

TOWN OF BERLIN  
REGULAR BOARD OF FINANCE MEETING  
DECEMBER 9, 2025  
“Doc” McIntosh Conference Room or Remote  
7:00 P.M.

<https://berlinct-gov.zoom.us/j/4148724481?pwd=SkpBQmd1U0NoNTF5U0dWTXZGVUhIUT09&omn=87169103490&from=addon>

Call-in Option:	1 929 205 6099 United States Toll
Meeting ID:	414 872 4481
Passcode:	539615

A. CALL TO ORDER

B. PLEDGE OF ALLEGIANCE

C. ROLL CALL

D. PUBLIC COMMENTS

E. APPROVAL OF PRIOR MINUTES November 18, 2025, Regular Meeting

F. NEW BUSINESS

1. Discussion with the Director of the Berlin Visiting Nurses Association.
2. Review proposed FY27 pension, bonding & capital and discuss mid-year transfers & BHS reimbursement appropriation.
3. Move to approve the transfer of \$10,000 from the Equipment Account to the Irrigation Account at the Golf Course, both in the General Fund.
4. Move to approve the 2026 Board of Finance meeting schedule.
5. Move to approve the Fiscal Year 2027 budget schedule.
6. Finance Director update.

G. ADJOURNMENT

TOWN OF BERLIN  
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7:00 P.M.

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A. CALL TO ORDER

Chairman Bordonaro called the meeting to order at 7:00 p.m.

B. PLEDGE OF ALLEGIANCE

C. ROLL CALL

Members Present: Sal Bordonaro, Raul Fernandes, Tim Grady, Denise McNair, George Millerd, Gerald Paradis

Members Absent: None

Staff Present:

Kevin Delaney – Finance Director

Ryan Curley – Town Manager (joined at 7:17 p.m.)

D. PUBLIC COMMENTS

None.

E. APPROVAL OF PRIOR MINUTES

October 14, 2025, Regular Meeting

Mr. Paradis moved to approve the October 14, 2025, Regular Meeting Minutes.

Seconded by Mr. Grady.

Those voting in favor: Mr. Bordonaro, Mr. Fernandes, Mr. Grady, Ms. McNair, Mr. Millerd, Mr. Paradis

Vote being 6-0. (MOTION CARRIED)

F. NEW BUSINESS

1. Nomination(s) for selection of Chairman.

Commissioner Paradis nominated Sal Bordonaro as Chairman.

Seconded by Mr. Millerd.

Those voting in favor: Mr. Bordonaro, Mr. Fernandes, Mr. Grady, Ms. McNair, Mr. Millerd, Mr. Paradis

Vote being 6-0. (MOTION CARRIED)

2. Nomination(s) for selection of Vice-Chairman.

Chairman Bordonaro nominated Jerry Paradis as Vice-Chairman.

Seconded by Mr. McNair.

Those voting in favor: Mr. Bordonaro, Mr. Fernandes, Mr. Grady, Ms. McNair, Mr. Millerd, Mr. Paradis

Vote being 6-0. (MOTION CARRIED)

3. Review Berlin High School Renovate-as-New final audit report and reimbursement.

Finance Director Delaney said the project is officially closed. The final amount owed is \$3.9 million. That money is in the bank. We are just waiting on administrative rights to destroy the records. We had submitted a request for \$650k of additional reimbursement and the construction management company was very conservative. We ended up close to \$650k. The state offered to increase the percentage of reimbursement from 47.14% to 50.62% for the entire project. The project management team was brought back in to do the audits. We were able to put \$55k into the project fund and that is no longer needed. I have drafted a proposal to Town Manager Curley on what to do with this money. There will be a formal proposal available at the next Board of Finance meeting. Then it goes to the Town Council next.

4. Discuss draft 2026 Board of Finance meeting schedule.

Finance Director Delaney asked the Board of Finance members to check their schedules and to advise at the next meeting if there any adjustments needed to the 2026 Board of Finance meeting schedule.

5. Discuss draft Fiscal Year 2027 budget schedule.

Director of Finance Delaney said the budget schedule is essentially the same sequence. Budget meetings will take place in the Council Chamber meeting room.

6. Move to approve the Project Manager position within the Public Works Department.

Finance Director Delaney said this new position is to provide day to day coverage to the Public Works Department. It will be posted with a salary range level of \$80k-\$100k. The position was approved by the Town Council and the anticipated start date is January 12, but it could be later. Town Manager Curley added that the new position will free up Jim Mahoney to focus on doing more grant work.

Mr. Paradis said the list of job duties states that the only requirement is to have a degree in civil/environmental mechanical engineering or business administration and/or several years

of practical experience with a municipality, etc. and 4 years of increasing engineering assistance work including construction experience. It seems we are shooting low. We should be looking for a real engineer and we are not looking for a lot of substance for the person we are putting into a very responsible position. Town Manager Curley said I had worked on the job description with Public Works Director Ahern and we looked at job postings from other towns for this type of position. We would love to get someone with a PE, but this is a mid-manager position and if we sought for a Project Manager, it would be in a higher pay range.

The current posting includes compliance work and running the meetings. It would be handling Jim Mahoney's tasks, and he does not have those credentials either, but does a very good job for the town. This person would also help alleviate work for Public Works Director Ahern.

Mr. Paradis asked if the candidate will really be doing the tasks in the job description, otherwise I would rather pay more. Town Manager Curley said we are not trying to find an entry level person for the position, if we have someone with experience then I would recommend starting them at a higher step. Ms. McNair said that we need to post the position first and I'm concerned that other towns are looking for the same type of person.

Mr. Millerd asked if there is anyone currently on staff that could fall into this position. Town Manager said no, if that were the case then we would of already had transferred some of those duties. We anticipate job turnover in the Public Works Department and ideally want a candidate that could move up in the future.

Mr. Grady asked if its better to post this at the higher pay scale range to have an advantage over the competition from the other towns. Town Manager Curley said we should test the market at the \$80k-\$100k range. Mr. Fernandes said by hiring someone more senior it would provide confidence that the candidate can perform all of the job descriptions. We should do this right.

Mr. Grady said he was concerned, but since Town Manager Curley confirmed that we would start at the lower rate and if we don't get the applicant the right qualifications then we can step it up. Mr. Paradis added that we must make sure that he applicant is doing what is listed in the job description and not defaulting to just doing paperwork.

Ms. McNair said I have confidence that Town Manager Curley will weed out he unqualified candidates. Mr. Paradis agreed that he is willing to give that a try. Finance Director Delaney said we can reassess the position if needed to decide if some of those responsibilities could be split to a Clerk position. Town Manager Curley added that the union has been working with us on this and they see the need for this position and are comfortable at the B-level. If we decide to move to the C-level I will need to talk with them.

Mr. Paradis made a motion to approve the Project Manager position within the Public Works Department.

Seconded by Mr. Fernandes.

Those voting in favor: Mr. Bordonaro, Mr. Fernandes, Mr. Grady, Ms. McNair, Mr. Millerd, Mr. Paradis

Vote being 6-0. (MOTION CARRIED)

7. Finance Director update.

Finance Director Delaney said the capital meeting is tomorrow that will be recorded, and I will send the link to everyone. Attending in person or by Zoom is also an option.

The VNA Director will be attending next month's meeting. What items should we ask her to cover. Mr. Fernandes asked if we are still paying for the consultant. Finance Director Delaney said yes, through the calendar year. We can check if she is available to join us. Edyta has been running the numbers, and the consultant has been working 10 hours per week overseeing the VNA to make sure everything is running right, etc.

Edyta is on the cusp of finishing her required classes. From a financial standpoint she is challenging her staff and herself to deliver good financial results and good patient service. Mr. Fernandes asked that Edyta address what she has done differently to close the gap. Ms. McNair said I would like to know what kind of marketing she has been able to do. Town Manager Curley said Edyta can answer those questions.

Mr. Paradis asked if she is increasing per diem use. Town Manager Curley said yes, that is being done now. Mr. Millerd asked about Medicare and what it means for the future of the VNA. Mr. Paradis asked to find out if Edyta has methodology to evaluate the marketing results. I would like to see her revenue and expenditure forecast through year end.

Mr. Millerd asked to include what her metrics or benchmarks are and what does a dollar of revenue cost. Mr. Fernandes requested a cost breakdown of how much normal without stimulus issues cost per client. How much is spent, how many days, and how much time they spent with the client. Mr. Paradis added that I want to know what revenue we have too.

Town Manager Curley said I feel that the VNA has done a great deal of progress, but I don't know if this will ever be a winner for the Town of Berlin. It is a very tough business to compete in and as a municipality we are already at a disadvantage on that. Mr. Fernandes said the spending needs to be leveled and we should not be spending more on it. Mr. Millerd added that we need to do away with the requirement that the charter puts on the VNA.

Finance Director Delaney said that Chairman Bordonaro had asked for where the starting fund balance had come from and I had bracketed off the items on a spreadsheet report. The low should be a bit lower at \$600k. I should have the actual starting point available at the next meeting. The audited numbers will be available by January.

Chairman Bordonaro asked if the sidewalk connectivity grant was included. Town Manager Curley only the soft numbers are included. It is for sidewalks by Hubbard and Willard school. There are actually two different sidewalk grants, there was a grant through the state DOT and through the connectivity grant to help students walk to school better. We consult with the Board of Education on the project.

Finance Director Delaney said that our financial condition is strong and solid.

G. ADJOURNMENT

Mr. Fernandes moved to adjourn at 7:57 p.m.

Seconded by Mr. Paradis.

Those voting in favor: Mr. Bordonaro, Mr. Fernandes, Mr. Grady, Ms. McNair, Mr. Millerd, Mr. Paradis

Vote being 6-0.

Submitted by,  
Alina Brown

**Agenda Item No. F-3**  
**Request for Board of Finance Action**

**TO:** The Board of Finance  
**FROM:** Ryan Curley, Town Manager  
**DATE:** November 17, 2025  
**SUBJECT:** Timberlin Golf Course – Budget Fund Transfer

**SUMMARY OF AGENDA ITEM:**

The Director of Golf, Sol Guerrero, is requesting a budget fund transfer of \$10,000 to the Irrigation Account #001.25.2543.0.53202.00000 from the Equipment Account #001.25.2543.0.53208.00000. The additional funds are needed to cover unforeseen Irrigation repairs and services.

**FUNDING:**

Budget Transfer from following General Fund Accounts;

- Account #001.25.2543.0.53208.00000 – Equipment - \$10,000

**ACTION NEEDED:**

Move to approve the transfer of \$10,000 from the Equipment Account to the Irrigation Account at the Golf Course, both in the General Fund.

**ATTACHMENTS:**

None

**PREPARED BY:**

Sol Guerrero, PGA – Director of Golf

## **Berlin Board of Finance 2026 Meeting Dates**

*(All meetings will begin at 7pm in the John "Doc" McIntosh room at Town hall, unless otherwise noted on the agenda)*

**January 13, 2026**

**February 10, 2026**

**March 10, 2026**

**April 14, 2026**

**May 12, 2026**

**June 9, 2026**

**July 14, 2026**

**July 28, 2026**

**September 8, 2026**

**October 13, 2026**

**November 10, 2026**

**December 8, 2026**

**January 12, 2027**



## **FISCAL YEAR 2027 BUDGET CALENDAR**

**February 27, 2026:** Town Manager's Budget emailed to the Board of Finance & Town Council

**March 2, 2026:** Budget Meeting #1

(Revenue, Capital/Debt/Transfers, Board of Education & Town Operations)

7:00-9:00 pm; Town Council Chambers (if available)

**March 4, 2026:** Budget Meeting #2

7:00-9:00 pm; Town Council Chambers (if available)

**March 9, 2026:** Budget Meeting #3

7:00-9:00 pm; Town Council Chambers (if available)

March 10, 2026: Regular Board of Finance Meeting (budget will be on agenda)

**March 11, 2026:** Budget Meeting #4 (possible vote to send budget to Budget Hearing)

7:00-9:00 pm; Town Council Chambers (if available)

**March 16, 2026:** Budget Meeting #5 (if needed - vote to send budget to Budget Hearing)

7:00-9:00 pm; Town Council Chambers (if available)

**March 31, 2026:** Annual Budget Hearing

6:00-8:00 pm; Berlin High School Auditorium

Board of Finance votes to send budget to the Town Council

Immediately following the Annual Budget Hearing; Berlin High School Auditorium

**April 7, 2026:** Town Council votes on budget (Regular Town Council Meeting)

7:00-9:00 pm; Town Council Chambers

*A Town Council/Board of Finance Meeting will be scheduled if the Town Council rejects the budget.*

**April 28, 2026:** Budget Referendum

6:00 am – 8:00 pm; Voting Locations

**April 29, 2026:** Board of Finance sets FY27 mill rate (if budget passes)  
Board of Finance votes to send revised budget to the Town Council (if needed)  
Time and site TBD

**May 5, 2026:** Town Council votes on revised budget (Regular Town Council Meeting)  
7:00-9:00 pm; Town Council Chambers

*A Town Council/Board of Finance Meeting will be scheduled if the Town Council rejects the budget.*

**May 26, 2026:** Second Budget Referendum (if needed)  
6:00 am – 8:00 pm; Voting Locations

**May 27, 2026:** Board of Finance sets FY27 mill rate (if budget passes)  
Board of Finance votes to send revised budget to the Town Council (if needed)  
Time and site TBD

**June 2, 2026:** Town Council adopts FY27 budget (if needed) (Regular Town Council Meeting)  
7:00-9:00 pm; Town Council Chambers

Town of Berlin  
Financial Status Report  
Board of Finance Meeting of December 9, 2025

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GENERAL FUND

Notes

	FY2026	FY2025		
(budgeted amount excludes assigned fund balance)				
Receipts				
Actual Receipts	\$65,209,948	\$62,807,895		
Budgeted Receipts	\$106,547,355	\$101,885,192		
% to Budget	61.2%	61.6%		
Current Year Tax Receipts	\$59,780,233	\$57,430,799		
Current Tax Budget	\$90,764,079	\$87,899,741		
Current Tax Levy (99.3%/99.3% collection rates)	\$91,403,906	\$88,519,377		
% to Current Budget	65.9%	65.3%		
% to Current Levy	65.4%	64.9%		
Adopted budget target %	99.3%	99.3%		
Expenditures (excludes capital expenditures)				
Actual Expenditures	\$49,558,242	\$47,597,128		
Budgeted Expenditures	\$106,547,355	\$103,205,521		
% to Budget	46.5%	46.1%		
	Actual	Encumbered	Budget	Var to Budget
Storm-related Overtime (51445)	\$1,777	\$0	\$102,451	\$100,674
Electricity (53102)	\$691,809	\$673,190	\$1,520,040	\$155,042
Refuse Disposal (53823)	\$612,738	\$1,213,433	\$1,884,277	\$58,106
Legal (53828)	\$177,695	\$232,292	\$410,000	\$13
Tax Refunds (53924)	\$143,063	\$0	\$215,000	\$71,937

	<u>Target Floor Fd Bal.</u>	<u>Actual Fund Bal.</u>	<u>Notes</u>
<u>INSURANCE FUNDS</u>			
Health Insurance Fund	\$3,221,582	\$3,155,890	The Health Insurance Fund balance is 24.5% of full year projected expenses - target floor reserve is 25%.
General Insurance Fund	\$1,000,000	\$2,090,151	The fund is used to pay Liability & Worker's Compensation insurance premiums for both the Town and BOE, on-going heart & hypertension claims from police officers, widow/widower heart & hypertension claims, "fronting" reimbursable environmental remediation costs, small equipment claims where Town elects to self-insure and deductibles. Town policy is a \$1 million floor and ceiling at 5% of General Fund budget (or \$4,980,635 for FY25). Displayed fund balance is net of H&H reserve and encumbrances for self-insured claims.
<b>TOTAL INSURANCE FUNDS</b>	<u>\$4,221,582</u>	<u>\$5,246,041</u>	

Town of Berlin  
Financial Status Report  
Board of Finance Meeting of December 9, 2025

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PENSION FUND

	<u>Closed Plan</u>	<u>Police Plan</u>	<u>Notes</u>
Total Liability (as of 7/1/2025)	\$2,793,376	\$9,594,734	The Closed Town of Berlin Retirement Income (Defined Benefit) Plan was amended for the last time effective July 1, 2000. As a result of this final amendment no new Town employees were eligible to participate in the plan.
Cash Balances:			As of July 1, 2023, the Town of Berlin approved a new Defined Benefit Plan for Police Officer's only. Existing officers were given the option to remain in the Defined Contribution Plan or use their DC assets to "buy in" to the new Police DB Plan. All but two existing officers elected to "buy in" to the new Police DB Plan.
Empower	\$3,474,381	\$0	
Webster	\$0	\$9,421,555	
	<u>\$3,474,381</u>	<u>\$9,421,555</u>	
Funding %	124.4%	98.2%	
Net Pension Asset/(Liability)	\$681,005	(\$173,179)	

ACTIVE CAPITAL PROJECTS

	<u>% Complete*</u>	<u>Project Balance**</u>	<u>Managed By</u>	<u>Department</u>	<u>Notes</u>
55 Steele Boulevard	57%	\$0	Economic Dev	Economic Dev.	Building 3 of 3 from Newport's original Farmington Ave plans
Kensington Road Bridge - Design Phase	42%	\$0	Public Works	Public Works	Current Phase: design (local funded); once project is approved by DOT, CROG grant will pre-funded for bid amount + contingency & incidentals
Hubbard HVAC Upgrades	7%	\$0	PBC	Facilities	Current Phase: construction
Griswold HVAC Upgrades	9%	\$0	PBC	Facilities	Current Phase: construction
Timberlin Bunkers (Local Insurance funds)	100%	\$0	PBC	Timberlin	Current Phase: construction
Timberlin Bunkers (CIRMA Insurance funds)	100%	\$0	PBC	Timberlin	Current Phase: construction
Timberlin Bunkers (Local Bond funds)	12%	\$0	PBC	Timberlin	Current Phase: construction

\* % complete represents invoices received versus total expected project cost - this metric will lag actual construction completion

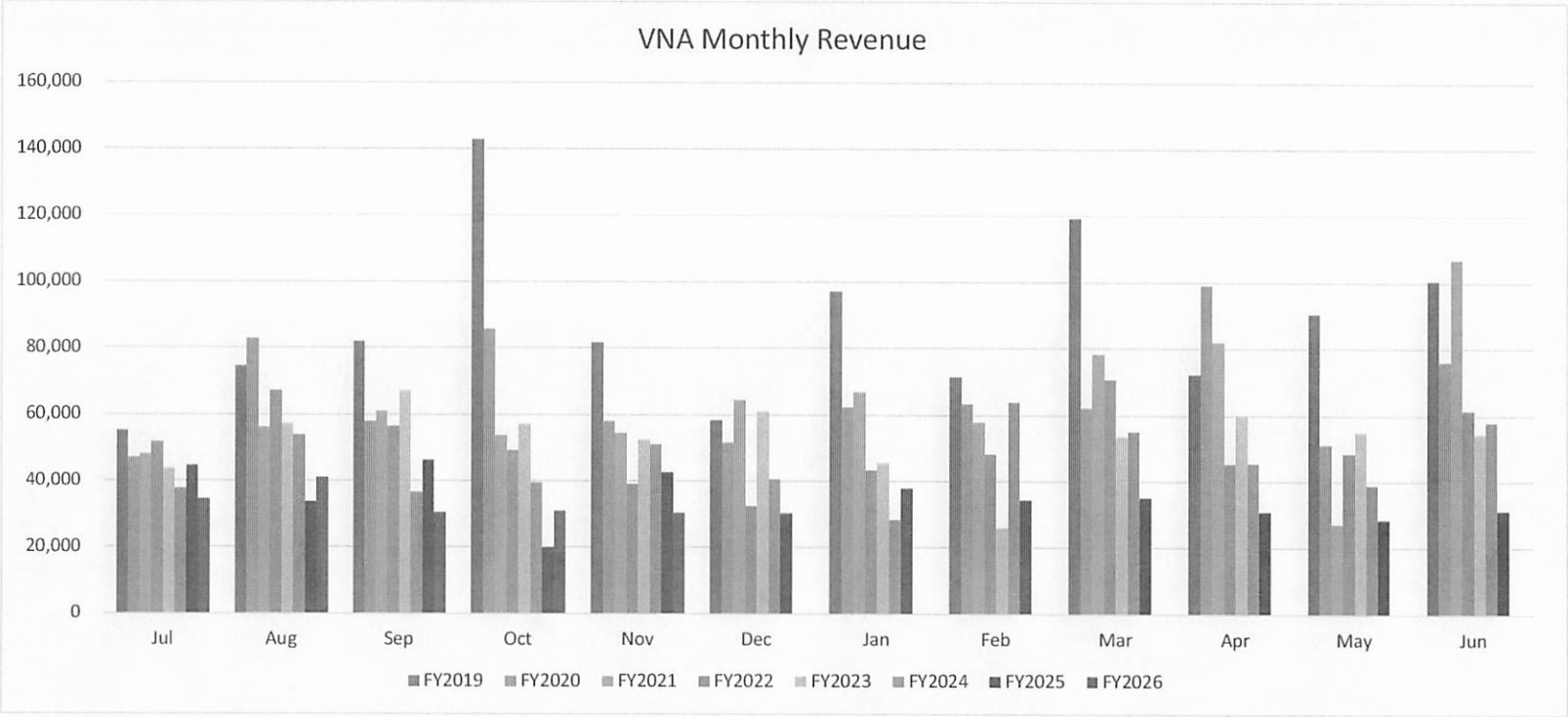
\*\* Capital projects fund balance includes encumbrances.

Risks			
Description	Projected - Low	Projected - High	Probability
RECEIPTS			
EXPENDITURES			
TOTAL	\$0	\$0	
Total excluding Pension payouts	\$0	\$0	

Opportunities			
Description	Projected - Low	Projected - High	Probability
RECEIPTS			
EXPENDITURES			
Principal debt payments	\$458,917	\$458,917	High
TOTAL	\$458,917	\$458,917	
NET RISKS/OPPORTUNITIES	\$458,917	\$458,917	
6/30/2025 General Fund Unassigned Fund Balance (Unaudited)	\$17,267,699	\$17,417,699	
Non-Budgeted Appropriation of FY25 General Fund Unassigned Fund Balance:			
FY26 ADEC of closed defined benefit pension plan (based on 7/1/2024 valuation)	(\$295,617)	(\$295,617)	
BHS moisture remediation (estimate)	(\$1,000,000)	(\$1,500,000)	
Carbon Reduction Grant (assumed 20% local share of \$3,778,740 cost estimate)	(\$755,748)	(\$755,748)	
Additional town contribution for 55 Steele Blvd remediation	(\$400,000)	(\$400,000)	
Projected 6/30/2025 General Fund Unassigned Fund Balance	\$15,275,251	\$14,925,251	
Projected 6/30/2025 GF Unassigned FB as a % of FY25 GF Budget	14.9%	14.5%	

Town of Berlin  
Financial Status Report  
Board of Finance Meeting of December 9, 2025

	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>TOTAL</u>	<u>YTD</u>
FY2019	55,212	74,521	82,025	142,845	81,705	58,331	97,213	71,442	119,187	72,239	90,498	100,562	1,045,780	436,308
FY2020	47,155	82,851	58,019	85,737	58,047	51,550	62,354	63,243	62,270	99,186	51,272	76,057	797,741	331,809
FY2021	48,132	56,105	61,099	53,775	54,553	64,397	66,910	57,967	78,281	82,029	27,123	107,013	757,385	273,664
FY2022	51,814	67,134	56,464	49,192	39,038	32,530	43,379	48,339	70,744	45,424	48,569	61,528	614,156	263,642
FY2023	43,842	57,446	67,243	57,167	52,526	61,072	45,590	26,033	53,655	60,131	55,054	54,550	634,309	278,224
FY2024	37,692	53,924	36,570	39,543	51,115	40,460	28,414	63,876	55,144	45,533	38,973	58,014	549,258	218,844
FY2025	44,725	33,730	46,286	19,917	42,715	30,298	37,848	34,361	35,086	30,865	28,465	31,193	415,489	187,373
FY2026	34,530	41,098	30,459	30,935	30,349								167,371	167,371
CY vs. PY	(10,195)	7,368	(15,827)	11,018	(12,366)									(20,002)



**VNA Financial Results**  
**YTD NOVEMBER**  
**FY 2025-26**

	FY 2026			FY 2025			FY26 to FY25
	<u>Budget</u>	<u>YTD Act</u>	<u>% of Budget</u>	<u>Budget</u>	<u>YTD Act</u>	<u>% of Budget</u>	<u>Var to Budget</u>
<b>Revenue:</b>							
Public Health Nursing	\$450,000	\$167,371	37.2%	\$450,000	\$187,373	41.6%	-4.4pp
Summer/Field Trips	\$12,000	\$21,578	179.8%	\$12,000	\$16,234	135.3%	44.5pp
	<u>\$462,000</u>	<u>\$188,950</u>	<u>40.9%</u>	<u>\$462,000</u>	<u>\$203,608</u>	<u>44.1%</u>	<u>-3.2pp</u>
<b>Expenditure:</b>							
Wages/Salaries	\$557,305	\$218,358	39.2%	\$557,051	\$241,453	43.3%	4.2pp
Fringe Benefits	\$218,158	\$147,261	67.5%	\$238,264	\$169,754	71.2%	3.7pp
53201 - Supplies	\$3,000	\$822	27.4%	\$5,500	\$414	7.5%	-19.9pp
53276 - Medical Supplies	\$4,500	\$68	1.5%	\$6,510	\$881	13.5%	12.0pp
53440 - Public Education	\$3,000	\$0	0.0%	\$3,000	\$0	0.0%	0.0pp
53730 - Insurance	\$490	\$445	90.8%	\$540	\$0	0.0%	-90.8pp
53810 - Background checks	\$500	\$106	21.3%	\$2,000	\$106	5.3%	-16.0pp
53813 - Computer Support	\$44,740	\$29,820	66.7%	\$44,740	\$30,854	69.0%	2.3pp
53819 - Medical Services	\$40,000	\$15,843	39.6%	\$70,000	\$12,041	17.2%	-22.4pp
53902 - Telephone	\$5,000	\$1,903	38.1%	\$7,000	\$1,881	26.9%	-11.2pp
53903 - Copiers	\$2,500	\$651	26.0%	\$2,500	\$656	26.2%	0.2pp
53916 - Professional Development	\$0	\$0	N/A	\$0	\$0	N/A	N/A
53920 - Professional Services	\$51,900	\$23,248	44.8%	\$57,000	\$22,154	38.9%	-5.9pp
53940 - Advertising	\$3,000	\$1,397	46.6%	\$8,100	\$676	8.3%	-38.2pp
53943 - Mileage	\$2,000	\$755	37.7%	\$3,000	\$747	24.9%	-12.8pp
53944 - Organizational Fees	\$0	\$0	N/A	\$17,500	\$6,181	35.3%	N/A
53945 - Training	\$22,000	\$7,781	35.4%	\$10,000	\$679	6.8%	-28.6pp
	<u>\$958,093</u>	<u>\$448,458</u>	<u>46.8%</u>	<u>\$1,032,705</u>	<u>\$488,476</u>	<u>47.3%</u>	<u>0.5pp</u>
<b>NET INCOME</b>	<u><b>(\$496,093)</b></u>	<u><b>(\$259,509)</b></u>	<u><b>52.3%</b></u>	<u><b>(\$570,705)</b></u>	<u><b>(\$284,868)</b></u>	<u><b>49.9%</b></u>	<u><b>2.4pp</b></u>

Timberlin Golf Course Financial Results

YTD NOVEMBER

FY 2025-26

(Does not include indirect cost of Town staff providing services that would otherwise be purchased by Timberlin)

	FY 2026			FY 2025			FY26 to FY25	NOTES
	Budget	YTD Act	% of Budget	Budget	YTD Act	% of Budget	Variance to Budget	
Revenue:								
Daily Passes (Greens Fees)	\$1,018,269	\$555,457	54.5%	\$914,655	\$537,576	58.8%	-4.2pp	
Season Passes	\$204,333	\$0	0.0%	\$199,545	\$0	0.0%	0.0pp	
Golf Carts	\$438,239	\$325,525	74.3%	\$476,405	\$315,905	66.3%	8.0pp	
Driving Range	\$31,750	\$15,563	49.0%	\$28,000	\$16,498	58.9%	N/A	
Restaurant Rent	\$49,749	\$31,342	63.0%	\$49,749	\$24,875	50.0%	13.0pp	
	\$1,742,340	\$927,887	53.3%	\$1,668,354	\$894,852	53.6%	-0.4pp	
Expenditure:								
Wages/Salaries	\$663,877	\$335,792	50.6%	\$651,280	\$312,171	47.9%	-2.6pp	
Fringe Benefits	\$229,519	\$159,551	69.5%	\$212,079	\$146,881	69.3%	-0.3pp	
53102 - Electricity	\$70,350	\$38,726	55.0%	\$67,400	\$24,958	37.0%	-18.0pp	
53105 - Natural Gas	\$24,107	\$3,708	15.4%	\$24,107	\$4,838	20.1%	4.7pp	
53106 - Vehicle Fuel	\$49,750	\$11,954	24.0%	\$30,775	\$8,907	28.9%	4.9pp	
53201 - Supplies	\$6,500	\$3,226	49.6%	\$5,500	\$1,744	31.7%	-17.9pp	
53202 - Irrigation Materials	\$38,000	\$34,820	91.6%	\$30,000	\$14,406	48.0%	-43.6pp	
53208 - Equipment (New)	\$37,000	\$2,262	6.1%	\$22,975	\$1,037	4.5%	-1.6pp	
53219 - Operating Materials	\$27,500	\$5,031	18.3%	\$12,500	\$1,004	8.0%	-10.3pp	
53233 - Auto Parts	\$35,500	\$9,393	26.5%	\$35,500	\$8,504	24.0%	-2.5pp	
53241 - Sand & Stone	\$17,500	\$7,305	41.7%	\$17,500	\$3,978	22.7%	-19.0pp	
53243 - Fertilizer, Seed, Chem.	\$160,000	\$150,045	93.8%	\$145,000	\$138,808	95.7%	2.0pp	
53245 - Maintenance & Repair	\$45,000	\$14,244	31.7%	\$40,000	\$13,112	32.8%	1.1pp	
53510 - Golf Pro Contr. Serv.	\$90,000	\$45,000	50.0%	\$90,000	\$45,000	50.0%	0.0pp	
53513 - Green, Trap, Tee, Cart Paths	\$7,500	\$274	3.7%	\$5,000	\$0	0.0%	-3.7pp	
53603 - Golf Cart Lease	\$80,087	\$80,077	100.0%	\$80,087	\$80,077	100.0%	0.0pp	
53730 - Insurance	\$31,656	\$31,656	100.0%	\$28,778	\$28,778	100.0%	0.0pp	
53813 - Computer Support	\$16,000	\$3,350	20.9%	\$14,250	\$3,350	23.5%	2.6pp	
53814 - Contractual Services	\$35,000	\$13,797	39.4%	\$0	\$0	N/A	N/A	
53823 - Refuse Disposal	\$9,547	\$2,280	23.9%	\$8,679	\$2,893	33.3%	9.5pp	
53902 - Telephone	\$2,000	\$923	46.1%	\$2,950	\$711	24.1%	-22.0pp	
53917 - Water & Sewer	\$17,500	\$2,453	14.0%	\$4,200	(\$4,964)	-118.2%	-132.2pp	
53932 - Waterways Treatment	\$7,500	\$2,250	30.0%	\$8,300	\$5,775	69.6%	39.6pp	
53940 - Advertising	\$10,000	\$0	0.0%	\$10,000	\$0	0.0%	0.0pp	
53941 - Bank charges	\$39,388	\$16,318	41.4%	\$29,741	\$14,924	50.2%	8.7pp	
53944 - Organizational Fees	\$0	\$0	N/A	\$1,385	\$240	17.3%	N/A	
53945 - Training	\$3,000	\$1,280	42.7%	\$615	\$400	65.0%	22.4pp	
53950 - Internet Service	\$3,200	\$989	30.9%	\$3,950	\$1,028	26.0%	-4.9pp	
	\$1,756,981	\$976,702	55.6%	\$1,582,551	\$858,559	54.3%	-1.3pp	
OPERATING INCOME	(\$14,641)	(\$48,816)	333.4%	\$85,803	\$36,294	42.3%	291.1pp	
CHECK	\$0			(\$0)				

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Capital Items	\$0	\$0	N/A	\$97,359	\$0	0.0%	N/A
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