repair & Maint - Phone/Radio	9,684	1,500	878	1,478	22	1,545	1,000	545	478
8137	License/Maintenance - Cameras	0	27,000	13,290	25,790	1,210	18,000	20,000	(2,000)	5,790
8140	Equipment Maintenance	12,581	5,000	3,948	4,876	124	5,150	5,000	150	(124)
	Total Repair & Maintenance	22,265	33,500	18,116	32,144	1,356	24,695	26,000	(1,305)	6,144
8320	Auto Expense	23,323	25,000	23,645	26,339	(1,339)	25,000	25,000	0	1,339
	Fleet Maintenance	23,323	25,000	23,645	26,339	(1,339)	25,000	25,000	0	1,339
	Total Other Expenses	162,720	214,040	139,610	177,971	36,069	208,041	191,000	17,041	(13,029)
	Total Expenses	1,507,572	1,510,289	1,306,378	1,514,942	(4,653)	1,549,327	1,496,131	53,196	18,811
	Net Revenue Before Depreciation	(572,004)	(600,193)	(416,382)	(569,853)	30,340	(625,694)	(544,293)	81,401	25,560
9100	Depreciation	70,817	71,103	69,609	77,268	(6,165)	73,236	78,814	(5,578)	(1,546)
	Net Revenues Over Expenses	(642,821)	(671,296)	(485,991)	(647,121)	24,175	(698,930)	(623,107)	75,823	24,014

Long Range Financial Plan

Security - 400
11/29/2018

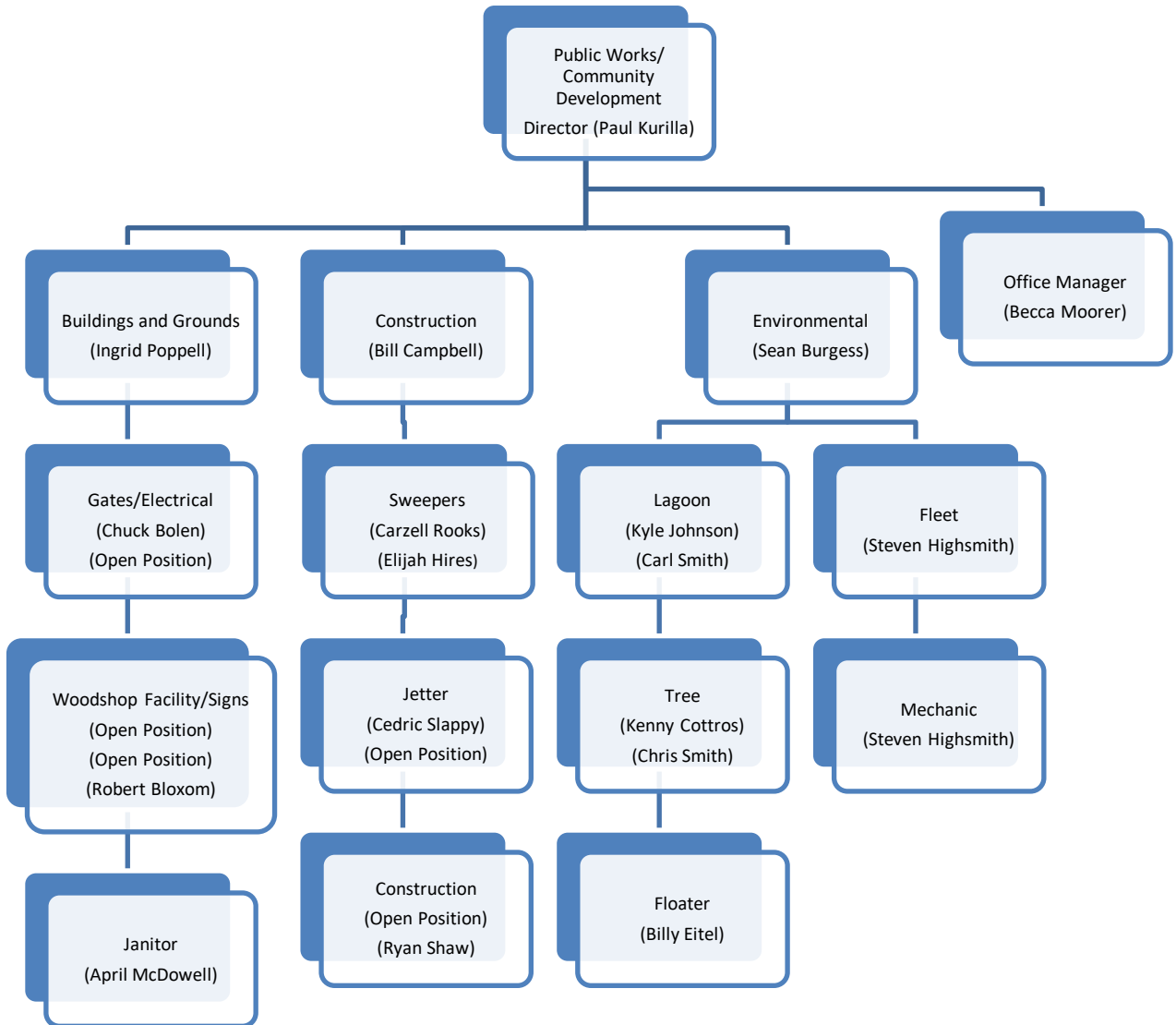
Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Non-Assessment Revenue									
Vehicle Registration - Annual	\$507,815	\$500,000	\$492,679	\$505,705	\$505,705	\$505,705	\$505,705	\$505,705	\$505,705
Vehicle Registration - Other	247,238	250,000	278,819	275,000	275,000	275,000	275,000	275,000	275,000
Vehicle Registration - Frequent Visitor	24,470	25,000	22,240	23,000	23,000	23,000	23,000	23,000	23,000
Vehicle Registration	779,523	775,000	793,738	803,705	803,705	803,705	803,705	803,705	803,705
Service Agreement - TLC - Security	5,443	5,606	5,216	5,774	5,947	6,126	6,310	6,498	6,694
Service Agreement - TLC - Security/Lagoons	108,736	111,990	111,990	115,359	118,820	122,384	126,056	129,837	133,732
Service Agreements	114,179	117,596	117,206	121,133	124,767	128,510	132,366	136,335	140,426
Violation Fees	31,775	10,000	22,145	15,000	15,000	15,000	15,000	15,000	15,000
Security Service Fee	10,091	7,500	12,000	12,000	12,360	12,731	13,113	13,506	13,912
Other Revenue	41,866	17,500	34,145	27,000	27,360	27,731	28,113	28,506	28,912
Non-Assessment Revenue	935,568	910,096	945,089	951,838	955,832	959,946	964,184	968,546	973,043
Total Revenue	935,568	910,096	945,089	951,838	955,832	959,946	964,184	968,546	973,043
Cost of Goods Sold									
Gross Margin	935,568	910,096	945,089	951,838	955,832	959,946	964,184	968,546	973,043
Salaries & Wages	918,474	893,527	850,400	896,080	927,442	959,903	993,499	1,028,272	1,064,261
Total Staffing	1,344,852	1,296,249	1,336,971	1,305,131	1,349,108	1,394,781	1,442,215	1,491,483	1,542,659
Other Expenses									
Postage	1,698	1,500	1,082	1,500	1,545	1,591	1,639	1,688	1,739
Printing	5,062	6,000	5,767	6,000	6,000	6,000	6,000	6,000	6,000
Total Printing and Postage	6,760	7,500	6,849	7,500	7,545	7,591	7,639	7,688	7,739
Office Supplies	3,713	5,000	2,570	4,000	4,120	4,244	4,371	4,502	4,637
General Supplies	2,514	3,300	3,174	3,000	3,000	3,000	3,000	3,000	3,000
Office Supplies / Small Tools	6,227	8,300	5,744	7,000	7,120	7,244	7,371	7,502	7,637

Long Range Financial Plan

Security - 400

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Employee Business Reimbursement	1,219	1,240	1,270	1,500	1,500	1,500	1,500	1,500	1,500
Total Other	1,219	1,240	1,270	1,500	1,500	1,500	1,500	1,500	1,500
Team Development	425	500	481	600	618	637	656	675	696
Recruiting / Retention	425	500	481	600	618	637	656	675	696
RFID Tags - Commercial	0	15,000	11,350	15,560	15,560	15,560	15,560	15,560	15,560
RFID Tags - Residential	14,200	20,000	15,555	23,340	23,340	23,340	23,340	23,340	23,340
Gate Claims	0	1,500	0	500	500	500	500	500	500
Police Augment	51,656	60,000	40,345	48,000	48,000	48,000	48,000	48,000	48,000
EMS Support	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Safety Programs	2,917	3,000	2,998	3,000	3,000	3,000	3,000	3,000	3,000
Security/Police/EMS/Safety	93,773	124,500	95,248	115,400	115,400	115,400	115,400	115,400	115,400
Communications	8,728	13,500	9,896	8,000	8,000	10,000	8,000	8,000	10,000
Utilities	8,728	13,500	9,896	8,000	8,000	10,000	8,000	8,000	10,000
Repair & Maint - Phone/Radio	9,684	1,500	1,478	1,000	1,000	1,000	1,000	1,000	1,000
License/Maintenance - Cameras	0	27,000	25,790	20,000	20,000	20,000	20,000	20,000	20,000
Equipment Maintenance	12,581	5,000	4,876	5,000	5,150	5,305	5,464	5,628	5,796
Total Repair & Maintenance	22,265	33,500	32,144	26,000	26,150	26,305	26,464	26,628	26,796
Auto Expense	23,323	25,000	26,339	25,000	25,000	25,000	25,000	25,000	25,000
Fleet Maintenance	23,323	25,000	26,339	25,000	25,000	25,000	25,000	25,000	25,000
Total Other Expenses	162,720	214,040	177,971	191,000	191,333	193,677	192,030	192,393	194,768
Total Expenses	1,507,572	1,510,289	1,514,942	1,496,131	1,540,441	1,588,458	1,634,245	1,683,876	1,737,427
Net Revenue Before Depreciation	(572,004)	(600,193)	(569,853)	(544,293)	(584,609)	(628,512)	(670,061)	(715,330)	(764,384)
Depreciation	70,817	71,103	77,268	78,814	80,390	81,998	83,638	85,310	87,016
Net Revenues Over Expenses	(642,821)	(671,296)	(647,121)	(623,107)	(664,999)	(710,510)	(753,699)	(800,640)	(851,400)



ublic Works Work Plan

2019 Operating Expenditures: \$3,878,265

2019 Work Plan

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

The department consists of the following five program areas: Contract Management and Administration, Construction, Buildings and Grounds, 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 Club, The Landings Company, utility providers, and major contractors; accurate accounting and recordkeeping; professional relations with all customers; document preparation and presentation; and thorough training and employee development. Services provided by the Public Works Department include The Village POA contract and lagoon maintenance for The Landings Club.

The management of contracts supplemental to in-house staff includes landscaping, wildlife control, Sunset Pavilion cleaning, road and community paths resurfacing, the McWhorter Drive cellulose chipping facility, and engineering. Cost/benefit analyses of outsourced versus in-house programs are routinely performed to ensure the most effective approach for service delivery.

Staffing levels required to support the Administration and Contract Management Program include approximately $\frac{3}{4}$ of the time of Public Works/Community Development Director (1,560 hrs.), who also supervises the Community Development Department, $\frac{1}{4}$ of the time of the Environmental Manager (520 hrs.), $\frac{1}{4}$ of the time of the Construction Manager (520 hrs.), $\frac{1}{4}$ of the time of the Buildings and Grounds Manager (520 hrs.), $\frac{1}{8}$ of the time of the Senior Mechanic (260 hrs.), and 1 fulltime Public Works Office Manager (2,080 hrs.). The professional engineering services are performed on a contract basis.

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 47 miles of storm drains, the preventative maintenance of the Association's nine cart bridges, three road bridges, and street sweeping.

Staffing levels required to support the Construction Program include approximately $\frac{3}{4}$ of the time of the Construction Manager (1,560 hrs.), 2 fulltime jetter/vacuum operators (4,160 hrs.), 2 fulltime street sweepers (4,160 hrs.), and 2 fulltime construction specialists (4,160 hrs.).

2019 Programs, Projects, and Initiatives

Street Sweeping and Jetter Operations

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. In addition, one third of the entire storm drain system throughout the community is cleared each year of debris and roots through the jetter/vacuum team operation. These preventive maintenance operations are critical to the functionality of the storm water management system.

During 2018, extensive maintenance issues were experienced with the TYMCO sweepers, one of which was scheduled for replacement in 2019. Downtime for repairs resulted in intermittent periods where some months only one sweeper was fully operational. In September, staff rented (month-to-month) a RAVO i501 Series Sweeper which is a pure vacuum compact sweeper. The unit is smaller and more compact, allowing greater maneuverability around center islands and hammer-head streets. The most notable difference is the decrease in the number of load transfers required per day. The Ravo unit's compaction rate provides significantly more capacity, limiting required load transfers to once or twice per day as opposed to 6-7 with the TYMCO. Decreasing the required transfers drastically increases the efficiency of the sweeping cycles by saving approximately two hours of employee time. In December 2018, staff will recommend a contract to purchase the \$230,000 rental sweeper at a cost of \$215,000, reflecting a credit of \$15,000 in rental fees paid to date.

Storm Drain Repair Program

Staff continue to evaluate several areas of storm drains to better assess potential system failures. In 2018, staff contracted Southeastern Pipe to conduct a camera study of all piping located along the marsh outfall areas. In 2019, the budgeted amount of \$175,000 from the Reserves Fund will focus heavily on repairing and replacing the sections of storm drain pipe identified as weakened or compromised.

Annual Street Resurfacing and Repair Program

The purpose of the Annual Street Resurfacing and Repair Program is to resurface and/or repair identified roads based on their longevity and condition, with final selection determined by physical inspection, including core samples. The level of funding required in 2019 from the Reserves Fund is \$755,073. The 2019 program will focus on the repair and replacement of approximately 26 roads within the community.

Annual Community Path Resurfacing Program

The purpose of the Annual Path Resurfacing Project is to improve the community paths that are significantly deteriorated and/or present potential safety hazards. Upon completion of the 2018 repairs, just under 70% of all community paths are now constructed of concrete, rather than asphalt. The projected unit cost for replacement with concrete is \$32 per linear foot and \$23 for asphalt. The paths currently made up of

asphalt will gradually be converted to concrete, as concrete has a life expectancy that is more than double that of asphalt. The 2019 project will include the repair and replacement of all paths in the Deer Creek phase of the community. The estimated cost of the project is \$573,536 and will be funded through the Reserves.

Small Construction Equipment

Item	2019 Budget
Concrete Mixer	\$5,000

Buildings and Grounds

The Buildings and Grounds program encompasses the repair and maintenance of the Administration building, Public Works north and south buildings, Delegal and Landings Harbor Marina facilities, all gatehouses, the Marsh Observation Tower, playground, athletic fields, Dog Park, Sunset Pavilion, and Recycling Center. This program also includes maintenance of the seven automatic gates and all residential mailboxes, street, and monument signage to ensure a high level of quality and continuity throughout the community. The Buildings and Grounds staff also support the Environmental Management System Team in reducing costs and our environmental footprint.

Staffing levels required to support the Buildings and Grounds program includes $\frac{3}{4}$ of the time of the Buildings and Grounds Manager (1,560 hrs.), 2 fulltime gate technicians/facility specialists (4,160 hrs.), 3 fulltime woodshop/facility specialists (6,240 hrs.), and 1 fulltime janitor/housekeeper (2,080 hrs.).

The following capital assets are scheduled for replacement in the 2019 Reserves Fund.

Small Facility Equipment/Signage

Item	2019 Budget
Main Gate Access Control Facility HVAC	\$6,800

Large Facility Equipment

Item	2019 Budget
Marshview Automatic Gate	\$35,000
Marshwood Automatic Gate/Barrier Arm	\$75,000

2019 Projects and Initiatives

Automatic Gate Replacements

Each of the seven Gatehouses/Access Control Facilities (Deer Creek (2), Main Gate, Marshview, Marshwood, Moon River, and Oakridge) have automatic gates for residential and guest entry into the community. The automatic gates have a useful life between 10-15 years depending on the frequency the gate is utilized, the number of maintenance issues/requests, and the condition of the equipment. In 2019, staff will replace the automatic gate at the Marshview Landing entrance and the automatic gate and barrier

arm located at the Marshwood entrance. This project will be funded through the Reserves Fund.

HVAC Units

The Public Works Buildings and Grounds team maintains the 16 Association HVAC units. Each unit has an approximate useful life of 12 years, and a cost-benefit analysis is completed annually for all units scheduled for replacement based on purchase price and efficiency. In 2019, the unit located at the Main Gate Access Control Facility is scheduled for replacement.

Sign Painting Program

The sign painting program was established in 2006 with a standard of refurbishing and repainting 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 2019 project will focus on the painting of all street signs, mailbox posts, and yard plaques in the following areas of the community: right side of Tidewater Way, Franklin Creek Road North and Franklin Creek Road South and its side streets, Landings Way South and its side streets up to Cotton Crossing, Waterway Drive and side streets, and Saltwater Way and its side streets.

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.

Staffing levels required to support the Environmental Program include approximately 3/4 of the time of the Environmental Manager (1,560 hrs.), 2 fulltime spray technicians (4,160 hrs.), 2 fulltime tree specialists (4,160 hrs.), and 1 fulltime general laborer (2,080 hrs.), who also assists other program areas as needed.

Center Island Renovation

In 2004, The Landings Association began a program to beautify and refurbish our common property. This program focused primarily on the 313 center islands within the community and provided a higher level of maintenance for major center islands and increased maintenance for islands on cul-de-sacs and lesser-used roads. Response to this program has been positive. However, staff have continually received requests to expand this program. Flat assessment revenues necessitate that staff maintain the current level of maintenance on primary and secondary islands, including tree maintenance, bed delineation twice a year, and one annual pine straw application in the spring.

Irrigation Replacement

Item	2019 Budget
Deer Creek Automatic Gate Irrigation	\$10,000

Lagoon Structure Replacement

Item	2019 Budget
Lagoon 102 – Riprap Weir	\$20,000
Lagoon 106 – Duck Bill	\$15,000

Fleet

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

Staffing levels required to support the Fleet Program include approximately $\frac{7}{8}$ of the time of the Senior Mechanic (1,820 hrs.) and approximately $\frac{1}{4}$ of the time of an Environmental Manager's time (520 hrs.).

The following items are scheduled for replacement under the Fleet Program in 2019.

Equipment Replacement

Item	2019 Budget
Compressor – Marina Shop	\$1,300
Compressor – North Shop	\$1,300
Compressor – Public Works Shop	\$1,300

Vehicle Replacements

Item	2019 Budget
Security Vehicle	\$26,000
Security Vehicle	\$26,000
Public Works Director Truck	\$35,000
Sign Shop Truck	\$26,000

Every year, 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). Additionally, staff will meet with the Security Department to determine its operational needs prior to purchase.

Security vehicles 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.

Service Levels and Budget Explanation

The 2018 year-end estimate for operating expenses for the Public Works Department is \$4,024,984, a slight decrease compared to the 2018 budget of \$4,029,884. This is due primarily to a decrease in Engineering Studies and the Landscaping Contract.

The 2018 year-end estimate for revenues generated by the Public Works Department is \$394,656, a 5% increase compared to the 2018 budget of \$376,025. This is due primarily to increased Chipping Revenue and Dog Park Fees. Chipping revenue is reflective of substantial tree removal and pruning work being completed by property owners, initially as necessary following storm damage and, more recently, as a preventive measure.

The department's budget for 2019 totals \$3,878,265 in operating expenses, a 3.7% decrease compared to the 2018 budget and a 3.6% decrease from 2018 year-end estimates. This is due primarily to a decrease in the Recycling Expense, associated with suspension of mixed paper recycling, and Landscaping, reflecting completion of the second year of the two-year Hurricane Matthew restoration program.

The department's budget for 2019 totals \$326,626 in revenues, a decrease of \$68,030 from the 2018 year-end estimates. This decrease reflects the significant change in the recycling market and a projected decline in the pace of tree removal.

Performance Measures	2017 Actual	2018 Target	2018 YTD	2019 Target
Percent of mowing cycles completed on time	95%	98%	96%	98%
Percent of street sweeping routes completed within a 10-day cycle	100%	96%	66% ²	96%
Percent of lagoons inspected or treated on cycle	100%	100%	98%	100%
Percent of right-of-way dead limbed and pruned	11% ¹	95%	83%	98%
Percent of storm drain system cleaned (based on 1/3 of community completed annually)	222%	100%	143%	100%

¹Performance measures for roadway pruning for 2017 is below target due to the cleanup (tree removal/restoration) associated with Hurricane Matthew and Hurricane Irma.

²Reflects delayed cycles due to recurring TYMCO repairs during the year. The remaining 34% of routes averaged a 15-day cycle time.

Department Budgets

Public Works Rollup
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFPP	2019 Budget	2019 LRFPP Budget Variance	2018 YE EST 2019 Budget Variance
Non-Assessment Revenue										
5110	Service Agreement - TLC - Security/Lagoons	\$112,710	\$116,091	\$106,417	\$116,091	\$0	\$119,574	\$111,571	(\$8,003)	(\$4,520)
5130	Service Agreement - Village POA	14,721	15,163	16,755	16,755	1,592	15,618	16,755	1,137	0
	Service Agreements	127,431	131,254	123,172	132,846	1,592	135,192	128,326	(6,866)	(4,520)
5590	Storage Yard	57,021	56,300	51,529	56,300	0	56,300	56,300	0	0
5620	Room Rental - Sunset	30,450	30,000	30,405	31,000	1,000	30,000	30,000	0	(1,000)
	Rental Income	87,471	86,300	81,934	87,300	1,000	86,300	86,300	0	(1,000)
5570	Mail Boxes	4,295	3,000	4,230	4,110	1,110	3,000	3,000	0	(1,110)
5580	Dog Park Fees	9,870	9,800	11,800	11,900	2,100	9,800	10,000	200	(1,900)
5670	Recycling Revenue	28,321	26,500	6,179	8,000	(18,500)	26,500	8,000	(18,500)	0
5671	Distressed Property	1,204	1,000	0	500	(500)	1,000	1,000	0	500
5675	Chipping Revenue	205,750	117,771	147,379	150,000	32,229	118,948	90,000	(28,948)	(60,000)
	Member Services	249,440	158,071	169,588	174,510	16,439	159,248	112,000	(47,248)	(62,510)
5660	Violation Fees	750	0	0	0	0	0	0	0	0
5680	Sale - Small Tools / Equipment	0	400	0	0	(400)	400	0	(400)	0
5690	Tree Clearing	35,290	0	0	0	0	0	0	0	0
	Other Revenue	36,040	400	0	0	(400)	400	0	(400)	0
Non-Assessment Revenue		500,382	376,025	374,694	394,656	18,631	381,140	326,626	(54,514)	(68,030)
Total Revenue		500,382	376,025	374,694	394,656	18,631	381,140	326,626	(54,514)	(68,030)
Cost of Goods Sold										
Gross Margin		500,382	376,025	374,694	394,656	18,631	381,140	326,626	(54,514)	(68,030)
6000 + 6010 + 60...	Salaries & Wages	909,077	985,321	806,585	960,000	25,321	1,019,807	1,002,644	17,163	(42,644)
	Total Staffing	1,301,307	1,388,135	1,171,982	1,357,332	30,803	1,437,956	1,393,474	44,482	(36,142)
	Other Expenses									
7000	Postage	203	200	289	330	(130)	200	200	0	130
7020	Printing	1,373	2,000	1,441	1,500	500	2,000	2,000	0	(500)
	Total Printing and Postage	1,576	2,200	1,730	1,830	370	2,200	2,200	0	(370)
7030	Office Supplies	2,544	2,572	1,857	2,572	0	2,646	2,572	74	0
7740	General Supplies	24,450	26,690	22,162	27,190	(500)	27,591	26,690	901	500
7800	Small Tools	2,916	2,824	4,373	4,600	(1,776)	2,908	2,823	85	1,777
8110	Janitorial Supplies	7,469	7,343	7,219	8,200	(857)	7,563	7,342	221	858
8120	Contract Cleaning	8,700	9,835	7,975	9,835	0	10,130	9,835	295	0

Department Budgets

Public Works Rollup
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFPP	2019 Budget	2019 LRFPP Budget Variance	2018 YE EST 2019 Budget Variance
	Office Supplies / Small Tools	46,079	49,264	43,586	52,397	(3,133)	50,838	49,262	1,576	3,135
7315	Engineering Studies	79,512	60,000	28,444	50,000	10,000	40,000	50,000	(10,000)	0
7100	Insurance	34,544	34,115	30,824	36,570	(2,455)	36,753	38,399	(1,646)	(1,829)
7040	Employee Business Reimbursement	192	275	0	0	275	275	275	0	(275)
	Total Other	114,248	94,390	59,268	86,570	7,820	77,028	88,674	(11,646)	(2,104)
7240	Team Development	1,257	2,200	2,851	3,000	(800)	2,200	2,000	200	1,000
	Recruiting / Retention	1,257	2,200	2,851	3,000	(800)	2,200	2,000	200	1,000
7050	Communications	6,498	6,565	6,502	6,565	0	6,565	6,762	(197)	(197)
7060	Utilities	44,997	46,632	39,796	42,307	4,325	48,508	43,558	4,950	(1,251)
7061	Admin Utilities	18,545	18,194	17,741	19,450	(1,256)	18,922	19,839	(917)	(389)
7062	Gate House Utilities	35,384	35,563	30,463	35,850	(287)	36,985	36,567	418	(717)
8550	Street Lighting	57,861	63,867	50,670	63,867	0	66,422	65,145	1,277	(1,278)
	Utilities	163,285	170,821	145,172	168,039	2,782	177,402	171,871	5,531	(3,832)
8180	Hazard Material Registration	1,100	1,100	1,100	1,100	0	1,100	1,100	0	0
8200	Landscape Contract - BrightView	1,051,773	1,080,447	971,421	1,060,123	20,324	1,112,861	1,064,424	48,437	(4,301)
8202	Landscaping	20,565	29,069	20,363	29,069	0	29,941	29,069	872	0
8203	Irrigation Expense	4,875	5,021	4,777	5,021	0	5,172	5,021	151	0
8210	Tree Removal	222,487	100,000	61,279	100,000	0	75,000	70,000	5,000	30,000
8211	Tree Replacement	1,890	5,585	0	5,585	0	5,865	5,585	280	0
8212	Storm Restoration	163,556	75,000	35,346	75,000	0	0	0	0	75,000
8213	Debris Removal	115,577	0	0	0	0	0	0	0	0
	Landscaping	1,581,823	1,296,222	1,094,286	1,275,898	20,324	1,229,939	1,175,199	54,740	100,699
8240	Median Refurbishment	150,946	150,500	136,732	150,500	0	150,500	150,500	0	0
	Total Median Refurbishment	150,946	150,500	136,732	150,500	0	150,500	150,500	0	0
8400	Algaecide/Herbicide Plant Control	71,954	79,230	76,216	79,230	0	81,607	79,230	2,377	0
8410	Aerator Expense	5,331	6,213	5,274	6,213	0	6,399	6,213	186	0
8430	Lab Testing	0	1,648	0	1,648	0	1,697	1,648	49	0
8440	Stocking Plant Control	2,999	3,537	2,985	3,544	(7)	3,643	3,537	106	7
8450	Aquatic Midge Control	11,891	13,722	11,464	11,464	2,258	14,134	11,808	2,326	(344)
8470	Angler's Support	(1,682)	1,000	128	1,000	0	1,000	1,000	0	0
8480	Lagoon Dredging	15,584	40,000	768	40,000	0	40,000	40,000	0	0
8490	Lagoon Beautification	0	4,494	(3,000)	4,494	0	4,629	4,494	135	0
	Lagoon Related	106,077	149,844	93,835	147,593	2,251	153,109	147,930	5,179	(337)
8000	Auto Gate Maintenance	11,863	12,360	12,738	14,000	(1,640)	12,731	12,360	371	1,640
8010	Gatehouse Maintenance	14,892	14,000	12,964	14,000	0	14,420	14,000	420	0
8100	PW Buildings Maintenance	35,050	37,064	29,921	37,064	0	38,176	37,064	1,112	0
8101	Admin Buildings Maintenance	12,806	13,792	14,027	15,792	(2,000)	14,205	13,792	413	2,000
8140	Equipment Maintenance	69,929	75,000	78,307	88,500	(13,500)	77,250	75,000	2,250	13,500
	Total Repair & Maintenance	144,540	152,216	147,957	169,356	(17,140)	156,782	152,216	4,566	17,140

Department Budgets

Public Works Rollup

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFPP	2019 Budget	2019 LRFPP Budget Variance	2018 YE EST 2019 Budget Variance
8700	Signs/Mailbox/Fence Maintenance	55,938	56,000	52,412	56,000	0	35,000	56,000	(21,000)	0
8710	Mailbox and Signs - Contract	27,061	28,719	23,077	30,000	(1,281)	29,293	28,719	574	1,281
	Signs & Mailboxes	82,999	84,719	75,489	86,000	(1,281)	64,293	84,719	(20,426)	1,281
8230	Dry Trash Pickup	6,843	11,474	8,458	10,500	974	11,818	11,474	344	(974)
8232	Chipping Yard Expense	181,035	105,993	127,903	135,000	(29,007)	107,053	81,000	26,053	54,000
8720	Storage Yard Repair	1,935	2,786	852	2,786	0	2,870	2,786	84	0
8730	Dog Park Expense	5,953	6,689	4,135	6,689	0	6,890	6,689	201	0
8740	Athletic Facility	6,679	6,300	5,053	6,500	(200)	6,489	6,300	189	200
8781	Distressed Property Expense	1,986	2,000	240	1,000	1,000	2,000	2,000	0	(1,000)
8780	Recycling Expense	51,158	38,000	45,961	48,000	(10,000)	38,000	27,200	10,800	20,800
	Total Facilities	255,589	173,242	192,602	210,475	(37,233)	175,120	137,449	37,671	73,026
7111	Ad Valorem Taxes	2,947	3,750	2,725	3,000	750	3,750	3,090	660	(90)
8300	Fuel & Lube	46,961	41,600	42,176	42,600	(1,000)	41,600	41,600	0	1,000
8310	Vehicle Maintenance	12,560	10,000	10,219	10,000	0	10,300	10,300	0	(300)
	Fleet Maintenance	62,468	55,350	55,120	55,600	(250)	55,650	54,990	660	610
8530	Street & Curb Repair	30,818	38,000	24,450	38,000	0	39,900	48,000	(8,100)	(10,000)
8540	Pavement Restriping	24,690	6,000	0	6,000	0	6,000	3,000	3,000	3,000
	Road Paving/Striping/Cleaning	55,508	44,000	24,450	44,000	0	45,900	51,000	(5,100)	(7,000)
8600	Herd Management Contract	54,340	60,559	27,992	60,559	0	62,376	60,559	1,817	0
8610	Meat Processing	2,995	4,635	2,348	4,635	0	4,774	4,635	139	0
8620	TLA Animal Control	2,202	2,500	1,816	2,500	0	2,500	2,500	0	0
	Wildlife Management	59,537	67,694	32,156	67,694	0	69,650	67,694	1,956	0
8245	Special Project - Nature Trail	58	1,500	1,339	1,500	0	1,500	1,500	0	0
	Special Projects	58	1,500	1,339	1,500	0	1,500	1,500	0	0
8485	Storm Drain Repair	44,259	68,387	31,897	68,000	387	67,400	68,387	(987)	(387)
8500	Trail Renovation	26,835	43,200	28,696	43,200	0	43,200	43,200	0	0
8520	Bridge Repair / Fixed Pier Repair	2,331	36,000	9,808	36,000	0	36,000	36,000	0	0
	Other Infrastructure Repairs	73,425	147,587	70,401	147,200	387	146,600	147,587	(987)	(387)
9000	Gain or Loss on Asset Disposal	(8,850)	0	(1,050)	0	0	0	0	0	0
	Total Other Expenses	2,890,565	2,641,749	2,175,924	2,667,652	(25,903)	2,558,711	2,484,791	73,920	182,861
	Total Expenses	4,191,872	4,029,884	3,347,906	4,024,984	4,900	3,996,667	3,878,265	118,402	146,719
	Net Revenue Before Depreciation	(3,691,490)	(3,653,859)	(2,973,212)	(3,630,328)	23,531	(3,615,527)	(3,551,639)	63,888	78,689
9100	Depreciation	307,734	316,633	261,675	312,618	4,015	326,132	317,705	8,427	(5,087)
	Net Revenues Over Expenses	(3,999,224)	(3,970,492)	(3,234,887)	(3,942,946)	27,546	(3,941,659)	(3,869,344)	72,315	73,602

172

This page intentionally left blank

Department Budgets

Public Works - 500

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFPP	2019 Budget	2019 LRFPP Budget Variance	2018 YE EST 2019 Budget Variance
Non-Assessment Revenue										
5110	Service Agreement - TLC - Security/Lagoons	\$112,710	\$116,091	\$106,417	\$116,091	\$0	\$119,574	\$111,571	(\$8,003)	(\$4,520)
5130	Service Agreement - Village POA	14,721	15,163	16,755	16,755	1,592	15,618	16,755	1,137	0
	Service Agreements	127,431	131,254	123,172	132,846	1,592	135,192	128,326	(6,866)	(4,520)
5590	Storage Yard	57,021	56,300	51,529	56,300	0	56,300	56,300	0	0
	Rental Income	57,021	56,300	51,529	56,300	0	56,300	56,300	0	0
5570	Mail Boxes	4,295	3,000	4,230	4,110	1,110	3,000	3,000	0	(1,110)
5580	Dog Park Fees	9,870	9,800	11,800	11,900	2,100	9,800	10,000	200	(1,900)
5670	Recycling Revenue	28,321	26,500	6,179	8,000	(18,500)	26,500	8,000	(18,500)	0
5671	Distressed Property	1,204	1,000	0	500	(500)	1,000	1,000	0	500
5675	Chipping Revenue	205,750	117,771	147,379	150,000	32,229	118,948	90,000	(28,948)	(60,000)
	Member Services	249,440	158,071	169,588	174,510	16,439	159,248	112,000	(47,248)	(62,510)
5660	Violation Fees	750	0	0	0	0	0	0	0	0
5680	Sale - Small Tools / Equipment	0	400	0	0	(400)	400	0	(400)	0
5690	Tree Clearing	35,290	0	0	0	0	0	0	0	0
	Other Revenue	36,040	400	0	0	(400)	400	0	(400)	0
Non-Assessment Revenue		469,932	346,025	344,289	363,656	17,631	351,140	296,626	(54,514)	(67,030)
Total Revenue		469,932	346,025	344,289	363,656	17,631	351,140	296,626	(54,514)	(67,030)
Cost of Goods Sold										
Gross Margin		469,932	346,025	344,289	363,656	17,631	351,140	296,626	(54,514)	(67,030)
6000 + 6010 + 60...	Salaries & Wages	909,077	985,321	806,585	960,000	25,321	1,019,807	1,002,644	17,163	(42,644)
	Total Staffing	1,301,307	1,388,135	1,171,982	1,357,332	30,803	1,437,956	1,393,474	44,482	(36,142)
	Other Expenses									
7000	Postage	203	200	289	330	(130)	200	200	0	130
7020	Printing	1,373	2,000	1,441	1,500	500	2,000	2,000	0	(500)
	Total Printing and Postage	1,576	2,200	1,730	1,830	370	2,200	2,200	0	(370)
7030	Office Supplies	2,373	2,472	1,857	2,472	0	2,546	2,472	74	0
	Office Supplies / Small Tools	2,373	2,472	1,857	2,472	0	2,546	2,472	74	0
7315	Engineering Studies	79,512	60,000	28,444	50,000	10,000	40,000	50,000	(10,000)	0

Department Budgets

Public Works - 500

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
7040	Employee Business Reimbursement	192	275	0	0	275	275	275	0	(275)
	Total Other	79,704	60,275	28,444	50,000	10,275	40,275	50,275	(10,000)	(275)
7240	Team Development	1,257	2,200	2,851	3,000	(800)	2,200	2,000	200	1,000
	Recruiting / Retention	1,257	2,200	2,851	3,000	(800)	2,200	2,000	200	1,000
7050	Communications	6,278	6,565	6,502	6,565	0	6,565	6,762	(197)	(197)
7060	Utilities	24,904	27,556	22,829	25,307	2,249	28,669	26,066	2,603	(759)
	Utilities	31,182	34,121	29,331	31,872	2,249	35,234	32,828	2,406	(956)
8232	Chipping Yard Expense	181,035	105,993	127,903	135,000	(29,007)	107,053	81,000	26,053	54,000
8781	Distressed Property Expense	1,986	2,000	240	1,000	1,000	2,000	2,000	0	(1,000)
8780	Recycling Expense	51,158	38,000	45,961	48,000	(10,000)	38,000	27,200	10,800	20,800
	Total Facilities	234,179	145,993	174,104	184,000	(38,007)	147,053	110,200	36,853	73,800
9000	Gain or Loss on Asset Disposal	(8,500)	0	(1,050)	0	0	0	0	0	0
	Total Other Expenses	341,771	247,261	237,267	273,174	(25,913)	229,508	199,975	29,533	73,199
	Total Expenses	1,643,078	1,635,396	1,409,249	1,630,506	4,890	1,667,464	1,593,449	74,015	37,057
	Net Revenue Before Depreciation	(1,173,146)	(1,289,371)	(1,064,960)	(1,266,850)	22,521	(1,316,324)	(1,296,823)	19,501	(29,973)
9100	Depreciation	232,789	240,665	195,074	232,883	7,782	247,885	237,541	10,344	(4,658)
	Net Revenues Over Expenses	(1,405,935)	(1,530,036)	(1,260,034)	(1,499,733)	30,303	(1,564,209)	(1,534,364)	29,845	(34,631)

Department Budgets

Environmental Resources - 510

11/29/2018

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YTD</u>	<u>2018 YE EST</u>	<u>Variance</u>	<u>2019 LRFP</u>	<u>2019 Budget</u>	<u>2019 LRFP Budget Variance</u>	<u>2018 YE EST 2019 Budget Variance</u>
	Cost of Goods Sold									
	Other Expenses									
8200	Landscape Contract - BrightView	\$1,051,773	\$1,080,447	\$971,421	\$1,060,123	\$20,324	\$1,112,861	\$1,064,424	\$48,437	(\$4,301)
8202	Landscaping	20,565	29,069	20,363	29,069	0	29,941	29,069	872	0
8203	Irrigation Expense	4,875	5,021	4,777	5,021	0	5,172	5,021	151	0
8210	Tree Removal	222,487	100,000	61,279	100,000	0	75,000	70,000	5,000	30,000
8211	Tree Replacement	1,890	5,585	0	5,585	0	5,865	5,585	280	0
8212	Storm Restoration	163,556	75,000	35,346	75,000	0	0	0	0	75,000
8213	Debris Removal	115,577	0	0	0	0	0	0	0	0
	Landscaping	1,580,723	1,295,122	1,093,186	1,274,798	20,324	1,228,839	1,174,099	54,740	100,699
8240	Median Refurbishment	150,946	150,500	136,732	150,500	0	150,500	150,500	0	0
	Total Median Refurbishment	150,946	150,500	136,732	150,500	0	150,500	150,500	0	0
8230	Dry Trash Pickup	6,843	11,474	8,458	10,500	974	11,818	11,474	344	(974)
	Total Facilities	6,843	11,474	8,458	10,500	974	11,818	11,474	344	(974)

Department Budgets

Environmental Resources - 510

11/29/2018

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YTD</u>	<u>2018 YE EST</u>	<u>Variance</u>	<u>2019 LRFP</u>	<u>2019 Budget</u>	<u>2019 LRFP Budget Variance</u>	<u>2018 YE EST 2019 Budget Variance</u>
8245	Special Project - Nature Trail	58	1,500	1,339	1,500	0	1,500	1,500	0	0
	Special Projects	58	1,500	1,339	1,500	0	1,500	1,500	0	0
	Total Other Expenses	1,738,570	1,458,596	1,239,715	1,437,298	21,298	1,392,657	1,337,573	55,084	99,725
	Total Expenses	1,738,570	1,458,596	1,239,715	1,437,298	21,298	1,392,657	1,337,573	55,084	99,725
	Net Revenue Before Depreciation	(1,738,570)	(1,458,596)	(1,239,715)	(1,437,298)	21,298	(1,392,657)	(1,337,573)	55,084	99,725
	Net Revenues Over Expenses	(1,738,570)	(1,458,596)	(1,239,715)	(1,437,298)	21,298	(1,392,657)	(1,337,573)	55,084	99,725

Department Budgets

Lagoons - 520
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
	Cost of Goods Sold									
	Other Expenses									
7740	General Supplies	\$3,957	\$3,825	\$2,149	\$3,825	\$0	\$3,939	\$3,825	\$114	\$0
	Office Supplies / Small Tools	3,957	3,825	2,149	3,825	0	3,939	3,825	114	0
8180	Hazard Material Registration	1,100	1,100	1,100	1,100	0	1,100	1,100	0	0
	Landscaping	1,100	1,100	1,100	1,100	0	1,100	1,100	0	0
8400	Algaecide/Herbicide Plant Control	71,954	79,230	76,216	79,230	0	81,607	79,230	2,377	0
8410	Aerator Expense	5,331	6,213	5,274	6,213	0	6,399	6,213	186	0
8430	Lab Testing	0	1,648	0	1,648	0	1,697	1,648	49	0
8440	Stocking Plant Control	2,999	3,537	2,985	3,544	(7)	3,643	3,537	106	7
8450	Aquatic Midge Control	11,891	13,722	11,464	11,464	2,258	14,134	11,808	2,326	(344)
8470	Angler's Support	(1,682)	1,000	128	1,000	0	1,000	1,000	0	0
8480	Lagoon Dredging	15,584	40,000	768	40,000	0	40,000	40,000	0	0
8490	Lagoon Beautification	0	4,494	(3,000)	4,494	0	4,629	4,494	135	0
	Lagoon Related	106,077	149,844	93,835	147,593	2,251	153,109	147,930	5,179	(337)

Department Budgets

Lagoons - 520
11/29/2018

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YTD</u>	<u>2018 YE EST</u>	<u>Variance</u>	<u>2019 LRFP</u>	<u>2019 Budget</u>	<u>2019 LRFP Budget Variance</u>	<u>2018 YE EST 2019 Budget Variance</u>
	Total Other Expenses	111,134	154,769	97,084	152,518	2,251	158,148	152,855	5,293	(337)
	Total Expenses	111,134	154,769	97,084	152,518	2,251	158,148	152,855	5,293	(337)
	Net Revenue Before Depreciation	(111,134)	(154,769)	(97,084)	(152,518)	2,251	(158,148)	(152,855)	5,293	(337)
	Net Revenues Over Expenses	(111,134)	(154,769)	(97,084)	(152,518)	2,251	(158,148)	(152,855)	5,293	(337)

Department Budgets

Construction - 530

11/29/2018

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YTD</u>	<u>2018 YE EST</u>	<u>Variance</u>	<u>2019 LRFP</u>	<u>2019 Budget</u>	<u>2019 LRFP Budget Variance</u>	<u>2018 YE EST 2019 Budget Variance</u>
	<i>Cost of Goods Sold</i>									
	<i>Other Expenses</i>									
7740	General Supplies	\$1,920	\$5,000	\$4,283	\$5,000	\$0	\$5,250	\$5,000	\$250	\$0
	Office Supplies / Small Tools	1,920	5,000	4,283	5,000	0	5,250	5,000	250	0
8530	Street & Curb Repair	30,818	38,000	24,450	38,000	0	39,900	48,000	(8,100)	(10,000)
8540	Pavement Restriping	24,690	6,000	0	6,000	0	6,000	3,000	3,000	3,000
	Road Paving/Striping/Cleaning	55,508	44,000	24,450	44,000	0	45,900	51,000	(5,100)	(7,000)
8485	Storm Drain Repair	44,259	68,387	31,897	68,000	387	67,400	68,387	(987)	(387)
8500	Trail Renovation	26,835	43,200	28,696	43,200	0	43,200	43,200	0	0

Department Budgets

Construction - 530

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
8520	Bridge Repair / Fixed Pier Repair	2,331	36,000	9,808	36,000	0	36,000	36,000	0	0
	Other Infrastructure Repairs	73,425	147,587	70,401	147,200	387	146,600	147,587	(987)	(387)
	Total Other Expenses	130,853	196,587	99,134	196,200	387	197,750	203,587	(5,837)	(7,387)
	Total Expenses	130,853	196,587	99,134	196,200	387	197,750	203,587	(5,837)	(7,387)
	Net Revenue Before Depreciation	(130,853)	(196,587)	(99,134)	(196,200)	387	(197,750)	(203,587)	(5,837)	(7,387)
	Net Revenues Over Expenses	(130,853)	(196,587)	(99,134)	(196,200)	387	(197,750)	(203,587)	(5,837)	(7,387)

Department Budgets

Sunset Pavilion - 535

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
	Non-Assessment Revenue									
5620	Room Rental - Sunset Rental Income	\$30,450 30,450	\$30,000 30,000	\$30,405 30,405	\$31,000 31,000	\$1,000 1,000	\$30,000 30,000	\$30,000 30,000	\$0 0	(\$1,000) (1,000)
	Non-Assessment Revenue	30,450	30,000	30,405	31,000	1,000	30,000	30,000	0	(1,000)
	Total Revenue	30,450	30,000	30,405	31,000	1,000	30,000	30,000	0	(1,000)
	Cost of Goods Sold									
	Gross Margin	30,450	30,000	30,405	31,000	1,000	30,000	30,000	0	(1,000)
	Other Expenses									
7740	General Supplies	868	929	0	929	0	957	929	28	0
8110	Janitorial Supplies	4,285	4,562	4,597	5,000	(438)	4,699	4,561	138	439
8120	Contract Cleaning	8,700	9,835	7,975	9,835	0	10,130	9,835	295	0
	Office Supplies / Small Tools	13,853	15,326	12,572	15,764	(438)	15,786	15,325	461	439
7060	Utilities	20,094 20,094	19,076 19,076	16,967 16,967	17,000 17,000	2,076 2,076	19,839 19,839	17,491 17,491	2,348 2,348	(491) (491)
8100	PW Buildings Maintenance	19,204	18,030	13,320	18,030	0	18,571	18,030	541	0
	Total Repair & Maintenance	19,204	18,030	13,320	18,030	0	18,571	18,030	541	0

Department Budgets

Sunset Pavilion - 535

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
9000	Gain or Loss on Asset Disposal	(350)	0	0	0	0	0	0	0	0
	Total Other Expenses	52,801	52,432	42,859	50,794	1,638	54,196	50,846	3,350	(52)
	Total Expenses	52,801	52,432	42,859	50,794	1,638	54,196	50,846	3,350	(52)
	Net Revenue Before Depreciation	(22,351)	(22,432)	(12,454)	(19,794)	2,638	(24,196)	(20,846)	3,350	(1,052)
9100	Depreciation	13,263	13,566	12,017	14,420	(854)	13,973	14,852	(879)	(432)
	Net Revenues Over Expenses	(35,614)	(35,998)	(24,471)	(34,214)	1,784	(38,169)	(35,698)	2,471	(1,484)

Department Budgets

Facility Maintenance - 540

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
	Cost of Goods Sold									
	Other Expenses									
7740	General Supplies	\$2,292	\$2,437	\$1,012	\$2,437	\$0	\$2,510	\$2,437	\$73	\$0
8110	Janitorial Supplies	3,184	2,781	2,623	3,200	(419)	2,864	2,781	83	419
	Office Supplies / Small Tools	5,476	5,218	3,635	5,637	(419)	5,374	5,218	156	419
7061	Admin Utilities	18,545	18,194	17,741	19,450	(1,256)	18,922	19,839	(917)	(389)
7062	Gate House Utilities	35,384	35,563	30,463	35,850	(287)	36,985	36,567	418	(717)
8550	Street Lighting	57,861	63,867	50,670	63,867	0	66,422	65,145	1,277	(1,278)
	Utilities	111,790	117,624	98,874	119,167	(1,543)	122,329	121,551	778	(2,384)
8000	Auto Gate Maintenance	11,863	12,360	12,738	14,000	(1,640)	12,731	12,360	371	1,640
8010	Gatehouse Maintenance	14,892	14,000	12,964	14,000	0	14,420	14,000	420	0
8100	PW Buildings Maintenance	15,846	19,034	16,601	19,034	0	19,605	19,034	571	0
8101	Admin Buildings Maintenance	12,806	13,792	14,027	15,792	(2,000)	14,205	13,792	413	2,000
	Total Repair & Maintenance	55,407	59,186	56,330	62,826	(3,640)	60,961	59,186	1,775	3,640
8700	Signs/Mailbox/Fence Maintenance	55,938	56,000	52,412	56,000	0	35,000	56,000	(21,000)	0

Department Budgets

Facility Maintenance - 540

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
8710	Mailbox and Signs - Contract	27,061	28,719	23,077	30,000	(1,281)	29,293	28,719	574	1,281
	Signs & Mailboxes	82,999	84,719	75,489	86,000	(1,281)	64,293	84,719	(20,426)	1,281
8720	Storage Yard Repair	1,935	2,786	852	2,786	0	2,870	2,786	84	0
8730	Dog Park Expense	5,953	6,689	4,135	6,689	0	6,890	6,689	201	0
8740	Athletic Facility	6,679	6,300	5,053	6,500	(200)	6,489	6,300	189	200
	Total Facilities	14,567	15,775	10,040	15,975	(200)	16,249	15,775	474	200
	Total Other Expenses	270,239	282,522	244,368	289,605	(7,083)	269,206	286,449	(17,243)	3,156
	Total Expenses	270,239	282,522	244,368	289,605	(7,083)	269,206	286,449	(17,243)	3,156
	Net Revenue Before Depreciation	(270,239)	(282,522)	(244,368)	(289,605)	(7,083)	(269,206)	(286,449)	(17,243)	3,156
	Net Revenues Over Expenses	(270,239)	(282,522)	(244,368)	(289,605)	(7,083)	(269,206)	(286,449)	(17,243)	3,156

Department Budgets

Fleet Maintenance - 550

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRF	2019 Budget	2019 LRF Budget Variance	2018 YE EST 2019 Budget Variance
	Cost of Goods Sold									
	Other Expenses									
7740	General Supplies	\$15,412	\$14,500	\$14,719	\$15,000	(\$500)	\$14,935	\$14,500	\$435	\$500
7800	Small Tools	2,916	2,824	4,373	4,600	(1,776)	2,908	2,823	85	1,777
	Office Supplies / Small Tools	18,328	17,324	19,092	19,600	(2,276)	17,843	17,323	520	2,277
7100	Insurance	34,544	34,115	30,824	36,570	(2,455)	36,753	38,399	(1,646)	(1,829)
	Total Other	34,544	34,115	30,824	36,570	(2,455)	36,753	38,399	(1,646)	(1,829)
8140	Equipment Maintenance	69,929	75,000	78,307	88,500	(13,500)	77,250	75,000	2,250	13,500
	Total Repair & Maintenance	69,929	75,000	78,307	88,500	(13,500)	77,250	75,000	2,250	13,500
7111	Ad Valorem Taxes	2,947	3,750	2,725	3,000	750	3,750	3,090	660	(90)
8300	Fuel & Lube	45,205	40,000	40,791	41,000	(1,000)	40,000	40,000	0	1,000
8310	Vehicle Maintenance	12,560	10,000	10,219	10,000	0	10,300	10,300	0	(300)
	Fleet Maintenance	60,712	53,750	53,735	54,000	(250)	54,050	53,390	660	610

Department Budgets

Fleet Maintenance - 550

11/29/2018

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YTD</u>	<u>2018 YE EST</u>	<u>Variance</u>	<u>2019 LRFP</u>	<u>2019 Budget</u>	<u>2019 LRFP Budget Variance</u>	<u>2018 YE EST 2019 Budget Variance</u>
	Total Other Expenses	183,513	180,189	181,958	198,670	(18,481)	185,896	184,112	1,784	14,558
	Total Expenses	183,513	180,189	181,958	198,670	(18,481)	185,896	184,112	1,784	14,558
	Net Revenue Before Depreciation	(183,513)	(180,189)	(181,958)	(198,670)	(18,481)	(185,896)	(184,112)	1,784	14,558
9100	<i>Depreciation</i>	61,682	62,402	54,585	65,315	(2,913)	64,274	65,312	(1,038)	3
	Net Revenues Over Expenses	(245,195)	(242,591)	(236,543)	(263,985)	(21,394)	(250,170)	(249,424)	746	14,561

Department Budgets

Wildlife Management - 560

11/29/2018

188

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YTD</u>	<u>2018 YE EST</u>	<u>Variance</u>	<u>2019 LRF</u>	<u>2019 Budget</u>	<u>2019 LRF Budget Variance</u>	<u>2018 YE EST 2019 Budget Variance</u>
	<i>Cost of Goods Sold</i>									
	<i>Other Expenses</i>									
7030	Office Supplies	\$171	\$100	\$0	\$100	\$0	\$100	\$100	\$0	\$0
	Office Supplies / Small Tools	171	100	0	100	0	100	100	0	0
7050	Communications	220	0	0	0	0	0	0	0	0
	Utilities	220	0	0	0	0	0	0	0	0
8300	Fuel & Lube	1,756	1,600	1,385	1,600	0	1,600	1,600	0	0
	Fleet Maintenance	1,756	1,600	1,385	1,600	0	1,600	1,600	0	0
8600	Herd Management Contract	54,340	60,559	27,992	60,559	0	62,376	60,559	1,817	0
8610	Meat Processing	2,995	4,635	2,348	4,635	0	4,774	4,635	139	0
8620	TLA Animal Control	2,202	2,500	1,816	2,500	0	2,500	2,500	0	0

Department Budgets

Wildlife Management - 560

11/29/2018

<i>Account</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Budget</i>	<i>2018 YTD</i>	<i>2018 YE EST</i>	<i>Variance</i>	<i>2019 LRFP</i>	<i>2019 Budget</i>	<i>2019 LRFP Budget Variance</i>	<i>2018 YE EST 2019 Budget Variance</i>
	Wildlife Management	59,537	67,694	32,156	67,694	0	69,650	67,694	1,956	0
	Total Other Expenses	61,684	69,394	33,541	69,394	0	71,350	69,394	1,956	0
	Total Expenses	61,684	69,394	33,541	69,394	0	71,350	69,394	1,956	0
	Net Revenue Before Depreciation	(61,684)	(69,394)	(33,541)	(69,394)	0	(71,350)	(69,394)	1,956	0
	Net Revenues Over Expenses	(61,684)	(69,394)	(33,541)	(69,394)	0	(71,350)	(69,394)	1,956	0

Long Range Financial Plan

Public Works Rollup
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Non-Assessment Revenue									
Service Agreement - TLC - Security/Lagoons	\$112,710	\$116,091	\$116,091	\$111,571	\$114,918	\$118,366	\$121,917	\$125,574	\$129,342
Service Agreement - Village POA	14,721	15,163	16,755	16,755	16,755	16,755	16,755	16,755	16,755
Service Agreements	127,431	131,254	132,846	128,326	131,673	135,121	138,672	142,329	146,097
Storage Yard	57,021	56,300	56,300	56,300	56,300	56,300	56,300	56,300	56,300
Room Rental - Sunset	30,450	30,000	31,000	30,000	30,000	30,000	30,000	30,000	30,000
Rental Income	87,471	86,300	87,300	86,300	86,300	86,300	86,300	86,300	86,300
Mail Boxes	4,295	3,000	4,110	3,000	3,000	3,000	3,000	3,000	3,000
Dog Park Fees	9,870	9,800	11,900	10,000	10,000	10,000	10,000	10,000	10,000
Recycling Revenue	28,321	26,500	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Distressed Property	1,204	1,000	500	1,000	1,000	1,000	1,000	1,000	1,000
Chipping Revenue	205,750	117,771	150,000	90,000	90,000	90,000	90,000	90,000	90,000
Member Services	249,440	158,071	174,510	112,000	112,000	112,000	112,000	112,000	112,000
Violation Fees	750	0	0	0	0	0	0	0	0
Sale - Small Tools / Equipment	0	400	0	0	0	0	0	0	0
Tree Clearing	35,290	0	0	0	0	0	0	0	0
Other Revenue	36,040	400	0	0	0	0	0	0	0
Non-Assessment Revenue	500,382	376,025	394,656	326,626	329,973	333,421	336,972	340,629	344,397
Total Revenue	500,382	376,025	394,656	326,626	329,973	333,421	336,972	340,629	344,397
Cost of Goods Sold									
Gross Margin	500,382	376,025	394,656	326,626	329,973	333,421	336,972	340,629	344,397
Salaries & Wages	909,077	985,321	960,000	1,002,644	1,037,736	1,074,057	1,111,649	1,150,557	1,190,826
Total Staffing	1,301,307	1,388,135	1,357,332	1,393,474	1,442,456	1,493,308	1,546,006	1,600,929	1,657,854
Other Expenses									
Postage	203	200	330	200	200	200	200	200	200
Printing	1,373	2,000	1,500	2,000	2,000	2,000	2,000	2,000	2,000
Total Printing and Postage	1,576	2,200	1,830	2,200	2,200	2,200	2,200	2,200	2,200

Long Range Financial Plan

Public Works Rollup

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Office Supplies	2,544	2,572	2,572	2,572	2,572	2,572	2,572	2,572	2,572
General Supplies	24,450	26,690	27,190	26,690	26,690	26,690	26,690	26,690	26,690
Small Tools	2,916	2,824	4,600	2,823	2,823	2,823	2,823	2,823	2,823
Janitorial Supplies	7,469	7,343	8,200	7,342	7,342	7,342	7,342	7,342	7,342
Contract Cleaning	8,700	9,835	9,835	9,835	9,835	9,835	9,835	9,835	9,835
Office Supplies / Small Tools	46,079	49,264	52,397	49,262	49,262	49,262	49,262	49,262	49,262
Engineering Studies	79,512	60,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Insurance	34,544	34,115	36,570	38,399	40,381	42,334	44,451	46,674	49,007
Employee Business Reimbursement	192	275	0	275	275	275	275	275	275
Total Other	114,248	94,390	86,570	88,674	90,656	92,609	94,726	96,949	99,282
Team Development	1,257	2,200	3,000	2,000	2,000	2,000	2,000	2,000	2,000
Recruiting / Retention	1,257	2,200	3,000	2,000	2,000	2,000	2,000	2,000	2,000
Communications	6,498	6,565	6,565	6,762	6,965	7,174	7,389	7,611	7,839
Utilities	44,997	46,632	42,307	43,558	44,864	46,210	47,597	49,024	50,495
Admin Utilities	18,545	18,194	19,450	19,839	20,236	20,640	21,053	21,474	21,904
Gate House Utilities	35,384	35,563	35,850	36,567	37,298	38,044	38,805	39,581	40,373
Street Lighting	57,861	63,867	63,867	65,145	66,447	67,776	69,131	70,514	71,924
Utilities	163,285	170,821	168,039	171,871	175,810	179,844	183,975	188,204	192,535
Hazard Material Registration	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Landscape Contract - BrightView	1,051,773	1,080,447	1,060,123	1,064,424	1,064,424	1,064,424	1,096,357	1,129,247	1,163,125
Landscaping	20,565	29,069	29,069	29,069	29,069	29,069	29,069	29,069	29,069
Irrigation Expense	4,875	5,021	5,021	5,021	5,021	5,021	5,021	5,021	5,021
Tree Removal	222,487	100,000	100,000	70,000	60,000	61,800	63,654	65,564	67,531
Tree Replacement	1,890	5,585	5,585	5,585	5,585	5,585	5,585	5,585	5,585
Storm Restoration	163,556	75,000	75,000	0	0	0	0	0	0
Debris Removal	115,577	0	0	0	0	0	0	0	0
Landscaping	1,581,823	1,296,222	1,275,898	1,175,199	1,165,199	1,166,999	1,200,786	1,235,586	1,271,431
Median Refurbishment	150,946	150,500	150,500	150,500	150,500	150,500	150,500	150,500	150,500
Total Median Refurbishment	150,946	150,500	150,500	150,500	150,500	150,500	150,500	150,500	150,500
Algaecide/Herbicide Plant Control	71,954	79,230	79,230	79,230	79,230	79,230	79,230	79,230	79,230
Aerator Expense	5,331	6,213	6,213	6,213	6,213	6,213	6,213	6,213	6,213
Lab Testing	0	1,648	1,648	1,648	1,648	1,648	1,648	1,648	1,648
Stocking Plant Control	2,999	3,537	3,544	3,537	3,537	3,537	3,537	3,537	3,537
Aquatic Midge Control	11,891	13,722	11,464	11,808	12,162	12,527	12,903	13,290	13,688
Angler's Support	(1,682)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000

Long Range Financial Plan

Public Works Rollup

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Lagoon Dredging	15,584	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Lagoon Beautification	0	4,494	4,494	4,494	4,494	4,494	4,494	4,494	4,494
Lagoon Related	106,077	149,844	147,593	147,930	148,284	148,649	149,025	149,412	149,810
Auto Gate Maintenance	11,863	12,360	14,000	12,360	12,360	12,360	12,360	12,360	12,360
Gatehouse Maintenance	14,892	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
PW Buildings Maintenance	35,050	37,064	37,064	37,064	37,064	37,064	37,064	37,064	37,064
Admin Buildings Maintenance	12,806	13,792	15,792	13,792	13,792	13,792	13,792	13,792	13,792
Equipment Maintenance	69,929	75,000	88,500	75,000	75,000	75,000	75,000	75,000	75,000
Total Repair & Maintenance	144,540	152,216	169,356	152,216	152,216	152,216	152,216	152,216	152,216
Signs/Mailbox/Fence Maintenance	55,938	56,000	56,000	56,000	56,000	56,000	56,000	56,000	56,000
Mailbox and Signs - Contract	27,061	28,719	30,000	28,719	28,719	28,719	28,719	28,719	28,719
Signs & Mailboxes	82,999	84,719	86,000	84,719	84,719	84,719	84,719	84,719	84,719
Dry Trash Pickup	6,843	11,474	10,500	11,474	11,474	11,474	11,474	11,474	11,474
Chipping Yard Expense	181,035	105,993	135,000	81,000	81,000	81,000	81,000	81,000	81,000
Storage Yard Repair	1,935	2,786	2,786	2,786	2,786	2,786	2,786	2,786	2,786
Dog Park Expense	5,953	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689
Athletic Facility	6,679	6,300	6,500	6,300	6,300	6,300	6,300	6,300	6,300
Distressed Property Expense	1,986	2,000	1,000	2,000	2,000	2,000	2,000	2,000	2,000
Recycling Expense	51,158	38,000	48,000	27,200	27,200	27,200	27,200	27,200	27,200
Total Facilities	255,589	173,242	210,475	137,449	137,449	137,449	137,449	137,449	137,449
Ad Valorem Taxes	2,947	3,750	3,000	3,090	3,183	3,278	3,377	3,478	3,582
Fuel & Lube	46,961	41,600	42,600	41,600	41,600	41,600	41,600	41,600	41,600
Vehicle Maintenance	12,560	10,000	10,000	10,300	10,609	10,927	11,255	11,593	11,941
Fleet Maintenance	62,468	55,350	55,600	54,990	55,392	55,805	56,232	56,671	57,123
Street & Curb Repair	30,818	38,000	38,000	48,000	50,000	50,000	55,000	55,000	55,000
Pavement Restriping	24,690	6,000	6,000	3,000	4,000	5,000	6,000	3,000	3,000
Road Paving/Striping/Cleaning	55,508	44,000	44,000	51,000	54,000	55,000	61,000	58,000	58,000
Herd Management Contract	54,340	60,559	60,559	60,559	60,559	60,559	60,559	60,559	60,559
Meat Processing	2,995	4,635	4,635	4,635	4,635	4,635	4,635	4,635	4,635
TLA Animal Control	2,202	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Wildlife Management	59,537	67,694	67,694	67,694	67,694	67,694	67,694	67,694	67,694
Special Project - Nature Trail	58	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Special Projects	58	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Storm Drain Repair	44,259	68,387	68,000	68,387	68,387	68,387	68,387	68,387	68,387
Trail Renovation	26,835	43,200	43,200	43,200	43,200	43,200	43,200	65,000	65,000
Bridge Repair / Fixed Pier Repair	2,331	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
Other Infrastructure Repairs	73,425	147,587	147,200	147,587	147,587	147,587	147,587	169,387	169,387

Long Range Financial Plan

Public Works Rollup
11/29/2018

<i>Description</i>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<i>Gain or Loss on Asset Disposal</i>	(8,850)	0	0	0	0	0	0	0	0
Total Other Expenses	2,890,565	2,641,749	2,667,652	2,484,791	2,484,468	2,494,033	2,540,871	2,601,749	2,645,108
Total Expenses	4,191,872	4,029,884	4,024,984	3,878,265	3,926,924	3,987,341	4,086,877	4,202,678	4,302,962
Net Revenue Before Depreciation	(3,691,490)	(3,653,859)	(3,630,328)	(3,551,639)	(3,596,951)	(3,653,920)	(3,749,905)	(3,862,049)	(3,958,565)
<i>Depreciation</i>	307,734	316,633	312,618	317,705	322,168	328,764	335,497	342,369	349,384
Net Revenues Over Expenses	(3,999,224)	(3,970,492)	(3,942,946)	(3,869,344)	(3,919,119)	(3,982,684)	(4,085,402)	(4,204,418)	(4,307,949)

Long Range Financial Plan

Public Works - 500

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Non-Assessment Revenue									
Service Agreement - TLC - Security/Lagoons	\$112,710	\$116,091	\$116,091	\$111,571	\$114,918	\$118,366	\$121,917	\$125,574	\$129,342
Service Agreement - Village POA	14,721	15,163	16,755	16,755	16,755	16,755	16,755	16,755	16,755
Service Agreements	127,431	131,254	132,846	128,326	131,673	135,121	138,672	142,329	146,097
Storage Yard	57,021	56,300	56,300	56,300	56,300	56,300	56,300	56,300	56,300
Rental Income	57,021	56,300	56,300	56,300	56,300	56,300	56,300	56,300	56,300
Mail Boxes	4,295	3,000	4,110	3,000	3,000	3,000	3,000	3,000	3,000
Dog Park Fees	9,870	9,800	11,900	10,000	10,000	10,000	10,000	10,000	10,000
Recycling Revenue	28,321	26,500	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Distressed Property	1,204	1,000	500	1,000	1,000	1,000	1,000	1,000	1,000
Chipping Revenue	205,750	117,771	150,000	90,000	90,000	90,000	90,000	90,000	90,000
Member Services	249,440	158,071	174,510	112,000	112,000	112,000	112,000	112,000	112,000
Violation Fees	750	0	0	0	0	0	0	0	0
Sale - Small Tools / Equipment	0	400	0	0	0	0	0	0	0
Tree Clearing	35,290	0	0	0	0	0	0	0	0
Other Revenue	36,040	400	0	0	0	0	0	0	0
Non-Assessment Revenue	469,932	346,025	363,656	296,626	299,973	303,421	306,972	310,629	314,397
Total Revenue	469,932	346,025	363,656	296,626	299,973	303,421	306,972	310,629	314,397
Cost of Goods Sold									
Gross Margin	469,932	346,025	363,656	296,626	299,973	303,421	306,972	310,629	314,397
Salaries & Wages	909,077	985,321	960,000	1,002,644	1,037,736	1,074,057	1,111,649	1,150,557	1,190,826
Total Staffing	1,301,307	1,388,135	1,357,332	1,393,474	1,442,456	1,493,308	1,546,006	1,600,929	1,657,854
Other Expenses									
Postage	203	200	330	200	200	200	200	200	200
Printing	1,373	2,000	1,500	2,000	2,000	2,000	2,000	2,000	2,000
Total Printing and Postage	1,576	2,200	1,830	2,200	2,200	2,200	2,200	2,200	2,200
Office Supplies	2,373	2,472	2,472	2,472	2,472	2,472	2,472	2,472	2,472

Long Range Financial Plan

Public Works - 500

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Office Supplies / Small Tools	2,373	2,472	2,472	2,472	2,472	2,472	2,472	2,472	2,472
Engineering Studies	79,512	60,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Employee Business Reimbursement	192	275	0	275	275	275	275	275	275
Total Other	79,704	60,275	50,000	50,275	50,275	50,275	50,275	50,275	50,275
Team Development	1,257	2,200	3,000	2,000	2,000	2,000	2,000	2,000	2,000
Recruiting / Retention	1,257	2,200	3,000	2,000	2,000	2,000	2,000	2,000	2,000
Communications	6,278	6,565	6,565	6,762	6,965	7,174	7,389	7,611	7,839
Utilities	24,904	27,556	25,307	26,066	26,848	27,654	28,483	29,338	30,218
Utilities	31,182	34,121	31,872	32,828	33,813	34,828	35,872	36,949	38,057
Chipping Yard Expense	181,035	105,993	135,000	81,000	81,000	81,000	81,000	81,000	81,000
Distressed Property Expense	1,986	2,000	1,000	2,000	2,000	2,000	2,000	2,000	2,000
Recycling Expense	51,158	38,000	48,000	27,200	27,200	27,200	27,200	27,200	27,200
Total Facilities	234,179	145,993	184,000	110,200	110,200	110,200	110,200	110,200	110,200
Gain or Loss on Asset Disposal	(8,500)	0	0	0	0	0	0	0	0
Total Other Expenses	341,771	247,261	273,174	199,975	200,960	201,975	203,019	204,096	205,204
Total Expenses	1,643,078	1,635,396	1,630,506	1,593,449	1,643,416	1,695,283	1,749,025	1,805,025	1,863,058
Net Revenue Before Depreciation	(1,173,146)	(1,289,371)	(1,266,850)	(1,296,823)	(1,343,443)	(1,391,862)	(1,442,053)	(1,494,396)	(1,548,661)
Depreciation	232,789	240,665	232,883	237,541	242,291	247,137	252,080	257,121	262,264
Net Revenues Over Expenses	(1,405,935)	(1,530,036)	(1,499,733)	(1,534,364)	(1,585,734)	(1,638,999)	(1,694,133)	(1,751,517)	(1,810,925)

Long Range Financial Plan

Environmental Resources - 510

11/29/2018

<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YE EST</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>2023 Budget</u>	<u>2024 Budget</u>
Cost of Goods Sold									
Other Expenses									
Landscape Contract - BrightView	\$1,051,773	\$1,080,447	\$1,060,123	\$1,064,424	\$1,064,424	\$1,064,424	\$1,096,357	\$1,129,247	\$1,163,125
Landscaping	20,565	29,069	29,069	29,069	29,069	29,069	29,069	29,069	29,069
Irrigation Expense	4,875	5,021	5,021	5,021	5,021	5,021	5,021	5,021	5,021
Tree Removal	222,487	100,000	100,000	70,000	60,000	61,800	63,654	65,564	67,531
Tree Replacement	1,890	5,585	5,585	5,585	5,585	5,585	5,585	5,585	5,585
Storm Restoration	163,556	75,000	75,000	0	0	0	0	0	0
Debris Removal	115,577	0	0	0	0	0	0	0	0
Landscaping	1,580,723	1,295,122	1,274,798	1,174,099	1,164,099	1,165,899	1,199,686	1,234,486	1,270,331
Median Refurbishment	150,946	150,500	150,500	150,500	150,500	150,500	150,500	150,500	150,500
Total Median Refurbishment	150,946	150,500	150,500	150,500	150,500	150,500	150,500	150,500	150,500

Long Range Financial Plan

Environmental Resources - 510

11/29/2018

<i>Description</i>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Dry Trash Pickup	6,843	11,474	10,500	11,474	11,474	11,474	11,474	11,474	11,474
Total Facilities	6,843	11,474	10,500	11,474	11,474	11,474	11,474	11,474	11,474
Special Project - Nature Trail	58	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Special Projects	58	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Other Expenses	1,738,570	1,458,596	1,437,298	1,337,573	1,327,573	1,329,373	1,363,160	1,397,960	1,433,805
Total Expenses	1,738,570	1,458,596	1,437,298	1,337,573	1,327,573	1,329,373	1,363,160	1,397,960	1,433,805
Net Revenue Before Depreciation	(1,738,570)	(1,458,596)	(1,437,298)	(1,337,573)	(1,327,573)	(1,329,373)	(1,363,160)	(1,397,960)	(1,433,805)
Net Revenues Over Expenses	(1,738,570)	(1,458,596)	(1,437,298)	(1,337,573)	(1,327,573)	(1,329,373)	(1,363,160)	(1,397,960)	(1,433,805)

Long Range Financial Plan

Lagoons - 520
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<i>Cost of Goods Sold</i>									
<i>Other Expenses</i>									
General Supplies	\$3,957	\$3,825	\$3,825	\$3,825	\$3,825	\$3,825	\$3,825	\$3,825	\$3,825
Office Supplies / Small Tools	3,957	3,825	3,825	3,825	3,825	3,825	3,825	3,825	3,825
Hazard Material Registration	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Landscaping	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Algaecide/Herbicide Plant Control	71,954	79,230	79,230	79,230	79,230	79,230	79,230	79,230	79,230
Aerator Expense	5,331	6,213	6,213	6,213	6,213	6,213	6,213	6,213	6,213
Lab Testing	0	1,648	1,648	1,648	1,648	1,648	1,648	1,648	1,648
Stocking Plant Control	2,999	3,537	3,544	3,537	3,537	3,537	3,537	3,537	3,537
Aquatic Midge Control	11,891	13,722	11,464	11,808	12,162	12,527	12,903	13,290	13,688
Angler's Support	(1,682)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Lagoon Dredging	15,584	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Lagoon Beautification	0	4,494	4,494	4,494	4,494	4,494	4,494	4,494	4,494
Lagoon Related	106,077	149,844	147,593	147,930	148,284	148,649	149,025	149,412	149,810

Long Range Financial Plan

Lagoons - 520
11/29/2018

<i>Description</i>	<i>2017 Actual</i>	<i>2018 Budget</i>	<i>2018 YE EST</i>	<i>2019 Budget</i>	<i>2020 Budget</i>	<i>2021 Budget</i>	<i>2022 Budget</i>	<i>2023 Budget</i>	<i>2024 Budget</i>
Total Other Expenses	111,134	154,769	152,518	152,855	153,209	153,574	153,950	154,337	154,735
Total Expenses	111,134	154,769	152,518	152,855	153,209	153,574	153,950	154,337	154,735
Net Revenue Before Depreciation	(111,134)	(154,769)	(152,518)	(152,855)	(153,209)	(153,574)	(153,950)	(154,337)	(154,735)
Net Revenues Over Expenses	(111,134)	(154,769)	(152,518)	(152,855)	(153,209)	(153,574)	(153,950)	(154,337)	(154,735)

Long Range Financial Plan

Construction - 530

11/29/2018

<i>Description</i>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<i>Cost of Goods Sold</i>									
<i>Other Expenses</i>									
<i>General Supplies</i>	\$1,920	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Office Supplies / Small Tools	1,920	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<i>Street & Curb Repair</i>	30,818	38,000	38,000	48,000	50,000	50,000	55,000	55,000	55,000
<i>Pavement Restriping</i>	24,690	6,000	6,000	3,000	4,000	5,000	6,000	3,000	3,000
Road Paving/Striping/Cleaning	55,508	44,000	44,000	51,000	54,000	55,000	61,000	58,000	58,000

200

Long Range Financial Plan

Construction - 530

11/29/2018

<i>Description</i>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<i>Storm Drain Repair</i>	44,259	68,387	68,000	68,387	68,387	68,387	68,387	68,387	68,387
<i>Trail Renovation</i>	26,835	43,200	43,200	43,200	43,200	43,200	43,200	65,000	65,000
<i>Bridge Repair / Fixed Pier Repair</i>	2,331	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
Other Infrastructure Repairs	73,425	147,587	147,200	147,587	147,587	147,587	147,587	169,387	169,387
Total Other Expenses	130,853	196,587	196,200	203,587	206,587	207,587	213,587	232,387	232,387
Total Expenses	130,853	196,587	196,200	203,587	206,587	207,587	213,587	232,387	232,387
Net Revenue Before Depreciation	(130,853)	(196,587)	(196,200)	(203,587)	(206,587)	(207,587)	(213,587)	(232,387)	(232,387)
Net Revenues Over Expenses	(130,853)	(196,587)	(196,200)	(203,587)	(206,587)	(207,587)	(213,587)	(232,387)	(232,387)

Long Range Financial Plan

Sunset Pavilion - 535
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Non-Assessment Revenue									
Room Rental - Sunset Rental Income	\$30,450 30,450	\$30,000 30,000	\$31,000 31,000	\$30,000 30,000	\$30,000 30,000	\$30,000 30,000	\$30,000 30,000	\$30,000 30,000	\$30,000 30,000
Non-Assessment Revenue	30,450	30,000	31,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Revenue	30,450	30,000	31,000	30,000	30,000	30,000	30,000	30,000	30,000
Cost of Goods Sold									
Gross Margin	30,450	30,000	31,000	30,000	30,000	30,000	30,000	30,000	30,000
Other Expenses									
General Supplies	868	929	929	929	929	929	929	929	929
Janitorial Supplies	4,285	4,562	5,000	4,561	4,561	4,561	4,561	4,561	4,561
Contract Cleaning	8,700	9,835	9,835	9,835	9,835	9,835	9,835	9,835	9,835
Office Supplies / Small Tools	13,853	15,326	15,764	15,325	15,325	15,325	15,325	15,325	15,325
Utilities	20,094	19,076	17,000	17,491	18,016	18,557	19,113	19,687	20,277
Utilities	20,094	19,076	17,000	17,491	18,016	18,557	19,113	19,687	20,277

202

Long Range Financial Plan

Sunset Pavilion - 535

11/29/2018

<i>Description</i>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<i>PW Buildings Maintenance</i>	19,204	18,030	18,030	18,030	18,030	18,030	18,030	18,030	18,030
Total Repair & Maintenance	19,204	18,030	18,030	18,030	18,030	18,030	18,030	18,030	18,030
<i>Gain or Loss on Asset Disposal</i>	(350)	0	0	0	0	0	0	0	0
Total Other Expenses	52,801	52,432	50,794	50,846	51,371	51,912	52,468	53,042	53,632
Total Expenses	52,801	52,432	50,794	50,846	51,371	51,912	52,468	53,042	53,632
Net Revenue Before Depreciation	(22,351)	(22,432)	(19,794)	(20,846)	(21,371)	(21,912)	(22,468)	(23,042)	(23,632)
<i>Depreciation</i>	13,263	13,566	14,420	14,852	15,298	15,757	16,230	16,717	17,218
Net Revenues Over Expenses	(35,614)	(35,998)	(34,214)	(35,698)	(36,669)	(37,669)	(38,698)	(39,759)	(40,850)

Long Range Financial Plan

Facility Maintenance - 540
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<i>Cost of Goods Sold</i>									
<i>Other Expenses</i>									
General Supplies	\$2,292	\$2,437	\$2,437	\$2,437	\$2,437	\$2,437	\$2,437	\$2,437	\$2,437
Janitorial Supplies	3,184	2,781	3,200	2,781	2,781	2,781	2,781	2,781	2,781
Office Supplies / Small Tools	5,476	5,218	5,637	5,218	5,218	5,218	5,218	5,218	5,218
Admin Utilities	18,545	18,194	19,450	19,839	20,236	20,640	21,053	21,474	21,904
Gate House Utilities	35,384	35,563	35,850	36,567	37,298	38,044	38,805	39,581	40,373
Street Lighting	57,861	63,867	63,867	65,145	66,447	67,776	69,131	70,514	71,924
Utilities	111,790	117,624	119,167	121,551	123,981	126,460	128,989	131,569	134,201
Auto Gate Maintenance	11,863	12,360	14,000	12,360	12,360	12,360	12,360	12,360	12,360
Gatehouse Maintenance	14,892	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
PW Buildings Maintenance	15,846	19,034	19,034	19,034	19,034	19,034	19,034	19,034	19,034
Admin Buildings Maintenance	12,806	13,792	15,792	13,792	13,792	13,792	13,792	13,792	13,792
Total Repair & Maintenance	55,407	59,186	62,826	59,186	59,186	59,186	59,186	59,186	59,186

204

Long Range Financial Plan

Facility Maintenance - 540

11/29/2018

<i>Description</i>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<i>Signs/Mailbox/Fence Maintenance</i>	55,938	56,000	56,000	56,000	56,000	56,000	56,000	56,000	56,000
<i>Mailbox and Signs - Contract</i>	27,061	28,719	30,000	28,719	28,719	28,719	28,719	28,719	28,719
Signs & Mailboxes	82,999	84,719	86,000	84,719	84,719	84,719	84,719	84,719	84,719
<i>Storage Yard Repair</i>	1,935	2,786	2,786	2,786	2,786	2,786	2,786	2,786	2,786
<i>Dog Park Expense</i>	5,953	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689
<i>Athletic Facility</i>	6,679	6,300	6,500	6,300	6,300	6,300	6,300	6,300	6,300
Total Facilities	14,567	15,775	15,975	15,775	15,775	15,775	15,775	15,775	15,775
Total Other Expenses	270,239	282,522	289,605	286,449	288,879	291,358	293,887	296,467	299,099
Total Expenses	270,239	282,522	289,605	286,449	288,879	291,358	293,887	296,467	299,099
Net Revenue Before Depreciation	(270,239)	(282,522)	(289,605)	(286,449)	(288,879)	(291,358)	(293,887)	(296,467)	(299,099)
Net Revenues Over Expenses	(270,239)	(282,522)	(289,605)	(286,449)	(288,879)	(291,358)	(293,887)	(296,467)	(299,099)

Long Range Financial Plan

Fleet Maintenance - 550

11/29/2018

<i>Description</i>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<i>Ad Valorem Taxes</i>	2,947	3,750	3,000	3,090	3,183	3,278	3,377	3,478	3,582
<i>Fuel & Lube</i>	45,205	40,000	41,000	40,000	40,000	40,000	40,000	40,000	40,000
<i>Vehicle Maintenance</i>	12,560	10,000	10,000	10,300	10,609	10,927	11,255	11,593	11,941
Fleet Maintenance	60,712	53,750	54,000	53,390	53,792	54,205	54,632	55,071	55,523
Total Other Expenses	183,513	180,189	198,670	184,112	186,496	188,862	191,406	194,068	196,853
Total Expenses	183,513	180,189	198,670	184,112	186,496	188,862	191,406	194,068	196,853
Net Revenue Before Depreciation	(183,513)	(180,189)	(198,670)	(184,112)	(186,496)	(188,862)	(191,406)	(194,068)	(196,853)
<i>Depreciation</i>	61,682	62,402	65,315	65,312	64,578	65,870	67,187	68,531	69,902
Net Revenues Over Expenses	(245,195)	(242,591)	(263,985)	(249,424)	(251,074)	(254,732)	(258,593)	(262,599)	(266,755)

Long Range Financial Plan

Wildlife Management - 560
11/29/2018

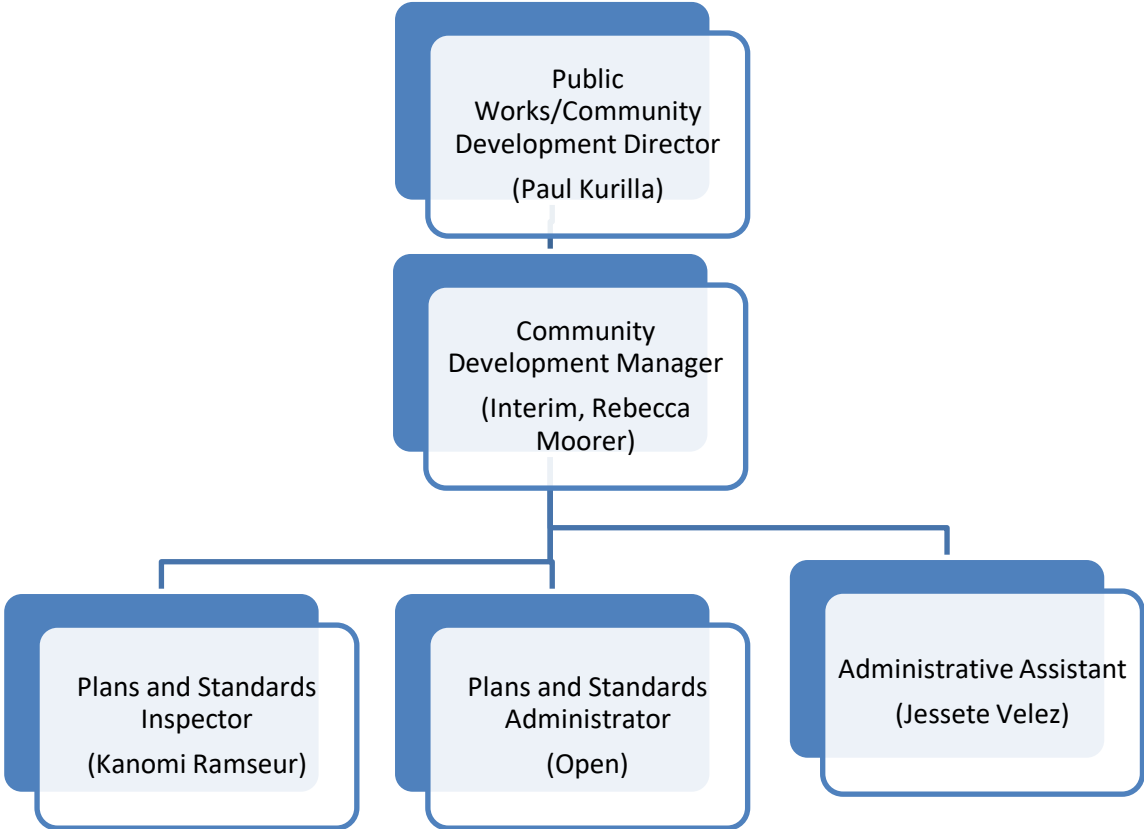
<i>Description</i>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<i>Cost of Goods Sold</i>									
<i>Other Expenses</i>									
<i>Office Supplies</i>	\$171	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Office Supplies / Small Tools	171	100	100	100	100	100	100	100	100
<i>Communications</i>	220	0	0	0	0	0	0	0	0
Utilities	220	0	0	0	0	0	0	0	0
<i>Fuel & Lube</i>	1,756	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600
Fleet Maintenance	1,756	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600

208

Long Range Financial Plan

Wildlife Management - 560
11/29/2018

<i>Description</i>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<i>Herd Management Contract</i>	54,340	60,559	60,559	60,559	60,559	60,559	60,559	60,559	60,559
<i>Meat Processing</i>	2,995	4,635	4,635	4,635	4,635	4,635	4,635	4,635	4,635
<i>TLA Animal Control</i>	2,202	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Wildlife Management	59,537	67,694	67,694	67,694	67,694	67,694	67,694	67,694	67,694
Total Other Expenses	61,684	69,394	69,394	69,394	69,394	69,394	69,394	69,394	69,394
Total Expenses	61,684	69,394	69,394	69,394	69,394	69,394	69,394	69,394	69,394
Net Revenue Before Depreciation	(61,684)	(69,394)	(69,394)	(69,394)	(69,394)	(69,394)	(69,394)	(69,394)	(69,394)
Net Revenues Over Expenses	(61,684)	(69,394)	(69,394)	(69,394)	(69,394)	(69,394)	(69,394)	(69,394)	(69,394)



2019 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, Home Improvement, and Community Standards. Each program area fulfills a specific role to support the strategic objectives of The Landings Association to ensure adherence 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, including 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 investment to maintain the quality of The Landings' architecture and landscaping. This program includes the review and approval process for new home construction, additions and/or renovations, and repairs to private property, as well as inspections for compliance with approved plans. The program also includes review of applications to determine whether plans meet the standards established by the Architectural Review Committee. Twice a month, these applications are submitted to the Architectural Review Committee for review and approval. Staffing levels required to support the Architectural Review and inspection functions of the Community Development Department include ½ of the time of a full-time Community Development Manager and 1 and ½ of time of two full-time Plans and Standards Administrators. The entire department is supervised by the Public Works and Community Development Director.

Projects and Initiatives

Overall, the 2018 workload in the department has been consistent with the levels of 2017. An average of three inspections per day are conducted to ensure compliance with the 543 approved permit applications, including 24 new homes (which require five total inspections) issued as of December 2018. In 2019, it is estimated that 25 new homes will be constructed within the community and 550 permit applications will be processed for all other permits, including additions and alterations. A minimum of 675 construction inspections and permit postings are projected to be required for compliance with the approved plans.

In 2019, staff will focus on the following initiatives in support of the Strategic Plan Goals:

- Fully transfer all applications, plan reviews, permitting, and compliance enforcement operations to a cloud-based platform.
- Improve communications with all residents, realtors, and contractors through web-based training and permit verifications and inspections.
- Improve permit posting and notification process, including permit expiration, inspections required, and all other pertinent information, to increase communication and accountability.
- Utilize all available technology for dissemination of Architectural Guidelines and feedback.

Home Improvement

The purpose of the Home Improvement Program is to support and encourage reinvestment in homes to ensure the long-term competitive position of The Landings.

Staff will continue using partnerships with realtors and community members to develop and provide educational programs, technical consultation services, and assistance to homeowners, as well as through such events as the Home Renovation Expo and the quarterly PRIDE awards program.

Projects and Initiatives

In 2019, staff will continue efforts to enhance the website, vendor training, and community education and outreach efforts.

- Staff will continue to work with the Development Committee to encourage home renovation and upgrades through establishment of a Home Renovation Design Center including multi-media presentations of before and after projects.
- The Landings Association's website (www.landings.org) will continue to be updated to provide links to useful external resources related to renovation and redevelopment activity.
- We will continue the PRIDE program highlighting positive renovation work completed by homeowners within the community.
- Community outreach will be accomplished by staff through initiatives such as educational seminars, a Home Renovation Expo, quarterly PRIDE awards, newsletter articles, and personal consultation. The 2019 Home Expo will focus heavily on Exterior Maintenance (Landscape & Painting), and Sustainability.
- The department will partner with stakeholders, contractors, and the internal communications team to actively engage customers to participate in the Rapid Renovation Program.
- We will phase out existing application portals and educate and direct customers to utilize the new cloud-based permitting platform.

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 a proactive approach through early communication and the pursuit of voluntary compliance. Education of The Landings' Rules and Regulations, Covenants, Private Property Maintenance Standards, and Architectural Guidelines is another key aspect of the department and includes E-Blasts and *Landings Journal* articles to residents on the importance of upholding the standards of the community.

Staff will proactively complete an inspection of each property a minimum of five times per year and respond to violation complaints from neighbors. Partnerships with contractors and Neighbors Helping Neighbors will ensure a better understanding of compliance issues and will assist property owners with violations who have certain hardships. Partnering with contractors will also provide a resource for staff and property owners that ultimately will decrease the turnaround time for compliance.

Staffing levels required to support the Community Standards section of the Community Development Department include ½ of the time of a full-time Community Development Manager and 1 and ½ of the time of two full-time Plans and Standards Administrator/Inspector positions.

2019 Staff Plan

The proposed budget maintains the current level of 4 FTE's in the Community Development Department. These fulltime employees maintain the current workload and any additional intradepartmental projects, programs, and Board initiatives. They are supervised by the Public Works and Community Development Director.

The staff manage the budget, generate reports, maintain records, make purchases, respond to customer correspondence, conduct plan reviews and property inspections associated with construction and permits and Private Property Maintenance Standards, conduct contract reviews, assist other department managers with planning operations, and enhance customer relationships. In addition, these employees plan and implement educational events and serve as staff support to the Architectural Review Committee, including development of the agenda packets, and improve private property maintenance compliance of developed and undeveloped properties within The Landings.

As of December 2018, staff have inspected all homes within the community three times, have issued 157 violations, and have successfully resolved 30 violations through voluntary compliance. In 2019, staff intend to conduct approximately 13,260 inspections by inspecting each lot 3+ times a year.

Service Levels and Budget Explanation

The 2018 year-end estimate for Community Development's operating expenses is \$184,898, which is a 14% decrease compared to the budget of \$214,877. This is due to staffing vacancies.

The 2018 year-end estimate for revenues in Community Development is \$95,585, which is an increase of 18% compared to the budget for 2018 of \$80,900. This is due primarily to an increase in permit fees for Architecture Review.

Community Development's budget for 2019 totals \$232,695 in operating expenses, an 8.2% increase compared to the 2018 budget, primarily due to higher than expected Health Insurance costs for the department and to funding a Home Renovation Tour in 2019. The increase is primarily due to filling the vacant positions.

Performance Measures	2017 Actual	2018 Target	2018 YTD	2019 Target
Percent of 1st pass plan review approvals by ARC	97%	95%	88%	95%
Percent of plans approved by ARC within two meetings	99%	100%	100%	100%
Number of permits issued	579	600	543	550
New homes constructed	25	40	24	25
Total PPMS violations	145	450	157	135
Total properties with PPMS violations	9	N/A	47	35
Percent voluntary compliance	31%	60%	39%	40%
Percent of homes with PPMS violations based on annual inspections (numerator is violations/denominator is total number of inspections – target should be a 5-10% drop)	0.86%	0.84%	0.35%	0.30%

Department Budgets

Community Development - 410

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRF	2019 Budget	2019 LRF Budget Variance	2018 YE EST 2019 Budget Variance
Non-Assessment Revenue										
5240	Architectural Review Fees	\$52,900	\$70,000	\$71,185	\$75,000	\$5,000	\$70,000	\$65,000	(\$5,000)	(\$10,000)
5270	Contractor Forfeitures	11,000	3,000	20,000	20,000	17,000	3,000	3,000	0	(17,000)
5290	"For Sale" Sign Rental & Return	360	400	580	585	185	400	605	205	20
	Architectural Fees	64,260	73,400	91,765	95,585	22,185	73,400	68,605	(4,795)	(26,980)
5654	Special Event - Home Reno	0	7,500	0	0	(7,500)	7,500	7,500	0	7,500
	Event Income	0	7,500	0	0	(7,500)	7,500	7,500	0	7,500
Non-Assessment Revenue		64,260	80,900	91,765	95,585	14,685	80,900	76,105	(4,795)	(19,480)
Total Revenue		64,260	80,900	91,765	95,585	14,685	80,900	76,105	(4,795)	(19,480)
Cost of Goods Sold										
Gross Margin		64,260	80,900	91,765	95,585	14,685	80,900	76,105	(4,795)	(19,480)
6000 + 6010 + 60...	Salaries & Wages	93,364	158,666	117,035	125,000	33,666	164,219	160,074	4,145	(35,074)
	Total Staffing	130,358	194,927	167,605	179,751	15,176	201,826	213,695	(11,869)	(33,944)
Other Expenses										
7000	Postage	9	1,000	53	150	850	1,000	1,000	0	(850)
7020	Printing	2,367	1,200	1,071	1,200	0	1,200	1,200	0	0
	Total Printing and Postage	2,376	2,200	1,124	1,350	850	2,200	2,200	0	(850)
7030	Office Supplies	648	2,500	1,030	2,500	0	1,000	2,500	(1,500)	0
7740	General Supplies	0	700	0	0	700	700	700	0	(700)
	Office Supplies / Small Tools	648	3,200	1,030	2,500	700	1,700	3,200	(1,500)	(700)
7132	Professional Fees - ARC	0	1,000	0	0	1,000	1,000	1,750	(750)	(1,750)
7133	Professional Fees - Landscape	0	750	0	0	750	750	0	750	0
	Professional Fees	0	1,750	0	0	1,750	1,750	1,750	0	(1,750)
7040	Employee Business Reimbursement	121	100	141	150	(50)	100	150	(50)	0
	Total Other	121	100	141	150	(50)	100	150	(50)	0

Department Budgets

Community Development - 410

11/29/2018

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YTD</u>	<u>2018 YE EST</u>	<u>Variance</u>	<u>2019 LRFP</u>	<u>2019 Budget</u>	<u>2019 LRFP Budget Variance</u>	<u>2018 YE EST 2019 Budget Variance</u>
7240	Team Development Recruiting / Retention	0 0	0 0	41 41	0 0	0 0	0 0	0 0	0 0	0 0
7050	Communications Utilities	1,204 1,204	2,700 2,700	902 902	1,122 1,122	1,578 1,578	2,700 2,700	2,700 2,700	0 0	(1,578) (1,578)
8140	Equipment Maintenance Total Repair & Maintenance	0 0	500 500	0 0	0 0	500 500	500 500	500 500	0 0	(500) (500)
8320	Auto Expense Fleet Maintenance	0 0	2,000 2,000	25 25	25 25	1,975 1,975	2,000 2,000	1,000 1,000	1,000 1,000	(975) (975)
7454	Special Event - Home Reno/ Lawn Special Projects	0 0	7,500 7,500	0 0	0 0	7,500 7,500	7,500 7,500	7,500 7,500	0 0	(7,500) (7,500)
	Total Other Expenses	4,349	19,950	3,263	5,147	14,803	18,450	19,000	(550)	(13,853)
	Total Expenses	134,707	214,877	170,868	184,898	29,979	220,276	232,695	(12,419)	(47,797)
	Net Revenue Before Depreciation	(70,447)	(133,977)	(79,103)	(89,313)	44,664	(139,376)	(156,590)	(17,214)	(67,277)
	Net Revenues Over Expenses	(70,447)	(133,977)	(79,103)	(89,313)	44,664	(139,376)	(156,590)	(17,214)	(67,277)

Long Range Financial Plan

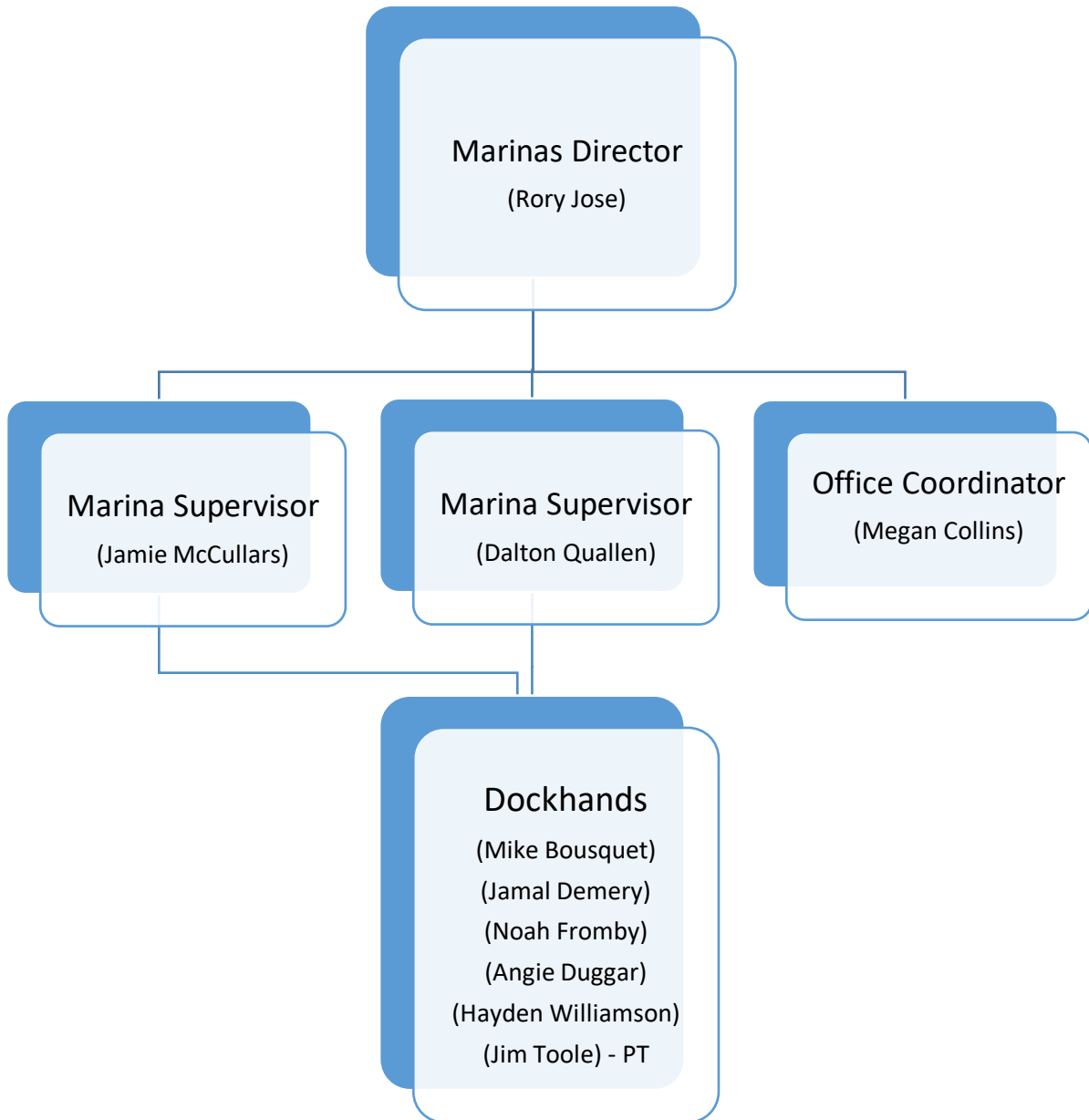
Community Development - 410
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Non-Assessment Revenue									
Architectural Review Fees	\$52,900	\$70,000	\$75,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
Contractor Forfeitures	11,000	3,000	20,000	3,000	3,000	3,000	3,000	3,000	3,000
"For Sale" Sign Rental & Return	360	400	585	605	605	605	605	605	605
Architectural Fees	64,260	73,400	95,585	68,605	68,605	68,605	68,605	68,605	68,605
Special Event - Home Reno	0	7,500	0	7,500	7,500	7,500	7,500	7,500	7,500
Event Income	0	7,500	0	7,500	7,500	7,500	7,500	7,500	7,500
Non-Assessment Revenue	64,260	80,900	95,585	76,105	76,105	76,105	76,105	76,105	76,105
Total Revenue	64,260	80,900	95,585	76,105	76,105	76,105	76,105	76,105	76,105
Cost of Goods Sold									
Gross Margin	64,260	80,900	95,585	76,105	76,105	76,105	76,105	76,105	76,105
Salaries & Wages	93,364	158,666	125,000	160,074	165,677	171,475	177,477	183,689	190,118
Total Staffing	130,358	194,927	179,751	213,695	221,499	229,612	238,051	246,821	255,940
Other Expenses									
Postage	9	1,000	150	1,000	1,000	1,000	1,000	1,000	1,000
Printing	2,367	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Total Printing and Postage	2,376	2,200	1,350	2,200	2,200	2,200	2,200	2,200	2,200
Office Supplies	648	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
General Supplies	0	700	0	700	700	700	700	700	700
Office Supplies / Small Tools	648	3,200	2,500	3,200	3,200	3,200	3,200	3,200	3,200
Professional Fees - ARC	0	1,000	0	1,750	1,750	1,750	1,750	1,750	1,750
Professional Fees - Landscape	0	750	0	0	0	0	0	0	0
Professional Fees	0	1,750	0	1,750	1,750	1,750	1,750	1,750	1,750

Long Range Financial Plan

Community Development - 410
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Employee Business Reimbursement	121	100	150	150	150	150	150	150	150
Total Other	121	100	150	150	150	150	150	150	150
Communications	1,204	2,700	1,122	2,700	2,700	2,700	2,700	2,700	2,700
Utilities	1,204	2,700	1,122	2,700	2,700	2,700	2,700	2,700	2,700
Equipment Maintenance	0	500	0	500	500	500	500	500	500
Total Repair & Maintenance	0	500	0	500	500	500	500	500	500
Auto Expense	0	2,000	25	1,000	1,000	1,000	1,000	1,000	1,000
Fleet Maintenance	0	2,000	25	1,000	1,000	1,000	1,000	1,000	1,000
Special Event - Home Reno/ Lawn	0	7,500	0	7,500	7,500	7,500	7,500	7,500	7,500
Special Projects	0	7,500	0	7,500	7,500	7,500	7,500	7,500	7,500
Total Other Expenses	4,349	19,950	5,147	19,000	19,000	19,000	19,000	19,000	19,000
Total Expenses	134,707	214,877	184,898	232,695	240,499	248,612	257,051	265,821	274,940
Net Revenue Before Depreciation	(70,447)	(133,977)	(89,313)	(156,590)	(164,394)	(172,507)	(180,946)	(189,716)	(198,835)
Net Revenues Over Expenses	(70,447)	(133,977)	(89,313)	(156,590)	(164,394)	(172,507)	(180,946)	(189,716)	(198,835)



Marinas Work Plan

2019 Operating Revenue:	\$1,624,634
2019 Operating Expenditures:	\$1,564,219

2019 Work Plan

The mission of the Marinas Department is to provide and promote boating and waterfront activities within The Landings by operating and maintaining two marinas -- Landings Harbor on the north end and Delegal Creek on the south end. The department provides permanent and guest storage options through wet slips and dry rack storage as well as Jet Ski and kayak storage, a Sailing Program, retail store operation, guest boater services, and onsite marine repair services provided through the contracted Dolan Yacht Services. User fees and sales of goods and services provide the revenue to fund the Marina operations.

Permanent/Seasonal Boat Storage

The Marinas provide annual and seasonal boat storage for Landings residents as well as limited non-property-owning members at both marinas. Landings Harbor Marina offers dry rack storage for 279 boats up to 35 feet in length and wet storage for 29 boats up to 40 feet in length. Jet ski storage will continue to be offered in 2019. In 2018, Landings Harbor Marina occupancy was consistently high, peaking out at 96%. The dry stack had a wait list for T-tops and larger boats for much of the summer. Since January 1, 2018, the Marinas received 48 move-ins and 23 move-outs. Since the Delegal Creek Marina's floating dock system was entirely rebuilt and officially opened this past spring, boats have been steadily coming into the new marina. The current occupancy is 90%. This marina can accommodate a total of 57 boats up to 125 feet in length. It also has approximately 500 feet of linear dockage for transients.

2019 Projects and Initiatives

Waterfront events and activities at the Marinas, such as Sunset Cruises at the Harbor, HarborFest, the Annual Spanish Mackerel Tournament and kayak lessons were successful in the last several years. Boaters and non-boaters alike were encouraged to enjoy the benefits of these premier locations. These events will be continued in 2019.

The Sunset Cruises continue to be a huge hit throughout the community. Residents and their guests are now able to more fully appreciate their island home through this experience. A total of approximately 400 residents joined Mike Neal and his crew on a variety of cruises in 2018. We'll see Sunset Cruises, circumnavigation trips, guided tours, and some surprise excursions in 2019.

Classes for specific interest groups will be held in 2019, with a focus on fishing, kayaking, and paddle boarding. The Marinas will team up with a local kayaking group to provide courses for residents out of Delegal Creek Marina. In a continued effort to increase watersport activities in 2019, the Marinas will partner with another outside vendor for residents interested in paddle boarding and even paddle board yoga. The Marinas will continue to work in 2019 with The Coastal Conservation Association (CCA) to collaborate on hosting fishing seminars at Landings Harbor and Delegal Creek Marina, open to all residents. The Marinas will also continue to partner with Carefree Boat Club and the Skidaway Island Boat Club (SIBC) on various events, such as SIBC's successful Hook Ocean race.

In May 2018, Carefree Boat Club celebrated the fourth year of private Landings boat club operations from Delegal Marina under a contractual agreement with The Landings Association. The Club now has boats at Landings Harbor as well. In addition to attracting approximately 100 Landings families as boat club members, the Carefree Boat Club hosts numerous social events on our waterfront and supports many Marinas and community social events.

Because the Spanish Mackerel tournament at Landings Harbor has been successful for several years, staff will continue to hold this special tournament on an annual basis. We will also be working closely with the CCA and local sport fishing groups on having a second tournament at Delegal.

In 2019, a total marketing budget of \$9,645 will be used for the Marinas. The bulk of the money will go toward ads for the newly built Delegal Creek Marina. Ads will include *Waterway Guide*, Maptech, and *Southern Tides Magazine*. Special promotions and brochures will also be used in 2019.

Facility Improvements

In 2019, Landings Harbor will replace two fuel dispensers and the outboard engine for the marina work boat.

Grant funds will be sought to provide fun and educational signage at Landings Harbor. Pending successful application, one sign will show the different species of fish you can catch off the pier, and a second sign will depict the history of the marina from when it was built in the 1980s.

General preventive maintenance, including repairs and painting, will be kept to a high standard at both marinas.

Since the assessment vote did not pass for 2019-2021, the Landings Harbor dry stack project was deferred in the Capital Asset Management Plan (CAMP) from 2020/2021 to 2021/2022. In addition, the initial estimate of \$2,500,000 for the project was revised. Due to the high cost, the Marinas Director reevaluated the scope of work and devised a new plan with an estimated total of \$1,200,000. Instead of completely rebuilding the dry stack, the stack storage will undergo a restoration. The restoration will be more cost effective but still addresses the critical concerns and needs. The revised scope of work includes replacing all the roofs and purlins, sanding and painting the entire structure, adding additional dry slips, using breathable tennis netting for the sides, and replacing concrete and landscaping. The renovation will add an additional 20 years to the asset life and improve operations.

Due to past storm activity, it was prudent to understand the condition of the sea wall. In 2018 Thompson Engineering conducted a thorough engineering analysis of the sea wall that revealed critical problems with the piles and sheet metal. After reviewing the report, the Marinas Director obtained quotes to determine the actual costs of the repairs. The estimated total costs are \$70,980. In order to maintain the projected life expectancy of the wall, these repairs will be completed in 2019. The expenses will be covered under the marina operating account and have no impact on the Reserve Fund.

Sailing Program

The primary goal of this program is to allow residents to learn to sail in a supportive environment and to sail without having to own a sailboat. The Marinas own 10 boats for this purpose and charge participants a monthly fee. Beginning in 2017, J24's were purchased to diversify the club and help attract new members. Weekend races promote camaraderie among participants.

Membership in the sailing program varies seasonally, and all the program's expenses are covered by the user fee revenues. The program is fully managed by its members, who also handle much of the required maintenance.

Retail Operations

We will continue to provide residents, boaters, and guest boaters with a variety of merchandise available for purchase, including gas and diesel fuel, apparel, bait, tackle, ice, drinks, and snack foods. The addition of Leopold's ice cream at Landings Harbor was well received this past year.

2019 Projects and Initiatives

In 2019, expect to see more fishing tackle and boat maintenance inventory. Marine service items, such as batteries, will continue to be sold in the ship store. AFTCO, Guy Harvey, and Altered Latitudes will continue to be sold, along with a few other clothing lines. We will continue to seek out new vendors and products to offer a wider range of retail items.

Marinas Guest Boats

The location of Delegal Creek Marina makes it an attractive waypoint for boaters traveling the Intracoastal Waterway during two seasons per year (April - June and October - December). In addition to the slip fee revenue added to Marina operations, guest boaters frequently purchase fuel and merchandise. These boaters often are repeat visitors and are considered prospective buyers at The Landings.

2019 Projects and Initiatives

In 2018, transient guests continued to visit our docks. This is attributable to residents' and friends' referrals. We continue to receive four-star reviews on ActiveCaptain.com. In 2019, the Marinas staff will continue an improved marketing effort to attract guest boaters back to Delegal Creek. These efforts will include building relationships with yacht clubs and marinas up and down the East Coast, targeting Intracoastal cruiser blog sites, and targeting guest boaters who would visit Delegal as a destination location.

Dockwa, a web-based reservation slip management, has been utilized at Delegal Creek Marina since 2016, and staff will continue its use in 2019. The company recently was featured in *Forbes* magazine which noted that Dockwa is attracting Millennials to the boating world. Nearly 300 marinas use this program in the United States. The web-based system improved efficiency on the docks and allowed staff to better track and market to the guests that visit the marina. It is a significant improvement to the antiquated paper forms.

Marine Repair Service

The outsourced Marine Services Center provider at Landings Harbor is Dolan Yacht Services. Having an onsite repair service sets us ahead of our competitors and, thus, will continue to be highlighted in our 2019 marketing efforts. A new agreement with this service provider was approved by the Board in 2018 and will generate \$23,282 in revenue in 2019.

Detail-Wash Program

In the summer of 2015, the Marinas started a boat washing program. The staff offered basic and deluxe wash options. The Marinas' staff will continue to grow this program in 2019.

2019 Staff Plan

For 2019, the Marinas are budgeted for 10 FTE employees. This number includes two part-time employees. If either of the part-time positions is vacant, two additional student dockhands will be hired for the summer months. This is necessary to maintain the high level of customer service that boaters expect at the Marinas. As vacancies decrease, the Marinas will be in a better position to assign special projects.

Marinas staff will continue to receive boater education courses and customer service training as well as updated forklift certification training. To provide employees with more versatility, instruction on the Landings Harbor store, forklift, and Delegal Creek Marina operations will continue to be a part of new employees' training program. This provides familiar faces to our residents while offering potential job advancement opportunities from within our organization.

Service Levels and Budget Explanation

The marina budget includes expenditures for daily operations at both Landings Harbor and Delegal Creek Marinas. Major operating expenses include floating docks, sea wall, facilities, two marina forklifts, engineering, dredging, operating contingency and staffing. Marina revenues generated from boater fees and services entirely cover the operating expenditures. Marina year-end balances, excluding an opening balance equal to two months expenditures, are transferred to the Reserves Fund to support replacement of major capital assets.

The 2018 year-end estimate for Marinas operating expenditures is \$1,504,927 a 2% decrease compared to the 2018 budget of \$1,540,707. This decrease is due primarily to staffing transitions (\$20,582) and a favorable \$22,000 year-end balance in the operating contingency account. The contingency is budgeted at \$25,000 each year and is used for unplanned expenditures, such as storm repair. Expenses were also favorable for various repair/maintenance expenditures at \$14,543 less than budget, and dredging expense \$7,486 under budget. The 2018 year-end estimate for revenues for the Marinas is \$1,646,603, a 7% increase over the 2018 budget of \$1,533,948. This is due primarily to increased revenue from boat storage.

The Marinas' proposed operating budget for 2019 of \$1,564,219 is a 4% increase compared to the 2018 year-end estimate of 1,504,927. The increase is entirely driven by \$70,980 budgeted for sea wall repairs, typically budgeted annually at \$8,000. The Marinas' revenue for 2019 totals \$1,624,634 a 1% decrease compared with the 2018 year-end estimate of \$1,646,603. Due to unknown market conditions and weather the numbers reflect a conservative outlook.

The budget that follows this Work Plan reflects gross revenue (total sales revenue less the cost of goods sold). Revenues and expenditures reported in this Work Plan text were adjusted to reflect cost of goods sold in the expenditures.

Performance Measures	2017 Actual	2018 Target	2018 YTD	2019 Target
Percent of boaters reporting that they are satisfied or very satisfied with Marina Operations	N/A	98%	N/A	98%
Average Percent Occupancy at Delegal	43%	90%	63%	85%
Average Percent Occupancy at Landings Harbor Wet Slips	99%	100%	95%	100%
Average Percent Occupancy at Landings Harbor Dry Slips	88%	87%	97%	97%
Average Daily Boat Moves per Forklift Operator FTE	20	26	37	30
Fuel Margins at Landings Harbor	18%	20%	32%	15%
Fuel Margins at Delegal Creek	20%	20%	32%	15%
Merchandise Store Margins at Landings Harbor	40%	35%	45%	50%

This page intentionally left blank

Department Budgets

Marinas Operating Rollup

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
Non-Assessment Revenue										
5140	Service Agreement - Marine Service Service Agreements	\$23,269 23,269	\$22,604 22,604	\$20,716 20,716	\$22,604 22,604	\$0 0	\$23,282 23,282	\$23,282 23,282	\$0 0	\$678 678
5520	Telecommunications Lease Rental Income	18,078 18,078	19,672 19,672	22,597 22,597	24,715 24,715	5,043 5,043	19,672 19,672	24,715 24,715	5,043 5,043	0 0
5030	Rack Rental - Jet Ski & Dingie	9,472	9,500	10,878	12,500	3,000	9,500	10,400	900	(2,100)
5031	Rack Rental - Boats	701,441	684,199	692,292	742,000	57,801	684,199	756,840	72,641	14,840
5032	Wet Slip Rental	219,516	263,405	235,191	259,147	(4,258)	270,069	258,802	(11,267)	(345)
5035	Boat Movement Fee	600	500	0	0	(500)	500	500	0	500
5033	Guest Slip Rental Boat Storage	6,629 937,658	12,850 970,454	37,261 975,622	35,846 1,049,493	22,996 79,039	13,210 977,478	20,800 1,047,342	7,590 69,864	(15,046) (2,151)
5025	Rack Rental - Kayak	12,933	15,450	15,138	16,900	1,450	15,450	15,994	544	(906)
5026	Sticker/Registration - Kayak	100	400	450	450	50	400	500	100	50
5027	Rental - Kayak Kayak Revenues	2,703 15,736	3,650 19,500	3,120 18,708	3,200 20,550	(450) 1,050	3,650 19,500	3,000 19,494	(650) (6)	(200) (1,056)
5320	Gasoline Sales	190,326	240,510	238,947	246,462	5,952	240,510	226,265	(14,245)	(20,197)
5321	Diesel Sales Fuel Sales	24,508 214,834	29,059 269,569	44,304 283,251	49,975 296,437	20,916 26,868	29,059 269,569	49,269 275,534	20,210 5,965	(706) (20,903)
5300 + 9200	Merchandise Sales	40,027	53,850	53,290	55,201	1,351	55,241	53,142	(2,099)	(2,059)
5310	Bait Sales Total Merchandise	2,409 42,436	2,754 56,604	1,937 55,227	2,200 57,401	(554) 797	2,823 58,064	2,270 55,412	(553) (2,652)	70 (1,989)
5340	Beverage Lounge Sales	3,232 3,232	4,500 4,500	2,812 2,812	3,000 3,000	(1,500) (1,500)	4,500 4,500	1,500 1,500	(3,000) (3,000)	(1,500) (1,500)
5551	Programs-Education/Classes	800	450	0	0	(450)	450	0	(450)	0
5552	Programs-Tournaments	1,882	2,000	700	700	(1,300)	2,000	2,000	0	1,300
5553	Programs-Charters Event Income	12,575 15,257	13,500 15,950	10,907 11,607	13,000 13,700	(500) (2,250)	13,500 15,950	14,390 16,390	890 440	1,390 2,690
5040	Electric Service	6,259	8,500	7,053	8,100	(400)	8,750	7,700	(1,050)	(400)
5050	Capital Assessment	118,326	114,729	114,368	124,300	9,571	115,629	127,265	11,636	2,965
5370	Sailing Program Marina Other	17,686 142,271	15,330 138,559	18,946 140,367	20,000 152,400	4,670 13,841	15,790 140,169	20,000 154,965	4,210 14,796	0 2,565
5036	Boat Wash Services Other Revenue	5,786 5,786	4,635 4,635	5,358 5,358	6,303 6,303	1,668 1,668	4,774 4,774	6,000 6,000	1,226 1,226	(303) (303)
Non-Assessment Revenue		1,418,557	1,522,047	1,536,265	1,646,603	124,556	1,532,958	1,624,634	91,676	(21,969)
Total Revenue		1,418,557	1,522,047	1,536,265	1,646,603	124,556	1,532,958	1,624,634	91,676	(21,969)
5920	Cost of Goods Sold Gasoline COGS	155,140	216,459	187,949	197,576	18,883	216,459	190,991	25,468	6,585

Department Budgets

Marinas Operating Rollup

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
5921	Diesel COGS	21,285	26,153	38,834	42,477	(16,324)	26,153	41,878	(15,725)	599
	Fuel COS	176,425	242,612	226,783	240,053	2,559	242,612	232,869	9,743	7,184
5900	Merchandise	32,361	26,925	33,016	35,923	(8,998)	27,620	32,700	(5,080)	3,223
5910	Bait	1,353	2,064	1,468	1,668	396	2,116	1,702	414	(34)
	Merchandise COS	33,714	28,989	34,484	37,591	(8,602)	29,736	34,402	(4,666)	3,189
5940	Beverage	1,563	1,800	2,272	2,300	(500)	1,800	750	1,050	1,550
	Lounge	1,563	1,800	2,272	2,300	(500)	1,800	750	1,050	1,550
5970	Sailing Program expense	6,884	7,830	8,050	8,250	(420)	8,290	10,500	(2,210)	(2,250)
	Total Cost of Sales	218,586	281,231	271,589	288,194	(6,963)	282,438	278,521	3,917	9,673
	Gross Margin	1,199,971	1,240,816	1,264,676	1,358,409	117,593	1,250,520	1,346,113	95,593	(12,296)
6000 + 6010 + 60...	Salaries & Wages	305,351	361,659	303,494	341,077	20,582	374,317	374,317	0	(33,240)
	Total Staffing	427,632	493,659	454,664	496,230	(2,571)	507,055	518,814	(11,759)	(22,584)
	Other Expenses									
7000	Postage	0	250	0	0	250	250	0	250	0
7010	Mailing House	3,051	3,100	3,118	3,391	(291)	3,100	3,115	(15)	276
7020	Printing	119	350	0	0	350	350	100	250	(100)
	Total Printing and Postage	3,170	3,700	3,118	3,391	309	3,700	3,215	485	176
7030	Office Supplies	1,106	1,600	1,382	1,700	(100)	1,606	1,250	356	450
7740	General Supplies	5,094	5,000	4,183	5,000	0	5,000	4,600	400	400
7800	Small Tools	0	1,350	0	900	450	1,350	750	600	150
8110	Janitorial Supplies	2,734	3,809	3,819	4,100	(291)	3,818	4,325	(507)	(225)
	Office Supplies / Small Tools	8,934	11,759	9,384	11,700	59	11,774	10,925	849	775
7110	Fees - Property Tax - Personal	12,735	14,309	9,887	14,309	0	14,739	14,739	0	(430)
7112 + 7113	Property Taxes	13,750	15,450	12,875	15,450	0	15,914	15,914	0	(464)
	Total Taxes	26,485	29,759	22,762	29,759	0	30,653	30,653	0	(894)
7315	Engineering Studies	61,653	14,500	15,597	60,842	(46,342)	81,500	6,000	75,500	54,842
7100	Insurance	268,016	364,565	266,453	319,937	44,628	304,620	335,934	(31,314)	(15,997)
7350	Operating Contingency	102,811	25,000	2,322	2,322	22,678	25,000	25,000	0	(22,678)
7040	Employee Business Reimbursement	257	550	193	250	300	550	400	150	(150)
7170	Fees - Licenses	8,355	5,218	4,781	7,491	(2,273)	5,370	8,720	(3,350)	(1,229)
7180	Provision for Bad Debt	0	1,150	0	0	1,150	1,200	0	1,200	0
7410	Service Charges/CC Fees	182	100	405	350	(250)	100	350	(250)	0
7181	Physical Inventory Adjustment	122	250	218	218	32	350	200	150	18
7452	Programs/Tournament Expense	1,075	1,000	219	1,000	0	1,000	1,500	(500)	(500)
7455	Programs- Education/Class Expense	247	400	0	0	400	400	0	400	0
7453	Programs- Charter Expense	4,970	12,150	6,660	11,700	450	12,150	12,951	(801)	(1,251)
	Total Other	447,688	424,883	296,848	404,110	20,773	432,240	391,055	41,185	13,055
7005	Marketing Expenses	14,515	19,695	14,541	19,695	0	19,695	9,645	10,050	10,050
	Marketing Expenses	14,515	19,695	14,541	19,695	0	19,695	9,645	10,050	10,050
8105	Kayak Expenses	0	773	878	900	(127)	796	800	(4)	100
	Kayak Expenses	0	773	878	900	(127)	796	800	(4)	100

Department Budgets

Marinas Operating Rollup
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRF	2019 Budget	2019 LRF Budget Variance	2018 YE EST Budget Variance
7240	Team Development	578	800	947	1,100	(300)	800	1,250	(450)	(150)
	Recruiting / Retention	578	800	947	1,100	(300)	800	1,250	(450)	(150)
7641	Equipment - Safety	0	500	25	100	400	500	430	70	(330)
	Security/Police/EMS/Safety	0	500	25	100	400	500	430	70	(330)
7050	Communications	2,347	2,680	3,358	4,287	(1,607)	2,680	4,250	(1,570)	37
7060	Utilities	33,640	41,116	33,456	38,216	2,900	42,760	38,144	4,616	72
	Utilities	35,987	43,796	36,814	42,503	1,293	45,440	42,394	3,046	109
8150	Hazard Material Registration	0	0	1	0	0	0	0	0	0
	Landscaping	0	0	1	0	0	0	0	0	0
8100	PW Buildings Maintenance	4,569	12,000	8,087	11,400	600	12,000	10,400	1,600	1,000
8130	Member Boat Damage	2,215	7,000	2,925	4,000	3,000	7,000	7,000	0	(3,000)
8140	Equipment Maintenance	1,976	5,117	768	1,900	3,217	5,238	2,100	3,138	(200)
8141	Repair & Maint - Wiggins	28,572	34,288	19,528	34,000	288	35,317	28,000	7,317	6,000
8142	Repair & Maint - Docks & Grounds	40,612	47,438	27,489	48,000	(562)	48,861	40,073	8,788	7,927
8151	Repair & Maint- Seawall	0	8,000	0	0	8,000	8,000	78,980	(70,980)	(78,980)
8154	Channel Markers	221	1,545	221	1,545	0	1,591	1,800	(209)	(255)
	Total Repair & Maintenance	78,165	115,388	59,018	100,845	14,543	118,007	168,353	(50,346)	(67,508)
8152	Dredging Expense	78,850	100,000	92,514	92,514	7,486	100,000	95,000	5,000	(2,486)
	Total Dredging Expense	78,850	100,000	92,514	92,514	7,486	100,000	95,000	5,000	(2,486)
8230	Dry Trash Pickup	8,198	8,264	7,923	8,786	(522)	8,512	9,050	(538)	(264)
	Total Facilities	8,198	8,264	7,923	8,786	(522)	8,512	9,050	(538)	(264)
8300	Fuel & Lube	5,184	4,000	4,951	5,100	(1,100)	4,000	4,114	(114)	986
8320	Auto Expense	0	2,500	0	0	2,500	2,500	0	2,500	0
	Fleet Maintenance	5,184	6,500	4,951	5,100	1,400	6,500	4,114	2,386	986
	Total Other Expenses	707,754	765,817	549,724	720,503	45,314	778,617	766,884	11,733	(46,381)
	Total Expenses	1,135,386	1,259,476	1,004,388	1,216,733	42,743	1,285,672	1,285,698	(26)	(68,965)
	Net Revenue Before Depreciation	64,585	(18,660)	260,288	141,676	160,336	(35,152)	60,415	95,567	(81,261)
9100	Depreciation	172,869	177,526	160,045	197,663	(20,137)	182,852	201,135	(18,283)	(3,472)
	Net Revenues Over Expenses	(108,284)	(196,186)	100,243	(55,987)	140,199	(218,004)	(140,720)	77,284	(84,733)

Department Budgets

Landings Harbor - 610

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
Non-Assessment Revenue										
5520	Telecommunications Lease Rental Income	\$14,824 14,824	\$16,175 16,175	\$20,062 20,062	\$21,218 21,218	\$5,043 5,043	\$16,175 16,175	\$21,218 21,218	\$5,043 5,043	\$0 0
5030	Rack Rental - Jet Ski & Dingie	9,472	9,500	10,878	12,500	3,000	9,500	10,400	900	(2,100)
5031	Rack Rental - Boats	701,441	684,199	692,292	742,000	57,801	684,199	756,840	72,641	14,840
5032	Wet Slip Rental	131,082	130,120	122,123	132,345	2,225	130,120	132,000	1,880	(345)
5035	Boat Movement Fee	600	500	0	0	(500)	500	500	0	500
5033	Guest Slip Rental Boat Storage	1,202 843,797	850 825,169	846 826,139	846 887,691	(4) 62,522	850 825,169	800 900,540	(50) 75,371	(46) 12,849
5025	Rack Rental - Kayak Kayak Revenues	2,450 2,450	2,700 2,700	4,638 4,638	5,500 5,500	2,800 2,800	2,700 2,700	4,000 4,000	1,300 1,300	(1,500) (1,500)
5320	Gasoline Sales	135,857	120,510	150,399	154,097	33,587	120,510	133,900	13,390	(20,197)
5321	Diesel Sales Fuel Sales	12,929 148,786	13,059 133,569	14,049 164,448	15,200 169,297	2,141 35,728	13,059 133,569	13,451 147,351	392 13,782	(1,749) (21,946)
5300 + 9200	Merchandise Sales	38,651	46,350	48,686	50,057	3,707	47,741	47,741	0	(2,316)
5310	Bait Sales Total Merchandise	2,360 41,011	2,304 48,654	1,828 50,514	1,991 52,048	(313) 3,394	2,373 50,114	2,051 49,792	(322) (322)	60 (2,256)
5340	Beverage Lounge Sales	3,232 3,232	4,500 4,500	2,812 2,812	3,000 3,000	(1,500) (1,500)	4,500 4,500	1,500 1,500	(3,000) (3,000)	(1,500) (1,500)
5551	Programs-Education/Classes	800	200	0	0	(200)	200	0	(200)	0
5552	Programs-Tournaments	1,882	2,000	700	700	(1,300)	2,000	2,000	0	1,300
5553	Programs-Charters Event Income	12,475 15,157	12,000 14,200	10,907 11,607	13,000 13,700	1,000 (500)	12,000 14,200	13,390 15,390	1,390 1,190	390 1,690
5040	Electric Service	3,333	3,000	2,923	3,200	200	3,000	3,200	200	0
5050	Capital Assessment Marina Other	108,140 111,473	96,729 99,729	101,808 104,731	110,350 113,550	13,621 13,821	96,729 99,729	113,315 116,515	16,586 16,786	2,965 2,965
5036	Boat Wash Services Other Revenue	5,786 5,786	4,635 4,635	5,343 5,343	6,303 6,303	1,668 1,668	4,774 4,774	6,000 6,000	1,226 1,226	(303) (303)
Non-Assessment Revenue		1,186,516	1,149,331	1,190,294	1,272,307	122,976	1,150,930	1,262,306	111,376	(10,001)
Total Revenue		1,186,516	1,149,331	1,190,294	1,272,307	122,976	1,150,930	1,262,306	111,376	(10,001)
<i>Cost of Goods Sold</i>										
5920	Gasoline COGS	110,087	108,459	117,273	120,400	(11,941)	108,459	113,815	(5,356)	6,585
5921	Diesel COGS Fuel COS	12,573 122,660	11,753 120,212	10,671 127,944	12,477 132,877	(724) (12,665)	11,753 120,212	11,433 125,248	320 (5,036)	1,044 7,629
5900	Merchandise	31,748	23,175	29,473	31,923	(8,748)	23,870	30,000	(6,130)	1,923
5910	Bait	1,353	1,727	1,306	1,493	234	1,779	1,538	241	(45)

Department Budgets

Landings Harbor - 610

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
	Merchandise COS	33,101	24,902	30,779	33,416	(8,514)	25,649	31,538	(5,889)	1,878
5940	Beverage Lounge	1,563	1,800	2,272	2,300	(500)	1,800	750	1,050	1,550
		1,563	1,800	2,272	2,300	(500)	1,800	750	1,050	1,550
	Total Cost of Sales	157,324	146,914	160,995	168,593	(21,679)	147,661	157,536	(9,875)	11,057
	Gross Margin	1,029,192	1,002,417	1,029,299	1,103,714	101,297	1,003,269	1,104,770	101,501	1,056
6000 + 6010 + 60...	Salaries & Wages	271,663	329,367	292,881	330,464	(1,097)	340,895	342,025	(1,130)	(11,561)
	Total Staffing	381,032	447,596	438,574	480,141	(32,545)	459,396	474,545	(15,149)	5,596
	Other Expenses									
7000	Postage	0	100	0	0	100	100	0	100	0
7010	Mailing House	2,503	2,500	2,556	2,776	(276)	2,500	2,500	0	276
7020	Printing	119	250	0	0	250	250	100	150	(100)
	Total Printing and Postage	2,622	2,850	2,556	2,776	74	2,850	2,600	250	176
7030	Office Supplies	912	1,400	1,109	1,400	0	1,400	1,000	400	400
7740	General Supplies	3,618	3,500	2,951	3,500	0	3,500	3,000	500	500
7800	Small Tools	0	1,000	0	900	100	1,000	500	500	400
8110	Janitorial Supplies	2,300	3,500	3,335	3,500	0	3,500	3,605	(105)	(105)
	Office Supplies / Small Tools	6,830	9,400	7,395	9,300	100	9,400	8,105	1,295	1,195
7110	Fees - Property Tax - Personal	12,735	14,309	9,887	14,309	0	14,739	14,739	0	(430)
7112 + 7113	Property Taxes	3,667	4,120	3,433	4,120	0	4,244	4,244	0	(124)
	Total Taxes	16,402	18,429	13,320	18,429	0	18,983	18,983	0	(554)
7315	Engineering Studies	61,653	10,000	15,597	60,842	(50,842)	77,000	6,000	71,000	54,842
7100	Insurance	175,972	236,025	173,259	207,960	28,065	201,810	218,358	(16,548)	(10,398)
7350	Operating Contingency	73,659	20,000	2,322	2,322	17,678	20,000	20,000	0	(17,678)
7040	Employee Business Reimbursement	223	400	193	250	150	400	250	150	0
7170	Fees - Licenses	6,360	5,068	2,754	5,068	0	5,220	5,220	0	(152)
7180	Provision for Bad Debt	0	1,000	0	0	1,000	1,000	0	1,000	0
7181	Physical Inventory Adjustment	122	200	218	218	(18)	300	200	100	18
7452	Programs/Tournament Expense	1,075	1,000	219	1,000	0	1,000	1,500	(500)	(500)
7455	Programs- Education/Class Expense	247	150	0	0	150	150	0	150	0
7453	Programs- Charter Expense	4,970	10,800	6,660	11,700	(900)	10,800	12,051	(1,251)	(351)
	Total Other	324,281	284,643	201,222	289,360	(4,717)	317,680	263,579	54,101	25,781
7005	Marketing Expenses	8,712	12,500	7,949	12,500	0	12,500	6,500	6,000	6,000
	Marketing Expenses	8,712	12,500	7,949	12,500	0	12,500	6,500	6,000	6,000
7240	Team Development	387	600	776	850	(250)	600	1,000	(400)	(150)
	Recruiting / Retention	387	600	776	850	(250)	600	1,000	(400)	(150)
7641	Equipment - Safety	0	500	25	100	400	500	430	70	(330)
	Security/Police/EMS/Safety	0	500	25	100	400	500	430	70	(330)
7050	Communications	1,743	2,076	2,980	3,876	(1,800)	2,076	3,825	(1,749)	51

Department Budgets

Landings Harbor - 610

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
7060	Utilities	27,786	27,638	22,931	27,216	422	28,743	27,500	1,243	(284)
	Utilities	29,529	29,714	25,911	31,092	(1,378)	30,819	31,325	(506)	(233)
8150	Hazard Material Registration	0	0	1	0	0	0	0	0	0
	Landscaping	0	0	1	0	0	0	0	0	0
8100	PW Buildings Maintenance	4,244	10,000	6,594	10,000	0	10,000	9,000	1,000	1,000
8130	Member Boat Damage	2,215	7,000	2,925	4,000	3,000	7,000	7,000	0	(3,000)
8140	Equipment Maintenance	1,866	4,017	242	1,300	2,717	4,138	1,000	3,138	300
8141	Repair & Maint - Wiggins	28,572	34,288	19,528	34,000	288	35,317	28,000	7,317	6,000
8142	Repair & Maint - Docks & Grounds	23,471	26,008	18,033	35,000	(8,992)	26,788	18,000	8,788	17,000
8151	Repair & Maint- Seawall	0	8,000	0	0	8,000	8,000	78,980	(70,980)	(78,980)
	Total Repair & Maintenance	60,368	89,313	47,322	84,300	5,013	91,243	141,980	(50,737)	(57,680)
8152	Dredging Expense	78,850	100,000	92,514	92,514	7,486	100,000	95,000	5,000	(2,486)
	Total Dredging Expense	78,850	100,000	92,514	92,514	7,486	100,000	95,000	5,000	(2,486)
8230	Dry Trash Pickup	4,226	4,286	3,955	4,286	0	4,415	4,415	0	(129)
	Total Facilities	4,226	4,286	3,955	4,286	0	4,415	4,415	0	(129)
8300	Fuel & Lube	5,024	3,800	4,881	5,000	(1,200)	3,800	3,914	(114)	1,086
8320	Auto Expense	0	2,000	0	0	2,000	2,000	0	2,000	0
	Fleet Maintenance	5,024	5,800	4,881	5,000	800	5,800	3,914	1,886	1,086
	Total Other Expenses	537,231	558,035	407,827	550,507	7,528	594,790	577,831	16,959	(27,324)
	Total Expenses	918,263	1,005,631	846,401	1,030,648	(25,017)	1,054,186	1,052,376	1,810	(21,728)
	Net Revenue Before Depreciation	110,929	(3,214)	182,898	73,066	76,280	(50,917)	52,394	103,311	(20,672)
9100	Depreciation	157,192	161,378	135,028	162,061	(683)	166,219	165,146	1,073	(3,085)
	Net Revenues Over Expenses	(46,263)	(164,592)	47,870	(88,995)	75,597	(217,136)	(112,752)	104,384	(23,757)

Department Budgets

Delegal - 630
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFPP	2019 Budget	2019 LRFPP Budget Variance	2018 YE EST 2019 Budget Variance
Non-Assessment Revenue										
5520	Telecommunications Lease Rental Income	\$3,254 3,254	\$3,497 3,497	\$2,535 2,535	\$3,497 3,497	\$0 0	\$3,497 3,497	\$3,497 3,497	\$0 0	\$0 0
5032	Wet Slip Rental	88,434	133,285	113,069	126,802	(6,483)	139,949	126,802	(13,147)	0
5033	Guest Slip Rental	5,427	12,000	36,415	35,000	23,000	12,360	20,000	7,640	(15,000)
	Boat Storage	93,861	145,285	149,484	161,802	16,517	152,309	146,802	(5,507)	(15,000)
5025	Rack Rental - Kayak	10,483	12,750	10,500	11,400	(1,350)	12,750	11,994	(756)	594
5026	Sticker/Registration - Kayak	100	400	450	450	50	400	500	100	50
5027	Rental - Kayak	2,703	3,650	3,120	3,200	(450)	3,650	3,000	(650)	(200)
	Kayak Revenues	13,286	16,800	14,070	15,050	(1,750)	16,800	15,494	(1,306)	444
5320	Gasoline Sales	54,469	120,000	88,548	92,365	(27,635)	120,000	92,365	(27,635)	0
5321	Diesel Sales	11,579	16,000	30,255	34,775	18,775	16,000	35,818	19,818	1,043
	Fuel Sales	66,048	136,000	118,803	127,140	(8,860)	136,000	128,183	(7,817)	1,043
5300 + 9200	Merchandise Sales	1,376	7,500	4,604	5,144	(2,356)	7,500	5,401	(2,099)	257
5310	Bait Sales	49	450	108	209	(241)	450	219	(231)	10
	Total Merchandise	1,425	7,950	4,712	5,353	(2,597)	7,950	5,620	(2,330)	267
5551	Programs-Education/Classes	0	250	0	0	(250)	250	0	(250)	0
5553	Programs-Charters	100	1,500	0	0	(1,500)	1,500	1,000	(500)	1,000
	Event Income	100	1,750	0	0	(1,750)	1,750	1,000	(750)	1,000
5040	Electric Service	2,926	5,500	4,131	4,900	(600)	5,750	4,500	(1,250)	(400)
5050	Capital Assessment	10,186	18,000	12,560	13,950	(4,050)	18,900	13,950	(4,950)	0
	Marina Other	13,112	23,500	16,691	18,850	(4,650)	24,650	18,450	(6,200)	(400)
5036	Boat Wash Services	0	0	15	0	0	0	0	0	0
	Other Revenue	0	0	15	0	0	0	0	0	0
Non-Assessment Revenue		191,086	334,782	306,310	331,692	(3,090)	342,956	319,046	(23,910)	(12,646)
Total Revenue		191,086	334,782	306,310	331,692	(3,090)	342,956	319,046	(23,910)	(12,646)
5920	Cost of Goods Sold Gasoline COGS	45,053	108,000	70,677	77,176	30,824	108,000	77,176	30,824	0
5921	Diesel COGS	8,712	14,400	28,163	30,000	(15,600)	14,400	30,445	(16,045)	(445)
	Fuel COS	53,765	122,400	98,840	107,176	15,224	122,400	107,621	14,779	(445)
5900	Merchandise	613	3,750	3,543	4,000	(250)	3,750	2,700	1,050	1,300
5910	Bait	0	337	161	175	162	337	164	173	11
	Merchandise COS	613	4,087	3,704	4,175	(88)	4,087	2,864	1,223	1,311
Total Cost of Sales		54,378	126,487	102,544	111,351	15,136	126,487	110,485	16,002	866

Department Budgets

Delegal - 630
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
	Gross Margin	136,708	208,295	203,766	220,341	12,046	216,469	208,561	(7,908)	(11,780)
6000 + 6010 + 60...	Salaries & Wages	33,688	32,292	10,613	10,613	21,679	33,422	32,292	1,130	(21,679)
	Total Staffing	46,603	46,065	16,088	16,088	29,977	47,658	44,270	3,388	(28,182)
	Other Expenses									
7000	Postage	0	150	0	0	150	150	0	150	0
7010	Mailing House	549	600	561	615	(15)	600	615	(15)	0
7020	Printing	0	100	0	0	100	100	0	100	0
	Total Printing and Postage	549	850	561	615	235	850	615	235	0
7030	Office Supplies	195	200	273	300	(100)	206	250	(44)	50
7740	General Supplies	1,476	1,500	1,232	1,500	0	1,500	1,600	(100)	(100)
7800	Small Tools	0	350	0	0	350	350	250	100	(250)
8110	Janitorial Supplies	434	309	484	600	(291)	318	720	(402)	(120)
	Office Supplies / Small Tools	2,105	2,359	1,989	2,400	(41)	2,374	2,820	(446)	(420)
7112 + 7113	Property Taxes	10,083	11,330	9,442	11,330	0	11,670	11,670	0	(340)
	Total Taxes	10,083	11,330	9,442	11,330	0	11,670	11,670	0	(340)
7315	Engineering Studies	0	4,500	0	0	4,500	4,500	0	4,500	0
7100	Insurance	92,044	128,540	93,194	111,978	16,562	102,810	117,576	(14,766)	(5,598)
7350	Operating Contingency	29,152	5,000	0	0	5,000	5,000	5,000	0	(5,000)
7040	Employee Business Reimbursement	34	150	0	0	150	150	150	0	(150)
7170	Fees - Licenses	1,995	150	2,027	2,423	(2,273)	150	3,500	(3,350)	(1,077)
7180	Provision for Bad Debt	0	150	0	0	150	200	0	200	0
7410	Service Charges/CC Fees	182	100	405	350	(250)	100	350	(250)	0
7181	Physical Inventory Adjustment	0	50	0	0	50	50	0	50	0
7455	Programs- Education/Class Expense	0	250	0	0	250	250	0	250	0
7453	Programs- Charter Expense	0	1,350	0	0	1,350	1,350	900	450	(900)
	Total Other	123,407	140,240	95,626	114,751	25,489	114,560	127,476	(12,916)	(12,725)
7005	Marketing Expenses	5,803	7,195	6,592	7,195	0	7,195	3,145	4,050	4,050
	Marketing Expenses	5,803	7,195	6,592	7,195	0	7,195	3,145	4,050	4,050
8105	Kayak Expenses	0	773	878	900	(127)	796	800	(4)	100
	Kayak Expenses	0	773	878	900	(127)	796	800	(4)	100
7240	Team Development	191	200	171	250	(50)	200	250	(50)	0
	Recruiting / Retention	191	200	171	250	(50)	200	250	(50)	0
7050	Communications	604	604	378	411	193	604	425	179	(14)
7060	Utilities	5,854	13,478	10,525	11,000	2,478	14,017	10,644	3,373	356
	Utilities	6,458	14,082	10,903	11,411	2,671	14,621	11,069	3,552	342
8100	PW Buildings Maintenance	325	2,000	1,492	1,400	600	2,000	1,400	600	0

Department Budgets

Delegal - 630
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
8140	Equipment Maintenance	110	1,100	526	600	500	1,100	1,100	0	(500)
8142	Repair & Maint - Docks & Grounds	17,142	21,430	9,456	13,000	8,430	22,073	22,073	0	(9,073)
8154	Channel Markers	221	1,545	221	1,545	0	1,591	1,800	(209)	(255)
	Total Repair & Maintenance	17,798	26,075	11,695	16,545	9,530	26,764	26,373	391	(9,828)
8230	Dry Trash Pickup	3,972	3,978	3,968	4,500	(522)	4,097	4,635	(538)	(135)
	Total Facilities	3,972	3,978	3,968	4,500	(522)	4,097	4,635	(538)	(135)
8300	Fuel & Lube	160	200	70	100	100	200	200	0	(100)
8320	Auto Expense	0	500	0	0	500	500	0	500	0
	Fleet Maintenance	160	700	70	100	600	700	200	500	(100)
	Total Other Expenses	170,526	207,782	141,895	169,997	37,785	183,827	189,053	(5,226)	(19,056)
	Total Expenses	217,129	253,847	157,983	186,085	67,762	231,485	233,323	(1,838)	(47,238)
	Net Revenue Before Depreciation	(80,421)	(45,552)	45,783	34,256	79,808	(15,016)	(24,762)	(9,746)	(59,018)
9100	Depreciation	14,126	14,550	23,725	34,053	(19,503)	14,987	34,393	(19,406)	(340)
	Net Revenues Over Expenses	(94,547)	(60,102)	22,058	203	60,305	(30,003)	(59,155)	(29,152)	(59,358)

This page intentionally left blank

Department Budgets

LMS - 650
11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
	Non-Assessment Revenue									
5140	Service Agreement - Marine Service Service Agreements	\$23,269 23,269	\$22,604 22,604	\$20,716 20,716	\$22,604 22,604	\$0 0	\$23,282 23,282	\$23,282 23,282	\$0 0	\$678 678
	Non-Assessment Revenue	23,269	22,604	20,716	22,604	0	23,282	23,282	0	678
	Total Revenue	23,269	22,604	20,716	22,604	0	23,282	23,282	0	678
	<i>Cost of Goods Sold</i>									
	Gross Margin	23,269	22,604	20,716	22,604	0	23,282	23,282	0	678
	<i>Other Expenses</i>									

Department Budgets

LMS - 650
11/29/2018

<i>Account</i>	<i>Description</i>	<i>2017 Actual</i>	<i>2018 Budget</i>	<i>2018 YTD</i>	<i>2018 YE EST</i>	<i>Variance</i>	<i>2019 LRFP</i>	<i>2019 Budget</i>	<i>2019 LRFP Budget Variance</i>	<i>2018 YE EST 2019 Budget Variance</i>
	Net Revenue Before Depreciation	23,269	22,604	20,716	22,604	0	23,282	23,282	0	678
9100	Depreciation	1,551	1,598	1,293	1,549	49	1,645	1,595	50	(46)
	Net Revenues Over Expenses	21,718	21,006	19,423	21,055	49	21,637	21,687	50	632

Department Budgets

Sailing Prog-660

11/29/2018

Account	Description	2017 Actual	2018 Budget	2018 YTD	2018 YE EST	Variance	2019 LRFP	2019 Budget	2019 LRFP Budget Variance	2018 YE EST 2019 Budget Variance
	Non-Assessment Revenue									
5370	Sailing Program	\$17,686	\$15,330	\$18,946	\$20,000	\$4,670	\$15,790	\$20,000	\$4,210	\$0
	Marina Other	17,686	15,330	18,946	20,000	4,670	15,790	20,000	4,210	0
	Non-Assessment Revenue	17,686	15,330	18,946	20,000	4,670	15,790	20,000	4,210	0
	Total Revenue	17,686	15,330	18,946	20,000	4,670	15,790	20,000	4,210	0
	<i>Cost of Goods Sold</i>									
5970	Sailing Program expense	6,884	7,830	8,050	8,250	(420)	8,290	10,500	(2,210)	(2,250)
	Total Cost of Sales	6,884	7,830	8,050	8,250	(420)	8,290	10,500	(2,210)	(2,250)
	Gross Margin	10,802	7,500	10,896	11,750	4,250	7,500	9,500	2,000	(2,250)
	<i>Other Expenses</i>									

Department Budgets

Sailing Prog-660
11/29/2018

<u>Account</u>	<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YTD</u>	<u>2018 YE EST</u>	<u>Variance</u>	<u>2019 LRFP</u>	<u>2019 Budget</u>	<u>2019 LRFP Budget Variance</u>	<u>2018 YE EST 2019 Budget Variance</u>
	Net Revenue Before Depreciation	10,802	7,500	10,896	11,750	4,250	7,500	9,500	2,000	(2,250)
	Net Revenues Over Expenses	10,802	7,500	10,896	11,750	4,250	7,500	9,500	2,000	(2,250)

Long Range Financial Plan

Marinas Operating Rollup
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Non-Assessment Revenue									
Service Agreement - Marine Service	\$23,269	\$22,604	\$22,604	\$23,282	\$23,981	\$24,700	\$25,441	\$26,204	\$26,991
Service Agreements	23,269	22,604	22,604	23,282	23,981	24,700	25,441	26,204	26,991
Telecommunications Lease	18,078	19,672	24,715	24,715	24,715	24,715	24,715	24,715	24,715
Rental Income	18,078	19,672	24,715	24,715	24,715	24,715	24,715	24,715	24,715
Rack Rental - Jet Ski & Dingie	9,472	9,500	12,500	10,400	10,400	10,400	10,400	10,400	10,400
Rack Rental - Boats	701,441	684,199	742,000	756,840	771,977	787,416	795,290	795,290	795,290
Wet Slip Rental	219,516	263,405	259,147	258,802	258,802	258,802	258,802	258,802	258,802
Boat Movement Fee	600	500	0	500	500	500	500	500	500
Guest Slip Rental	6,629	12,850	35,846	20,800	20,800	20,800	20,800	20,800	20,800
Boat Storage	937,658	970,454	1,049,493	1,047,342	1,062,479	1,077,918	1,085,792	1,085,792	1,085,792
Rack Rental - Kayak	12,933	15,450	16,900	15,994	16,114	16,235	16,356	16,480	16,605
Sticker/Registration - Kayak	100	400	450	500	505	510	515	520	525
Rental - Kayak	2,703	3,650	3,200	3,000	3,000	3,000	3,000	3,000	3,000
Kayak Revenues	15,736	19,500	20,550	19,494	19,619	19,745	19,871	20,000	20,130
Gasoline Sales	190,326	240,510	246,462	226,265	230,282	234,420	238,681	243,071	247,592
Diesel Sales	24,508	29,059	49,975	49,269	50,747	52,270	53,838	55,453	57,116
Fuel Sales	214,834	269,569	296,437	275,534	281,029	286,690	292,519	298,524	304,708
Merchandise Sales	40,027	53,850	55,201	53,142	54,844	56,602	58,420	60,297	62,238
Bait Sales	2,409	2,754	2,200	2,270	2,342	2,417	2,494	2,569	2,652
Total Merchandise	42,436	56,604	57,401	55,412	57,186	59,019	60,914	62,866	64,890
Beverage	3,232	4,500	3,000	1,500	1,500	1,500	1,500	1,500	1,500
Lounge Sales	3,232	4,500	3,000	1,500	1,500	1,500	1,500	1,500	1,500
Programs-Education/Classes	800	450	0	0	0	0	0	0	0
Programs-Tournaments	1,882	2,000	700	2,000	2,000	2,000	2,000	2,000	2,000
Programs-Charters	12,575	13,500	13,000	14,390	15,292	15,705	16,132	16,571	17,023
Event Income	15,257	15,950	13,700	16,390	17,292	17,705	18,132	18,571	19,023
Electric Service	6,259	8,500	8,100	7,700	7,500	7,500	7,500	7,500	7,500
Capital Assessment	118,326	114,729	124,300	127,265	129,185	131,105	132,065	132,065	132,065
Sailing Program	17,686	15,330	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Marina Other	142,271	138,559	152,400	154,965	156,685	158,605	159,565	159,565	159,565
Boat Wash Services	5,786	4,635	6,303	6,000	6,000	6,000	6,000	6,000	6,000
Other Revenue	5,786	4,635	6,303	6,000	6,000	6,000	6,000	6,000	6,000

Long Range Financial Plan

Marinas Operating Rollup
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Non-Assessment Revenue	1,418,557	1,522,047	1,646,603	1,624,634	1,650,486	1,676,597	1,694,449	1,703,737	1,713,314
Total Revenue	1,418,557	1,522,047	1,646,603	1,624,634	1,650,486	1,676,597	1,694,449	1,703,737	1,713,314
<i>Cost of Goods Sold</i>									
Gasoline COGS	155,140	216,459	197,576	190,991	194,405	197,922	201,545	205,276	209,119
Diesel COGS	21,285	26,153	42,477	41,878	43,135	44,429	45,762	47,134	48,549
Fuel COS	176,425	242,612	240,053	232,869	237,540	242,351	247,307	252,410	257,668
<i>Merchandise</i>									
Bait	32,361	26,925	35,923	32,700	27,421	28,301	29,210	30,148	31,118
Merchandise COS	33,714	28,989	37,591	34,402	29,176	30,113	31,080	32,074	33,106
<i>Beverage</i>									
Lounge	1,563	1,800	2,300	750	750	750	750	750	750
<i>Sailing Program expense</i>									
	6,884	7,830	8,250	10,500	10,500	10,500	10,500	10,500	10,500
Total Cost of Sales	218,586	281,231	288,194	278,521	277,966	283,714	289,637	295,734	302,024
Gross Margin	1,199,971	1,240,816	1,358,409	1,346,113	1,372,520	1,392,883	1,404,812	1,408,003	1,411,290
<i>Salaries & Wages</i>									
Total Staffing	427,632	493,659	496,230	518,814	536,579	555,275	574,684	594,835	615,759
<i>Other Expenses</i>									
Postage	0	250	0	0	0	0	0	0	0
Mailing House	3,051	3,100	3,391	3,115	3,153	3,172	3,192	3,213	3,234
Printing	119	350	0	100	100	100	100	100	100
Total Printing and Postage	3,170	3,700	3,391	3,215	3,253	3,272	3,292	3,313	3,334
<i>Office Supplies</i>									
General Supplies	1,106	1,600	1,700	1,250	1,250	1,250	1,250	1,250	1,250
Small Tools	5,094	5,000	5,000	4,600	4,600	4,600	4,600	4,600	4,600
Janitorial Supplies	0	1,350	900	750	750	750	750	750	750
Office Supplies / Small Tools	8,934	11,759	11,700	10,925	11,033	11,145	11,159	11,377	11,499
<i>Fees - Property Tax - Personal</i>									
Total Taxes	12,735	14,309	14,309	14,739	15,181	15,636	16,105	16,589	17,086
<i>Property Taxes</i>									
	13,750	15,450	15,450	15,914	16,291	16,883	17,389	17,911	18,448
	26,485	29,759	29,759	30,653	31,472	32,519	33,494	34,500	35,534
<i>Engineering Studies</i>									
Insurance	61,653	14,500	60,842	6,000	63,917	12,000	10,500	12,000	10,500
Operating Contingency	268,016	364,565	319,937	335,934	352,731	370,367	388,886	408,330	428,746
Employee Business Reimbursement	102,811	25,000	2,322	25,000	25,000	25,000	25,000	25,000	25,000
Fees - Licenses	257	550	250	400	400	400	400	400	400
Provision for Bad Debt	8,355	5,218	7,491	8,720	8,877	9,038	9,204	9,375	9,551
Service Charges/CC Fees	0	1,150	0	0	0	0	0	0	0
Physical Inventory Adjustment	182	100	350	350	350	350	350	350	350
Programs/Tournament Expense	122	250	218	200	200	200	200	200	200
	1,075	1,000	1,000	1,500	1,500	1,500	1,500	1,500	1,500

Long Range Financial Plan

Marinas Operating Rollup 11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Programs- Education/Class Expense	247	400	0	0	0	0	0	0	0
Programs- Charter Expense	4,970	12,150	11,700	12,951	13,763	14,135	14,518	14,913	15,320
Total Other	447,688	424,883	404,110	391,055	466,738	432,990	450,558	472,068	491,567
Marketing Expenses	14,515	19,695	19,695	9,645	9,645	9,645	9,645	9,645	9,645
Marketing Expenses	14,515	19,695	19,695	9,645	9,645	9,645	9,645	9,645	9,645
Kayak Expenses	0	773	900	800	800	800	800	800	800
Kayak Expenses	0	773	900	800	800	800	800	800	800
Team Development	578	800	1,100	1,250	1,250	1,250	1,250	1,250	1,250
Recruiting / Retention	578	800	1,100	1,250	1,250	1,250	1,250	1,250	1,250
Equipment - Safety	0	500	100	430	430	430	430	430	430
Security/Police/EMS/Safety	0	500	100	430	430	430	430	430	430
Communications	2,347	2,680	4,287	4,250	4,250	4,250	4,250	4,250	4,250
Utilities	33,640	41,116	38,216	38,144	38,464	38,793	39,131	39,480	39,840
Utilities	35,987	43,796	42,503	42,394	42,714	43,043	43,381	43,730	44,090
PW Buildings Maintenance	4,569	12,000	11,400	10,400	10,400	10,400	10,400	10,400	10,400
Member Boat Damage	2,215	7,000	4,000	7,000	7,000	7,000	7,000	7,000	7,000
Equipment Maintenance	1,976	5,117	1,900	2,100	2,100	2,100	2,100	2,100	2,100
Repair & Maint - Wiggins	28,572	34,288	34,000	28,000	23,000	28,000	23,000	28,000	23,000
Repair & Maint - Docks & Grounds	40,612	47,438	48,000	40,073	40,735	41,417	42,120	42,843	43,589
Repair & Maint- Seawall	0	8,000	0	78,980	8,000	8,000	8,000	8,000	8,000
Channel Markers	221	1,545	1,545	1,800	1,854	1,910	1,967	2,026	2,087
Total Repair & Maintenance	78,165	115,388	100,845	168,353	93,089	98,827	94,587	100,369	96,176
Dredging Expense	78,850	100,000	92,514	95,000	95,000	95,000	95,000	95,000	95,000
Total Dredging Expense	78,850	100,000	92,514	95,000	95,000	95,000	95,000	95,000	95,000
Dry Trash Pickup	8,198	8,264	8,786	9,050	9,322	9,601	9,889	10,186	10,491
Total Facilities	8,198	8,264	8,786	9,050	9,322	9,601	9,889	10,186	10,491
Fuel & Lube	5,184	4,000	5,100	4,114	4,231	4,352	4,477	4,605	4,737
Auto Expense	0	2,500	0	0	0	0	0	0	0
Fleet Maintenance	5,184	6,500	5,100	4,114	4,231	4,352	4,477	4,605	4,737

Long Range Financial Plan

Marinas Operating Rollup
11/29/2018

<i>Description</i>	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Total Other Expenses	707,754	765,817	720,503	766,884	768,977	742,874	757,962	787,273	804,553
Total Expenses	1,135,386	1,259,476	1,216,733	1,285,698	1,305,556	1,298,149	1,332,646	1,382,108	1,420,312
Net Revenue Before Depreciation	64,585	(18,660)	141,676	60,415	66,964	94,734	72,166	25,895	(9,022)
<i>Depreciation</i>	172,869	177,526	197,663	201,135	204,830	208,595	212,432	216,344	220,331
Net Revenues Over Expenses	<u>(108,284)</u>	<u>(196,186)</u>	<u>(55,987)</u>	<u>(140,720)</u>	<u>(137,866)</u>	<u>(113,861)</u>	<u>(140,266)</u>	<u>(190,449)</u>	<u>(229,353)</u>

Long Range Financial Plan

Landings Harbor - 610
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Non-Assessment Revenue									
Telecommunications Lease	\$14,824	\$16,175	\$21,218	\$21,218	\$21,218	\$21,218	\$21,218	\$21,218	\$21,218
Rental Income	14,824	16,175	21,218	21,218	21,218	21,218	21,218	21,218	21,218
Rack Rental - Jet Ski & Dingie	9,472	9,500	12,500	10,400	10,400	10,400	10,400	10,400	10,400
Rack Rental - Boats	701,441	684,199	742,000	756,840	771,977	787,416	795,290	795,290	795,290
Wet Slip Rental	131,082	130,120	132,345	132,000	132,000	132,000	132,000	132,000	132,000
Boat Movement Fee	600	500	0	500	500	500	500	500	500
Guest Slip Rental	1,202	850	846	800	800	800	800	800	800
Boat Storage	843,797	825,169	887,691	900,540	915,677	931,116	938,990	938,990	938,990
Rack Rental - Kayak	2,450	2,700	5,500	4,000	4,000	4,000	4,000	4,000	4,000
Kayak Revenues	2,450	2,700	5,500	4,000	4,000	4,000	4,000	4,000	4,000
Gasoline Sales	135,857	120,510	154,097	133,900	137,917	142,055	146,316	150,706	155,227
Diesel Sales	12,929	13,059	15,200	13,451	13,854	14,270	14,698	15,139	15,593
Fuel Sales	148,786	133,569	169,297	147,351	151,771	156,325	161,014	165,845	170,820
Merchandise Sales	38,651	46,350	50,057	47,741	49,173	50,648	52,167	53,732	55,344
Bait Sales	2,360	2,304	1,991	2,051	2,112	2,176	2,241	2,308	2,377
Total Merchandise	41,011	48,654	52,048	49,792	51,285	52,824	54,408	56,040	57,721
Beverage	3,232	4,500	3,000	1,500	1,500	1,500	1,500	1,500	1,500
Lounge Sales	3,232	4,500	3,000	1,500	1,500	1,500	1,500	1,500	1,500
Programs-Education/Classes	800	200	0	0	0	0	0	0	0
Programs-Tournaments	1,882	2,000	700	2,000	2,000	2,000	2,000	2,000	2,000
Programs-Charters	12,475	12,000	13,000	13,390	13,792	14,205	14,632	15,071	15,523
Event Income	15,157	14,200	13,700	15,390	15,792	16,205	16,632	17,071	17,523
Electric Service	3,333	3,000	3,200	3,200	3,000	3,000	3,000	3,000	3,000
Capital Assessment	108,140	96,729	110,350	113,315	115,235	117,155	118,115	118,115	118,115
Marina Other	111,473	99,729	113,550	116,515	118,235	120,155	121,115	121,115	121,115
Boat Wash Services	5,786	4,635	6,303	6,000	6,000	6,000	6,000	6,000	6,000
Other Revenue	5,786	4,635	6,303	6,000	6,000	6,000	6,000	6,000	6,000
Non-Assessment Revenue	1,186,516	1,149,331	1,272,307	1,262,306	1,285,478	1,309,343	1,324,877	1,331,779	1,338,887
Total Revenue	1,186,516	1,149,331	1,272,307	1,262,306	1,285,478	1,309,343	1,324,877	1,331,779	1,338,887
Cost of Goods Sold									
Gasoline COGS	110,087	108,459	120,400	113,815	117,229	120,746	124,369	128,100	131,943

Long Range Financial Plan

Landings Harbor - 610

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Diesel COGS	12,573	11,753	12,477	11,433	11,776	12,129	12,493	12,868	13,254
Fuel COS	122,660	120,212	132,877	125,248	129,005	132,875	136,862	140,968	145,197
Merchandise	31,748	23,175	31,923	30,000	24,586	25,324	26,084	26,866	27,672
Bait	1,353	1,727	1,493	1,538	1,584	1,632	1,681	1,731	1,783
Merchandise COS	33,101	24,902	33,416	31,538	26,170	26,956	27,765	28,597	29,455
Beverage	1,563	1,800	2,300	750	750	750	750	750	750
Lounge	1,563	1,800	2,300	750	750	750	750	750	750
Total Cost of Sales	157,324	146,914	168,593	157,536	155,925	160,581	165,377	170,315	175,402
Gross Margin	1,029,192	1,002,417	1,103,714	1,104,770	1,129,553	1,148,762	1,159,500	1,161,464	1,163,485
Salaries & Wages	271,663	329,367	330,464	342,025	353,996	366,386	379,209	392,482	406,218
Total Staffing	381,032	447,596	480,141	474,545	490,918	508,177	526,102	544,716	564,051
Other Expenses									
Postage	0	100	0	0	0	0	0	0	0
Mailing House	2,503	2,500	2,776	2,500	2,500	2,500	2,500	2,500	2,500
Printing	119	250	0	100	100	100	100	100	100
Total Printing and Postage	2,622	2,850	2,776	2,600	2,600	2,600	2,600	2,600	2,600
Office Supplies	912	1,400	1,400	1,000	1,000	1,000	1,000	1,000	1,000
General Supplies	3,618	3,500	3,500	3,000	3,000	3,000	3,000	3,000	3,000
Small Tools	0	1,000	900	500	500	500	500	500	500
Janitorial Supplies	2,300	3,500	3,500	3,605	3,713	3,825	3,839	4,057	4,179
Office Supplies / Small Tools	6,830	9,400	9,300	8,105	8,213	8,325	8,339	8,557	8,679
Fees - Property Tax - Personal	12,735	14,309	14,309	14,739	15,181	15,636	16,105	16,589	17,086
Property Taxes	3,667	4,120	4,120	4,244	4,271	4,502	4,637	4,776	4,919
Total Taxes	16,402	18,429	18,429	18,983	19,452	20,138	20,742	21,365	22,005
Engineering Studies	61,653	10,000	60,842	6,000	59,417	7,500	6,000	7,500	6,000
Insurance	175,972	236,025	207,960	218,358	229,275	240,739	252,776	265,415	278,686
Operating Contingency	73,659	20,000	2,322	20,000	20,000	20,000	20,000	20,000	20,000
Employee Business Reimbursement	223	400	250	250	250	250	250	250	250
Fees - Licenses	6,360	5,068	5,068	5,220	5,377	5,538	5,704	5,875	6,051
Provision for Bad Debt	0	1,000	0	0	0	0	0	0	0
Physical Inventory Adjustment	122	200	218	200	200	200	200	200	200
Programs/Tournament Expense	1,075	1,000	1,000	1,500	1,500	1,500	1,500	1,500	1,500
Programs- Education/Class Expense	247	150	0	0	0	0	0	0	0
Programs- Charter Expense	4,970	10,800	11,700	12,051	12,413	12,785	13,168	13,563	13,970
Total Other	324,281	284,643	289,360	263,579	328,432	288,512	299,598	314,303	326,657
Marketing Expenses	8,712	12,500	12,500	6,500	6,500	6,500	6,500	6,500	6,500
Marketing Expenses	8,712	12,500	12,500	6,500	6,500	6,500	6,500	6,500	6,500

Long Range Financial Plan

Landings Harbor - 610
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Team Development	387	600	850	1,000	1,000	1,000	1,000	1,000	1,000
Recruiting / Retention	387	600	850	1,000	1,000	1,000	1,000	1,000	1,000
Equipment - Safety	0	500	100	430	430	430	430	430	430
Security/Police/EMS/Safety	0	500	100	430	430	430	430	430	430
Communications	1,743	2,076	3,876	3,825	3,825	3,825	3,825	3,825	3,825
Utilities	27,786	27,638	27,216	27,500	27,500	27,500	27,500	27,500	27,500
Utilities	29,529	29,714	31,092	31,325	31,325	31,325	31,325	31,325	31,325
PW Buildings Maintenance	4,244	10,000	10,000	9,000	9,000	9,000	9,000	9,000	9,000
Member Boat Damage	2,215	7,000	4,000	7,000	7,000	7,000	7,000	7,000	7,000
Equipment Maintenance	1,866	4,017	1,300	1,000	1,000	1,000	1,000	1,000	1,000
Repair & Maint - Wiggins	28,572	34,288	34,000	28,000	23,000	28,000	23,000	28,000	23,000
Repair & Maint - Docks & Grounds	23,471	26,008	35,000	18,000	18,000	18,000	18,000	18,000	18,000
Repair & Maint- Seawall	0	8,000	0	78,980	8,000	8,000	8,000	8,000	8,000
Total Repair & Maintenance	60,368	89,313	84,300	141,980	66,000	71,000	66,000	71,000	66,000
Dredging Expense	78,850	100,000	92,514	95,000	95,000	95,000	95,000	95,000	95,000
Total Dredging Expense	78,850	100,000	92,514	95,000	95,000	95,000	95,000	95,000	95,000
Dry Trash Pickup	4,226	4,286	4,286	4,415	4,547	4,684	4,824	4,969	5,118
Total Facilities	4,226	4,286	4,286	4,415	4,547	4,684	4,824	4,969	5,118
Fuel & Lube	5,024	3,800	5,000	3,914	4,031	4,152	4,277	4,405	4,537
Auto Expense	0	2,000	0	0	0	0	0	0	0
Fleet Maintenance	5,024	5,800	5,000	3,914	4,031	4,152	4,277	4,405	4,537
Total Other Expenses	537,231	558,035	550,507	577,831	567,530	533,666	540,635	561,454	569,851
Total Expenses	918,263	1,005,631	1,030,648	1,052,376	1,058,448	1,041,843	1,066,737	1,106,170	1,133,902
Net Revenue Before Depreciation	110,929	(3,214)	73,066	52,394	71,105	106,919	92,763	55,294	29,583
Depreciation	157,192	161,378	162,061	165,146	168,449	171,818	175,254	178,759	182,334
Net Revenues Over Expenses	(46,263)	(164,592)	(88,995)	(112,752)	(97,344)	(64,899)	(82,491)	(123,465)	(152,751)

Long Range Financial Plan

Delegal - 630

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Non-Assessment Revenue									
Telecommunications Lease	\$3,254	\$3,497	\$3,497	\$3,497	\$3,497	\$3,497	\$3,497	\$3,497	\$3,497
Rental Income	3,254	3,497	3,497	3,497	3,497	3,497	3,497	3,497	3,497
Wet Slip Rental	88,434	133,285	126,802	126,802	126,802	126,802	126,802	126,802	126,802
Guest Slip Rental	5,427	12,000	35,000	20,000	20,000	20,000	20,000	20,000	20,000
Boat Storage	93,861	145,285	161,802	146,802	146,802	146,802	146,802	146,802	146,802
Rack Rental - Kayak	10,483	12,750	11,400	11,994	12,114	12,235	12,356	12,480	12,605
Sticker/Registration - Kayak	100	400	450	500	505	510	515	520	525
Rental - Kayak	2,703	3,650	3,200	3,000	3,000	3,000	3,000	3,000	3,000
Kayak Revenues	13,286	16,800	15,050	15,494	15,619	15,745	15,871	16,000	16,130
Gasoline Sales	54,469	120,000	92,365	92,365	92,365	92,365	92,365	92,365	92,365
Diesel Sales	11,579	16,000	34,775	35,818	36,893	38,000	39,140	40,314	41,523
Fuel Sales	66,048	136,000	127,140	128,183	129,258	130,365	131,505	132,679	133,888
Merchandise Sales	1,376	7,500	5,144	5,401	5,671	5,955	6,252	6,565	6,893
Bait Sales	49	450	209	219	230	241	254	261	274
Total Merchandise	1,425	7,950	5,353	5,620	5,901	6,196	6,506	6,826	7,167
Programs-Education/Classes	0	250	0	0	0	0	0	0	0
Programs-Charters	100	1,500	0	1,000	1,500	1,500	1,500	1,500	1,500
Event Income	100	1,750	0	1,000	1,500	1,500	1,500	1,500	1,500
Electric Service	2,926	5,500	4,900	4,500	4,500	4,500	4,500	4,500	4,500
Capital Assessment	10,186	18,000	13,950	13,950	13,950	13,950	13,950	13,950	13,950
Marina Other	13,112	23,500	18,850	18,450	18,450	18,450	18,450	18,450	18,450
Non-Assessment Revenue	191,086	334,782	331,692	319,046	321,027	322,555	324,131	325,754	327,434
Total Revenue	191,086	334,782	331,692	319,046	321,027	322,555	324,131	325,754	327,434
Cost of Goods Sold									
Gasoline COGS	45,053	108,000	77,176	77,176	77,176	77,176	77,176	77,176	77,176
Diesel COGS	8,712	14,400	30,000	30,445	31,359	32,300	33,269	34,266	35,295
Fuel COS	53,765	122,400	107,176	107,621	108,535	109,476	110,445	111,442	112,471
Merchandise	613	3,750	4,000	2,700	2,835	2,977	3,126	3,282	3,446
Bait	0	337	175	164	171	180	189	195	205
Merchandise COS	613	4,087	4,175	2,864	3,006	3,157	3,315	3,477	3,651

Long Range Financial Plan

Delegal - 630

11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Total Cost of Sales	54,378	126,487	111,351	110,485	111,541	112,633	113,760	114,919	116,122
Gross Margin	136,708	208,295	220,341	208,561	209,486	209,922	210,371	210,835	211,312
Salaries & Wages	33,688	32,292	10,613	32,292	33,422	34,592	35,803	37,056	38,353
Total Staffing	46,603	46,065	16,088	44,270	45,662	47,098	48,583	50,120	51,707
<i>Other Expenses</i>									
Postage	0	150	0	0	0	0	0	0	0
Mailing House	549	600	615	615	653	672	692	713	734
Printing	0	100	0	0	0	0	0	0	0
Total Printing and Postage	549	850	615	615	653	672	692	713	734
<i>Office Supplies</i>									
General Supplies	195	200	300	250	250	250	250	250	250
Small Tools	1,476	1,500	1,500	1,600	1,600	1,600	1,600	1,600	1,600
Janitorial Supplies	0	350	0	250	250	250	250	250	250
Office Supplies / Small Tools	434	309	600	720	720	720	720	720	720
Office Supplies / Small Tools	2,105	2,359	2,400	2,820	2,820	2,820	2,820	2,820	2,820
Property Taxes	10,083	11,330	11,330	11,670	12,020	12,381	12,752	13,135	13,529
Total Taxes	10,083	11,330	11,330	11,670	12,020	12,381	12,752	13,135	13,529
<i>Engineering Studies</i>									
Insurance	0	4,500	0	0	4,500	4,500	4,500	4,500	4,500
Operating Contingency	92,044	128,540	111,978	117,576	123,455	129,628	136,109	142,915	150,061
Employee Business Reimbursement	29,152	5,000	0	5,000	5,000	5,000	5,000	5,000	5,000
Fees - Licenses	34	150	0	150	150	150	150	150	150
Provision for Bad Debt	1,995	150	2,423	3,500	3,500	3,500	3,500	3,500	3,500
Service Charges/CC Fees	0	150	0	0	0	0	0	0	0
Physical Inventory Adjustment	182	100	350	350	350	350	350	350	350
Programs- Education/Class Expense	0	50	0	0	0	0	0	0	0
Programs- Charter Expense	0	250	0	0	0	0	0	0	0
Total Other	0	1,350	0	900	1,350	1,350	1,350	1,350	1,350
Total Other	123,407	140,240	114,751	127,476	138,305	144,478	150,959	157,765	164,911
Marketing Expenses	5,803	7,195	7,195	3,145	3,145	3,145	3,145	3,145	3,145
Marketing Expenses	5,803	7,195	7,195	3,145	3,145	3,145	3,145	3,145	3,145
Kayak Expenses	0	773	900	800	800	800	800	800	800
Kayak Expenses	0	773	900	800	800	800	800	800	800
Team Development	191	200	250	250	250	250	250	250	250
Recruiting / Retention	191	200	250	250	250	250	250	250	250

Long Range Financial Plan

Delegal - 630
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Communications	604	604	411	425	425	425	425	425	425
Utilities	5,854	13,478	11,000	10,644	10,964	11,293	11,631	11,980	12,340
Utilities	6,458	14,082	11,411	11,069	11,389	11,718	12,056	12,405	12,765
PW Buildings Maintenance	325	2,000	1,400	1,400	1,400	1,400	1,400	1,400	1,400
Equipment Maintenance	110	1,100	600	1,100	1,100	1,100	1,100	1,100	1,100
Repair & Maint - Docks & Grounds	17,142	21,430	13,000	22,073	22,735	23,417	24,120	24,843	25,589
Channel Markers	221	1,545	1,545	1,800	1,854	1,910	1,967	2,026	2,087
Total Repair & Maintenance	17,798	26,075	16,545	26,373	27,089	27,827	28,587	29,369	30,176
Dry Trash Pickup	3,972	3,978	4,500	4,635	4,774	4,917	5,065	5,216	5,373
Total Facilities	3,972	3,978	4,500	4,635	4,774	4,917	5,065	5,216	5,373
Fuel & Lube	160	200	100	200	200	200	200	200	200
Auto Expense	0	500	0	0	0	0	0	0	0
Fleet Maintenance	160	700	100	200	200	200	200	200	200
Total Other Expenses	170,526	207,782	169,997	189,053	201,445	209,208	217,326	225,818	234,703
Total Expenses	217,129	253,847	186,085	233,323	247,107	256,306	265,909	275,938	286,410
Net Revenue Before Depreciation	(80,421)	(45,552)	34,256	(24,762)	(37,621)	(46,384)	(55,538)	(65,103)	(75,098)
Depreciation	14,126	14,550	34,053	34,393	34,737	35,084	35,435	35,789	36,147
Net Revenues Over Expenses	(94,547)	(60,102)	203	(59,155)	(72,358)	(81,468)	(90,973)	(100,892)	(111,245)

Long Range Financial Plan

LMS - 650

11/29/2018

<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YE EST</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>2023 Budget</u>	<u>2024 Budget</u>
Non-Assessment Revenue									
Service Agreement - Marine Service Service Agreements	\$23,269 23,269	\$22,604 22,604	\$22,604 22,604	\$23,282 23,282	\$23,981 23,981	\$24,700 24,700	\$25,441 25,441	\$26,204 26,204	\$26,991 26,991
Non-Assessment Revenue	23,269	22,604	22,604	23,282	23,981	24,700	25,441	26,204	26,991
Total Revenue	23,269	22,604	22,604	23,282	23,981	24,700	25,441	26,204	26,991
Cost of Goods Sold									
Gross Margin	23,269	22,604	22,604	23,282	23,981	24,700	25,441	26,204	26,991
Other Expenses									

Long Range Financial Plan

LMS - 650
11/29/2018

<i>Description</i>	<i>2017 Actual</i>	<i>2018 Budget</i>	<i>2018 YE EST</i>	<i>2019 Budget</i>	<i>2020 Budget</i>	<i>2021 Budget</i>	<i>2022 Budget</i>	<i>2023 Budget</i>	<i>2024 Budget</i>
Net Revenue Before Depreciation	23,269	22,604	22,604	23,282	23,981	24,700	25,441	26,204	26,991
<i>Depreciation</i>	<i>1,551</i>	<i>1,598</i>	<i>1,549</i>	<i>1,595</i>	<i>1,643</i>	<i>1,693</i>	<i>1,743</i>	<i>1,796</i>	<i>1,850</i>
Net Revenues Over Expenses	21,718	21,006	21,055	21,687	22,338	23,007	23,698	24,408	25,141

Long Range Financial Plan

Sailing Prog-660
11/29/2018

Description	2017 Actual	2018 Budget	2018 YE EST	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Non-Assessment Revenue									
Sailing Program	\$17,686	\$15,330	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Marina Other	17,686	15,330	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Non-Assessment Revenue	17,686	15,330	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Revenue	17,686	15,330	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Cost of Goods Sold									
Sailing Program expense	6,884	7,830	8,250	10,500	10,500	10,500	10,500	10,500	10,500
Total Cost of Sales	6,884	7,830	8,250	10,500	10,500	10,500	10,500	10,500	10,500
Gross Margin	10,802	7,500	11,750	9,500	9,500	9,500	9,500	9,500	9,500
Other Expenses									

Long Range Financial Plan

Sailing Prog-660
11/29/2018

<u>Description</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 YE EST</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>2023 Budget</u>	<u>2024 Budget</u>
Net Revenue Before Depreciation	10,802	7,500	11,750	9,500	9,500	9,500	9,500	9,500	9,500
Net Revenues Over Expenses	10,802	7,500	11,750	9,500	9,500	9,500	9,500	9,500	9,500

Capital Asset Management Plan

The Landings Association

Capital Asset Management Policy

Capital reserves are monies designated for major capital improvements and replacements, such as roads, paths/trails, storm drains, bridges, seawalls, piers, and heavy equipment and machinery. Such monies are not subject to federal or state income taxes when used for their intended purpose. The ability to accumulate funds for needed capital improvements on a tax-free basis represents a significant economic benefit to our property owners.

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

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

This policy establishes:

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

Reserves Review

The Reserves Subcommittee of the Finance Committee meets annually to review Reserves methodologies and cash flow projections, as well as to make recommended changes where appropriate. The outcomes from the 2018 review are noted below.

Inflation and Interest Income

The reserves will not include an inflation factor so long as replacement costs are re-visited every year. The subcommittee recommended that the inflation factor question be re-visited every year. In addition, however, future interest income earned on the reserves will not be included in calculating the reserve threshold and target.

Available Reserve Calculation

The subcommittee recommended that the calculation be based on cash, marketable securities, and other liquid assets.

Capital Asset Management Plan

The Landings Association

Reserve Methodology

The methodology for the updated \$5 million threshold (floor) and the \$7 million target are below:

- The \$5 million reserve requirement for the threshold is based on two years of average capital expenditures as forecasted in the 25-year capital projections plus a full year of fully funded Property and Casualty insurance deductibles.
- The \$7 million reserve requirement for the target is based on three years of average capital expenditures as forecasted in the 25 year-capital projections plus a full year of fully funded Property and Casualty insurance deductibles.

The subcommittee recommended that the Capital Asset Management Plan include all assets in one rolled-up, 25-year view for purposes of estimated future cash requirements.

Furthermore, the subcommittee recommended that the cash requirements be reviewed every year in a committee chaired by the Treasurer of the Board.

Threshold (Floor)/Target

Further, the subcommittee recommended that a prudent level of a reserve threshold (floor) be established at \$5 million. That is, cash and liquid assets available for reserves not drop below \$5 million, unless approved by the Board.

In 2018, the Board updated the Policy Manual: IX.C.7. Policy: Threshold (Floor)/Target as follows:

Each year, the Reserves Subcommittee shall confirm the amount of cash required. The minimum level reserve threshold (floor) is established at \$5 million, with the target established at \$7 million. Cash and liquid assets available for reserves shall not drop below \$5 million unless approved by the Board. These amounts allow for one year of property and casualty insurance deductibles to be fully funded, and for projected reserve expenditures to be adequately considered. Further, the combined Association and Marinas Operating Account cash and liquid asset balance shall not fall below two months operating expenses, without approval by the Board of Directors.

General Considerations

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

- A. The level of reserves will be based on an accurate and up-to-date inventory of The Landings Association's assets (Capital Asset Management Plan). This inventory includes a description of the asset, its useful life in years, useful life years remaining, and estimated cost in today's dollars to replace the asset.
- B. The maintenance of an accurate and up-to-date asset inventory is the responsibility of the Budget and Research Manager, with assistance from other Landings Association staff.
- C. Each year, the General Manager will present to the Board an estimate of the Capital Asset Management Plan projections for the next 25 years. This will allow the Board to review these projections as part of its ongoing long-range planning policy, and will

Capital Asset Management Plan

The Landings Association

give the Board the opportunity to be proactive in the direction to be taken by the Association regarding its capital assets.

D. The Capital Reserve Fund account will serve as an investment vehicle, and all monies approved by the Board of Directors for Capital Reserve projects will be paid from the Reserve Fund.

E. Funding the Capital Reserve

The Capital Reserve Fund will be funded primarily by the portion of the current assessment as described in the Association Covenants. The Board periodically may direct funding from other sources.

F. Assets covered

The reserves under discussion here are those for major repairs and replacement to buildings, their components, equipment, and infrastructure owned by The Landings Association.

These reserves do not cover:

1. Assets with lives less than three years or with a replacement cost value less than \$1,000, which are purchased with general operating funds.

G. Expenses include

1. Direct expenses include the costs of all repairs and maintenance to the assets covered by the Capital Asset Management Plan fund, including engineering and design fees, materials, and outside labor.
2. Other expenses include income taxes on taxable income credited to the Capital Asset Management Plan. Taxable income is the interest earned by the fund.

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

The following charts show the updated Capital Asset Management Plan, as of November 14, 2018.

2019 CAMP Additions

Description	Amount	Year Requested
1,500 Gallon Diesel Tank	\$4,750	2019
Computer – Main ACF Salespad	\$1,200	2019
Total	\$5,950	

Capital Asset Management Plan

The Landings Association

2019 Changes to CAMP

New Items

Public Works:

Added 1,500 Gallon Diesel Tank - \$4,750, useful life of 25 years (910-000-1056) (2019)

Added Computer – Main ACF Salespad - \$1,200, useful life of 5 years (910-000-1272) (2019)

New Items/Not Previously Captured

Public Works:

Oakridge Street Lamp Poles - \$14,000, useful Life 30 years (910-000-1041) (2033)

Deer Creek Auto Gate Irrigation - \$10,000, useful life 20 years (910-000-1048) (2019)

North Soccer Field Irrigation - \$12,500, useful life of 20 years (910-000-1049) (2037)

Sunset Park Irrigation - \$8,500, useful life of 20 years (910-000-1050) (2037)

Lagoon 102 Rip-rap - \$20,000, useful life of 18 years (910-000-1052) (2019)

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

Association IT:

DSLR Cameras with Software and Accessories – increased useful life from 4 to 6 years (910-000-0006) (2021)

PW Managed Switch – increased useful life from 7 to 8 years (910-000-0034) (2019)

Battery Backup – UPS – decreased useful life to 3 from 5 years (920-001-0026, 920-002-0026, and 910-003-0026) (2019)

Public Works:

Athletic Field and Playground Equipment – increased cost to \$250,000 from \$215,000 (910-000-0255) (2025)

TLA Athletic Field Walking Path – increased cost to \$95,000 from \$80,000 (910-000-1034) (2025)

Sunset Room Ice Machine- increased useful life to 7 years from 5 years (910-000-0143) (2024)

Delegal Observation Deck Sign – increased useful life to 10 years from 5 years (910-000-0485) (2026)

Capital Asset Management Plan

The Landings Association

Delegal Parking Lot Street Lights – increased useful life to 20 years from 10 years (910-000-0264) (2030)

PW Shop Building - increased useful life to 35 years from 30, increased cost to \$120,000 from \$100,000 (910-000-0256) (2026)

Sunset Room Flooring – increased useful life to 16 from 15 years (910-000-0276) (2025)

Turtle Project Sign – increased useful life to 10 years from 5 years (910-000-0486) (2027)

TLA Conference Room Chairs – increased quantity to 30 from 15, increased useful life to 8 from 5 years, and increased cost to \$7,500 from \$3,750 (910-000-0489) (2023)

Emergency Generator Deer Creek – increased useful life to 20 years from 18 (910-000-0071) (2035)

Emergency Generator Main Gate – Increased useful life to 15 years from 13 years (910-000-0072) (2031)

Emergency Generator Marshview – Increased useful life to 20 years from 15 years (910-000-0073) (2030)

Emergency Generator North Gate – Increased useful life to 20 years from 13 years (910-000-0075) (2036)

Emergency Generator North/DC – Increased useful life to 20 years from 15 years (910-000-0076) (2030)

Heater Unit – Mechanic’s Bay – increased cost to \$10,000 from \$2,000 (920-001-0101) (2020)

HVAC Unit – DC Gate – increased useful life to 15 years from 12 years (910-000-0098) (2024)

HVAC Unit – Sunset Room – increased useful life to 12 years from 9 years (910-000-0099) (2023)

HVAC Unit – Delegal Upstairs – increased cost to \$6,800 from \$4,200 (910-000-0100) (2028)

HVAC Unit – LH Maintenance – increased cost to \$6,800 from \$5,800 (910-000-0087) (2027)

HVAC Unit – LH Store – increased useful life to 12 years from 8 years (910-000-0086) (2023)

HVAC Unit – Main Gate – increased cost to \$6,800 from \$6,000 (910-000-0088) (2019)

HVAC Unit – Mitsubishi Split Air SSR Prep Area – increased cost to \$4,200 from \$3,900 (910-000-0105) (2031)

HVAC Unit – North Gate – increased useful life to 12 years from 9 years (910-000-0085) (2028)

HVAC Unit – Oakridge Gate – increased cost to \$6,000 from \$5,800 (910-000-0097) (2020)

Capital Asset Management Plan

The Landings Association

HVAC Unit – PW Rubber Room – increased useful life to 15 years from 12 years (910-000-0096) (2030)

HVAC Unit – Server Room – increased useful life to 12 years from 7 years and cost to \$4,200 from \$4,000 (910-000-0103) (2024)

HVAC Unit – TLA Conference Room – increased useful life to 12 years from 9 years (910-000-0093) (2022)

Pressure Washer – increased useful life to 7 years from 5 years (910-000-0083) (2024)

Radial Saw – increased useful life to 7 years from 5 years (910-000-0102) (2023)

Router Machine – Carviewright – increased useful life to 4 years from 3 years (910-000-0115) (2022)

Deer Creek North Automatic Gate System – increased cost to \$35,000 from \$27,000 (910-000-0291) (2025)

Main Gate Automatic Gate System – decreased cost to \$45,000 from \$56,000 (910-000-0292) (2027)

Marshview Automatic Gate System – decreased cost to \$35,000 from \$54,000 (910-000-0293) (2019)

Marshwood Automatic Gate System – increased cost to \$75,000 from \$70,200 (910-000-0294) (2019)

Moon River Automatic Gate System – decreased cost to \$35,000 from \$70,000 (910-000-0295) (2020)

Oakridge Automatic Gate System – increased cost to \$75,000 from \$70,200 (910-000-0296) (2027)

Marshview Gatehouse – increased useful life to 20 years from 15 years (910-000-0324) (2027)

Marshwood Gatehouse – increased useful life to 20 years from 15 years (910-000-0326) (2027)

Moon River Gatehouse - increased useful life to 20 years from 15 years (910-000-0323) (2027)

Moon River Monument Sign – changed replacement year to 2025 from 2028 (910-000-0321) (2025)

Oakridge Gatehouse - increased useful life to 20 years from 15 years (910-000-0328) (2026)

Westcross Road Identifier Sign - increased useful life to 20 years from 15 years (910-000-0337) (2035)

Capital Asset Management Plan

The Landings Association

HVAC Unit – PW Office – increased useful life to 12 years from 7 years (910-000-0094) (2023)

HVAC Unit – PW Breakroom – increased useful life to 12 years from 7 years (910-000-0094) (2023)

Delegal Creek Bridge Rebuild – decreased useful life to 24 years from 30 years (910-000-0225) (2035)

Delegal Lagoon Bridge Redecking – changed replacement year to 2021 from 2022 (910-000-0226) (2021)

Gazebo Bridge Rebuild – changed replacement year to 2035 from 2020 (910-000-0227) (2035)

Gazebo Bridge Redecking – changed replacement year to 2025 from 2035 (910-000-0228) (2025)

Marshview Bridge Redecking – changed replacement year to 2020 from 2019 (910-000-0230) (2020)

McWhorter Bridge Rebuild – changed replacement year to 2034 from 2024 (910-000-0231) (2034)

Pine Shadow Bridge Rebuild – changed replacement year to 2030 from 2023 (910-000-0235) (2030)

Raindance Bridge Rebuild – changed replacement year to 2030 from 2022 (910-000-0237) (2030)

Deer Creek, Main Gate, and Moon River Deep Wells – increased useful life to 15 years from 12 years and decreased costs to \$6,000 from \$10,000 (910-000-0280, 910-000-0281, 910-000-0282) (2022)

Compressor – Mobile – increased useful life to 5 years from 3 years (910-000-0054) (2021)

F-550 Dump Truck 2012 – increased cost to \$60,000 from \$42,000 (910-000-0125) (2020)

John Deer Small Farm Tractor – increased useful life to 7 from 5 years (910-000-0056) (2023)

Spray Rigs – increased useful life to 5 years from 4 years (910-000-0064 and 910-000-1047) (2020 and 2022)

Turbine Blower – decreased costs to \$8,000 from \$8,500 (910-000-0065) (2020)

Vehicle Lift – increased useful life to 12 years from 10 years (910-000-0114) (2023)

Welder – increased useful life to 10 years from 7 years (910-000-0106) (2022)

PW Director Truck – increased cost to \$35,000 from \$29,000 (910-000-0119) (2019)

Capital Asset Management Plan

The Landings Association

Facilities Manager Truck – increased useful life to 8 years from 7 years and increased cost to \$26,000 from \$24,000 (910-000-0120) (2021)

Gate Tech Truck - increased useful life to 7 years from 6 years and increased cost to \$26,000 from \$24,000 (910-000-0122) (2020)

Lagoon Truck – increased useful life to 8 years from 7 years and increased cost to \$29,000 from \$24,000 (910-000-0123) (2021)

Mechanic Truck – increased useful life to 8 years from 7 years and increased cost to \$29,000 from \$24,000 (910-000-0117) (2020)

Security Vehicle – Ford Escape – increased replacement cost to \$26,000 from \$23,500 (920-001-0134, 920-002-0134, 920-003-0134) (2019 and 2020)

Security Vehicle – F-150- increased cost to \$26,000 from \$19,000 (910-000-0130) (2022)

Security Vehicle – 2015 Toyota Camry – increased cost to \$26,000 from \$23,500 (920-001-0131 and 920-002-0131) (2021)

Sign Shop Truck 2012 Toyota Tacoma – increased cost to \$26,000 from \$24,000 (910-000-0118) (2019)

Construction Manager Truck – increased cost to \$26,000 from \$22,000 (910-000-0121) (2023)

Environmental Manager Truck – increased cost to \$29,000 from \$26,000 (910-000-0124) (2023)

Lagoon Structure #107 – TLC – increased cost to \$35,000 from \$30,000 (910-000-0358)

Lagoon #120 Rip rap – TLA – moved to 2025 from 2048 and decreased cost to \$20,000 from \$25,000 (910-000-0342) (2025)

Lagoon Structure – #5 Flex Valve - TLC – increased useful life to 38 years from 28 years (910-000-0375) (2034)

Lagoon Structure #4 – TLC – increased useful life to 38 years from 28 years (910-000-0349) (2029)

Lagoon Structure # 142 – TLA – increases useful life to 40 years from 30 years (910-000-0377) (2030)

Lagoon Structure #128 – TLA – increased useful life to 36 years from 30 years (910-000-0369) (2025)

Lagoon Structure # 1 Valves and Boxes – increased useful life to 18 years from 12 years (910-000-0374) (2028)

Capital Asset Management Plan

The Landings Association

Lagoon Structure #2 Dike – TLA – increased useful life to 30 years from 25 years (910-000-0351) (2028)

Lagoon Structure #67 – TLA – changed replacement year to 2028 from 2019 and increased cost to \$60,000 from \$55,000 (910-000-0363) (2028)

Lagoon #106 – Duck Bill – increased cost to \$15,000 from \$12,000 (910-000-0488) (2019)

Lagoon # 53 – TLC – increased cost to \$25,000 from \$20,000 (910-000-0390) (2028)

Community Paths:

2019 – \$668,536

2020 - \$100,128

2021 - \$325,354

2022 - \$273,792

2023 – Operational Expense for Maintenance

2024 - Operational Expense for Maintenance

Roads:

2019 - \$755,073

2020 - \$739,813

2021 - \$648,588

2022 - \$719,286

2023 - \$1,589,312

2024 – \$776,266

Storm Drains:

2019 - \$175,000

2020 - \$175,000

2021 - \$308,000

2022 - \$338,000

2023 - \$371,000

Capital Asset Management Plan

The Landings Association

2024 – \$395,000

Security:

Radios, Handheld PR400 – increased to 12 from 6, decreased useful life to 8 from 10 and increased cost to \$15,600 from \$9,000 (910-000-0203) (2020)

Radios, Handheld Supervisors – decreased to 3 from 6, decreased useful life to 8 from 10 and decreased cost to \$3,600 from \$9,000 (910-000-0202) (2020)

Marinas:

Electrical Main Panels, previously in CAMP as one line item at \$14,000 at a 10 year useful life. Changed to three line items, North (2020), Middle (2036), and South Panels (2020) at \$10,000 each at a 20 year useful life. (910-000-0454, 910-000-1039, 910-000-1040)

LH Fuel Dispensers – increased cost to \$40,000 from \$36,000 (910-000-0475) (2019)

LH Fuel Lines – increased cost to \$55,000 from \$50,000 and moved to 2022 from 2019 (910-000-0459) (2022)

LH Fuel Tanks – increased cost to \$80,000 from \$75,000 and moved to 2022 from 2019 (910-000-0461) (2022)

Kayak Storage – changed replacement date to 2021 from 2019 (910-000-0462) (2021)

Rhodes Sailboats – changed purchase of sailboats to every year from every two years (910-000-0460)

Service Boat – increased cost to \$13,500 from \$11,000 (910-000-0452) (2019)

Added Dry Stack Restoration Project for 2021 and 2022 (\$1.2 million) (910-000-1054 and 910-000-1055)

Moved Dry Stack Storage Project to 2041 and 2042 (\$2.5 million) (910-000-0474 and 910-000-1037)

Deletions:

Association IT:

Deleted Printer – Commercial Grade (910-000-0206)

Deleted Core 4 Computer (910-000-0015)

Capital Asset Management Plan

The Landings Association

Public Works:

Deleted Marshwood Vehicle Barrier Arm (\$13,000) – combined with Marshwood Automatic Gate System (910-000-00294)

Deleted Rookery Lagoon Aerators (\$16,000) – Operational Budget will include motor replacement (910-000-0063)

Deleted Lagoon Structure #16 (910-000-0382)

Deleted Lagoon Structure #106 (910-000-0379)

Security:

Deleted Oakridge Outdoor Pool Camera (910-000-0194)

Deleted Franklin Creek Pool Camera (920-001-0159 and 920-002-0159)

Deleted Marshwood Pool Camera (910-000-0175)

Deleted Computer – Cash Register for North Gate (910-000-0209)

Deleted UHF Radio – 16 Channel (910-000-0144)

**The Landings Association
2018 Capital Expenditures
As of November 9, 2018**

Project Number	Description	2018 Budget	Paid To Date	Remaining Budget	Status
Payment of 2017 work in 2018- Total:					
910-000-0212	Delegal Camera Middle Entry and Docks- 1	2,313	2,313	0	In Progress
910-000-0213	Delegal Camera Middle Entry and Docks- 2	2,313	2,313	0	In Progress
910-000-0214	Delegal Camera Middle Entry and Docks- 3	2,313	2,313	0	In Progress
920-001-0215	Landings Harbor Dock Camera- 1	2,313	2,563	(250)	In Progress
920-002-0215	Landings Harbor Dock Camera- 2	2,313	2,313	0	In Progress
910-000-0210	Body Cameras	3,100	3,104	(4)	Completed
910-000-0145	Radio LTS 2000 800 Mhz	2,000		2,000	
910-000-0149	Deer Creek Village Exit Camera	2,313	2,313	0	In Progress
910-000-0158	Diamond Causeway at STPark Camera	2,313	2,313	0	In Progress
910-000-0168	Main Gate Entrance (w audio) Camera	3,842	3,267	575	In Progress
910-000-0184	North Gate Entrance (w audio) Camera	3,842	3,267	575	In Progress
910-000-0197	Village Entrance Camera	2,313	2,313	0	In Progress
910-000-0279	Main-Gate Retrofitting (Furniture and Equipment)	9,300	1,238	8,062	
910-000-1035	Bartram Road Corridor (Any Path Carry Over for 2017)	63,403	64,347	(944)	In Progress
910-000-0070	Pipe Plug	2,200	2,015	185	Completed
910-000-0211	Call Box Lighting (included with Gate Project)	11,000		11,000	
910-000-0292	Main Gate Automatic Gate	56,000	22,807	33,193	In Progress
910-000-0296	Oakridge Automatic Gate	30,083	18,811	11,273	In Progress
910-000-0472	Delegal Floating Docks	223,736	182,766	40,970	Completed
910-000-0440	Washer/Dryer	5,400		5,400	
	Payment of 2017 work in 2018- Total:	432,410	320,377	112,033	
2017 Capital Projects					
Operating Capital (In Reserves for Future Years)					
910-000-0489	Conference Room Chairs - 15	3,750	3,723	27	Completed
910-000-0483	Jetter Truck Refurbish	50,000		50,000	
920-001-0490	Portable Radios	6,000	5,880	120	Completed
910-000-0481	Stump Grinder	30,000	29,656	344	Completed
	New Capital Items - Operating Capital Total:	89,750	39,260	50,490	
Association Capital- Reserves					
910-000-0002	Computer - Community Programs Manager (Kristin P.)	1,850	1,282	568	Completed
910-000-0014	Computer - HR/OE Manager (Karin C.)	1,850	1,282	568	Completed
910-000-0016	Computer - Communications Manager (Lynn L.)	1,850	1,282	568	Completed
910-000-0032	Computer - Fleet Mechanic (Steven H.)	1,850	1,282	568	Completed
910-000-0500	Computer - Community Standards	1,850	1,501	349	Completed
910-000-0034	PW Managed Switch	1,800		1,800	
910-000-0023	Computer - Main Gate Office (Supervisors)	1,850	1,282	568	Completed
910-000-0020	Computer - Security Director (Tim C.)	1,850	2,090	(240)	Completed
910-000-1038	Security Laptop	1,850	1,282	568	Completed
920-001-0044	Battery Backup - UPS	1,800	1,916	(116)	In Progress
910-000-0157	Delegal North Entrance Camera	2,313		2,313	
910-000-0189	Oakridge Cart Entrance Camera	2,598		2,598	
910-000-0191	Oakridge Entrance Tag Camera	2,598		2,598	
910-000-0192	Oakridge Exit Camera	2,598		2,598	
910-000-0200	Network Video Recorder - Avigilon	54,075	51,546	2,529	In Progress
910-000-0067	Boat Motor Trailer	12,000	8,418	3,582	Completed
910-000-0094	HVAC Unit - PW Office	8,000	6,808	1,192	In Progress
910-000-0058	Portable Generator	2,500	1,309	1,191	In Progress
910-000-0115	Router Machine - Carvewright	5,000	2,728	2,272	Completed
910-000-0111	Tool Chest	2,000	1,818	182	Completed
910-000-0128	Bucket Truck	50,000	46,975	3,025	In Progress
920-001-0131	Security Vehicle - 2018 Rav4	23,500	20,169	3,331	In Progress
920-002-0131	Security Vehicle - 2018 Rav4	23,500	15,803	7,697	In Progress
	Association Capital - Reserves Total:	209,082	168,774	40,308	
Bridges/Structures/Equipment- Reserves					
910-000-0300	Recording System for Gate Phones & Radios	15,000		15,000	
910-000-0287	Loader - M59	60,000		60,000	
	Bridges/Structures/Equipment- Reserves Total:	75,000	0	75,000	

**The Landings Association
2018 Capital Expenditures
As of November 9, 2018**

Project Number	Description	2018 Budget	Paid To Date	Remaining Budget	Status
Storm Drains/Roads/Paths- Reserves Total:					
STDRAINS.18	Storm Drains	127,000	90,545	36,455	In Progress
ROADS.18	Roads	152,816	121,465	31,351	In Progress
PATHS.18	Community Paths	245,004	243,086	1,918	In Progress
Storm Drains/Roads/Paths- Reserves Total:		524,820	455,096	69,724	
Marinas					
910-000-0465	Computer - Cash Register (Landings Harbor Store)	2,000	1,282	718	Completed
910-000-0466	Computer - Floater Laptop (Not needed in 2018)	2,000	0	2,000	
910-000-0467	Computer - Marinas Director (Rory J.)	1,850	1,282	568	Completed
910-000-0468	Computer - LH Office Coordinator (plus Printer)	1,850	1,824	26	Completed
910-000-0469	Computer - Delegal Cash Register	2,000	1,539	461	Completed
910-000-0476	Wiggins Forklift (12,000lb)	210,000	205,699	4,301	In Progress
910-000-0463	LH Concrete Replacement	122,000	122,477	(477)	In Progress
920-001-0453	Overhead Bay Doors - 1	3,500		3,500	
920-002-0453	Overhead Bay Doors - 2	3,500		3,500	
910-000-0460	Rhodes Sailboats	7,500	3,000	4,500	In Progress
Marinas - Total:		356,200	334,102	19,098	
Board Use Only					
910-000-0027	Computer - North Gate		1,282		Completed
BUO.220.18	Battery Backup - UPS		1,915		In Progress
Board Use Only- Reserves Total:			3,197		
TLA OPERATING CAPITAL:		89,750	39,260	50,490	
TLA RESERVES:		1,165,102	957,972	204,130	
CAMP TOTAL:		1,254,852	957,972	254,621	

2019 Capital Purchase Plan

Reference Number	Component	2019 Budget
New Capital Items		
Operating Capital		
910-000-1056	1,500 Gallon Diesel Tank	\$4,750
910-000-1272	Computer - Main ACF Salespad	\$1,200
	New Capital Item - Operating Capital Total:	\$5,950
Association Capital		
Reserves		
920-001-0026	Battery Backup - UPS - Security	\$1,800
920-002-0026	Battery Backup - UPS - Security	\$1,800
920-003-0026	Battery Backup - UPS - Security	\$1,800
910-000-0048	Copier - Admin Office	\$24,000
910-000-0147	Deer Creek Entrance Tag Camera	\$2,313
910-000-0148	Deer Creek Exit Tag Camera	\$2,313
910-000-0150	Delegal A-Dock Camera	\$2,313
910-000-0153	Delegal Floating Docks Camera	\$2,313
910-000-0154	Delegal Fuel Dock North Camera	\$2,313
910-000-0155	Delegal Fuel Dock South Camera	\$2,313
910-000-0156	Delegal Marina Tower Camera	\$2,598
910-000-0161	Landings Harbor Camera	\$3,300
910-000-0169	Main Gate Entrance Tag Camera	\$2,313
910-000-0171	Main Gate Exit Tag Camera	\$2,313
910-000-0172	Marshview Entrance Camera	\$2,313
910-000-0173	Marshview Entrance Tag Camera	\$2,313
910-000-0177	McWhorter Entrance Tag Camera	\$2,313
910-000-0179	McWhorter Exit Tag Camera	\$2,313
910-000-0181	Moon River Entrance Tag Camera	\$2,313
910-000-0183	Moon River Exit Tag Camera	\$2,313
910-000-0185	North Gate Entrance Tag Camera	\$2,313
910-000-0187	North Gate Exit Tag Camera	\$2,313
910-000-0193	Oakridge Exit Tag Camera	\$2,313
910-000-0034	PW Managed Switch	\$1,800
910-000-0046	Server - ABDI	\$25,000
	Association IT - Reserves Total:	\$101,419
Bridges/Structures/Equipment		
Reserves		
910-000-0108	Compressor - Marina Shop	\$1,300
910-000-0107	Compressor - North Shop	\$1,300
910-000-0109	Compressor - Public Works Shop	\$1,300
910-000-0060	Concrete Mixer	\$5,000
910-000-1048	Deer Creek Auto Gate Irrigation	\$10,000
910-000-0088	HVAC Unit - Main Gate	\$6,800
910-000-0293	Marshview Automatic Gate System	\$35,000
910-000-0294	Marshwood Automatic Gate System	\$75,000
910-000-0119	PW Director Truck - 2013 Ford F-150	\$35,000
920-001-0299	QR Scanner - ABDi (x8)	\$8,000
920-001-0134	Security Vehicle - Ford Escape	\$26,000
920-002-0134	Security Vehicle - Ford Escape	\$26,000
910-000-0118	Sign Shop Truck - 2012 Toyota Tacoma	\$26,000
	Public Works - Reserves Total:	\$256,700
Lagoon/Dikes/Structures		
Reserves		
910-000-0488	Lag Structure - #106 - Duck Bill	\$15,000
910-000-1052	Lagoon 102 Rip-rap weir	\$20,000
	Lagoons/Dikes/Structures Reserves Total:	\$35,000
Storm Drain Pipes		
Reserves		
	Storm Drain Pipes Reserves Total:	\$175,000
Roads		
Reserves		
	Roads Reserves Total:	\$755,073
Paths/Trails		
Reserves		
	Paths/Trails Reserves Total:	\$573,536
Marinas		
Reserves		
910-000-0466	Computer - Marinas Laptop	\$2,000
920-001-0460	Rhodes Sailboats 2019-2024	\$7,500
910-000-0452	Service Boat	\$13,500
910-000-0475	LH Fuel Dispensers	\$40,000
	Marina - Reserves Total:	\$63,000
Total		\$1,965,678

**The Landings Association
Capital Asset Management Plan
Expenditures 2019 - 2024**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Expenditure
Year : 2019						
Association Capital						
01/01/2019	Battery Backup - UPS - Security	920-001-0026	01/01/2016	3:00	\$ 1,800.00	\$ 1,800.00
01/01/2019	Battery Backup - UPS - Security	920-002-0026	01/01/2016	3:00	1,800.00	1,800.00
01/01/2019	Battery Backup - UPS - Security	920-003-0026	01/01/2016	3:00	1,800.00	1,800.00
01/01/2019	Copier - Admin Office	910-000-0048	01/01/2013	6:00	24,000.00	24,000.00
01/01/2019	Deer Creek Entrance Tag Camera	910-000-0147	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	Deer Creek Exit Tag Camera	910-000-0148	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	Delegal A-Dock Camera	910-000-0150	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	Delegal Floating Docks Camera	910-000-0153	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	Delegal Fuel Dock North Camera	910-000-0154	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	Delegal Fuel Dock South Camera	910-000-0155	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	Delegal Marina Tower Camera	910-000-0156	01/01/2013	6:00	2,598.00	2,598.00
01/01/2019	Landings Harbor Camera	910-000-0161	01/01/2013	6:00	3,300.00	3,300.00
01/01/2019	Main Gate Entrance Tag Camera	910-000-0169	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	Main Gate Exit Tag Camera	910-000-0171	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	Marshview Entrance Camera	910-000-0172	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	Marshview Entrance Tag Camera	910-000-0173	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	McWhorter Entrance Tag Camera	910-000-0177	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	McWhorter Exit Tag Camera	910-000-0179	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	Moon River Entrance Tag Camera	910-000-0181	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	Moon River Exit Tag Camera	910-000-0183	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	North Gate Entrance Tag Camera	910-000-0185	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	North Gate Exit Tag Camera	910-000-0187	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	Oakridge Exit Tag Camera	910-000-0193	01/01/2013	6:00	2,313.00	2,313.00
01/01/2019	PW Managed Switch	910-000-0034	01/01/2011	8:00	1,800.00	1,800.00
01/01/2019	Server - ABDI	910-000-0046	01/01/2014	5:00	25,000.00	25,000.00
					\$ 101,419.00	\$ 101,419.00
Bridges Structures Equip						
01/01/2019	Compressor - Marina Shop	910-000-0108	01/01/2014	5:00	\$ 1,300.00	\$ 1,300.00
01/01/2019	Compressor - North Shop	910-000-0107	01/01/2014	5:00	1,300.00	1,300.00
01/01/2019	Compressor - Public Works Shop	910-000-0109	01/01/2014	5:00	1,300.00	1,300.00
01/01/2019	Concrete Mixer	910-000-0060	01/01/2014	5:00	5,000.00	5,000.00
01/01/2019	Deer Creek Auto Gate Irrigation	910-000-1048	01/01/1999	20:00	10,000.00	10,000.00
01/01/2019	HVAC Unit - Main Gate	910-000-0088	01/01/2007	12:00	6,800.00	6,800.00
01/01/2019	Marshview Automatic Gate System	910-000-0293	01/01/2004	15:00	35,000.00	35,000.00
01/01/2019	Marshwood Automatic Gate System	910-000-0294	01/01/2009	10:00	75,000.00	75,000.00
01/01/2019	PW Director Truck - 2013 Ford F-150	910-000-0119	01/01/2014	5:00	35,000.00	35,000.00
01/01/2019	QR Scanner - ABDi	920-001-0299	01/01/2014	5:00	1,000.00	1,000.00
01/01/2019	QR Scanner - ABDi	920-002-0299	01/01/2014	5:00	1,000.00	1,000.00
01/01/2019	QR Scanner - ABDi	920-003-0299	01/01/2014	5:00	1,000.00	1,000.00
01/01/2019	QR Scanner - ABDi	920-004-0299	01/01/2014	5:00	1,000.00	1,000.00
01/01/2019	QR Scanner - ABDi	920-005-0299	01/01/2014	5:00	1,000.00	1,000.00
01/01/2019	QR Scanner - ABDi	920-006-0299	01/01/2014	5:00	1,000.00	1,000.00
01/01/2019	QR Scanner - ABDi	920-007-0299	01/01/2014	5:00	1,000.00	1,000.00

**The Landings Association
Capital Asset Management Plan
Expenditures 2019 - 2024**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Expenditure
01/01/2019	QR Scanner - ABDi	920-008-0299	01/01/2014	5:00	\$ 1,000.00	\$ 1,000.00
01/01/2019	Security Vehicle - Ford Escape	920-001-0134	01/01/2016	3:00	26,000.00	26,000.00
01/01/2019	Security Vehicle - Ford Escape	920-002-0134	01/01/2016	3:00	26,000.00	26,000.00
01/01/2019	Sign Shop Truck - 2012 Toyota Tacoma	910-000-0118	01/01/2012	7:00	26,000.00	26,000.00
					\$ 256,700.00	\$ 256,700.00
Lagoons and Structures						
01/01/2019	Lag Structure - #106 - Duck Bill	910-000-0488	01/01/2004	15:00	\$ 15,000.00	\$ 15,000.00
01/01/2019	Lagoon 102 Rip-rap weir	910-000-1052	01/01/2001	18:00	20,000.00	20,000.00
					\$ 35,000.00	\$ 35,000.00
Marina Capital						
01/01/2019	Computer - Marinas Laptop	910-000-0466	01/01/2013	6:00	\$ 2,000.00	\$ 2,000.00
01/01/2019	Rhodes Sailboats 2019-2024	920-001-0460		1:00	7,500.00	7,500.00
01/01/2019	Service Boat	910-000-0452	01/01/2013	6:00	13,500.00	13,500.00
					\$ 23,000.00	\$ 23,000.00
Marina Major Capital						
01/01/2019	LH Fuel Dispensers	910-000-0475	01/01/2004	15:00	\$ 40,000.00	\$ 40,000.00
					\$ 40,000.00	\$ 40,000.00
Operating Capital - 2019						
01/01/2019	1,500 Gallon Diesel Tank	910-000-1056		25:00	\$ 4,750.00	\$ 4,750.00
01/01/2019	Computer - Main ACF Salespad	910-000-1272		5:00	1,200.00	1,200.00
					\$ 5,950.00	\$ 5,950.00
Paths						
01/01/2019	Islanders Retreat to DC cart bridge	910-000-1004		20:00	\$ 3,040.00	\$ 3,040.00
01/01/2019	LWN to Stargrass	910-000-1009		20:00	49,952.00	49,952.00
01/01/2019	McWhorter bridge to Shellwind(at bat	910-000-1006		20:00	20,160.00	20,160.00
01/01/2019	Moonbill to Shellwind	910-000-1012		20:00	15,288.00	15,288.00
01/01/2019	Moonbill to Sundew	910-000-1013		20:00	44,884.00	44,884.00
01/01/2019	Plantation Club to Cotton Xing	910-000-0967		20:00	45,972.00	45,972.00
01/01/2019	Sedgewater to LWN (DC gate)	910-000-1008		20:00	52,696.00	52,696.00
01/01/2019	Shellwind Corners to Sedgewater	910-000-1007		20:00	99,680.00	99,680.00
01/01/2019	Shellwind to DC Club (at fire hydrant)	910-000-1005		20:00	57,008.00	57,008.00
01/01/2019	Stargrass to Sedgewater	910-000-1011		20:00	18,228.00	18,228.00
01/01/2019	Stargrass to Shellwind	910-000-1010		20:00	28,700.00	28,700.00
01/01/2019	Sundew to DC/Village gate	910-000-1014		20:00	52,800.00	52,800.00
01/01/2019	LH Marina to Bartram	910-000-0917		20:00	52,664.00	52,664.00
01/01/2019	Little Comfort to Little Comfort	910-000-0956		20:00	32,464.00	32,464.00
					\$ 573,536.00	\$ 573,536.00
Roads						
01/01/2019	Activity Drive	910-000-0503	01/01/1989	30:00	\$ 36,124.00	\$ 36,124.00
01/01/2019	Adams Point	910-000-0504	01/01/1989	30:00	43,253.00	43,253.00
01/01/2019	Ale House Retreat	910-000-0505	01/01/1989	30:00	42,548.00	42,548.00
01/01/2019	Belle Isle Lane	910-000-0517	01/01/1989	30:00	16,720.00	16,720.00
01/01/2019	Bellemeade Court	910-000-0518	01/01/1989	30:00	17,767.00	17,767.00

**The Landings Association
Capital Asset Management Plan
Expenditures 2019 - 2024**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Expenditure
01/01/2019	Bosun Circle	910-000-0531	01/01/1989	30:00	\$ 10,247.00	\$ 10,247.00
01/01/2019	Canticle Lane	910-000-0557	01/01/1989	30:00	6,512.00	6,512.00
01/01/2019	Deveaux Lane	910-000-0605	01/01/1989	30:00	8,360.00	8,360.00
01/01/2019	Fat Friar's Retreat	910-000-0611	01/01/1989	30:00	22,334.00	22,334.00
01/01/2019	Franklin Creek Road North	910-000-0621	01/01/1999	20:00	92,184.00	92,184.00
01/01/2019	Grebe Lane	910-000-0633	01/01/1989	30:00	10,560.00	10,560.00
01/01/2019	Howley Lane	910-000-0665	01/01/1989	30:00	30,360.00	30,360.00
01/01/2019	Kellsall Lane	910-000-0677	01/01/1989	30:00	10,560.00	10,560.00
01/01/2019	Kertrel Lane	910-000-0678	01/01/1989	30:00	11,880.00	11,880.00
01/01/2019	Liberty Place	910-000-0691	01/01/1989	30:00	12,726.00	12,726.00
01/01/2019	Mackay Lane	910-000-0703	01/01/1989	30:00	26,620.00	26,620.00
01/01/2019	Middleton Road	910-000-0727	01/01/1989	30:00	80,863.00	80,863.00
01/01/2019	Night Heron Lane	910-000-0741	01/01/1989	30:00	11,572.00	11,572.00
01/01/2019	Ribault Lane	910-000-0790	01/01/1989	30:00	14,960.00	14,960.00
01/01/2019	Royal Tern Court	910-000-0799	01/01/1989	30:00	12,396.00	12,396.00
01/01/2019	Schroeder Court	910-000-0810	01/01/1989	30:00	14,828.00	14,828.00
01/01/2019	Stargrass Retreat	910-000-0850	01/01/1989	30:00	41,320.00	41,320.00
01/01/2019	Tealwood Lane	910-000-0863	01/01/1989	30:00	10,648.00	10,648.00
01/01/2019	Thibault Lane	910-000-0864	01/01/1989	30:00	15,180.00	15,180.00
01/01/2019	Twiggs Lane	910-000-0875	01/01/1989	30:00	19,884.00	19,884.00
01/01/2019	Village Green Circle	910-000-0880	01/01/1999	20:00	134,667.00	134,667.00
					\$ 755,073.00	\$ 755,073.00
Storm Drain Pipes						
01/01/2019	Storm Drain Pipes - 2019	910-000-0416	01/01/1969	50:00	\$ 175,000.00	\$ 175,000.00
					\$ 175,000.00	\$ 175,000.00
Year : 2020						
Association Capital						
01/01/2020	Check Scanner	910-000-0011	01/01/2015	5:00	\$ 2,000.00	\$ 2,000.00
01/01/2020	Computer - CDD Plans/Standards	910-000-0003	01/01/2015	5:00	1,850.00	1,850.00
01/01/2020	Computer - Core 3	910-000-0019	01/01/2015	5:00	1,850.00	1,850.00
01/01/2020	Computer - Guest Pass	910-000-0025	01/01/2015	5:00	1,850.00	1,850.00
01/01/2020	Computer - Lookup	910-000-0024	01/01/2015	5:00	1,850.00	1,850.00
01/01/2020	Dear Creek Village Entrance Camera	910-000-0146	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	Delegal North Entry Pier	920-001-0151	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	Delegal North Entry Pier	920-002-0151	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	LH Fuel Dock Camera	910-000-0162	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	LH Marine Service Camera	910-000-0163	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	LH Racks A-F Camera	910-000-0164	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	LH Racks K-P Camera	910-000-0165	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	LH Wash Rack 1 Camera	910-000-0166	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	LH Wash Rack 2 Camera	910-000-0167	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	Main Gate Exit Camera	910-000-0170	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	Marshview Exit Camera	910-000-0174	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	McWhorter Entrance Camera	910-000-0176	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	McWhorter Exit Camera	910-000-0178	01/01/2014	6:00	2,313.00	2,313.00

**The Landings Association
Capital Asset Management Plan
Expenditures 2019 - 2024**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Expenditure
01/01/2020	Mobile Radar Placards	920-001-0204	01/01/2015	5:00	\$ 4,200.00	\$ 4,200.00
01/01/2020	Mobile Radar Placards	920-002-0204	01/01/2015	5:00	4,200.00	4,200.00
01/01/2020	Moon River Entrance Camera	910-000-0180	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	Moon River Exit Camera	910-000-0182	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	Network Switch - HP ProCurve 2610 - M	910-000-0039	01/01/2015	5:00	3,000.00	3,000.00
01/01/2020	Network Switch - HP ProCurve 3500 - S	920-001-0038	01/01/2015	5:00	4,000.00	4,000.00
01/01/2020	Network Switch - HP ProCurve 3500 - S	920-002-0038	01/01/2015	5:00	4,000.00	4,000.00
01/01/2020	Network Transceiver Module - HP ProC	920-001-0043	01/01/2015	5:00	1,000.00	1,000.00
01/01/2020	Network Transceiver Module - HP ProC	920-002-0043	01/01/2015	5:00	1,000.00	1,000.00
01/01/2020	Network Transceiver Module - HP ProC	920-003-0043	01/01/2015	5:00	1,000.00	1,000.00
01/01/2020	Network Transceiver Module - HP ProC	920-004-0043	01/01/2015	5:00	1,000.00	1,000.00
01/01/2020	Network Transceiver Module - HP ProC	920-005-0043	01/01/2015	5:00	1,000.00	1,000.00
01/01/2020	Network Transceiver Module - HP ProC	920-006-0043	01/01/2015	5:00	1,000.00	1,000.00
01/01/2020	Network Transceiver Module - HP ProC	920-007-0043	01/01/2015	5:00	1,000.00	1,000.00
01/01/2020	Network Transceiver Module - HP ProC	920-008-0043	01/01/2015	5:00	1,000.00	1,000.00
01/01/2020	North Gate Exit Camera	910-000-0186	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	Oakridge Callbox Camera	910-000-0188	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	Oakridge Entrance Camera	910-000-0190	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	Projector - Admin Building	910-000-0040	01/01/2015	5:00	2,000.00	2,000.00
01/01/2020	Projector - Sunset Room	910-000-0041	01/01/2015	5:00	2,000.00	2,000.00
01/01/2020	Radios, Handheld PR400 (12) XPR	910-000-0203	01/01/2012	8:00	15,600.00	15,600.00
01/01/2020	Radios, Handheld Supervisors (3) SL750	910-000-0202	01/01/2012	8:00	3,600.00	3,600.00
01/01/2020	RV Yard Camera - 180 5 MP	910-000-0198	01/01/2014	6:00	3,265.00	3,265.00
01/01/2020	TLA Ballfield Camera	910-000-0195	01/01/2014	6:00	2,313.00	2,313.00
01/01/2020	TLA Playground Camera	910-000-0196	01/01/2014	6:00	3,300.00	3,300.00
					\$ 110,512.00	\$ 110,512.00
Bridges Structures Equip						
01/01/2020	Deer Creek Automatic Gate	910-000-0290	01/01/2010	10:00	\$ 70,200.00	\$ 70,200.00
01/01/2020	Diaphragm Pump	910-000-0069	01/01/2016	4:00	2,500.00	2,500.00
01/01/2020	Emergency Generator Moon River	910-000-0074	01/01/2005	15:00	14,000.00	14,000.00
01/01/2020	F-550 Dump Truck 2012	910-000-0125	01/01/2012	8:00	60,000.00	60,000.00
01/01/2020	Gate Tech Truck - 2013 Ford F-150	910-000-0122	01/01/2013	7:00	26,000.00	26,000.00
01/01/2020	Heater Unit - Mechanic's Bay (2)	910-000-0101	01/01/2010	10:00	10,000.00	10,000.00
01/01/2020	HVAC Unit - Oakridge Gate	910-000-0097	01/01/2008	12:00	6,000.00	6,000.00
01/01/2020	Marshview Bridge Redecking	910-000-0230	01/01/2005	15:00	12,000.00	12,000.00
01/01/2020	Mechanic Truck - 2012 Toyota Tacoma	910-000-0117	01/01/2012	8:00	29,000.00	29,000.00
01/01/2020	Moon River Automatic Gate System	910-000-0295	01/01/2005	15:00	35,000.00	35,000.00
01/01/2020	Moon River Bridge Redecking	910-000-0234	01/01/2005	15:00	13,000.00	13,000.00
01/01/2020	Polaris Ranger	910-000-0129	01/01/2015	5:00	12,000.00	12,000.00
01/01/2020	Polaris Ranger	910-000-1051	01/01/2015	5:00	12,000.00	12,000.00
01/01/2020	Security Vehicle - Ford Escape	920-003-0134	01/01/2017	3:00	26,000.00	26,000.00
01/01/2020	Spray Rig	910-000-1047	01/01/2015	5:00	5,500.00	5,500.00
01/01/2020	Sweeper	920-002-1271	01/01/2013	7:00	160,000.00	160,000.00
01/01/2020	Turbine Blower	910-000-0065	01/01/2015	5:00	8,000.00	8,000.00
					\$ 501,200.00	\$ 501,200.00

**The Landings Association
Capital Asset Management Plan
Expenditures 2019 - 2024**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Expenditure
Marina Capital						
01/01/2020	Electrical Main Panels - North	910-000-0454	01/01/2000	20:00	\$ 10,000.00	\$ 10,000.00
01/01/2020	Electrical Main Panels - South	910-000-1040	01/01/2000	20:00	10,000.00	10,000.00
01/01/2020	Rhodes Sailboats 2019-2024	920-002-0460		1:00	7,500.00	7,500.00
01/01/2020	Tiki Bar	910-000-0464	01/01/2005	15:00	9,000.00	9,000.00
					\$ 36,500.00	\$ 36,500.00
Paths						
01/01/2020	2020 - Cart Path Maintenance	910-000-1053		1:00	\$ 100,128.00	\$ 100,128.00
					\$ 100,128.00	\$ 100,128.00
Roads						
01/01/2020	Becks Retreat	910-000-0516	01/01/1990	30:00	\$ 32,188.00	\$ 32,188.00
01/01/2020	Button Bush Lane	910-000-0546	01/01/1990	30:00	17,248.00	17,248.00
01/01/2020	Callavance Court	910-000-0551	01/01/1990	30:00	18,594.00	18,594.00
01/01/2020	Cameron Lane	910-000-0553	01/01/1990	30:00	10,032.00	10,032.00
01/01/2020	Captain Dunbar Lane	910-000-0558	01/01/1990	30:00	13,508.00	13,508.00
01/01/2020	Cavan Lane	910-000-0567	01/01/1990	30:00	16,896.00	16,896.00
01/01/2020	Christie Lane	910-000-0571	01/01/1990	30:00	5,984.00	5,984.00
01/01/2020	Clifton Lane	910-000-0575	01/01/1990	30:00	13,640.00	13,640.00
01/01/2020	Deer Run	910-000-0601	01/01/1990	30:00	94,168.00	94,168.00
01/01/2020	Delegal Retreat	910-000-0604	01/01/1990	30:00	26,136.00	26,136.00
01/01/2020	Hammock View Lane	910-000-0640	01/01/1990	30:00	5,412.00	5,412.00
01/01/2020	Hampton Place	910-000-0641	01/01/1990	30:00	24,668.00	24,668.00
01/01/2020	Harvest Lane	910-000-0643	01/01/1990	30:00	21,858.00	21,858.00
01/01/2020	Hawksbeard Lane	910-000-0647	01/01/1990	30:00	17,820.00	17,820.00
01/01/2020	Huntingwood Retreat	910-000-0667	01/01/1990	30:00	55,162.00	55,162.00
01/01/2020	Hyacinth Lane	910-000-0668	01/01/1990	30:00	10,330.00	10,330.00
01/01/2020	MarshBird Lane	910-000-0715	01/01/1990	30:00	11,748.00	11,748.00
01/01/2020	Ovenbird	910-000-0753	01/01/1990	30:00	11,000.00	11,000.00
01/01/2020	Pine Shadow	910-000-0771	01/01/1990	30:00	27,105.00	27,105.00
01/01/2020	Priest Landing Drive	910-000-0782	01/01/2005	15:00	201,187.00	201,187.00
01/01/2020	Raindance Court	910-000-0786	01/01/1990	30:00	24,668.00	24,668.00
01/01/2020	Starbridge Court	910-000-0849	01/01/1990	30:00	6,248.00	6,248.00
01/01/2020	Tidewood Court	910-000-0866	01/01/1990	30:00	9,710.00	9,710.00
01/01/2020	Wakefield Place	910-000-0881	01/01/1990	30:00	19,755.00	19,755.00
01/01/2020	Wild Rice Lane	910-000-0897	01/01/1990	30:00	19,096.00	19,096.00
01/01/2020	Wishmore Retreat	910-000-0907	01/01/1990	30:00	25,652.00	25,652.00
					\$ 739,813.00	\$ 739,813.00
Storm Drain Pipes						
01/01/2020	Storm Drain Pipes - 2020	910-000-0417	01/01/1970	50:00	\$ 175,000.00	\$ 175,000.00
					\$ 175,000.00	\$ 175,000.00

**The Landings Association
Capital Asset Management Plan
Expenditures 2019 - 2024**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Expenditure
Year : 2021						
Association Capital						
01/01/2021	Admin Floater Laptop	910-000-0005	01/01/2017	4:00	\$ 1,450.00	\$ 1,450.00
01/01/2021	Admin Ice Machine	910-000-0050	01/01/2016	5:00	2,500.00	2,500.00
01/01/2021	Battery Backup - UPS	920-001-0044	01/01/2018	3:00	1,800.00	1,800.00
01/01/2021	Battery Backup - UPS	920-002-0044	01/01/2018	3:00	1,800.00	1,800.00
01/01/2021	Computer - Public Works Laptop	910-000-0036	01/01/2017	4:00	1,450.00	1,450.00
01/01/2021	DSLR Cameras with Software and Acces	910-000-0006	01/01/2015	6:00	1,143.00	1,143.00
01/01/2021	North, McWhorter, Deer Creek, Oakrid	910-000-0199	01/01/2015	6:00	77,300.00	77,300.00
01/01/2021	Sunset Room - Sound System	910-000-0042	01/01/2016	5:00	4,000.00	4,000.00
					\$ 91,443.00	\$ 91,443.00
Bridges Structures Equip						
01/01/2021	Compressor - Mobile	910-000-0054	01/01/2016	5:00	\$ 2,033.00	\$ 2,033.00
01/01/2021	Concrete Saw	920-001-0051	01/01/2016	5:00	2,000.00	2,000.00
01/01/2021	Deer Creek Gatehouse Signs	910-000-0329	01/01/2006	15:00	4,000.00	4,000.00
01/01/2021	Delegal Lagoon Bridge Redecking	910-000-0226	01/01/2006	15:00	18,000.00	18,000.00
01/01/2021	Dump Trailer	920-001-0484	01/01/2016	5:00	7,000.00	7,000.00
01/01/2021	Dump Trailer	920-002-0484	01/01/2016	5:00	7,000.00	7,000.00
01/01/2021	Dump Trailer	920-003-0484	01/01/2016	5:00	7,000.00	7,000.00
01/01/2021	Facilities Manager Truck - 2013 Ford F-1	910-000-0120	01/01/2013	8:00	26,000.00	26,000.00
01/01/2021	HVAC Unit - TLA CDD	910-000-0091	01/01/2009	12:00	7,000.00	7,000.00
01/01/2021	Lagoon Truck - 2013 Ford F-150	910-000-0123	01/01/2013	8:00	29,000.00	29,000.00
01/01/2021	Oakridge Guest Entry System	910-000-0289	01/01/2006	15:00	43,200.00	43,200.00
01/01/2021	Pipe Plug	910-000-0070	01/01/2018	3:00	2,200.00	2,200.00
01/01/2021	Security Vehicle - 2015 Toyota Camry H	920-001-0131	01/01/2018	3:00	26,000.00	26,000.00
01/01/2021	Security Vehicle - 2015 Toyota Camry H	920-002-0131	01/01/2018	3:00	26,000.00	26,000.00
01/01/2021	SSR Lamp Posts	910-000-0139	01/01/2011	10:00	8,000.00	8,000.00
01/01/2021	Sunset Tower - Ceiling Fans	910-000-0277	01/01/2016	5:00	3,070.00	3,070.00
01/01/2021	TLA Conference Room Tables	910-000-0250	01/01/2016	5:00	8,080.00	8,080.00
					\$ 225,583.00	\$ 225,583.00
Marina Capital						
01/01/2021	Computer - Marinas	910-000-0470	01/01/2016	5:00	\$ 1,563.00	\$ 1,563.00
01/01/2021	Kayak Storage	910-000-0462	01/01/2011	10:00	4,000.00	4,000.00
01/01/2021	Rhodes Sailboats 2019-2024	920-003-0460		2:00	7,500.00	7,500.00
					\$ 13,063.00	\$ 13,063.00
Marina Major Capital						
01/01/2021	Dry Stack Restoration Project - 2021	910-000-1054		2:00	\$ 600,000.00	\$ 600,000.00
					\$ 600,000.00	\$ 600,000.00
Paths						
01/01/2021	Brandenberry to Yam Gandy	910-000-0970		20:00	\$ 37,464.00	\$ 37,464.00
01/01/2021	Cotton Xing to Delegal	910-000-0968		20:00	34,460.00	34,460.00
01/01/2021	Delegal to Bosum's Bridge	910-000-0969		20:00	133,280.00	133,280.00
01/01/2021	Heartwood Ct to Club	910-000-0977		20:00	5,880.00	5,880.00

**The Landings Association
Capital Asset Management Plan
Expenditures 2019 - 2024**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Expenditure
01/01/2021	Mainsail to Delegal's Retreat	910-000-0987		20:00	\$ 7,056.00	\$ 7,056.00
01/01/2021	Marshwood #12 green to Chatuachee	910-000-0929		20:00	28,308.00	28,308.00
01/01/2021	Pennystone Retreat to Crazy Possum	910-000-0979		20:00	11,508.00	11,508.00
01/01/2021	Sweetgum to LWS	910-000-0983		20:00	9,660.00	9,660.00
01/01/2021	Tarrow Ridge to Oakridge Club	910-000-0993		20:00	38,754.00	38,754.00
01/01/2021	Cotesworth to Huntingwood	910-000-0951		20:00	12,768.00	12,768.00
01/01/2021	Half Penny to Club	910-000-0985		20:00	6,216.00	6,216.00
					\$ 325,354.00	\$ 325,354.00
Roads						
01/01/2021	Anderson Court	910-000-0507	01/01/1991	30:00	\$ 17,313.00	\$ 17,313.00
01/01/2021	Barnwell Lane	910-000-0512	01/01/1991	30:00	16,676.00	16,676.00
01/01/2021	Bowline Court	910-000-0532	01/01/1991	30:00	12,848.00	12,848.00
01/01/2021	Brightside Lane	910-000-0539	01/01/1991	30:00	12,313.00	12,313.00
01/01/2021	Broomsledge Lane	910-000-0542	01/01/1991	30:00	25,742.00	25,742.00
01/01/2021	Captain Ferguson Lane	910-000-0559	01/01/1991	30:00	23,056.00	23,056.00
01/01/2021	Carlow Lane	910-000-0563	01/01/1991	30:00	16,752.00	16,752.00
01/01/2021	Cotesby Lane	910-000-0578	01/01/1991	30:00	11,660.00	11,660.00
01/01/2021	Cottenham Circle	910-000-0580	01/01/1991	30:00	12,106.00	12,106.00
01/01/2021	Cuthbert Lane	910-000-0595	01/01/1991	30:00	14,300.00	14,300.00
01/01/2021	Delamotte Lane	910-000-0602	01/01/1991	30:00	14,080.00	14,080.00
01/01/2021	Fairhope Lane	910-000-0610	01/01/1991	30:00	12,540.00	12,540.00
01/01/2021	Fox Meadow Court	910-000-0619	01/01/1991	30:00	12,106.00	12,106.00
01/01/2021	Franklin Wood Lane	910-000-0623	01/01/1991	30:00	12,980.00	12,980.00
01/01/2021	Gray Ghost Lane	910-000-0630	01/01/1991	30:00	29,524.00	29,524.00
01/01/2021	Greenhow Lane	910-000-0634	01/01/1991	30:00	7,260.00	7,260.00
01/01/2021	Gumtree Lane	910-000-0637	01/01/1991	30:00	11,792.00	11,792.00
01/01/2021	Hawkins Lane	910-000-0646	01/01/1991	30:00	17,820.00	17,820.00
01/01/2021	Laurel Hill Lane	910-000-0689	01/01/1991	30:00	11,660.00	11,660.00
01/01/2021	Mad Anthony Lane	910-000-0704	01/01/1991	30:00	19,272.00	19,272.00
01/01/2021	McEachern Court	910-000-0723	01/01/1991	30:00	19,272.00	19,272.00
01/01/2021	Milledge Lane	910-000-0728	01/01/1991	30:00	8,360.00	8,360.00
01/01/2021	Morning Mist Lane	910-000-0737	01/01/1991	30:00	14,960.00	14,960.00
01/01/2021	Musgrove Lane	910-000-0739	01/01/1991	30:00	20,106.00	20,106.00
01/01/2021	Nathaneal Lane	910-000-0740	01/01/1991	30:00	11,000.00	11,000.00
01/01/2021	Painted Bunting Lane	910-000-0756	01/01/1991	30:00	8,800.00	8,800.00
01/01/2021	Paisley Court	910-000-0757	01/01/1991	30:00	27,519.00	27,519.00
01/01/2021	Pipemaker Lane	910-000-0772	01/01/1991	30:00	15,840.00	15,840.00
01/01/2021	Preacher's Place	910-000-0777	01/01/1991	30:00	15,664.00	15,664.00
01/01/2021	Robert Reid Court	910-000-0795	01/01/1991	30:00	18,480.00	18,480.00
01/01/2021	Seafarer's Circle	910-000-0816	01/01/1991	30:00	21,912.00	21,912.00
01/01/2021	Shadow Brook Lane	910-000-0821	01/01/1991	30:00	23,469.00	23,469.00
01/01/2021	Shagbark Lane	910-000-0824	01/01/1991	30:00	9,900.00	9,900.00
01/01/2021	Tanaqua Court	910-000-0860	01/01/1991	30:00	25,205.00	25,205.00
01/01/2021	Top Gallant Circle	910-000-0869	01/01/1991	30:00	12,437.00	12,437.00
01/01/2021	Turnstone Lane	910-000-0873	01/01/1991	30:00	19,096.00	19,096.00
01/01/2021	Turtle Lane	910-000-0874	01/01/1991	30:00	19,580.00	19,580.00

**The Landings Association
Capital Asset Management Plan
Expenditures 2019 - 2024**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Expenditure
01/01/2021	Vestry Lane	910-000-0879	01/01/1991	30:00	\$ 12,408.00	\$ 12,408.00
01/01/2021	Wexford Lane	910-000-0891	01/01/1991	30:00	16,368.00	16,368.00
01/01/2021	Woodard Lane	910-000-0908	01/01/1991	30:00	16,412.00	16,412.00
					\$ 648,588.00	\$ 648,588.00
Storm Drain Pipes						
01/01/2021	Storm Drain Pipes - 2021	910-000-0418	01/01/1971	50:00	\$ 308,000.00	\$ 308,000.00
					\$ 308,000.00	\$ 308,000.00
Year : 2022						
Association Capital						
01/01/2022	Battery Backup - UPS - Security	920-001-0026	01/01/2019	3:00	\$ 1,800.00	\$ 1,800.00
01/01/2022	Battery Backup - UPS - Security	920-002-0026	01/01/2019	3:00	1,800.00	1,800.00
01/01/2022	Battery Backup - UPS - Security	920-003-0026	01/01/2019	3:00	1,800.00	1,800.00
01/01/2022	Body Cameras	910-000-0210	01/01/2017	5:00	19,569.00	19,569.00
01/01/2022	Callbox Lighting	910-000-0211	01/01/2017	5:00	11,000.00	11,000.00
01/01/2022	Computer - AP Assistant (Amanda Peet	910-000-0009	01/01/2017	5:00	1,850.00	1,850.00
01/01/2022	Computer - AR Assistant (Debbie Water	910-000-0008	01/01/2017	5:00	1,850.00	1,850.00
01/01/2022	Computer - Buildings Grounds Manager	910-000-0030	01/01/2017	5:00	1,850.00	1,850.00
01/01/2022	Computer - Business Analyst (Dianne T	910-000-0007	01/01/2017	5:00	1,850.00	1,850.00
01/01/2022	Computer - Chief Administrative Officer	910-000-0004	01/01/2017	5:00	1,850.00	1,850.00
01/01/2022	Computer - Comm Development Man. (910-000-0001	01/01/2017	5:00	1,850.00	1,850.00
01/01/2022	Computer - Construction Manager (Bill	910-000-0028	01/01/2017	5:00	1,850.00	1,850.00
01/01/2022	Computer - Controller (Judy S.)	910-000-0010	01/01/2017	5:00	1,850.00	1,850.00
01/01/2022	Computer - Core 1	910-000-0017	01/01/2017	5:00	2,100.00	2,100.00
01/01/2022	Computer - Core 2	910-000-0018	01/01/2017	5:00	2,100.00	2,100.00
01/01/2022	Computer - Environmental Manager (Se	910-000-0029	01/01/2017	5:00	1,850.00	1,850.00
01/01/2022	Computer - Executive Assistant (Kimber	910-000-0012	01/01/2017	5:00	1,850.00	1,850.00
01/01/2022	Computer - GM/COO (Shari Haldeman)	910-000-0013	01/01/2017	5:00	1,850.00	1,850.00
01/01/2022	Computer - Plans/Standards Administra	910-000-0499	01/01/2017	5:00	1,850.00	1,850.00
01/01/2022	Computer - PW Office Manager (Amber	910-000-0031	01/01/2017	5:00	1,850.00	1,850.00
01/01/2022	Computer - PW/CDD Director (Paul Kuri	910-000-0033	01/01/2017	5:00	1,850.00	1,850.00
01/01/2022	Computer - Security Laptop	910-000-1038	01/01/2018	4:00	1,450.00	1,450.00
01/01/2022	Computer - Security Office Manager (Er	910-000-0021	01/01/2017	5:00	1,850.00	1,850.00
01/01/2022	GIS Coordinate Location Unit	910-000-0047	01/01/2015	7:00	8,000.00	8,000.00
01/01/2022	PW Copier	910-000-0037	01/01/2017	5:00	12,000.00	12,000.00
01/01/2022	Refrigerator	910-000-0049	01/01/2012	10:00	1,500.00	1,500.00
01/01/2022	Speed Detector - LaserCam4 LIDAR	910-000-0221	01/01/2017	5:00	11,000.00	11,000.00
					\$ 101,869.00	\$ 101,869.00
Bridges Structures Equip						
01/01/2022	Association Sign	910-000-0322	01/01/2007	15:00	\$ 5,000.00	\$ 5,000.00
01/01/2022	Cargo Trailer	910-000-0116	01/01/2011	11:00	5,000.00	5,000.00
01/01/2022	Concrete Saw	920-002-0051	01/01/2017	5:00	2,000.00	2,000.00
01/01/2022	DC North Gatehouse Sign	910-000-0325	01/01/2007	15:00	4,000.00	4,000.00
01/01/2022	Deer Creek Deep Well	910-000-0280	01/01/2007	15:00	6,000.00	6,000.00
01/01/2022	Franklin Creek	910-000-0327	01/01/2007	15:00	5,000.00	5,000.00

**The Landings Association
Capital Asset Management Plan
Expenditures 2019 - 2024**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Expenditure
01/01/2022	HVAC Unit - TLA Conference Room	910-000-0093	01/01/2010	12:00	\$ 9,000.00	\$ 9,000.00
01/01/2022	Jackhammer	910-000-0055	01/01/2017	5:00	1,907.00	1,907.00
01/01/2022	Jetter Truck	910-000-0285	01/01/2009	13:00	200,000.00	200,000.00
01/01/2022	Jetter Truck Refurbish	910-000-0483	01/01/2018	4:00	50,000.00	50,000.00
01/01/2022	Main Gate Deep Well	910-000-0281	01/01/2007	15:00	6,000.00	6,000.00
01/01/2022	Moon River Deep Well	910-000-0282	01/01/2007	15:00	6,000.00	6,000.00
01/01/2022	Raindance Bridge Redecking	910-000-0238	01/01/2007	15:00	16,000.00	16,000.00
01/01/2022	Router Machine - Carviewright	910-000-0115	01/01/2018	4:00	5,000.00	5,000.00
01/01/2022	Security Golf Cart	910-000-0135	01/01/2017	5:00	7,000.00	7,000.00
01/01/2022	Security Vehicle - F-150	910-000-0130	01/01/2017	5:00	26,000.00	26,000.00
01/01/2022	Security Vehicle - Ford Escape	920-001-0134	01/01/2019	3:00	26,000.00	26,000.00
01/01/2022	Security Vehicle - Ford Escape	920-002-0134	01/01/2019	3:00	26,000.00	26,000.00
01/01/2022	Spray Rig	910-000-0064	01/01/2017	5:00	5,500.00	5,500.00
01/01/2022	Tamper	920-001-0057	01/01/2017	5:00	2,500.00	2,500.00
01/01/2022	Tamper	920-002-0057	01/01/2017	5:00	2,500.00	2,500.00
01/01/2022	Vehicle Diagnostic Reader Software	910-000-0288	01/01/2017	5:00	4,500.00	4,500.00
01/01/2022	Water Pump	910-000-0066	01/01/2017	5:00	3,000.00	3,000.00
01/01/2022	Welder	910-000-0106	01/01/2012	10:00	6,500.00	6,500.00
					\$ 430,407.00	\$ 430,407.00
Lagoons and Structures						
01/01/2022	Revetment - 23 Captain's Crossing - Rip	910-000-0404	01/01/1992	30:00	\$ 10,800.00	\$ 10,800.00
01/01/2022	Revetment - Landings Harbor Parking L	910-000-0402	01/01/1992	30:00	10,000.00	10,000.00
01/01/2022	Revetment - Landings Way North Cente	910-000-0407	01/01/2007	15:00	2,000.00	2,000.00
					\$ 22,800.00	\$ 22,800.00
Marina Capital						
01/01/2022	Delegal Fuel Tanks	910-000-0445	01/01/1972	50:00	\$ 32,000.00	\$ 32,000.00
01/01/2022	Kayak Storage (Three Racks)	910-000-0442	01/01/2012	10:00	15,143.00	15,143.00
01/01/2022	LH Fuel Lines	910-000-0459	01/01/1990	32:00	55,000.00	55,000.00
01/01/2022	LH Fuel Tanks	910-000-0461	01/01/1972	50:00	80,000.00	80,000.00
01/01/2022	Rhodes Sailboats 2019-2024	920-004-0460		3:00	7,500.00	7,500.00
					\$ 189,643.00	\$ 189,643.00
Marina Major Capital						
01/01/2022	Dry Stack Restoration Project - 2022	910-000-1055		3:00	\$ 600,000.00	\$ 600,000.00
					\$ 600,000.00	\$ 600,000.00
Paths						
01/01/2022	Lake Street to Methodist Church	910-000-1019		20:00	\$ 17,080.00	\$ 17,080.00
01/01/2022	Log Landing to Bridge/FC Road	910-000-0999		20:00	25,340.00	25,340.00
01/01/2022	Pine Shadow to Westcross	910-000-0995		20:00	46,620.00	46,620.00
01/01/2022	Riverwatch to gate	910-000-1031		20:00	88,816.00	88,816.00
01/01/2022	Vandy Ct to Bosum's at post along mar	910-000-0986		20:00	95,936.00	95,936.00
					\$ 273,792.00	\$ 273,792.00
Roads						
01/01/2022	Abbot Lane	910-000-0502	01/01/1992	30:00	\$ 10,736.00	\$ 10,736.00

**The Landings Association
Capital Asset Management Plan
Expenditures 2019 - 2024**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Expenditure
01/01/2022	Baillon Court	910-000-0511	01/01/1992	30:00	\$ 18,876.00	\$ 18,876.00
01/01/2022	Baywood Lane	910-000-0515	01/01/1992	30:00	7,200.00	7,200.00
01/01/2022	Belton Lane	910-000-0519	01/01/1992	30:00	8,008.00	8,008.00
01/01/2022	Bent Tree Circle	910-000-0521	01/01/1992	30:00	19,957.00	19,957.00
01/01/2022	Buckthorn Lane	910-000-0544	01/01/1992	30:00	15,620.00	15,620.00
01/01/2022	Candlewick Lane	910-000-0554	01/01/1992	30:00	11,000.00	11,000.00
01/01/2022	Canepatch Lane	910-000-0555	01/01/1992	30:00	16,444.00	16,444.00
01/01/2022	Cannon Lane	910-000-0556	01/01/1992	30:00	12,276.00	12,276.00
01/01/2022	Deer Path Lane	910-000-0600	01/01/1992	30:00	4,708.00	4,708.00
01/01/2022	Fen Court	910-000-0612	01/01/1992	30:00	8,800.00	8,800.00
01/01/2022	Goddard Lane	910-000-0626	01/01/1992	30:00	11,200.00	11,200.00
01/01/2022	Hazel Glen Lane	910-000-0648	01/01/1992	30:00	23,540.00	23,540.00
01/01/2022	Heatherstone Lane	910-000-0650	01/01/1992	30:00	20,416.00	20,416.00
01/01/2022	Heathmuir Way	910-000-0651	01/01/1992	30:00	19,888.00	19,888.00
01/01/2022	Indigo Jones Lane	910-000-0669	01/01/1992	30:00	9,900.00	9,900.00
01/01/2022	Jessamine Lane	910-000-0674	01/01/1992	30:00	8,800.00	8,800.00
01/01/2022	Joshua's Retreat	910-000-0675	01/01/1992	30:00	25,344.00	25,344.00
01/01/2022	Leatherwood Lane	910-000-0690	01/01/1992	30:00	14,916.00	14,916.00
01/01/2022	Pettigrew Drive	910-000-0768	01/01/1992	30:00	59,294.00	59,294.00
01/01/2022	Pine Heart	910-000-0769	01/01/1992	30:00	12,100.00	12,100.00
01/01/2022	Pond Pine Court	910-000-0774	01/01/1992	30:00	12,230.00	12,230.00
01/01/2022	Prescott Lane	910-000-0778	01/01/1992	30:00	27,684.00	27,684.00
01/01/2022	Prestbury Lane	910-000-0779	01/01/1992	30:00	28,160.00	28,160.00
01/01/2022	Priber Lane	910-000-0780	01/01/1992	30:00	21,912.00	21,912.00
01/01/2022	Rain Tree Lane	910-000-0785	01/01/1992	30:00	18,832.00	18,832.00
01/01/2022	Salette Lane	910-000-0801	01/01/1992	30:00	13,200.00	13,200.00
01/01/2022	Savy Lane	910-000-0809	01/01/1992	30:00	26,400.00	26,400.00
01/01/2022	Silver Bluff Way	910-000-0830	01/01/1992	30:00	14,530.00	14,530.00
01/01/2022	Sorghum Lane	910-000-0835	01/01/1992	30:00	15,840.00	15,840.00
01/01/2022	Sorrelwood Crossing	910-000-0836	01/01/1992	30:00	12,396.00	12,396.00
01/01/2022	Tything Man Lane	910-000-0876	01/01/1992	30:00	14,520.00	14,520.00
01/01/2022	Ward Lane	910-000-0882	01/01/1992	30:00	12,452.00	12,452.00
01/01/2022	Waterford Lane	910-000-0884	01/01/1992	30:00	25,256.00	25,256.00
01/01/2022	Wiley Bottom Road North	910-000-0899	01/01/1997	25:00	128,918.00	128,918.00
01/01/2022	Willow Oak Circle	910-000-0903	01/01/1992	30:00	7,933.00	7,933.00
					\$ 719,286.00	\$ 719,286.00
Storm Drain Pipes						
01/01/2022	Storm Drain Pipes - 2022	910-000-0419	01/01/1972	50:00	\$ 338,000.00	\$ 338,000.00
					\$ 338,000.00	\$ 338,000.00
Year : 2023						
Association Capital						
01/01/2023	Automatic External Defibrillator (AED)	920-001-0220	01/01/2016	7:00	\$ 3,200.00	\$ 3,200.00
01/01/2023	Automatic External Defibrillator (AED)	920-002-0220	01/01/2016	7:00	3,200.00	3,200.00
01/01/2023	Computer - Communications Manager (910-000-0016	01/01/2018	5:00	1,850.00	1,850.00
01/01/2023	Computer - Community Programs Man	910-000-0002	01/01/2018	5:00	1,850.00	1,850.00

**The Landings Association
Capital Asset Management Plan
Expenditures 2019 - 2024**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Expenditure
01/01/2023	Computer - Fleet Mechanic (Steven Hig	910-000-0032	01/01/2018	5:00	\$ 1,850.00	\$ 1,850.00
01/01/2023	Computer - HR/OE Manager (Karin C.)	910-000-0014	01/01/2018	5:00	1,850.00	1,850.00
01/01/2023	Computer - Main Gate Office (Superviso	910-000-0023	01/01/2018	5:00	1,850.00	1,850.00
01/01/2023	Computer - North Gate	910-000-0027	01/01/2018	5:00	1,850.00	1,850.00
01/01/2023	Computer - Plans/Standards Administra	910-000-0500	01/01/2018	5:00	1,850.00	1,850.00
01/01/2023	Computer - Security Director (Tim Cook	910-000-0020	01/01/2018	5:00	1,850.00	1,850.00
01/01/2023	Digital Radio Repeater	910-000-0201	01/01/2013	10:00	15,000.00	15,000.00
01/01/2023	License Plate Recognition Camera	910-000-0218	01/01/2017	6:00	3,100.00	3,100.00
01/01/2023	Network Video Recorder - Avigilon	910-000-0200	01/01/2018	5:00	54,075.00	54,075.00
01/01/2023	North Gate Entrance (w audio) Camera	910-000-0184	01/01/2017	6:00	3,842.00	3,842.00
01/01/2023	Trail Cameras	910-000-0217	01/01/2017	6:00	2,000.00	2,000.00
01/01/2023	Village Entrance Camera	910-000-0197	01/01/2017	6:00	2,313.00	2,313.00
					\$ 101,530.00	\$ 101,530.00
Bridges Structures Equip						
01/01/2023	Boat Motor Trailer	910-000-0067	01/01/2018	5:00	\$ 12,000.00	\$ 12,000.00
01/01/2023	Bobcat Steer Loader with Attachments	910-000-0061	01/01/2016	7:00	86,412.00	86,412.00
01/01/2023	Construction Manager Truck - 2010 For	910-000-0121	01/01/2017	6:00	26,000.00	26,000.00
01/01/2023	Deer Creek Gate Electronic Exit Sign	910-000-0336	01/01/2013	10:00	13,750.00	13,750.00
01/01/2023	Dog Park Irrigation	910-000-0308	01/01/2003	20:00	18,000.00	18,000.00
01/01/2023	Environmental Manager Truck - 2007 F	910-000-0124	01/01/2016	7:00	29,000.00	29,000.00
01/01/2023	HVAC Unit - Delegal Sunset Room	910-000-0099	01/01/2011	12:00	11,000.00	11,000.00
01/01/2023	HVAC Unit - LH Store	910-000-0086	01/01/2011	12:00	9,000.00	9,000.00
01/01/2023	HVAC Unit - PW Office	910-000-0094	01/01/2011	12:00	8,000.00	8,000.00
01/01/2023	HVAC Unit - TLA Office	910-000-0090	01/01/2011	12:00	10,000.00	10,000.00
01/01/2023	John Deer Small Farm Tractor	910-000-0056	01/01/2016	7:00	19,688.00	19,688.00
01/01/2023	Kawasaki Mule - Gas	910-000-0127	01/01/2018	5:00	14,000.00	14,000.00
01/01/2023	Main Gate Electronic Exit Sign	910-000-0333	01/01/2013	10:00	13,750.00	13,750.00
01/01/2023	North Gate Electronic Exit Sign	910-000-0334	01/01/2013	10:00	13,750.00	13,750.00
01/01/2023	Oakridge Gate Electronic Exit Sign	910-000-0335	01/01/2013	10:00	13,750.00	13,750.00
01/01/2023	Pine Shadow Bridge Redecking	910-000-0236	01/01/2008	15:00	16,000.00	16,000.00
01/01/2023	Radial Saw	910-000-0102	01/01/2016	7:00	6,803.00	6,803.00
01/01/2023	RV Yard I Fence	910-000-0260	01/01/1993	30:00	25,000.00	25,000.00
01/01/2023	Security Vehicle - Ford Escape	920-003-0134	01/01/2020	3:00	26,000.00	26,000.00
01/01/2023	TLA Administration Exterior Doors and	910-000-0274	01/01/2008	15:00	32,500.00	32,500.00
01/01/2023	Vehicle Lift	910-000-0114	01/01/2011	12:00	7,000.00	7,000.00
					\$ 411,403.00	\$ 411,403.00
Lagoons and Structures						
01/01/2023	Lag Structure - #40 - TLC	910-000-0353	01/01/1990	33:00	\$ 35,000.00	\$ 35,000.00
					\$ 35,000.00	\$ 35,000.00
Marina Capital						
01/01/2023	Computer - Cash Register (Delegal)	910-000-0469	01/01/2018	5:00	\$ 2,000.00	\$ 2,000.00
01/01/2023	Computer - Cash Register (Landings Har	910-000-0465	01/01/2018	5:00	2,000.00	2,000.00
01/01/2023	Computer - LH Office Coordinator (Meg	910-000-0468	01/01/2018	5:00	1,850.00	1,850.00
01/01/2023	Computer - Marinas Director (Rory Jose	910-000-0467	01/01/2018	5:00	1,850.00	1,850.00

**The Landings Association
Capital Asset Management Plan
Expenditures 2019 - 2024**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Expenditure
01/01/2023	Kayak Storage (One Rack)	910-000-0443	01/01/2013	10:00	\$ 5,000.00	\$ 5,000.00
01/01/2023	Rhodes Sailboats 2019-2024	920-005-0460		4:00	7,500.00	7,500.00
					\$ 20,200.00	\$ 20,200.00
Roads						
01/01/2023	Blount Lane	910-000-0527	01/01/1993	30:00	\$ 14,960.00	\$ 14,960.00
01/01/2023	Bluff Oak Retreat	910-000-0529	01/01/1993	30:00	68,467.00	68,467.00
01/01/2023	Captain Kirk Lane	910-000-0561	01/01/1993	30:00	19,668.00	19,668.00
01/01/2023	Castlebrook Retreat	910-000-0564	01/01/1993	30:00	22,572.00	22,572.00
01/01/2023	Causton Place	910-000-0566	01/01/1993	30:00	23,882.00	23,882.00
01/01/2023	Chelmsford Lane	910-000-0570	01/01/1993	30:00	18,426.00	18,426.00
01/01/2023	Claireborn Retreat	910-000-0572	01/01/1993	30:00	20,284.00	20,284.00
01/01/2023	Cotesworth Place	910-000-0579	01/01/1993	30:00	48,663.00	48,663.00
01/01/2023	Dobell Lane	910-000-0606	01/01/1993	30:00	18,480.00	18,480.00
01/01/2023	Dunsmuir Lane	910-000-0608	01/01/1993	30:00	8,932.00	8,932.00
01/01/2023	Fiddler Crab Lane	910-000-0613	01/01/1993	30:00	11,572.00	11,572.00
01/01/2023	Fire Thorne Lane	910-000-0614	01/01/1993	30:00	13,200.00	13,200.00
01/01/2023	Flying Jib Lane	910-000-0617	01/01/1993	30:00	13,508.00	13,508.00
01/01/2023	Fore Royal Court	910-000-0618	01/01/1993	30:00	22,168.00	22,168.00
01/01/2023	Foxglove Lane	910-000-0620	01/01/1993	30:00	8,668.00	8,668.00
01/01/2023	Franklin Creek Road South	910-000-0622	01/01/2003	20:00	297,380.00	297,380.00
01/01/2023	Galphin Lane	910-000-0624	01/01/1993	30:00	8,360.00	8,360.00
01/01/2023	Goldeneye	910-000-0627	01/01/1993	30:00	11,132.00	11,132.00
01/01/2023	Goosequill Lane	910-000-0628	01/01/1993	30:00	7,832.00	7,832.00
01/01/2023	Greatcoat Lane	910-000-0632	01/01/1993	30:00	17,336.00	17,336.00
01/01/2023	Hearthwood Court	910-000-0649	01/01/1993	30:00	33,756.00	33,756.00
01/01/2023	Holemark Lane	910-000-0661	01/01/1993	30:00	19,536.00	19,536.00
01/01/2023	Lampwick Lane	910-000-0683	01/01/1993	30:00	14,606.00	14,606.00
01/01/2023	Land Bridge Lane	910-000-0684	01/01/1993	30:00	27,436.00	27,436.00
01/01/2023	Loblolly Lane	910-000-0695	01/01/1993	30:00	9,900.00	9,900.00
01/01/2023	Lockwood Lane	910-000-0696	01/01/1993	30:00	10,780.00	10,780.00
01/01/2023	Longwater Lane	910-000-0701	01/01/1993	30:00	20,742.00	20,742.00
01/01/2023	McKee Lane	910-000-0724	01/01/1993	30:00	12,012.00	12,012.00
01/01/2023	Monastery Road West	910-000-0732	01/01/1993	30:00	37,022.00	37,022.00
01/01/2023	Ogeechee Ferry Lane	910-000-0746	01/01/1993	30:00	8,360.00	8,360.00
01/01/2023	Pennyfeather Lane	910-000-0761	01/01/1993	30:00	23,408.00	23,408.00
01/01/2023	Prickley Pear lane	910-000-0781	01/01/1993	30:00	6,600.00	6,600.00
01/01/2023	Priory Road	910-000-0783	01/01/1993	30:00	59,624.00	59,624.00
01/01/2023	Quahog Lane	910-000-0784	01/01/1993	30:00	10,956.00	10,956.00
01/01/2023	Ramshorn Court	910-000-0787	01/01/1993	30:00	16,764.00	16,764.00
01/01/2023	Rebecca Lane	910-000-0788	01/01/1993	30:00	34,848.00	34,848.00
01/01/2023	Romerly Road West	910-000-0797	01/01/1993	30:00	28,593.00	28,593.00
01/01/2023	Salt Wind Circle	910-000-0803	01/01/1993	30:00	28,304.00	28,304.00
01/01/2023	Sea Dog Court	910-000-0812	01/01/1993	30:00	17,600.00	17,600.00
01/01/2023	Sea Oats Lane	910-000-0815	01/01/1993	30:00	13,640.00	13,640.00
01/01/2023	Seaside Lane	910-000-0817	01/01/1993	30:00	8,228.00	8,228.00
01/01/2023	Skipjack Lane	910-000-0832	01/01/1993	30:00	20,812.00	20,812.00

**The Landings Association
Capital Asset Management Plan
Expenditures 2019 - 2024**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Expenditure
01/01/2023	Skysail Circle	910-000-0833	01/01/1993	30:00	\$ 21,197.00	\$ 21,197.00
01/01/2023	Sleepy Terrapin Lane	910-000-0834	01/01/1993	30:00	16,500.00	16,500.00
01/01/2023	Sweet Fern Retreat	910-000-0855	01/01/1993	30:00	37,186.00	37,186.00
01/01/2023	Wesley Crossing	910-000-0887	01/01/2003	20:00	23,408.00	23,408.00
01/01/2023	Wickersham Drive	910-000-0895	01/01/2008	15:00	152,884.00	152,884.00
01/01/2023	Wild Boar Crossing	910-000-0896	01/01/1993	30:00	13,139.00	13,139.00
01/01/2023	Wiley Bottom Road South	910-000-0900	01/01/2008	15:00	177,676.00	177,676.00
01/01/2023	Windswept Lane	910-000-0905	01/01/1993	30:00	8,305.00	8,305.00
					\$ 1,589,312.00	\$ 1,589,312.00
Storm Drain Pipes						
01/01/2023	Storm Drain Pipes - 2023	910-000-0420	01/01/1973	50:00	\$ 371,000.00	\$ 371,000.00
					\$ 371,000.00	\$ 371,000.00
Year : 2024						
Association Capital						
01/01/2024	Battery Backup - UPS	920-001-0044	01/01/2021	3:00	\$ 1,800.00	\$ 1,800.00
01/01/2024	Battery Backup - UPS	920-002-0044	01/01/2021	3:00	1,800.00	1,800.00
01/01/2024	Deer Creek Village Exit Camera	910-000-0149	01/01/2018	6:00	2,313.00	2,313.00
01/01/2024	Delegal Camera Middle Entry and Docks	910-000-0212	01/01/2018	6:00	2,313.00	2,313.00
01/01/2024	Delegal Camera Middle Entry and Docks	910-000-0213	01/01/2018	6:00	2,313.00	2,313.00
01/01/2024	Delegal North Entrance Camera	910-000-0157	01/01/2018	6:00	2,313.00	2,313.00
01/01/2024	Delegal South Entry Pier	910-000-0214	01/01/2018	6:00	2,313.00	2,313.00
01/01/2024	Diamond Causeway at ST Park Camera	910-000-0158	01/01/2018	6:00	2,313.00	2,313.00
01/01/2024	Landings Harbor Dock Camera (2)	920-001-0215	01/01/2018	6:00	2,313.00	2,313.00
01/01/2024	Landings Harbor Dock Camera (2)	920-002-0215	01/01/2018	6:00	2,313.00	2,313.00
01/01/2024	Main Gate Entrance (w audio) Camera	910-000-0168	01/01/2018	6:00	3,842.00	3,842.00
01/01/2024	Oakridge Cart Entrance Camera	910-000-0189	01/01/2018	6:00	2,598.00	2,598.00
01/01/2024	Oakridge Entrance Tag Camera	910-000-0191	01/01/2018	6:00	2,598.00	2,598.00
01/01/2024	Oakridge Exit Camera	910-000-0192	01/01/2018	6:00	2,598.00	2,598.00
01/01/2024	Server - ABDI	910-000-0046	01/01/2019	5:00	25,000.00	25,000.00
					\$ 58,740.00	\$ 58,740.00
Bridges Structures Equip						
01/01/2024	Admin Carpet Replacement	910-000-0248	01/01/2014	10:00	\$ 25,000.00	\$ 25,000.00
01/01/2024	Compressor - Marina Shop	910-000-0108	01/01/2019	5:00	1,300.00	1,300.00
01/01/2024	Compressor - North Shop	910-000-0107	01/01/2019	5:00	1,300.00	1,300.00
01/01/2024	Compressor - Public Works Shop	910-000-0109	01/01/2019	5:00	1,300.00	1,300.00
01/01/2024	Concrete Mixer	910-000-0060	01/01/2019	5:00	5,000.00	5,000.00
01/01/2024	Diaphragm Pump	910-000-0069	01/01/2020	4:00	2,500.00	2,500.00
01/01/2024	Emergency Services Entry System (7) Cli	910-000-0082	01/01/2009	15:00	14,000.00	14,000.00
01/01/2024	F-650 Dump Truck 2013	910-000-0126	01/01/2013	11:00	70,000.00	70,000.00
01/01/2024	HVAC Unit - DC Gate	910-000-0098	01/01/2009	15:00	5,500.00	5,500.00
01/01/2024	HVAC Unit - Server Room	910-000-0103	01/01/2012	12:00	4,200.00	4,200.00
01/01/2024	Jumping Jack	910-000-0053	01/01/2017	7:00	2,500.00	2,500.00
01/01/2024	LH Fixed Walkway Redeck	910-000-0241	01/01/2009	15:00	100,000.00	100,000.00
01/01/2024	LH Fixed Walkways Replacement	910-000-0244	01/01/1994	30:00	280,000.00	280,000.00

**The Landings Association
Capital Asset Management Plan
Expenditures 2019 - 2024**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Expenditure
01/01/2024	Main Gate Expansion	910-000-0263	01/01/2009	15:00	\$ 70,000.00	\$ 70,000.00
01/01/2024	Main Gate Irrigation	910-000-0309	01/01/2004	20:00	35,000.00	35,000.00
01/01/2024	Marsh Tower Observation	910-000-0253	01/01/2009	15:00	150,000.00	150,000.00
01/01/2024	McWhorter Bridge Redecking	910-000-0232	01/01/2006	18:00	50,000.00	50,000.00
01/01/2024	No Trespassing Signs	910-000-0330	01/01/2009	15:00	20,000.00	20,000.00
01/01/2024	Pavement Striper	910-000-0052	01/01/2017	7:00	7,000.00	7,000.00
01/01/2024	Pipe Plug	910-000-0070	01/01/2021	3:00	2,200.00	2,200.00
01/01/2024	Portable Generator	910-000-0058	01/01/2018	6:00	2,500.00	2,500.00
01/01/2024	Pressure Washer	910-000-0083	01/01/2017	7:00	8,500.00	8,500.00
01/01/2024	PW Director Truck - 2013 Ford F-150	910-000-0119	01/01/2019	5:00	35,000.00	35,000.00
01/01/2024	PW Ice Machine	910-000-0081	01/01/2016	8:00	4,150.00	4,150.00
01/01/2024	QR Scanner - ABDi	920-001-0299	01/01/2019	5:00	1,000.00	1,000.00
01/01/2024	QR Scanner - ABDi	920-002-0299	01/01/2019	5:00	1,000.00	1,000.00
01/01/2024	QR Scanner - ABDi	920-003-0299	01/01/2019	5:00	1,000.00	1,000.00
01/01/2024	QR Scanner - ABDi	920-004-0299	01/01/2019	5:00	1,000.00	1,000.00
01/01/2024	QR Scanner - ABDi	920-005-0299	01/01/2019	5:00	1,000.00	1,000.00
01/01/2024	QR Scanner - ABDi	920-006-0299	01/01/2019	5:00	1,000.00	1,000.00
01/01/2024	QR Scanner - ABDi	920-007-0299	01/01/2019	5:00	1,000.00	1,000.00
01/01/2024	QR Scanner - ABDi	920-008-0299	01/01/2019	5:00	1,000.00	1,000.00
01/01/2024	Security Vehicle - 2015 Toyota Camry H	920-001-0131	01/01/2021	3:00	26,000.00	26,000.00
01/01/2024	Security Vehicle - 2015 Toyota Camry H	920-002-0131	01/01/2021	3:00	26,000.00	26,000.00
01/01/2024	Sunset Room - Ice Machine	910-000-0143	01/01/2017	7:00	2,500.00	2,500.00
01/01/2024	TLA Admin Refit	910-000-0273	01/01/2014	10:00	35,000.00	35,000.00
01/01/2024	Vibratory Plow Attachment for Bobcat S	910-000-0062	01/01/2017	7:00	7,500.00	7,500.00
					\$ 1,001,950.00	\$ 1,001,950.00
Marina Capital						
01/01/2024	Bulkhead Fence	910-000-0450	01/01/2008	16:00	\$ 13,000.00	\$ 13,000.00
01/01/2024	LH Concrete/Asphalt Replacement	910-000-0463	01/01/2018	6:00	122,000.00	122,000.00
01/01/2024	Rhodes Sailboats 2019-2024	920-006-0460		5:00	7,500.00	7,500.00
					\$ 142,500.00	\$ 142,500.00
Roads						
01/01/2024	Anglers Court	910-000-0508	01/01/1994	30:00	\$ 16,775.00	\$ 16,775.00
01/01/2024	Arrowwood Lane	910-000-0509	01/01/1994	30:00	8,448.00	8,448.00
01/01/2024	Bray Lane	910-000-0534	01/01/1994	30:00	9,460.00	9,460.00
01/01/2024	Breckenridge Lane	910-000-0536	01/01/1994	30:00	63,384.00	63,384.00
01/01/2024	Brickthorne Court	910-000-0537	01/01/1994	30:00	13,139.00	13,139.00
01/01/2024	Brisbane Court	910-000-0540	01/01/1994	30:00	36,740.00	36,740.00
01/01/2024	Brooks Lane	910-000-0541	01/01/1994	30:00	15,004.00	15,004.00
01/01/2024	Button Lane	910-000-0547	01/01/1994	30:00	12,496.00	12,496.00
01/01/2024	Cabbage Crossing	910-000-0548	01/01/1994	30:00	64,128.00	64,128.00
01/01/2024	Caisson Crossing	910-000-0549	01/01/1994	30:00	61,236.00	61,236.00
01/01/2024	Calico Crab	910-000-0550	01/01/1994	30:00	45,865.00	45,865.00
01/01/2024	Captain's Crossing	910-000-0562	01/01/1994	30:00	56,525.00	56,525.00
01/01/2024	Cattail Court	910-000-0565	01/01/1994	30:00	18,139.00	18,139.00
01/01/2024	Cedar Marsh Retreat	910-000-0568	01/01/1994	30:00	60,037.00	60,037.00

**The Landings Association
Capital Asset Management Plan
Expenditures 2019 - 2024**

Date	Reserve Item	Code	Service Date	Estimated Life	Current Cost	Expenditure
01/01/2024	Chatuachee Crossing	910-000-0569	01/01/1994	30:00	\$ 84,706.00	\$ 84,706.00
01/01/2024	Cloverwood Court	910-000-0576	01/01/1994	30:00	15,701.00	15,701.00
01/01/2024	Crape Myrtle Court	910-000-0587	01/01/1994	30:00	13,519.00	13,519.00
01/01/2024	Curlew Lane	910-000-0594	01/01/1994	30:00	11,000.00	11,000.00
01/01/2024	Elcy Lane	910-000-0609	01/01/1994	30:00	10,330.00	10,330.00
01/01/2024	Fletcher Lane	910-000-0615	01/01/1994	30:00	19,140.00	19,140.00
01/01/2024	Hopscotch Lane	910-000-0663	01/01/1994	30:00	17,028.00	17,028.00
01/01/2024	Hoptree Cross	910-000-0664	01/01/1994	30:00	18,346.00	18,346.00
01/01/2024	Lachlan Lane	910-000-0680	01/01/1994	30:00	22,230.00	22,230.00
01/01/2024	Lakewood Court	910-000-0681	01/01/1994	30:00	13,740.00	13,740.00
01/01/2024	Lakewood Retreat	910-000-0682	01/01/1994	30:00	38,551.00	38,551.00
01/01/2024	Moss Hammock Lane	910-000-0738	01/01/1994	30:00	8,140.00	8,140.00
01/01/2024	Old Compton Court	910-000-0747	01/01/1994	30:00	11,239.00	11,239.00
01/01/2024	Old Hickory Lane	910-000-0748	01/01/1994	30:00	11,220.00	11,220.00
					\$ 776,266.00	\$ 776,266.00
Storm Drain Pipes						
01/01/2024	Storm Drain Pipes - 2024	910-000-0415	01/01/1974	50:00	\$ 395,000.00	\$ 395,000.00
					\$ 395,000.00	\$ 395,000.00

Budget Memos

- The 2019 budget provides for 75 Fulltime Equivalent Employees (FTE), a decrease of 0.5 FTE from the 2018 budget of 75 FTE. Due to efficiencies, we have eliminated 0.5 FTE from the front desk Community Relations Representatives function.
- In order to identify clearly the nature of certain revenues and expenses, we have changed or added account numbers during the year. The accounts that were added during 2018 include:
 - 7451: Special Events - Communications

Definitions of Revenues

<u>Account</u>	<u>Category</u>
5000	<p>Assessments Annual assessment paid by owners for conducting the business of The Landings Association. This includes promoting the recreation, health, safety, and welfare of the residents of the properties and, in particular, 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.</p>
5000	<p>Annexation Fees – Annexation Fund only Fees collected from the developer as lots initially are sold in Moon River Landing.</p>
5005	<p>Finance Charge Revenue – TLA This is revenue generated on Assessment billings that are not paid in a timely manner.</p>
5006	<p>EFT Processing Fee Revenue This fee is charged to those individuals who choose the quarterly payment plan for paying their assessment.</p>
5020	<p>Captains Fees Annual Captains fees.</p>
5021	<p>Insurance Proceeds Proceeds from Insurance Claims filed against TLA Common Property</p>
5030	<p>Rack Rental – Jet Ski and Dinghy Monthly charges to store a Jet Ski or Dinghy in dry stack storage.</p>
5031	<p>Rack Rental – Boats Monthly charges to store a boat in dry stack storage.</p>
5032	<p>Wet Slip Rental Monthly charges to store a boat in a wet slip.</p>
5033	<p>Transient Slip Rental Monthly or daily charges to store a boat in a wet slip.</p>
5036	<p>Boat Wash Services This is revenue generated from Boat Wash Services at Landings Harbor Marina.</p>
5040	<p>Electric Service Revenue A fee charged for electric hook-up at a wet slip.</p>
5050	<p>Capital Assessment A fee charged to the boaters to pay the debt service on the 2001 Marina acquisition loan.</p>
5100	<p>Service Agreement – TLCo Landscape Agreement with The Landings Company to provide Landscape services to common property.</p>
5110	<p>Service Agreement – TLC – Security / Lagoons Agreement with The Landings Club to provide Security and Lagoon services to The Landings Association.</p>
5120	<p>Service Agreement – TLYC Agreement with the Marinas for The Landings Association to provide financial services to the Marinas.</p>

Appendix

The Landings Association

- 5130 Service Agreement – Village POA**
Agreement with The Villages to provide Public Work services to common property.
- 5135 Service Agreement – Settlement Landscape Main**
Agreement with The Settlement Homeowners Association to provide Landscape services to common property. This agreement was ended by The Settlement April 1, 2011.
- 5140 Service Agreement – Marine Service**
Agreement with Phil Dolan Yacht Services to pay monthly rent to the Marinas.
- 5200 Vehicle Registration**
Generated through yearly passes sold to commercial entities desiring access to The Landings for conduct of business.
- 5205 Delegal Dredging Grant**
This is the money that the DNR will pay to assist in locating the cable in Delegal Creek.
- 5210 Daily Pass Registration**
Generated through daily 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 homeowners.
- 5240 Architectural Review Fees**
Fees collected to defray the costs of reviewing plans.
- 5250 Architectural Additions Review**
Fees collected to defray the costs of construction inspections.
- 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.
- 5280 Plan Copy Fee**
A service charge attached to printing out or ordering blueprint copies.
- 5290 Real Estate Sign Fee**
A fee for the For Sale by Owner sign. A portion is returned when the sign is returned.
- 5300 Merchandise**
Revenue received from the sale of retail items at the Landings Harbor Store, typically drinks, snacks, oil, miscellaneous boating items, and jewelry.
- 5310 Bait Sales**
Revenue received from the sale of bait at the Landings Harbor Store.
- 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.
- 5340 Beverage Revenue**
Revenue received from the sale of beverages in the Food and Beverage Department.
- 5370 Sailing Program**
A monthly fee to participate in the Sailing program which includes lessons and weekend races.

Appendix

The Landings Association

- 5390 Food Revenue**
This is revenue generated through seasonal cookouts in the Food and Beverage Department.
- 5400 Interest Earned**
Interest earned on bank account balances and investments held by the Association.
- 5416 Interest Earned – Interfund Loans**
This is the interest earned by TLA on the outstanding loans to the marinas for their capital purchases.
- 5510 Journal Advertising**
Revenue received for ads included in the monthly newsletter, The Landings Journal, which is mailed to all owners. This revenue helps offset the cost of production.
- 5416 Interest Earned – Interfund Loans**
This is the actual interest paid by the Marinas to TLA for their outstanding loans on capital purchases.
- 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.
- 5551 Programs – Education Classes**
This revenue results from educational classes offered to our residents and guests, such as with boating courses.
- 5552 Programs – Tournaments**
This revenue results from such events as fishing tournaments.
- 5553 Programs – Charters**
This revenue results from fishing or sight-seeing charters offered by the Marinas.
- 5554 Programs – Special Events**
This revenue results from special programs.
- 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 three storage yards managed by the Association. Six-or 12-month leases are offered.
- 5600 ValleyCrest Rent Revenue**
The rent paid to The Landings Association by ValleyCrest for use of the office building adjacent to the Recycling Center.

Appendix

The Landings Association

- 5610 Cable Head-End Lease**
Income received from Comcast for the use of the Cable Head-end office.
- 5620 Room Rental – Sunset Room**
Generated through rental of the Sunset Room.
- 5650 Event Sponsors**
Event sponsors help cover the cost for such events as LandingsFest on the Green, providing a more affordable opportunity for residents.
- 5652 Special Events Revenue**
This revenue results from food and drink sales at the annual LandingsFest on the Green event and monthly cookouts, to help cover the cost for the event, providing a more affordable opportunity for residents.
- 5654 Special Event – Home Renovation / Lawn & Landscape**
Revenue received from those attending the Home Renovation or Lawn & Landscape Tour.
- 5660 Fine Revenue**
This revenue is generated by fines issued to commercial vendors for not following the Commercial Rules and Regulations.
- 5665 Security Service Fee**
This revenue is generated when we charge a security fee to outside vendors, such as for the Flea Market.
- 5670 Recycling Revenue**
This revenue is generated by the Association’s recycling program.
- 5671 Distressed Property Reimbursement**
This revenue is realized when owners delinquent on landscape maintenance have the service provided at the Association’s expense, but then are billed and repay the cost of the services.
- 5675 Chipping Revenue**
This revenue is generated by our chipping yard.
- 5676 Special Income – Landlovers**
This revenue is generated by donations given by The Landings Landlovers, Inc. for special, one-time projects.
- 5677 Pine Straw Revenue**
This revenue is generated through sales of pine straw during our Pine Straw Program.
- 5700 Miscellaneous Income**
Income received that is not assigned to a particular line item. Usually these are one-time events, e.g., insurance proceeds.
- 5800 Sales Adjustments – General**
Adjustments made to marina accounts for merchandise and food and beverage sales.
- 5810 Sales Adjustments – Rack / Slip Rentals**
Adjustments made to marina accounts for boat storage fees.
- 5900 Mdse COGS**
The cost of merchandise purchased for resale, for the Landings Harbor Store.
- 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.

Appendix

The Landings Association

- 5921 Diesel COGS**
The cost of the diesel purchased for resale, for the Marinas.
- 5940 Beverage COGS**
The cost of alcohol purchased for resale.
- 5941 Food COGS**
The cost of food purchased for resale.
- 5970 Sailing Program Expense**
The administrative expenses incurred to operate the Sailing Program.

Definitions of Expenditures

- 6000 Salaries & Wages**
Includes salary, wages, and paid time off expenditures.
- 7000 Postage**
This is generated with the mailing of printed pieces, such as The Landings Journal, billings, etc., mailed to owners.
- 7005 Marina Marketing Expense**
This is for specific marketing collateral for the marinas.
- 7010 Mailing House**
These are expenses generated with the handling of printed pieces, such as The Landings Journal, billings, etc., 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 and water services for commercial property.
- 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 of the premises.
- 7100 Insurance**
Cost of Property, General Liability, Directors & Officers, Auto, and Flood insurance premiums.
- 7110 Personal Property Taxes**
Taxes paid on TLA's depreciable personal assets.
- 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. The Association currently is appealing the tax rate charged by the County.
- 7113 Property Tax Refund**
Account created for refund from Chatham County as a result of appeal

Appendix

The Landings Association

- 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.
- 7131 Legal Settlements**
Costs associated with legal settlements.
- 7132 Professional Fees – ARC**
The fees paid to a licensed Architect to review architecture plans.
- 7133 Professional Fees – Landscape**
The fees paid to outside land survey companies.
- 7135 Professional Fees – CPA Firm**
The fees paid to our CPA Firm for quarterly and yearly audits and filing tax returns.
- 7137 Fees & Licenses**
These are fees and licenses charged to the Executive Department for the processing of licenses and tax returns.
- 7140 Contract Services**
The monthly financial services provided by TLA and charged to the Marinas.
- 7150 Board & Committee Expense - Meetings**
Expenses associated with either Board or Committee meetings, typically refreshments.
- 7153 City/State Government Events**
The expenses paid to attend yearly governmental events.
- 7170 Fees - Licenses**
Fees to acquire licenses to sell alcohol and bait.
- 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 bonuses/expenses paid to new employees or to referring employees.
- 7230 Employee Events**
Costs associated with providing opportunities for employees to become more involved with the Association and create a team atmosphere. Typically social events.
- 7231 Rewards and Recognition**
Costs associated with recognizing and rewarding employees for positive accomplishments.
- 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.
- 7250 Wellness Program**
Activities associated with the promotion and support of employee wellness.

Appendix

The Landings Association

- 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, printers, etc.
- 7261 IT Maintenance Agreements**
Consultants and software maintenance agreements that support the operation of the Association's network.
- 7263 Computer Training**
This fund covers expenses mainly for computer training.
- 7264 System Maintenance**
This account involves the setup and repairs to such network resources as phones, computers, and copiers.
- 7265 Technology Upgrades**
This account is for upgrades to existing Technology and for the addition of new technology as needed for TLA and the Marinas.
- 7300 Consulting Services**
The fees paid to outside consultants for special projects, such as appraisals.
- 7315 Engineering Studies**
The fees paid to outside engineering firms for surveys and project analysis.
- 7316 Special Project by Name**
Costs of a particular project that the Association desires to track separately from normal accounts, such as Strategic planning costs.
- 7318 Community Survey**
These are the fees incurred for the compilation and processing of the tri-annual community survey.
- 7320 Storm Drain Evaluation**
These expenses are incurred for the engineering expenses related to the survey and analysis of all of our storm drains
- 7321 Special Projects – Bylaws**
These expenses are incurred for legal support needed for a review and updating of the Association's Bylaws.
- 7322 Special Projects – Covenants**
These expenses are incurred for legal support needed for a review and updating of the Association's Covenants.
- 7323 Special Projects – POAA Legal**
These expenses are incurred for legal support needed for the Property Owners Association Act vote.
- 7324 Special Projects – Strategic Plan/ Marketing Benchmarking**
These expenses are incurred for the marketing benchmarking requested by The Landings Company.
- 7325 Special Projects – Master Plan/Development**
These expenses are related to the Strategic Plan and Urban Land Institute implementation and will cover the Master Plan of the Landings.
- 7350 Operating Contingency – Exec Mgt**
An expense of 2% of the Assessment revenue that is allocated to TLA for one-time emergency or unforeseen expenditures.

Appendix

The Landings Association

7400	Interest Expense Costs associated with bank borrowing.
7401	Interest Expense – Interfund Loans Actual interest paid to TLA on outstanding loans of the marinas for capital purchases.
7405	Service Charges - Marinas Bank and credit card service charges.
7410	Service Charges - TLA Bank and credit card service charges.
7420	ACH Processing Costs associated with processing direct debit payments.
7440	Town Meetings These meetings provide information of interest to Landings residents, including Assessment Information, an Annual Meeting, Hurricane Preparation Meeting, etc.
7450	Special Projects These include governmental affairs items, such as interactions with politicians, Chamber events, and other similar community events.
7451	Special Events Expense This includes items such as bands, other entertainment, food, and drink for the annual LandingsFest, and the monthly cookouts.
7452	Programs – Tournament Expense This includes expenses incurred from such items as fishing tournaments.
7453	Programs – Charter Expense This includes expenses incurred from such items as fishing and sightseeing charters.
7455	Programs – Education/Class Expense This includes expenses from such items as boating classes.
7456	Programs – Special Event Expense This includes expenses for special events at the Marinas.
7454	Special Project – Lawn & Landscape/Home Renovation Tour These expenses are for the costs associated with conducting the Tour.
7510	Real Estate Signs The cost to purchase “For Sale by Owner” blank signs.
7600	Decals – Commercial These must be purchased each year as replacements and for commercial vendors, to allow entry into The Landings’ seven automated gates.
7601	Decals – 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.
7630	EMS Support Fee paid for Southside Fire Department to staff a 24-hour, onsite paramedic.
7640	Safety Programs Costs associated with programs that encourage safety at the workplace, typically videos and periodicals.

Appendix

The Landings Association

7641	Equipment – Safety Costs associated with safety gear such as flashlights, hard hats, and work boots.
7705	Entertainment Expense This expense is for the costs charged by entertainers to perform in the Food and Beverage Department.
7706	Cookouts Expense This expense is the 90% payout to the food vendors who sell food in the Food and Beverage Department.
7740	General Supplies Cost of supplies, typically office supplies.
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.
8050	Video Camera Maintenance The maintenance for all of the Association's video cameras.
8010	Gatehouse Maintenance For the Association's five gatehouses.
8100	Building Maintenance For the Association's Public Works facilities, and the two marinas.
8101	Admin Building Maintenance Costs associated with maintaining TLA's Admin Building.
8110	Janitorial Supplies Cost of cleaning supplies.
8120	Contract Cleaning Cost to clean and maintain the Sunset Room.
8130	Member Boat Damage Expenses incurred moving boats at the Landings Harbor and Delegal Creek Marinas.
8135	Repair & Maintenance – Phone/Radio Monitor Expenses incurred to repair and replace phones, radios, and monitors.
8136	Pine Straw Expense This is the pay to the vendors who supply the pine straw in our Pine Straw Program.
8137	License/Maintenance – Cameras Costs Associated with the licensing and maintenance of cameras.
8140	Equipment Maintenance Costs associated with the maintenance of equipment.
8141	Repair & Maintenance – Wiggins The costs associated with the Wiggins Forklift.
8142	Repair & Maintenance – Hyster The costs associated with the Hyster Forklift. Beginning in 2012, this no longer is budgeted.
8144	Repair & Maintenance – Elevator The costs associated with the Elevators. Beginning in 2012, this no longer is budgeted.
8150	Repair & Maintenance – Docks and Grounds Costs associated with the maintenance of the docks and grounds at the Marinas.

Appendix

The Landings Association

- 8151 Repair & Maintenance – Seawall**
Extensive project in 2005 to replace and repair the Landings Harbor Seawall, which had deteriorated beyond a routine repair.
- 8152 Dredging Expense**
To allow for larger boats, and sailboats, to traverse the Marinas.
- 8153 Repair & Maintenance – Boats**
The costs associated with repairing boats.
- 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 – ValleyCrest**
Contracted service with ValleyCrest 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.
- 8204 Landscape Maint – TLCo**
Contracted service with The Landings Company to maintain common property grass and planted areas, through a mowing and planting program.
- 8205 Landscape Maint – The Settlement**
Contracted service with The Settlement to maintain common property grass and planted areas, through a mowing and planting program. This agreement was ended by The Settlement April 1, 2011.
- 8210 Tree Removal**
Removal of dead and diseased trees from common property.
- 8211 Tree Replacement**
Costs associated with planting trees.
- 8212 Storm Restoration**
Restoration from storms in the form of landscaping and tree planting
- 8213 Debris Removal**
Removal of debris from common property from storm damage
- 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.
- 8245 Special Project - Nature Trail**
Costs associated with maintaining the Nature Trail.
- 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 18 vehicles.
- 8320 Auto Expense**
A charge to non-Public Works departments to maintain their fleets.

Appendix

The Landings Association

- 8330 Auto Expense, Contra Account**
All auto expenses are posted in Public Works and then allocated out to departments based on their usage.
- 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.
- 8485 Storm Drain Repairs**
Annual program to maintain and repair 1/3 of the Association's storm drains each year.
- 8490 Lagoon Beautification**
Costs associated with plant material to help maintain and beautify the lagoon banks.
- 8500 Trail Renovation**
Costs associated with path/trail resurfacing.
- 8510 Road Project**
Costs associated with road resurfacing.
- 8520 Bridge Repair**
Costs associated with bridge and path preventive and as-necessary maintenance.
- 8530 Street and Curb Repair**
Costs associated with street and curb 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 Herd 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 Capital Improvements**
Costs associated with the maintenance of capital assets.
- 8710 Mailbox and Signs - Contract**
Costs associated with providing mailboxes and signs to Landings residents.

Appendix

The Landings Association

- 8720 Storage Yard Repair**
Costs associated with maintaining the three RV Storage Yards.
- 8730 Dog Park Expense**
Costs associated with maintaining the Dog Park.
- 8740 Sport Equipment**
Cost to maintain and replace sports equipment provided at the Athletic Field.
- 8780 Recycling Expense**
This is associated with the recycling program, for the cost of administration and removal of recyclables.
- 8781 Distressed Property Expense**
The expenses incurred to clean distressed properties.
- 9100 Depreciation**
Amortization in the service life of fixed and capital assets attributable to wear and tear, deterioration, and action of physical elements.
- 9900 Miscellaneous Expense**
This allows for a small number of unbudgeted items that may arise during the 12 months following budget approval. This typically is not used.

Glossary 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 – 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 homeowner's 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 Budget – The annual adoption by the Board of Directors of project appropriations. Project appropriations are for the amount necessary to carry out a capital project's expenditure plan, including multi-year contracts for which a total appropriation covering several years' planned expenditures may be required.

Capital Projects Fund – An Association fund used to account for general capital improvements including streets, parks, and buildings.

Appendix

The Landings Association

Common Property – Refers to any real property held in interests of the Association and not owned by individual property owners.

Current Year – The fiscal year that is prior to the budget year.

Debt Limit – The statutory or constitutional maximum debt that an issuer legally can incur.

Debt Ratios – The ratios that provide measures of assessing debt load and ability to repay debt, and which play a part in the determination of credit ratings. They also are used to evaluate the Association's debt position over time and against its own standards and policies.

Debt Service – The payment of interest on and repayment of principal on borrowed funds. The term also may be used to refer to payment of interest alone.

Depreciation – An allocation made for the decrease in value of physical assets through wear, deterioration, or obsolescence.

Disbursement – The expenditure of monies from an account.

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.

Enterprise Fund – A fund established to account for operations that are financed and operated in a manner similar to a private business, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

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.

Appendix

The Landings Association

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.

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.

Long-Term Debt – A type of debt with a maturity date of greater than one year after the date of the issuance.

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.

Appendix

The Landings Association

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.

TLA – The Landings Association.

TLC – The Landings Club.

TLCo – The Landings Company.

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

Undesignated Fund Balance – Funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

Unreserved Fund Balance – That portion of a fund balance for which no binding commitments have been made.

User Fees – Payments for direct receipt of a public service by the party benefiting from the service. Also known as user charges.