

2019 BUSINESS PLANS

United Laguna Woods Mutual
Third Laguna Hills Mutual
Golden Rain Foundation & Trust



Laguna Woods Village®

*Cover Photo: Mark Rabinowitch

**Laguna Woods Village
2019 BUSINESS PLANS
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Laguna Woods Village®

STAFF REPORT

DATE: September 2018
FOR: All Boards All Directors
SUBJECT: 2019 Business Plan - Final

RECOMMENDATION

Receive and file.

BACKGROUND

In September 2018, at the regular scheduled meetings, each of the Corporate Boards adopted by resolution the 2019 Business Plans, inclusive of operating, capital, and reserve funding. Collectively, this represents a consolidated budget of \$98,694,395 for planned revenues and expenditures in Laguna Woods Village (GRF, United Mutual, and Third Mutual). This final version of the budget represents an increase of \$3,924,855 or 4% when compared to current year, of which \$1,000,505 relates to operations and \$2,924,350 is in reserve programs.

DISCUSSION

As a service organization, VMS staffing is the largest component of the business plan. The budget proposal includes a net increase of 14 positions to address enhancements in service levels and increased scopes of work, with emphasis on landscape, resident services, and compliance.

Brief notations of budgetary line items with significant change from prior year are noted below as increases or (decreases), and listed in order of appearance. These items were reviewed in detail at special committee and board meetings held from May through August as part of the annual business planning process. These line items are presented in the Consolidated Revenues and Expenditures Report found under the [Operating Divisions] tab in the Greenbook.

Revenues

- **Non-Assessment Revenue increased by \$430,076** due to more projected revenue in Broadband Services for Internet and equipment rental to account for increased subscribership. To a lesser extent, this area is favorable due to more laundry revenue anticipated in Third, based on a plan to install coin-operated dryers. Increased revenues were partially offset by fewer chargeable services, reflecting recent trends.

Expenses

- **Employee Compensation increased by \$1,374,725 or 4%** due to increased staffing and the inclusion of planned wage adjustments. Staffing levels increased by just over 14 FTEs (Full Time Equivalents), primarily in Landscape Services to meet approved service levels, Department of Resident Services to reflect current staffing requirements for extended call center hours and training, Department of Security Services to provide increased compliance and enforcement, and in the Office of the CEO for enhanced communications and records management programs.
- **Expenses Related to Compensation increased by \$316,538 or 2%** primarily due to taxes and benefits on additional staffing and wage adjustments; partially offset by a lower budget for workers compensation insurance.
- **Materials decreased by (\$88,315)** due to a lower unit price on water heaters. A new manufacturer resulted in a comparable product at better rates.
- **Cost of Goods Sold increased by \$25,385** due to more projected sales at the Pro Shop.
- **Community Events increased by \$37,503** due to additional expenses for community-sponsored holiday events, village games, docent tours and new resident orientations.
- **Sewer increased by \$81,538** due to increases in the per-meter charges put into effect on July 1, 2018 by El Toro Water District (ETWD) to fund ongoing operations and maintenance program.
- **Water increased by \$260,954** based on historical consumption at projected rates. Further, fixed water meter charges increased 10% per ETWD.
- **Trash increased by \$40,639** due to contractual rate increases and the addition of a trash budget for carpentry services that was previously unbudgeted.
- **Telephone increased by \$66,001** primarily due to expanded services using tablets and data plans for mobile operations.
- **Professional Fees decreased by (\$46,893)** primarily due to less use of consulting services for accounting, payroll and legacy software systems.
- **Outside Services increased by \$1,529,743** due to line items moved from Cable Programming Fees, such as transmission costs and menu guides, to better categorize these as Outside Services. Further, outsourcing of Third Mutual slope renovation is reflected here.
- **Repairs and Maintenance increased by \$145,919** due to higher service levels required for janitorial service and contingency for repair of GRF buildings, to reflect recent experience.
- **Other Operating Expense increased by \$213,502** due to outsourcing of bee removal previously performed in-house by Landscape Services, a contingency for higher uniform and shoe requirements, increased employee recruitment stemming from turnover, and higher safety costs to provide required asbestos training.
- **Income Taxes decreased by (\$125,000)** due to lower projected tax liability based on recent filings.
- **Property and Sales Tax increased by \$235,668** for cooperatives based on projected increase in property values.

- Insurance increased by \$115,094 due to the inclusion of a new earthquake insurance policy in United Mutual.
- Cable (Television) Programming increased by \$72,200 to include a contingency for higher programming costs and related franchise and copyright fees. Increase was partially offset by a reclassification of certain line items, such as transmission costs and menu guides, moved to Outside Services.

FINANCIAL ANALYSIS

The budget proposals adopted by GRF, United, and Third will be notified to members within 30 days of the start of the 2019 fiscal year, as required by Civil Code §5300.

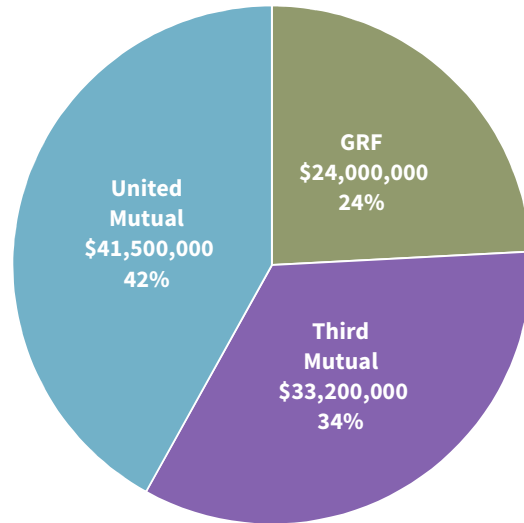
Prepared By: Jose Campos, Financial Services Manager
Betty Parker, Chief Financial Officer

Reviewed By: Siobhan Foster, Chief Operating Officer
Brad Hudson, Chief Executive Officer

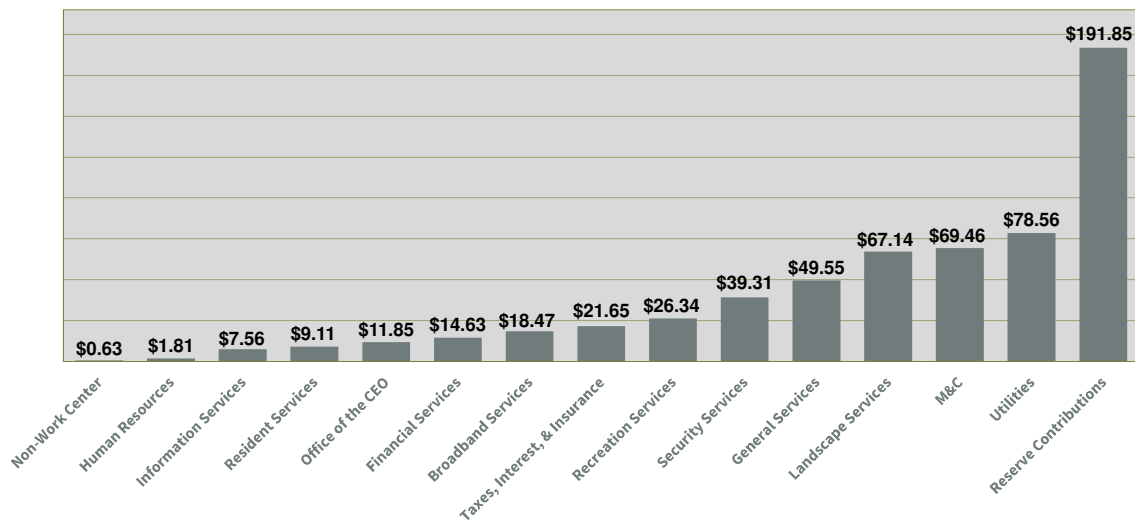
Business Plan Update

- ✓ Plan assumes more non-assessment revenue to offset costs, \$16.2 Million
- ✓ Staffing increase of 14 positions for service improvements
- ✓ Assessment increases below CPI
- ✓ GRF adopted five-year CIP
- ✓ GRF CIP \$2.8M under projected 2019 Reserve Plan
- ✓ Moved major repair of Mutual components to reserve
- ✓ Mutuals prioritizing dry rot and waste line remediation programs

2019 Budget – \$99 Million



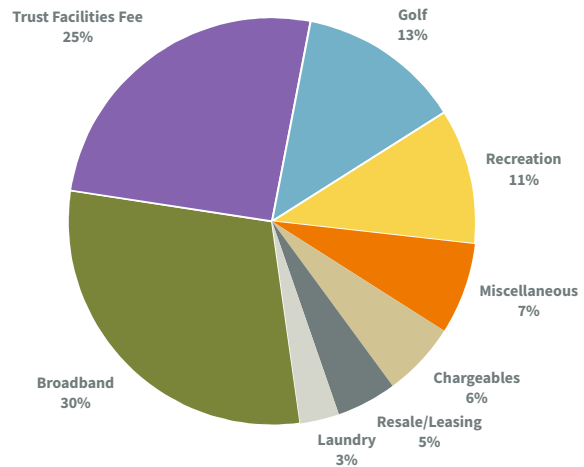
Average Basic Assessment is \$608 Per Manor Per Month



Comprehensive Fee Review

GRF Trust Facilities (Transfer) Fee
Golf Greens & Rental Fees
Facility Room Rental Fees
RV Lot Storage
Additional Occupants
Coin-Op Laundry

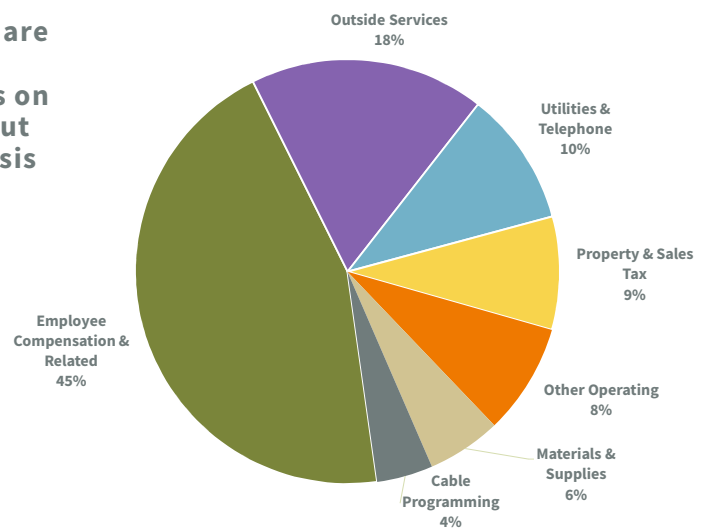
Non Assessment Revenue \$16 Million



Comprehensive Expense Review

As a service organization, compensation and related costs are the largest component of the business plan, designed to focus on service improvements throughout the organization with an emphasis in landscape, resident services (call center) and compliance.

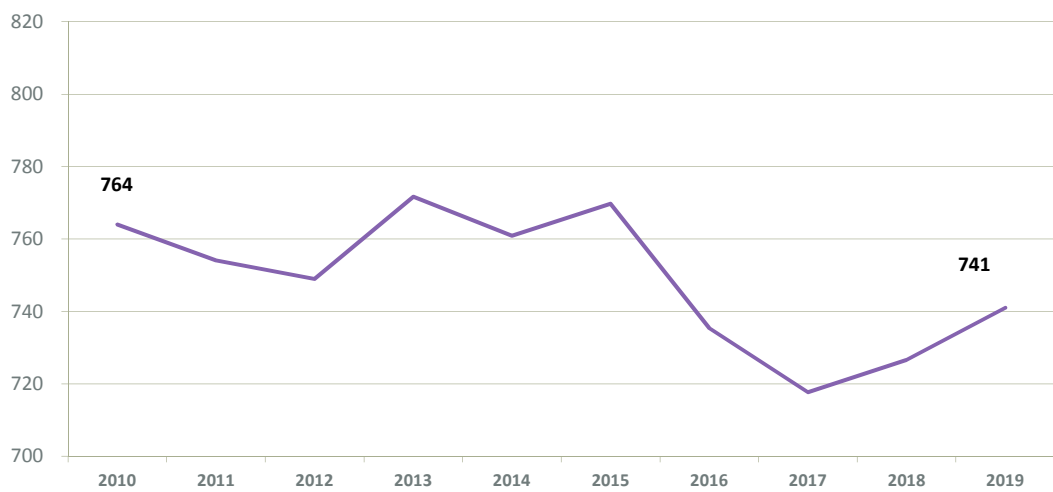
Gross Expenses \$115 Million



Staffing Budget Full-Time Equivalents (FTEs)

Department	2018 Budget	2019 Budget	Change
Office of CEO	7.00	9.00	2.00
Resident Services	32.00	36.00	4.00
General Services	94.57	93.07	(1.50)
Landscape Services	133.87	142.27	8.40
Broadband Services	21.47	23.00	1.53
Information Technology Services	11.00	10.50	(0.50)
Financial Services	29.50	30.00	0.50
Security Services	115.61	118.19	2.58
Recreation Services	86.73	85.11	(1.62)
Human Resource Services	9.40	8.40	(1.00)
Maintenance & Construction Services	185.50	185.50	0.00
Total	726.65	741.04	14.39

10-Year Staffing Budget (FTEs)



2019 BUSINESS PLAN

United Laguna Woods Mutual

Adopted September 11, 2018

BOARD OF DIRECTORS

JUANITA SKILLMAN, President
JANEY DORRELL, 1st Vice President
DON TIBBETS, 2nd Vice President
MAGGIE BLACKWELL, Secretary
GARY MORRISON, Treasurer
PARKASH “CASH” ACHREKAR
MANUEL ARMENDARIZ
REZA BASTANI
PAT ENGLISH
CARL RANDAZZO
ANDRE TORNG

Prepared By:
VILLAGE MANAGEMENT SERVICES, Inc.

BRAD HUDSON, President/CEO
BETTY PARKER, Chief Financial Officer



UNITED LAGUNA WOODS MUTUAL

2019 BUSINESS PLAN

DESCRIPTION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 PLAN	2019 PLAN	Per Manor Per Month		
						2018 ASSESSMENT	2019	Increase/ (Decrease)
REVENUES:								
Non-assessment Revenues:								
Merchandise Sales	\$14,995	\$22,660	\$20,663	\$30,000	\$30,000	\$0.40	\$0.40	\$0.00
Fees and Charges to Residents	605,691	544,319	184,245	685,583	475,138	9.04	6.26	2.78
Laundry	143,918	136,742	188,260	240,000	280,000	3.16	3.69	(0.53)
Miscellaneous	400,788	397,953	541,586	626,663	640,500	8.26	8.44	(0.18)
Total Revenue	\$1,165,392	\$1,101,674	\$934,754	\$1,582,246	\$1,425,638	\$20.86	\$18.79	\$2.07
EXPENSES:								
Employee Compensation	\$8,887,659	\$6,155,670	\$6,769,342	\$6,899,019	\$7,001,825	\$90.92	\$92.27	\$1.35
Expenses Related to Compensation	3,878,280	2,349,009	2,533,802	2,827,583	2,865,444	37.27	37.76	0.49
Material and Supplies	1,361,551	959,608	782,394	875,549	850,996	11.54	11.22	(0.32)
Electricity	394,632	317,548	192,576	185,320	185,320	2.44	2.44	0.00
Sewer	1,567,365	1,754,382	1,736,044	1,735,200	1,776,600	22.87	23.41	0.54
Water	1,721,458	1,567,174	1,888,496	1,780,740	1,850,960	23.47	24.39	0.92
Trash	318,479	356,693	380,152	390,673	408,533	5.15	5.38	0.23
Legal Fees	255,208	255,120	193,400	200,000	175,000	2.64	2.31	(0.33)
Professional Fees	40,218	113,206	100,513	147,214	167,915	1.94	2.21	0.27
Management Fee	152,523	0	0	0	0	0.00	0.00	0.00
Equipment Rental	20,839	11,975	8,246	13,843	8,291	0.18	0.11	(0.07)
Outside Services	62,170	660,350	759,100	1,028,143	656,053	13.55	8.65	(4.90)
Repairs and Maintenance	18,198	49,795	22,235	37,107	42,470	0.49	0.56	0.07
Other Operating	140,695	126,612	143,602	133,930	148,834	1.77	1.96	0.19
(Gain)/Loss on Sale	(10,414)	(1,463)	2,047	(7,500)	(7,500)	(0.10)	(0.10)	0.00
Property and Sales Tax*	8,668,168	9,411,343	10,056,223	9,571,492	9,810,779	***	***	***
Property Insurance*	692,045	654,843	617,222	675,410	799,133	***	***	***
Insurance	472,567	477,379	512,394	491,230	492,920	6.47	6.50	0.03
Net Allocations to Mutuals	1,135,170	806,145	790,755	1,037,850	941,869	13.68	12.41	(1.27)
Uncollectible Accounts	3,360	4,499	26,495	0	0	0.00	0.00	0.00
Total Expenses	\$29,780,172	\$26,029,888	\$27,515,038	\$28,022,803	\$28,175,442	\$234.28	\$231.48	(\$2.80)
(Surplus)/Deficit Recovery	0	0	0	0	0	0.00	0.00	0.00
Total Operating	\$28,614,780	\$24,928,214	\$26,580,284	\$26,440,557	\$26,749,804	\$213.42	\$212.69	(\$0.73)
RESERVE CONTRIBUTIONS:								
Reserve Fund	6,449,460	10,471,647	10,850,268	10,850,268	11,229,648	143.00	148.00	5.00
Contingency Fund	531,132	1,442,403	1,441,644	1,062,264	1,138,140	14.00	15.00	1.00
Total Reserve Contributions	\$6,980,592	\$11,914,050	\$12,291,912	\$11,912,532	\$12,367,788	\$157.00	\$163.00	\$6.00
TOTAL MUTUAL	\$35,595,372	\$36,842,263	\$38,872,196	\$38,353,089	\$39,117,592	\$370.42	\$375.69	\$5.27
GOLDEN RAIN FOUNDATION								
GRF OPERATING	13,889,905	13,149,988	12,870,405	13,548,791	13,947,912	178.57	183.83	5.26
GRF RESERVE CONTRIBUTIONS	2,503,908	1,593,396	1,821,024	1,517,520	1,441,644	20.00	19.00	(1.00)
Total GRF	\$16,393,813	\$14,743,384	\$14,691,429	\$15,066,311	\$15,389,556	\$198.57	\$202.83	\$4.26
TOTAL BASIC ASSESSMENTS	\$51,989,185	\$51,585,647	\$53,563,625	\$53,419,400	\$54,507,148	\$568.99	\$578.52	\$9.53

* The asterisks indicate an assessment that varies per manor.

**UNITED LAGUNA WOODS MUTUAL
2019 BUSINESS PLAN RESOLUTION**

RESOLUTION 01-18-97

RESOLVED, September 11, 2018, that the Business Plan of this Corporation for the year 2019 is hereby adopted and approved; and

RESOLVED FURTHER, that pursuant to said Business Plan, the Board of Directors of this Corporation hereby estimates that the net sum of \$39,117,592 is required by the Corporation to meet the United Laguna Woods Mutual operating expenses and reserve contributions for the year 2019. In addition, the sum of \$15,389,556 is required by the Corporation to meet the Golden Rain Foundation and the Golden Rain Foundation Trust operating expenses and reserve contributions for the year 2019. Therefore, a total of \$54,507,148 is required to be collected from and paid by the members of the Corporation as monthly assessments; and

RESOLVED FURTHER, that the Board of Directors of this Corporation hereby approves expenditures from reserves in the sum of \$14,750,523 of which \$13,378,267 is planned from the Reserve Fund and \$1,372,257 from the Contingency Fund; and

RESOLVED FURTHER, that the Board of Directors of this Corporation hereby determines and establishes monthly assessments of the Corporation as shown on each member's breakdown of monthly assessments for the year 2019, inclusive of property taxes and property insurance as filed in the records of the Corporation, and said assessments to be due and payable by the members of this Corporation on the first day of each month; and

RESOLVED FURTHER, that the officers and agents of this Corporation are hereby authorized on behalf of the Corporation to carry out the purpose of this resolution.

**UNITED LAGUNA WOODS MUTUAL
2019 RESERVE FUND RESOLUTION**

RESOLUTION 01-18-98

WHEREAS, Civil Code § 5570 requires specific reserve funding disclosure statements for common interest developments; and

WHEREAS, planned assessment or other contributions to reserves must be projected to ensure balances will be sufficient at the end of each year to meet the Corporation's obligations for repair and/or replacement of major components during the next 30 years;

NOW THEREFORE BE IT RESOLVED, September 11, 2018, that the Board has developed and hereby adopts the Reserve 30-Year Funding Plan (attached) with the objective of maintaining reserve fund balances at or above a threshold of \$10,400,000, while meeting its obligations to repair and/or replace major components; and

RESOLVED FURTHER, that the officers and agents of this Corporation are hereby authorized on behalf of the Corporation to carry out the purpose of this resolution.

UNITED LAGUNA WOODS MUTUAL
2019 BUSINESS PLAN
Maintenance Expenditures by Program

DESCRIPTION		2015 ACTUALS	2016 ACTUALS	2017 ACTUALS	2018 BUDGET	2019 BUDGET	INCREASE/(DECREASE) \$	%
OPERATING FUND								
1	PLUMBING SERVICE	\$1,097,100	\$1,203,640	\$1,386,190	\$1,189,331	\$1,239,218	\$49,887	4%
2	CARPENTRY SERVICE	469,903	465,818	631,345	362,992	483,906	120,914	33%
3	ELECTRICAL SERVICE	298,347	296,655	297,572	413,657	411,587	(2,070)	(1%)
4	CONCRETE REPAIR/REPLACEMENT	295,733	248,400	385,931	342,175	369,203	27,028	8%
5	JANITORIAL SERVICE	196,235	202,548	243,623	247,185	369,615	122,430	50%
6	INTERIOR PREVENTIVE MAINTENANCE	206,819	311,148	300,972	299,773	347,649	47,876	16%
7	APPLIANCE REPAIRS	287,394	344,118	340,302	263,430	306,455	43,025	16%
8	GUTTER CLEANING	176,159	170,982	182,962	171,235	174,032	2,797	2%
9	PEST CONTROL	70,528	48,228	75,577	230,370	148,987	(81,383)	(35%)
10	COUNTERTOP/FLOOR/TILE REPAIRS	128,771	120,576	120,770	138,493	146,872	8,379	6%
11	WELDING	112,544	92,419	57,120	84,743	83,626	(1,118)	(1%)
12	ENERGY PROGRAM	0	0	32,725	55,000	50,000	(5,000)	(9%)
13	MISCELLANEOUS REPAIRS BY OUTSIDE SERVICES	23,883	71,660	19,056	70,212	25,000	(45,212)	(64%)
14	TRAFFIC CONTROL	8,431	8,891	12,040	15,214	16,935	1,721	11%
15	FIRE PROTECTION	8,787	7,364	8,873	9,479	12,700	3,221	34%
16	PAINT PROGRAM	2,094,490	(277)	0	0	0	0	0%
17	REPAIRS PRIOR-TO-PAINT	724,747	(285)	0	0	0	0	0%
18	BALCONY/BREEZEWAY RESURFACING	72,579	177,630	295,054	190,391	0	(190,391)	(100%)
19	BUILDING REHAB/DRY ROT	68,256	68,641	84,844	296,403	0	(296,403)	(100%)
20	PAINT-TOUCHUP	165,441	148,975	186,571	129,970	0	(129,970)	(100%)
21	ROOF REPAIR	144,255	107,714	162,439	152,376	0	(152,376)	(100%)
22	PAVING MAINTENANCE & REPAIRS	68,297	47,417	46,950	84,247	0	(84,247)	(100%)
TOTAL MAINTENANCE		\$6,718,699	\$4,142,263	\$4,870,916	\$4,746,675	\$4,185,785	(\$560,890)	(12%)

Lines 18-22 were moved into reserves in 2019.

Lines 16 and 17 were moved into reserves in 2016.

UNITED LAGUNA WOODS MUTUAL
2019 BUSINESS PLAN
Landscape Expenditures by Program

DESCRIPTION		2011 ACTUALS	2015 ACTUALS	2016 ACTUALS	2017 ACTUALS	2018 BUDGET	2019 BUDGET	Increase/(Decrease) \$	%
OPERATING FUND									
1	LAWN MAINTENANCE	\$1,219,655	\$907,457	\$853,858	\$1,171,751	\$990,185	\$1,053,234	\$63,049	6%
2	SHRUB-BED MAINTENANCE	1,791,427	1,711,828	1,723,991	1,567,336	\$1,939,959	\$2,047,597	107,638	6%
3	SLOPE MAINTENANCE	158,580	239,275	120,101	85,080	\$104,618	85,517	(19,101)	(18%)
4	TREE MAINTENANCE	699,838	632,489	0	0	0	0	0	0%
5	RESIDENT CHARGEABLE SERVICES	0	0	0	0	0	0	0	0%
6	PEST CONTROL	82,655	68,063	100,889	98,952	\$130,836	96,608	(34,228)	(26%)
7	CARPORT CLEANING	16,494	8,919	0	0	0	0	0	0%
8	MISCELLANEOUS TASKS	102,336	109,674	128,457	101,238	\$98,941	104,510	5,569	6%
9	SUPPORT	191,531	335,794	281,940	343,938	\$375,414	383,693	8,279	2%
TOTAL OPERATING FUND		\$4,262,517	\$4,013,499	\$3,209,237	\$3,374,852	\$3,639,953	\$3,771,158	\$131,205	4%
RESERVE FUND									
10	TREE MAINTENANCE	191,531	0	880,681	587,330	\$500,408	\$1,232,529	\$732,121	146%
11	LANDSCAPE RENOVATION	4,728,379	200,936	248,032	228,164	250,000	350,000	100,000	40%
TOTAL RESERVE FUND		\$4,536,848	\$200,936	\$1,128,713	\$815,494	\$750,408	\$1,582,529	\$832,121	111%

UNITED LAGUNA WOODS MUTUAL 2019 RESERVES PLAN

The following pages comprise the Reserves Plan for United Laguna Woods Mutual (Mutual). Reserves provide the funding necessary to maintain, repair, replace or restore major components of the association. A reserve study is the plan by which the Mutual anticipates these costs and prepares for inevitable future expenses. Ideally, all such expenditures will be covered by those funds set aside each year in segregated accounts as reserves (or funds).

RESERVE FUND

This fund was established at the original construction of the Mutuals. The purpose of the Reserve Fund is to provide for replacements of structural elements and mechanical equipment within the Mutual including, but not limited to, replacement of designated appliances, roofs, paving, laundry equipment, walls, vertical lifts, and windows.

The Reserves Component Schedule identifies total estimated replacement costs of just over \$340 million. Required reserves are computed using the total cost and estimated remaining life of each asset, with a projected replacement factor applied where full repair or replacement is not expected, or a projection of planned expenditures when historical data is not available. Using these methods of calculation, the reserve would require a balance of \$101 million as of December 31, 2019 to be fully funded. Projected reserve balances are estimated to be just under \$16.9 million, or 17 percent funded. These calculations, prepared in accordance with Civil Code §5570(b)(4) shall not be construed to require the Board to fund reserves in accordance with this calculation.

To adequately plan for future expenditures, the Mutual has adopted via resolution a 30-Year Funding Plan that projects contributions and disbursements to the replacement fund over the next thirty years, without falling below a desired minimum balance, currently set at \$10.4 million.

The Reserve Fund receives monies through assessments and through interest earned on invested fund balances. In 2019, the basic monthly assessment for the Reserve Fund, is set at \$148 per manor per month.

CONTINGENCY FUND

The Contingency Fund is used for the repair or replacement of mutual assets damaged by uninsured or unexpected disasters in addition to providing for unanticipated significant expenditures not otherwise identified in the business plan. This fund may also be used for write-offs of uncollectible accounts according to original definition of the General Operating Fund. This fund is not required by Civil Code and is not included in the reserve plan calculations.

UNITED LAGUNA WOODS MUTUAL
2019 RESERVES PLAN
Projected Fund Balances

<i>Fund</i>	<i>Year</i>	<i>Beginning Balance</i>	<i>Interest</i>	<i>Contributions</i>	<i>Assessment PMPM</i>	<i>Planned Expenditures</i>	<i>ENDING BALANCE</i>
RESERVE FUND	2018	\$ 19,285,690	\$ 264,469	\$ 10,850,268	\$ 143.00	\$ (11,640,398)	\$ 18,760,029
	2019	\$ 18,760,029	\$ 247,600	\$ 11,229,648	\$ 148.00	\$ (13,378,267)	\$ 16,859,010
	2020	\$ 16,859,010	\$ 258,710	\$ 11,609,028	\$ 153.00	\$ (12,475,009)	\$ 16,251,739
	2021	\$ 16,251,739	\$ 248,166	\$ 11,988,408	\$ 158.00	\$ (12,978,792)	\$ 15,509,521
	2022	\$ 15,509,521	\$ 236,734	\$ 12,367,788	\$ 163.00	\$ (13,325,408)	\$ 14,788,635
	2023	\$ 14,788,635	\$ 226,654	\$ 12,747,168	\$ 168.00	\$ (13,543,001)	\$ 14,219,456
CONTINGENCY FUND	2018	\$ 3,146,840	\$ 43,211	\$ 1,062,264	\$ 14.00	\$ (1,182,879)	\$ 3,069,436
	2019	\$ 3,069,436	\$ 41,333	\$ 1,138,140	\$ 15.00	\$ (1,372,257)	\$ 2,876,652
	2020	\$ 2,876,652	\$ 43,845	\$ 1,214,016	\$ 16.00	\$ (1,399,700)	\$ 2,734,813
	2021	\$ 2,734,813	\$ 41,988	\$ 1,289,892	\$ 17.00	\$ (1,427,700)	\$ 2,638,993
	2022	\$ 2,638,993	\$ 40,851	\$ 1,365,768	\$ 18.00	\$ (1,456,300)	\$ 2,589,312
	2023	\$ 2,589,312	\$ 40,437	\$ 1,441,644	\$ 19.00	\$ (1,485,400)	\$ 2,585,993
TOTAL	2018	\$ 22,432,530	\$ 307,680	\$ 11,912,532	\$ 157.00	\$ (12,823,277)	\$ 21,829,465
	2019	\$ 21,829,465	\$ 288,933	\$ 12,367,788	\$ 163.00	\$ (14,750,524)	\$ 19,735,663
	2020	\$ 19,735,663	\$ 302,555	\$ 12,823,044	\$ 169.00	\$ (13,874,709)	\$ 18,986,552
	2021	\$ 18,986,552	\$ 290,154	\$ 13,278,300	\$ 175.00	\$ (14,406,492)	\$ 18,148,515
	2022	\$ 18,148,515	\$ 277,585	\$ 13,733,556	\$ 181.00	\$ (14,781,708)	\$ 17,377,947
	2023	\$ 17,377,947	\$ 267,091	\$ 14,188,812	\$ 187.00	\$ (15,028,401)	\$ 16,805,449

UNITED LAGUNA WOODS MUTUAL
2019 RESERVES PLAN
Reserve Expenditures by Program

DESCRIPTION	2015 ACTUALS	2016 ACTUALS	2017 ACTUALS	2018 BUDGET	2019 BUDGET	INCREASE/(DECREASE) \$	%
RESERVE FUND							
1 BUILDING STRUCTURES	\$891,391	\$417,044	\$550,274	\$837,306	\$898,320	\$61,014	7%
2 ELECTRICAL SYSTEMS	58,732	215,209	415,152	376,146	458,610	82,464	22%
3 EXTERIOR WALKWAY LIGHTING	181,071	13,708	25,816	48,408	60,691	12,283	25%
4 FOUNDATIONS	0	0	10,396	75,000	43,836	(31,164)	(42%)
5 GUTTER REPLACEMENT	26,064	43,889	44,926	37,538	47,383	9,844	26%
6 LANDSCAPE RENOVATION	200,936	248,032	262,629	250,000	350,000	100,000	40%
7 PAINT - EXTERIOR	0	1,973,387	1,783,176	2,242,937	1,823,867	(419,070)	(19%)
8 PRIOR TO PAINT	0	995,384	796,926	982,766	987,116	4,350	0%
9 PAVING	176,107	118,142	140,802	226,001	512,560	286,559	127%
10 ROOFS	1,306,392	944,670	966,357	1,180,000	753,209	(426,791)	(36%)
11 SOLAR PANELS REPLACEMENTS	0	0	0	0	0	0	0%
12 TREE MAINTENANCE	0	880,681	587,110	500,408	1,232,529	732,121	146%
13 WALL REPLACEMENT	8,000	1,925	14,205	162,608	180,365	17,757	11%
14 WASTE LINE REMEDIATION	616,297	872,545	1,067,364	1,700,000	2,100,000	400,000	24%
15 WATER LINE - COPPER PIPE REMEDIATION	0	0	0	250,000	250,000	0	0%
16 WINDOW/SLIDING SCREEN DOOR	27,019	34,058	74,238	30,185	86,676	56,490	187%
OTHER SUPPL. APPROPRIATIONS	8,878	526	2,792	0	0	0	0%
APPLIANCE AND FIXTURES:							
17 COOKTOPS	67,459	65,659	79,079	50,881	70,999	20,118	40%
18 DISHWASHERS	127,456	76,586	103,150	71,801	85,280	13,478	19%
19 FIXTURES - BASINS/FAUCETS/SINKS/TOILETS	582,088	526,855	325,963	516,602	317,250	(199,352)	(39%)
20 GARBAGE DISPOSALS	81,385	92,755	100,858	81,434	115,257	33,823	42%
21 HOODS	28,093	36,976	38,629	31,366	35,574	4,208	13%
22 KITCHEN/BATH COUNTERS, FLOORS, MISC.	942,421	986,927	958,559	825,950	1,228,721	402,772	49%
23 OVENS	109,647	95,420	132,318	69,982	110,999	41,018	59%
24 RANGES	42,525	36,936	8,756	26,245	25,000	(1,245)	(5%)
25 REFRIGERATORS	243,851	198,378	267,847	154,735	227,359	72,624	47%
26 WATER HEATERS & PERMITS	530,627	79,769	90,493	1,368,580	1,133,990	(234,589)	(17%)
27 DRYERS	21,399	21,982	3,282	19,376	13,474	(5,902)	(30%)
28 WASHING MACHINES	71,673	55,944	7,882	40,287	29,200	(11,087)	(28%)
RESALE INSPECTION REPLACEMENTS	(14,338)	(4,012)	0	0	0	0	0%
TOTAL APPLIANCE AND FIXTURES	\$2,834,286	\$2,270,174	\$2,116,816	\$3,257,238	\$3,393,103	\$135,865	4%
TOTAL RESERVE FUND	\$6,335,173	\$9,029,374	\$8,858,979	\$12,156,542	\$13,178,267	\$1,021,723	8%

Lines 1, 7, 8, 9 and 10 include major repairs moved from operations in 2019.

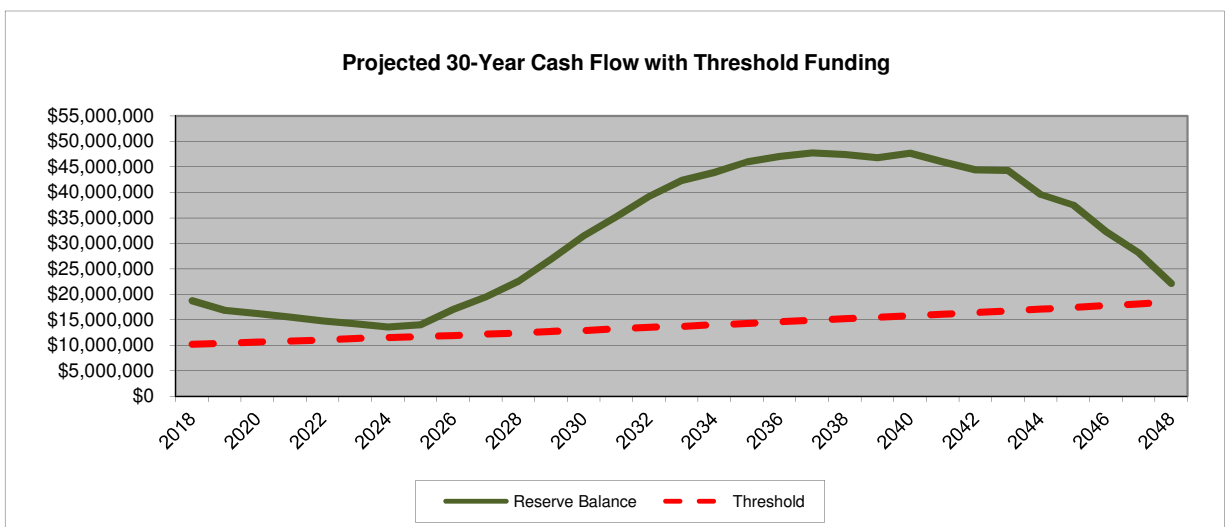
Lines 7, 8 and 11 were moved from operating into reserves in 2016.

Line 14, Waste Line Remediation: Board authorized an early release of \$200,000 from the adopted 2019 Business Plan for additional work in 2018.

United Laguna Woods Mutual
2019 RESERVES PLAN
Reserve 30-Year Funding Plan

Threshold (Min Balance): \$ 10,400,000
Indexed for projected inflation

Year	Assessment		Interest Earnings	Other Additions	Planned Expenditures	Reserve Balance
	Per Manor Per Month	Total Contribution				
2018	\$ 143.00	\$ 10,850,268	\$ 264,469		\$ 11,640,398	\$ 18,760,029
2019	\$ 148.00	\$ 11,229,648	\$ 247,600		\$ 13,378,267	\$ 16,859,010
2020	\$ 153.00	\$ 11,609,028	\$ 258,710		\$ 12,475,009	\$ 16,251,739
2021	\$ 158.00	\$ 11,988,408	\$ 248,166		\$ 12,978,792	\$ 15,509,522
2022	\$ 163.00	\$ 12,367,788	\$ 236,734		\$ 13,325,408	\$ 14,788,635
2023	\$ 168.00	\$ 12,747,168	\$ 226,654		\$ 13,543,001	\$ 14,219,456
2024	\$ 173.00	\$ 13,126,548	\$ 217,383		\$ 13,961,275	\$ 13,602,112
2025	\$ 178.00	\$ 13,505,928	\$ 216,070		\$ 13,272,685	\$ 14,051,425
2026	\$ 181.00	\$ 13,733,556	\$ 242,873		\$ 10,995,378	\$ 17,032,476
2027	\$ 184.00	\$ 13,961,184	\$ 285,494		\$ 11,772,919	\$ 19,506,235
2028	\$ 187.00	\$ 14,188,812	\$ 328,764		\$ 11,453,433	\$ 22,570,377
2029	\$ 190.00	\$ 14,416,440	\$ 386,439		\$ 10,485,563	\$ 26,887,693
2030	\$ 190.00	\$ 14,416,440	\$ 456,091		\$ 10,275,462	\$ 31,484,762
2031	\$ 190.00	\$ 14,416,440	\$ 520,784		\$ 11,254,707	\$ 35,167,279
2032	\$ 190.00	\$ 14,416,440	\$ 581,264		\$ 10,939,638	\$ 39,225,346
2033	\$ 190.00	\$ 14,416,440	\$ 637,290		\$ 11,941,480	\$ 42,337,595
2034	\$ 190.00	\$ 14,416,440	\$ 673,934		\$ 13,512,653	\$ 43,915,317
2035	\$ 190.00	\$ 14,416,440	\$ 702,423		\$ 13,050,492	\$ 45,983,688
2036	\$ 190.00	\$ 14,416,440	\$ 727,172		\$ 14,044,502	\$ 47,082,797
2037	\$ 190.00	\$ 14,416,440	\$ 741,216		\$ 14,459,364	\$ 47,781,090
2038	\$ 190.00	\$ 14,416,440	\$ 744,123		\$ 15,486,837	\$ 47,454,816
2039	\$ 190.00	\$ 14,416,440	\$ 736,689		\$ 15,778,258	\$ 46,829,687
2040	\$ 190.00	\$ 14,416,440	\$ 738,646		\$ 14,279,507	\$ 47,705,265
2041	\$ 190.00	\$ 14,416,440	\$ 732,108		\$ 16,860,908	\$ 45,992,905
2042	\$ 190.00	\$ 14,416,440	\$ 706,440		\$ 16,695,608	\$ 44,420,177
2043	\$ 190.00	\$ 14,416,440	\$ 693,177		\$ 15,234,298	\$ 44,295,497
2044	\$ 190.00	\$ 14,416,440	\$ 655,616		\$ 19,754,618	\$ 39,612,935
2045	\$ 190.00	\$ 14,416,440	\$ 602,634		\$ 17,117,376	\$ 37,514,633
2046	\$ 190.00	\$ 14,416,440	\$ 545,308		\$ 20,200,189	\$ 32,276,192
2047	\$ 190.00	\$ 14,416,440	\$ 472,043		\$ 19,026,798	\$ 28,137,877
2048	\$ 190.00	\$ 14,416,440	\$ 392,893		\$ 20,801,006	\$ 22,146,204



UNITED LAGUNA WOODS MUTUAL
2019 RESERVE PLAN
Planned Expenditures from Reserve Fund

Program	Building Structures		Electrical Systems				Exterior Walkway Lighting	Foundations	Gutters
	Building Structures	Building Rehab Dry Rot (New)	Carpport Renovation	Electrical Alternate Heat Source	Electrical Panel Maintenance	Pushmatic Panel Replacement			
Life in Years	Varies	As Needed	35	30	40	50	45	60	As Needed
Quantity	Varies		5,432	6,323 - 11,942	6,323	2,750	89	1,124	
Unit of Measure	Varies		Stalls	ea	Panel	Manors	CDS	Buildings	
Unit Cost	Varies		\$260	\$356 - \$1,326	\$1,500	\$1,350	\$4,000	\$6,500	
Total Cost	\$38,160,000		\$1,412,300	\$12,635,650	\$9,484,500	\$3,712,500	\$356,000	\$7,306,000	
2019	\$600,644	\$297,676	\$0	\$8,610	\$0	\$450,000	\$60,691	\$43,836	\$47,385
2020	\$668,100	\$303,629	\$0	\$5,147	\$40,800	\$404,175	\$25,500	\$44,713	\$48,333
2021	\$668,100	\$303,629	\$0	\$5,147	\$40,800	\$404,175	\$25,500	\$44,713	\$48,333
2022	\$717,751	\$309,702	\$0	\$5,250	\$41,616	\$412,259	\$26,010	\$45,607	\$49,299
2023	\$808,842	\$315,896	\$0	\$5,355	\$42,448	\$420,504	\$26,530	\$46,519	\$50,285
2024	\$1,071,310	\$322,214	\$0	\$5,462	\$43,297	\$428,914	\$27,061	\$47,449	\$51,291
2025	\$1,092,736	\$328,658	\$0	\$5,571	\$44,163	\$437,492	\$27,602	\$48,398	\$52,317
2026	\$776,917	\$335,231	\$0	\$5,683	\$45,046	\$28,154	\$28,154	\$49,366	\$53,363
2027	\$792,455	\$341,936	\$0	\$5,796	\$45,947	\$28,717	\$28,717	\$50,354	\$54,431
2028	\$809,191	\$348,775	\$0	\$5,912	\$46,866	\$29,291	\$29,291	\$51,361	\$55,519
2029	\$824,470	\$355,750	\$0	\$6,030	\$47,804	\$29,877	\$29,877	\$52,388	\$56,630
2030	\$840,960	\$362,865	\$0	\$6,151	\$48,760	\$30,475	\$30,475	\$53,436	\$57,762
2031	\$857,779	\$370,122	\$0	\$6,274	\$49,735	\$31,084	\$31,084	\$54,505	\$58,917
2032	\$966,641	\$377,525	\$127,940	\$6,400	\$50,730	\$31,706	\$31,706	\$55,595	\$60,096
2033	\$1,280,315	\$385,075	\$178,595	\$6,528	\$51,744	\$32,340	\$32,340	\$56,707	\$61,298
2034	\$1,305,921	\$392,777	\$173,591	\$6,658	\$52,779	\$32,987	\$32,987	\$57,841	\$62,524
2035	\$928,488	\$400,632	\$205,756	\$6,791	\$53,835	\$33,647	\$33,647	\$58,997	\$63,774
2036	\$947,057	\$408,645	\$222,364	\$6,927	\$54,911	\$34,320	\$34,320	\$60,177	\$65,050
2037	\$967,058	\$416,818	\$194,410	\$7,066	\$56,010	\$35,006	\$35,006	\$61,381	\$66,351
2038	\$985,319	\$425,154	\$225,034	\$7,207	\$57,130	\$35,706	\$35,706	\$62,609	\$67,678
2039	\$1,005,025	\$433,657	\$236,353	\$7,351	\$58,272	\$36,420	\$36,420	\$63,861	\$69,031
2040	\$1,025,125	\$442,331	\$152,993	\$7,498	\$59,438	\$37,149	\$37,149	\$65,138	\$70,412
2041	\$1,155,226	\$451,177	\$81,573	\$7,648	\$60,627	\$37,892	\$37,892	\$66,441	\$71,820
2042	\$1,530,095	\$460,201	\$172,439	\$7,801	\$61,839	\$38,649	\$38,649	\$67,770	\$73,256
2043	\$1,560,697	\$469,405	\$0	\$7,957	\$63,076	\$39,422	\$39,422	\$69,125	\$74,722
2044	\$1,109,629	\$478,793	\$0	\$8,116	\$64,337	\$40,211	\$40,211	\$70,507	\$76,216
2045	\$1,131,821	\$488,369	\$0	\$8,278	\$65,624	\$41,015	\$41,015	\$71,918	\$77,740
2046	\$1,155,724	\$498,136	\$0	\$8,444	\$66,937	\$41,835	\$41,835	\$73,356	\$79,295
2047	\$1,177,547	\$508,099	\$0	\$8,613	\$68,275	\$42,672	\$42,672	\$74,823	\$80,881
2048	\$1,201,098	\$518,261	\$0	\$8,785	\$69,641	\$43,526	\$43,526	\$76,320	\$82,499
TOTAL	\$29,962,041	\$11,851,137	\$1,971,048	\$204,457	\$1,552,489	\$3,769,621	\$1,030,997	\$1,745,209	\$1,886,507

UNITED LAGUNA WOODS MUTUAL
2019 RESERVE PLAN
Planned Expenditures from Reserve Fund

Program	Landscape Renovation	Paint - Exterior		Prior to Paint		Paving		Roofs			
		Exterior Paint	Touch Up Paint (New)	Prior to Paint	Balcony Breezeway Resurfacing (New)	Paving	Concrete and Paving Repairs (New)	Built-Up	Comp Shingle	Tile	Roof Emergency Repairs (New)
Life in Years	Per Board	10	As Needed	Varies	As Needed	Varies	As Needed	25	40	40	As Needed
Quantity	15,741,601			15,741,601		Varies		2,689,089	3,476,194	767,104	
Unit of Measure	Sq ft			Sq ft		square feet		sf	sf	sf	
Unit Cost	Varies			Varies		Varies		\$6.65	\$3.60	\$4.74	
Total Cost	\$15,665,884			\$6,639,807		\$6,404,347		\$17,882,400	\$12,514,300	\$3,636,100	
2019	\$350,000	\$1,632,156	\$191,711	\$693,466	\$293,650	\$422,250	\$90,310	\$619,959	\$0	\$0	\$133,250
2020	\$255,000	\$1,724,976	\$2,685	\$741,757	\$6,068	\$512,658	\$12,152	\$612,966	\$0	\$0	\$135,915
2021	\$255,000	\$1,848,185	\$122,322	\$794,301	\$183,315	\$567,459	\$54,112	\$609,215	\$0	\$0	\$135,915
2022	\$260,100	\$1,720,819	\$177,394	\$739,930	\$105,668	\$506,884	\$52,322	\$610,738	\$0	\$0	\$138,633
2023	\$265,302	\$1,770,019	\$195,786	\$761,637	\$63,534	\$542,134	\$96,335	\$647,899	\$340,611	\$0	\$141,406
2024	\$378,851	\$1,739,521	\$168,722	\$748,741	\$237,142	\$499,412	\$78,578	\$643,200	\$0	\$0	\$144,234
2025	\$276,020	\$1,937,509	\$182,660	\$832,724	\$79,838	\$570,571	\$64,254	\$662,532	\$0	\$0	\$147,119
2026	\$281,541	\$1,962,656	\$169,436	\$843,892	\$200,459	\$540,920	\$54,296	\$683,399	\$0	\$0	\$150,061
2027	\$287,171	\$1,986,664	\$214,311	\$854,810	\$338,925	\$609,862	\$53,931	\$691,850	\$0	\$0	\$153,062
2028	\$292,915	\$1,804,219	\$152,189	\$776,534	\$223,073	\$625,389	\$98,711	\$703,802	\$0	\$0	\$156,124
2029	\$179,264	\$1,936,498	\$229,112	\$833,108	\$350,939	\$729,545	\$107,929	\$0	\$0	\$0	\$159,246
2030	\$60,950	\$2,061,049	\$3,208	\$886,047	\$7,252	\$627,078	\$14,523	\$0	\$0	\$0	\$162,431
2031	\$62,169	\$2,253,782	\$149,110	\$969,035	\$223,460	\$662,182	\$65,963	\$0	\$0	\$0	\$165,680
2032	\$63,412	\$2,099,017	\$216,242	\$903,211	\$128,809	\$633,800	\$63,780	\$0	\$0	\$0	\$168,993
2033	\$64,680	\$2,156,282	\$238,662	\$927,177	\$77,447	\$668,669	\$117,432	\$0	\$0	\$0	\$172,373
2034	\$197,922	\$2,119,938	\$205,671	\$912,224	\$289,075	\$589,868	\$95,786	\$1,137,391	\$0	\$0	\$175,821
2035	\$67,293	\$2,363,825	\$222,661	\$1,016,940	\$97,322	\$596,624	\$78,325	\$1,182,370	\$0	\$0	\$179,337
2036	\$68,639	\$2,392,072	\$206,541	\$1,028,336	\$244,359	\$778,226	\$66,186	\$1,451,488	\$0	\$0	\$182,924
2037	\$70,012	\$2,420,151	\$261,244	\$1,040,552	\$413,147	\$385,548	\$65,741	\$2,057,744	\$0	\$0	\$186,582
2038	\$71,412	\$2,198,797	\$185,518	\$946,097	\$271,925	\$1,042,539	\$120,328	\$2,622,049	\$0	\$0	\$190,314
2039	\$218,522	\$2,361,581	\$279,286	\$1,016,475	\$427,793	\$601,137	\$131,565	\$2,390,715	\$0	\$0	\$194,120
2040	\$74,297	\$2,513,986	\$3,911	\$1,081,541	\$8,840	\$745,441	\$17,703	\$1,891,873	\$0	\$0	\$198,002
2041	\$75,783	\$2,745,752	\$181,764	\$1,179,779	\$272,397	\$844,841	\$80,408	\$1,349,613	\$1,218,916	\$0	\$201,963
2042	\$77,299	\$2,558,070	\$263,598	\$1,100,439	\$157,017	\$755,133	\$77,748	\$1,135,983	\$1,100,482	\$0	\$206,002
2043	\$78,845	\$2,630,854	\$290,928	\$1,132,395	\$94,407	\$801,557	\$143,149	\$729,475	\$747,974	\$0	\$210,122
2044	\$241,266	\$2,583,731	\$250,712	\$1,111,570	\$352,381	\$741,612	\$116,762	\$3,466,887	\$1,455,266	\$455,609	\$214,324
2045	\$82,030	\$2,879,636	\$271,423	\$1,237,937	\$118,634	\$850,267	\$95,478	\$1,240,874	\$837,626	\$0	\$218,611
2046	\$83,671	\$2,915,296	\$251,772	\$1,252,958	\$297,872	\$802,198	\$80,681	\$1,210,596	\$3,781,871	\$944,733	\$222,983
2047	\$85,344	\$2,951,323	\$318,455	\$1,269,507	\$503,624	\$908,055	\$80,138	\$825,998	\$1,934,742	\$562,624	\$227,443
2048	\$87,051	\$2,682,172	\$226,145	\$1,154,991	\$331,475	\$931,468	\$146,680	\$2,303,325	\$2,881,280	\$616,756	\$231,991
TOTAL	\$4,911,763	\$66,950,536	\$5,833,180	\$28,788,112	\$6,399,847	\$20,093,326	\$2,421,304	\$31,481,939	\$14,298,768	\$2,579,722	\$5,304,980

UNITED LAGUNA WOODS MUTUAL
2019 RESERVE PLAN
Planned Expenditures from Reserve Fund

<i>Program</i>	<i>Solar Panels</i>	<i>Tree Maintenance</i>	Wall Replacement		<i>Waste Lines</i>	<i>Water Lines - Copper</i>	Window/Sliding Screen		
			<i>Common Area Block</i>	<i>Perimeter</i>			<i>Sliding Screen Doors</i>	<i>Windows</i>	<i>Manor Cooktops</i>
Life in Years	20	34 Month Cycle	20	60	70	70	30	Ongoing -	20
Quantity	8	32,266	22,365	Varies	6,323	6,323	6,323	Based on	5,691
Unit of Measure	Panels	Hours	Linear Feet	Linear Feet	Manors	ea	ea	Replacement	ea
Unit Cost	\$287,500	\$63	\$100	\$100 - \$340	\$8,000	\$6,000	\$515	Policy	\$506
Total Cost	\$2,300,000	\$2,016,647	\$2,236,500	\$11,678,760	\$50,584,000	\$37,938,000	\$3,256,345		\$2,879,650
									\$1,967,580
2019	\$0	\$1,232,529	\$22,365	\$158,000	\$2,300,000	\$250,000	\$26,780	\$59,896	\$70,999
2020	\$0	\$772,880	\$22,812	\$161,168	\$2,346,000	\$257,040	\$27,316	\$61,094	\$79,675
2021	\$0	\$855,704	\$22,812	\$161,168	\$2,346,000	\$257,040	\$27,316	\$61,094	\$79,675
2022	\$0	\$858,304	\$23,269	\$164,392	\$2,392,920	\$262,181	\$27,862	\$62,315	\$81,268
2023	\$0	\$560,152	\$23,734	\$167,679	\$2,440,778	\$267,424	\$28,419	\$63,562	\$82,894
2024	\$0	\$779,189	\$24,209	\$171,033	\$2,489,594	\$272,773	\$28,988	\$64,833	\$84,551
2025	\$0	\$1,017,059	\$24,693	\$174,454	\$1,324,897	\$278,228	\$29,567	\$66,130	\$86,242
2026	\$0	\$435,980	\$25,187	\$177,943	\$56,308	\$283,793	\$30,159	\$67,452	\$87,967
2027	\$0	\$933,041	\$25,690	\$181,502	\$57,434	\$289,469	\$30,762	\$68,801	\$89,727
2028	\$0	\$1,101,177	\$26,204	\$185,132	\$58,583	\$295,258	\$31,377	\$70,177	\$91,521
2029	\$0	\$467,610	\$26,728	\$188,834	\$59,755	\$301,163	\$32,005	\$71,581	\$93,352
2030	\$0	\$951,280	\$27,263	\$192,611	\$60,950	\$307,187	\$32,645	\$73,012	\$95,219
2031	\$0	\$1,127,375	\$27,808	\$196,463	\$62,169	\$313,330	\$33,298	\$74,473	\$97,123
2032	\$145,848	\$610,127	\$28,364	\$200,393	\$63,412	\$319,597	\$33,964	\$75,962	\$99,066
2033	\$148,765	\$1,003,030	\$28,932	\$204,400	\$64,680	\$325,989	\$34,643	\$77,481	\$101,047
2034	\$151,740	\$1,071,928	\$29,510	\$208,488	\$65,974	\$332,509	\$35,336	\$79,031	\$103,068
2035	\$154,775	\$850,437	\$30,100	\$212,658	\$67,293	\$339,159	\$36,042	\$80,612	\$105,129
2036	\$157,870	\$1,089,975	\$30,702	\$216,911	\$68,639	\$345,942	\$36,763	\$82,224	\$107,232
2037	\$161,028	\$923,512	\$31,316	\$221,250	\$70,012	\$352,861	\$37,498	\$83,868	\$109,376
2038	\$164,248	\$1,001,308	\$31,943	\$225,675	\$71,412	\$359,918	\$38,248	\$85,546	\$111,564
2039	\$167,533	\$1,220,890	\$32,582	\$230,188	\$72,841	\$367,116	\$39,013	\$87,257	\$113,795
2040	\$170,884	\$757,099	\$33,233	\$234,792	\$74,297	\$374,459	\$39,794	\$89,003	\$116,068
2041	\$174,302	\$1,091,052	\$33,898	\$239,488	\$75,783	\$381,948	\$40,590	\$90,783	\$118,392
2042	\$177,788	\$1,424,717	\$34,576	\$244,277	\$77,299	\$389,587	\$41,401	\$92,597	\$120,760
2043	\$181,343	\$602,119	\$35,267	\$249,163	\$78,845	\$397,379	\$42,229	\$94,449	\$123,176
2044	\$184,970	\$1,318,858	\$35,973	\$254,146	\$80,422	\$405,326	\$43,074	\$96,338	\$125,639
2045	\$188,670	\$1,541,913	\$36,692	\$259,229	\$82,030	\$413,433	\$43,935	\$98,265	\$128,152
2046	\$192,443	\$658,302	\$37,426	\$264,414	\$83,671	\$421,701	\$44,814	\$100,230	\$130,715
2047	\$196,292	\$1,355,247	\$38,175	\$269,702	\$85,344	\$430,135	\$45,710	\$102,235	\$133,329
2048	\$200,218	\$1,148,271	\$38,938	\$275,096	\$87,051	\$438,738	\$46,625	\$104,280	\$135,996
TOTAL	\$2,918,717	\$28,761,065	\$890,401	\$6,290,649	\$17,264,395	\$10,030,683	\$1,066,172	\$2,384,580	\$3,102,716
									\$3,895,962

UNITED LAGUNA WOODS MUTUAL
2019 RESERVE PLAN
Planned Expenditures from Reserve Fund

Program	Fixtures - Basins/Faucets/Sinks/Toilets						Kitchen/Bath Counters, Floors						
	Manor Fixtures Basins	Manor Fixtures Faucets	Manor Fixtures Sinks	Laundry Sinks	Manor Fixtures Toilets	Manor Garbage Disposals	Manor Hoods	Laundry Countertops	Manor K/B Countertops	Manor K/B Floors	Manor K/B Mirrors	Manor K/B Shower/Tub Enclosures	Manor K/B Tile Replacements
Life in Years	30	30	30	25	30	12	20	20	30	25	30	25	40
Quantity	11,570	17,893	6,323	175	10,706	6,323	2,300	175	17,893	16,765	11,570	7,904	6,323
Unit of Measure	ea	ea	ea	ea	ea	ea	ea	ea	ea	ea	ea	ea	Manor
Unit Cost	\$257	\$186	\$508	\$422	\$222	\$219	\$316	\$1,483	Varies	Varies	\$214	\$871	\$2,098
Total Cost	\$2,973,490	\$3,328,100	\$3,212,080	\$73,850	\$2,381,336	\$1,384,737	\$726,800	\$259,525	\$19,986,639	\$11,282,845	\$2,475,980	\$6,884,384	\$13,265,654
2019	\$56,774	\$146,615	\$58,453	\$0	\$55,407	\$115,257	\$35,574	\$13,288	\$638,870	\$322,016	\$33,013	\$108,636	\$112,899
2020	\$50,549	\$67,893	\$10,881	\$0	\$20,035	\$86,733	\$40,415	\$13,614	\$652,717	\$489,939	\$33,673	\$140,441	\$118,260
2021	\$50,549	\$67,893	\$10,881	\$0	\$8,097	\$86,733	\$40,415	\$13,614	\$652,717	\$489,939	\$33,673	\$140,441	\$118,260
2022	\$51,560	\$69,251	\$11,099	\$0	\$8,258	\$88,467	\$41,224	\$13,886	\$665,772	\$499,738	\$34,347	\$143,250	\$120,626
2023	\$52,592	\$70,636	\$11,321	\$19,705	\$8,424	\$90,237	\$42,048	\$14,164	\$679,087	\$509,733	\$35,034	\$146,115	\$123,038
2024	\$53,643	\$72,049	\$11,547	\$28,778	\$8,592	\$92,041	\$42,889	\$14,447	\$692,669	\$519,927	\$35,734	\$149,038	\$125,499
2025	\$54,716	\$73,490	\$11,778	\$31,683	\$8,764	\$93,882	\$43,747	\$14,736	\$706,522	\$530,326	\$36,449	\$152,018	\$128,009
2026	\$55,811	\$74,960	\$12,014	\$0	\$8,939	\$95,760	\$44,622	\$15,031	\$720,653	\$540,932	\$37,178	\$155,059	\$130,569
2027	\$56,927	\$76,459	\$12,254	\$0	\$9,118	\$97,675	\$45,514	\$15,332	\$735,066	\$551,751	\$37,922	\$158,160	\$133,181
2028	\$58,065	\$77,988	\$12,499	\$0	\$9,300	\$99,629	\$46,425	\$15,638	\$749,767	\$562,786	\$38,680	\$161,323	\$135,844
2029	\$59,227	\$79,548	\$12,749	\$0	\$9,486	\$101,621	\$47,353	\$15,951	\$764,762	\$574,042	\$39,454	\$164,550	\$138,561
2030	\$60,411	\$81,139	\$13,004	\$0	\$9,676	\$103,654	\$48,300	\$16,270	\$609,090	\$585,523	\$40,243	\$167,841	\$210,058
2031	\$61,619	\$82,761	\$13,264	\$0	\$9,870	\$105,727	\$49,266	\$16,595	\$621,272	\$597,233	\$41,048	\$171,197	\$214,259
2032	\$62,852	\$84,417	\$13,530	\$0	\$10,067	\$107,841	\$50,252	\$16,927	\$633,697	\$609,178	\$41,869	\$174,621	\$218,544
2033	\$64,109	\$86,105	\$13,800	\$0	\$10,268	\$109,998	\$51,257	\$17,266	\$646,371	\$621,361	\$42,706	\$178,114	\$222,915
2034	\$65,391	\$87,827	\$14,076	\$0	\$10,474	\$112,198	\$52,282	\$17,611	\$659,299	\$633,789	\$43,560	\$181,676	\$227,373
2035	\$66,699	\$89,584	\$14,358	\$0	\$10,683	\$114,442	\$53,327	\$17,963	\$672,485	\$646,464	\$44,431	\$185,309	\$231,921
2036	\$68,033	\$91,375	\$14,645	\$0	\$10,897	\$116,731	\$54,394	\$18,323	\$685,934	\$659,394	\$45,320	\$189,016	\$236,559
2037	\$69,393	\$93,203	\$14,938	\$0	\$11,115	\$119,065	\$55,482	\$18,689	\$699,653	\$672,581	\$46,226	\$192,796	\$241,291
2038	\$70,781	\$95,067	\$15,236	\$0	\$11,337	\$121,447	\$56,591	\$19,063	\$713,646	\$686,033	\$47,151	\$196,652	\$246,116
2039	\$72,197	\$96,968	\$15,541	\$0	\$11,564	\$123,876	\$57,723	\$19,444	\$727,919	\$699,754	\$48,094	\$200,585	\$251,039
2040	\$73,641	\$98,908	\$15,853	\$0	\$11,795	\$126,353	\$58,878	\$19,833	\$742,477	\$713,749	\$49,056	\$204,597	\$256,059
2041	\$75,114	\$100,884	\$16,170	\$0	\$12,031	\$128,880	\$60,055	\$20,230	\$757,327	\$728,024	\$50,037	\$208,689	\$261,181
2042	\$76,616	\$102,903	\$16,492	\$0	\$12,272	\$131,458	\$61,256	\$20,634	\$772,473	\$742,584	\$51,038	\$212,862	\$266,404
2043	\$78,148	\$104,962	\$16,822	\$0	\$12,517	\$134,087	\$62,481	\$21,047	\$787,923	\$757,436	\$52,058	\$217,120	\$271,733
2044	\$79,711	\$107,061	\$17,159	\$0	\$12,767	\$136,769	\$63,731	\$21,468	\$803,681	\$772,585	\$53,099	\$221,462	\$277,167
2045	\$81,305	\$109,202	\$17,502	\$0	\$13,023	\$139,504	\$65,006	\$21,897	\$819,755	\$788,036	\$54,161	\$225,891	\$282,710
2046	\$82,932	\$111,386	\$17,852	\$0	\$13,283	\$142,294	\$66,306	\$22,335	\$836,150	\$803,797	\$55,245	\$230,409	\$288,365
2047	\$84,590	\$113,614	\$18,209	\$0	\$13,549	\$145,140	\$67,632	\$22,782	\$852,873	\$819,873	\$56,350	\$235,017	\$294,132
2048	\$86,282	\$115,886	\$18,573	\$0	\$13,820	\$148,043	\$68,985	\$23,237	\$869,931	\$836,271	\$57,477	\$239,718	\$300,015
TOTAL	\$1,980,237	\$2,730,033	\$472,502	\$80,165	\$375,429	\$3,415,539	\$1,573,431	\$531,315	\$21,570,558	\$18,964,794	\$1,314,324	\$5,452,602	\$6,182,588

UNITED LAGUNA WOODS MUTUAL
2019 RESERVE PLAN
Planned Expenditures from Reserve Fund

<i>Program</i>	<i>Manor Ovens</i>	<i>Manor Ranges</i>	<i>Manor Refrigerators</i>	<i>Manor Water Heaters</i>	<i>Laundry Water Heaters</i>	<i>Laundry Dryers</i>	<i>Laundry Washers</i>	<i>Vertical Lifts</i>	<i>TOTAL RESERVES FUND</i>
Life in Years	20	20	20	10	15	10	15	20	
Quantity	5,691	632	6,323	6,323	172	526	700	27	
Unit of Measure	ea	ea	ea	ea		ea.	ea.	ea	
Unit Cost	\$629	\$711	\$812	\$386 - \$753	\$692	\$658	\$1,646	\$45,000	
Total Cost	\$3,579,640	\$449,350	\$5,134,280	\$4,761,220	\$119,024	\$346,108	\$1,152,200	1,215,000	
2019	\$110,999	\$25,000	\$227,359	\$1,133,990	\$0	\$13,474	\$29,200	\$0	\$13,378,267
2020	\$131,804	\$9,527	\$262,416	\$927,353	\$0	\$5,100	\$10,200	\$30,753	\$12,475,009
2021	\$131,804	\$9,527	\$262,416	\$825,353	\$0	\$5,100	\$10,200	\$0	\$12,978,792
2022	\$134,440	\$9,718	\$267,665	\$841,860	\$0	\$36,009	\$79,917	\$313,681	\$13,325,408
2023	\$137,129	\$9,912	\$273,018	\$858,698	\$0	\$36,729	\$81,515	\$63,991	\$13,543,001
2024	\$139,872	\$10,110	\$278,478	\$875,872	\$0	\$37,464	\$83,145	\$32,635	\$13,961,275
2025	\$142,669	\$10,312	\$284,048	\$893,389	\$0	\$38,213	\$84,808	\$33,288	\$13,272,685
2026	\$145,522	\$10,519	\$289,728	\$911,257	\$1,596	\$38,977	\$86,504	\$135,815	\$10,995,378
2027	\$148,433	\$10,729	\$295,524	\$929,482	\$3,255	\$39,757	\$88,234	\$0	\$11,772,919
2028	\$151,401	\$10,944	\$301,434	\$996,574	\$4,981	\$40,552	\$89,999	\$105,977	\$11,453,433
2029	\$154,430	\$11,162	\$307,463	\$542,405	\$6,774	\$41,363	\$91,799	\$36,032	\$10,485,563
2030	\$157,518	\$11,386	\$313,612	\$553,253	\$8,637	\$42,190	\$93,635	\$36,753	\$10,275,462
2031	\$160,668	\$11,613	\$319,884	\$564,318	\$10,571	\$43,034	\$95,508	\$0	\$11,254,707
2032	\$163,882	\$11,846	\$326,282	\$575,604	\$10,063	\$43,895	\$97,418	\$0	\$10,939,638
2033	\$167,159	\$12,083	\$332,808	\$587,116	\$10,265	\$44,773	\$99,366	\$0	\$11,941,480
2034	\$170,503	\$12,324	\$339,464	\$598,859	\$10,470	\$45,668	\$101,354	\$79,565	\$13,512,653
2035	\$173,913	\$12,571	\$346,233	\$610,836	\$10,679	\$46,582	\$103,381	\$0	\$13,050,492
2036	\$177,391	\$12,822	\$353,178	\$623,053	\$10,893	\$47,513	\$105,448	\$0	\$14,044,502
2037	\$180,939	\$13,079	\$360,242	\$635,514	\$11,111	\$48,463	\$107,557	\$0	\$14,459,364
2038	\$184,558	\$13,340	\$367,446	\$648,224	\$11,333	\$49,433	\$109,708	\$43,062	\$15,486,837
2039	\$188,249	\$13,607	\$374,795	\$661,188	\$11,560	\$50,420	\$111,903	\$0	\$15,778,258
2040	\$192,014	\$13,879	\$382,291	\$674,412	\$11,791	\$51,430	\$114,141	\$0	\$14,279,507
2041	\$195,854	\$14,157	\$389,937	\$687,900	\$12,027	\$52,458	\$116,423	\$456,973	\$16,860,908
2042	\$199,771	\$14,440	\$397,736	\$701,658	\$12,267	\$53,508	\$118,752	\$93,223	\$16,695,608
2043	\$203,766	\$14,729	\$405,691	\$715,692	\$12,513	\$54,578	\$121,127	\$47,544	\$15,234,298
2044	\$207,842	\$15,023	\$413,804	\$730,005	\$12,763	\$55,669	\$123,549	\$48,494	\$19,754,618
2045	\$211,999	\$15,324	\$422,080	\$744,605	\$13,018	\$56,783	\$126,020	\$197,856	\$17,117,376
2046	\$216,239	\$15,630	\$430,522	\$759,498	\$13,278	\$57,918	\$128,541	\$0	\$20,200,189
2047	\$220,563	\$15,943	\$439,132	\$774,687	\$13,544	\$59,077	\$131,112	\$154,388	\$19,026,798
2048	\$224,975	\$16,262	\$447,915	\$790,181	\$13,815	\$60,258	\$133,734	\$52,492	\$20,801,006
TOTAL	\$5,126,305	\$387,517	\$10,212,622	\$21,972,836	\$237,203	\$1,296,390	\$2,874,198	\$1,962,521	\$428,355,431

United Mutual 2019 Reserves Plan
Planned Expenditures - Use of Replacement Factor

Component	Expenditures	Replacement Factor	Explanation
BUILDINGS/INFRASTRUCTURE			
Building Structures	Projection	30%	Replacement Factor anticipated over the next 30 years
Building Structures Maint Ops	Projection	68%	Replacement Factor anticipated over the next 30 years
Building Structures Carpentry	Projection	70%	Replacement Factor anticipated over the next 30 years
Building Structures Smoke Alarm Installation	Straight Line - Historical	100%	Full replacement over 10 years
Carport Renovation	Straight Line - Historical	100%	Full replacement over next 30 years
Foundations	Projection	18%	Replacement Factor anticipated over the next 30 years
Sliding Screen Doors	Projection	25%	Replacement Factor anticipated over the next 30 years
Vertical Lifts	Straight Line - Historical	67%	Replacement Factor anticipated over the next 20 years
ELECTRICAL			
Electrical Alternate Heat Source - Heat Pumps	Projection	1.5%	Replacement Factor anticipated over the next 30 years (3 units per year)
Electrical Alternate Heat Source - Wall Heaters	Projection	1.0%	Replacement Factor anticipated over the next 30 years (3 units per year)
Solar Equipment - Panels	Projection	100%	Full replacement over 20 years, beginning in 2032
Electrical Panel Maintenance	Projection	12%	Replacement Factor anticipated over the next 30 years
Exterior Walkway Lighting	Straight Line - Historical	100%	Full replacement over next 45 years
Pushmatic Panel Replacement	Projection	n/a	Board directed remediation spending level, beginning 2016
LAUNDRY ROOMS			
Countertops	Straight Line - Life	100%	Full replacement over 20 year life
Dryers	Straight Line - Life	100%	Full replacement over 10 year life
Sinks	Straight Line - Life	100%	Full replacement over 25 year life
Washers	Straight Line - Life	100%	Full replacement over 10 year life
Water Heaters - Laundry	Straight Line - Life	100%	Full replacement over 15 year life
MANOR COMPONENTS			
Manor Cooktops	Straight Line - Life	43%	Replacement Factor anticipated over 20 year life
Manor Dishwashers	Straight Line - Life	50%	Replacement Factor anticipated over 12 year life
Manor Fixtures - Basins	Straight Line - Life	50%	Replacement Factor anticipated over 30 year life
Manor Fixtures - Faucets	Straight Line - Life	60%	Replacement Factor anticipated over 30 year life
Manor Fixtures - Sinks	Straight Line - Life	10%	Replacement Factor anticipated over 30 year life
Manor Fixtures - Toilets	Straight Line - Life	10%	Replacement Factor anticipated over 30 year life
Manor Garbage Disposals	Straight Line - Life	74%	Replacement Factor anticipated over 12 year life
Manor Hoods	Straight Line - Life	95%	Replacement Factor anticipated over 20 year life
Manor Kitchen/Bath - Countertops	Straight Line - Life	82%	Replacement Factor anticipated over 30 year life
Manor Kitchen/Bath - Floors	Straight Line - Life	41%	Replacement Factor anticipated over 25 year life
Manor Kitchen/Bath - Mirrors	Straight Line - Life	40%	Replacement Factor anticipated over 30 year life
Manor Kitchen/Bath - Shower/Tub Enclosures	Straight Line - Life	50%	Replacement Factor anticipated over 25 year life
Manor Kitchen/Bath - Tile Replacements	Projection	33%	Replacement Factor anticipated over the next 30 years
Manor Ovens	Straight Line - Life	57%	Replacement Factor anticipated over 20 year life
Manor Ranges	Straight Line - Life	30%	Replacement Factor anticipated over 20 year life
Manor Refrigerators	Straight Line - Life	80%	Replacement Factor anticipated over 20 year life
Manor Water Heaters	Projection	100%	Full replacement over next 10 years
PAINT - EXTERIOR			
Full Cycle Painting	Projection	100%	10 year paint cycle
Deck Topcoat Paint Follow-Up	Projection	100%	10 year paint cycle
Lexan Signs	Projection	100%	10 year paint cycle
Lead Testing & Abatement	Projection	n/a	\$5K per year
PAINT - PRIOR TO PAINT			
Full Cycle Dry Rot Repairs	Projection	100%	10 year paint cycle
Full Cycle Decking Repairs	Projection	100%	10 year paint cycle
Full Cycle Balcony Dry Rot Repairs	Projection	100%	10 year paint cycle
PAVING			
Cul-de-sacs	Projection	100%	Full replacement over 20 years
Seal Coat	Projection	100%	Full replacement over 6 years
Parkway Concrete Replacement	Projection	n/a	\$150K per year
PLUMBING			
Waste Lines	Projection	n/a	Board directed remediation spending level over 7 years
Water Lines Copper	Projection	20%	Replacement Factor anticipated over the next 30 years
TREE MAINTENANCE			
Tree Maintenance	Projection	100%	34 month trim cycle
ROOFS			
Built-up	Straight Line - Life	100%	Full replacement over 25 years
Composition Shingle	Straight Line - Life	100%	Replacement Factor anticipated over the next 30 years
Tile	Straight Line - Life	100%	Replacement Factor anticipated over the next 30 years
WALLS			
Common Area Block	Projection	30%	Replacement Factor anticipated over the next 30 years
Perimeter Walls	Projection	41%	Replacement Factor anticipated over the next 30 years

UNITED LAGUNA WOODS MUTUAL
2019 RESERVES PLAN
Reserve Component Summary Schedule

<i>Reserve Component</i>	<i>Quantity</i>	<i>Unit</i>	<i>Unit Cost</i>	<i>Estimated Life</i>	<i>Average Remaining Life</i>	<i>TOTAL COST</i>	<i>FULLY FUNDED BALANCE *</i>
Reserve Fund							
BUILDINGS/INFRASTRUCTURE						\$ 51,349,645	\$ 16,189,209
Building Structures	1,200	BLDG	\$ 11,240	40	15	\$ 13,488,000	\$ 2,512,436
Building Structures Maint Ops	1,200	BLDG	\$ 10,000	40	14	\$ 12,000,000	\$ 5,181,382
Building Structures Carpentry	1,200	BLDG	\$ 10,000	40	15	\$ 12,000,000	\$ 5,343,001
Building Structures Smoke Alarm Installation	19,200	EA	\$ 35	10	5	\$ 672,000	\$ 314,080
Carport Renovation	5,432	STALLS	\$ 260	35	18	\$ 1,412,300	\$ 696,130
Foundations	1,124	BLDG	\$ 6,500	60	15	\$ 7,306,000	\$ 997,269
Sliding Screen Doors	6,323	EA	\$ 515	30	15	\$ 3,256,345	\$ 415,090
Vertical Lifts	27	EA	\$ 45,000	20	7	\$ 1,215,000	\$ 729,821
ELECTRICAL						\$ 28,488,650	\$ 3,461,023
Electrical Alternate Heat Source - Heat Pumps	6,323	EA	\$ 1,326	30	15	\$ 8,384,298	\$ 57,681
Electrical Alternate Heat Source - Wall Heaters	11,942	EA	\$ 356	30	12	\$ 4,251,352	\$ 24,096
Solar Equipment - Panels	8	Panels	\$ 287,500	20	17	\$ 2,300,000	\$ 161,000
Electrical Panel Maintenance	6,323	Panel	\$ 1,500	40	15	\$ 9,484,500	\$ 725,000
Exterior Walkway Lighting	89	CDS	\$ 4,000	45	41	\$ 356,000	\$ 31,733
Pushmatic Panel Replacement	2,750	MNR	\$ 1,350	50	3	\$ 3,712,500	\$ 2,461,513
LAUNDRY ROOMS						\$ 1,950,707	\$ 778,071
Countertops	175	EA	\$ 1,483	20	10	\$ 259,525	\$ 140,085
Dryers	526	EA	\$ 658	10	6	\$ 346,108	\$ 118,883
Sinks	175	EA	\$ 422	25	4	\$ 73,850	\$ 61,629
Washers	700	EA	\$ 1,646	15	8	\$ 1,152,200	\$ 446,630
Water Heaters - Laundry	172	EA	\$ 692	15	11	\$ 119,024	\$ 10,844
MANOR COMPONENTS						\$ 86,673,767	\$ 29,726,457
Manor Cooktops	5,691	EA	\$ 506	20	10	\$ 2,879,650	\$ 813,067
Manor Dishwashers	3,060	EA	\$ 643	12	6	\$ 1,967,580	\$ 625,285
Manor Fixtures - Basins	11,570	EA	\$ 257	30	14	\$ 2,973,490	\$ 775,368
Manor Fixtures - Faucets	17,893	EA	\$ 186	30	14	\$ 3,328,100	\$ 1,111,764
Manor Fixtures - Sinks	6,323	EA	\$ 508	30	13	\$ 3,212,080	\$ 213,139
Manor Fixtures - Toilets	10,706	EA	\$ 222	30	12	\$ 2,381,336	\$ 181,819
Manor Garbage Disposals	6,323	EA	\$ 219	12	4	\$ 1,384,737	\$ 582,933
Manor Hoods	2,300	EA	\$ 316	20	10	\$ 726,800	\$ 411,993
Manor Kitchen/Bath - Countertops	17,893	EA	\$ 1,117	30	14	\$ 19,986,639	\$ 9,029,426
Manor Kitchen/Bath - Floors	16,765	EA	\$ 673	25	12	\$ 11,282,845	\$ 2,410,565
Manor Kitchen/Bath - Mirrors	11,570	EA	\$ 214	30	15	\$ 2,475,980	\$ 511,702
Manor Kitchen/Bath - Shower/Tub Enclosures	7,904	EA	\$ 871	25	12	\$ 6,884,384	\$ 1,760,892
Manor Kitchen/Bath - Tile Replacements	6,323	MNR	\$ 2,098	40	16	\$ 13,265,654	\$ 2,629,761
Manor Ovens	5,691	EA	\$ 629	20	10	\$ 3,579,640	\$ 1,338,589
Manor Ranges	632	EA	\$ 711	20	9	\$ 449,352	\$ 113,730
Manor Refrigerators	6,323	EA	\$ 812	20	10	\$ 5,134,280	\$ 2,671,434
Manor Water Heaters	6,323	EA	\$ 753	10	4	\$ 4,761,220	\$ 4,544,990
PAINT - EXTERIOR						\$ 15,665,884	\$ 9,384,070
Full Cycle Painting	15,741,601	SF	\$ 0.950	10	4	\$ 14,954,521	\$ 8,957,566
Deck Topcoat Paint Follow-Up	15,741,601	SF	\$ 0.024	10	4	\$ 371,344	\$ 222,429
Lexan Signs	15,741,601	SF	\$ 0.008	10	4	\$ 119,636	\$ 72,067
Lead Testing & Abatement	15,741,601	SF	\$ 0.014	10	4	\$ 220,382	\$ 132,008
PAINT - PRIOR TO PAINT						\$ 6,639,807	\$ 3,961,806
Full Cycle Dry Rot Repairs	15,741,601	SF	\$ 0.340	10	4	\$ 5,352,144	\$ 3,205,866
Full Cycle Decking Repairs	15,741,601	SF	\$ 0.075	10	4	\$ 1,177,472	\$ 705,292
Full Cycle Balcony Dry Rot Repairs	15,741,601	SF	\$ 0.007	8	4	\$ 110,191	\$ 50,648

UNITED LAGUNA WOODS MUTUAL
2019 RESERVES PLAN
Reserve Component Summary Schedule

<i>Reserve Component</i>	<i>Quantity</i>	<i>Unit</i>	<i>Unit Cost</i>	<i>Estimated Life</i>	<i>Average Remaining Life</i>	<i>TOTAL COST</i>	<i>FULLY FUNDED BALANCE *</i>
PAVING						\$ 10,904,347	\$ 5,704,482
Cul-de-sacs	2,554,559	SF	\$ 2.40	20	10	\$ 6,130,900	\$ 3,220,835
Seal Coat	2,547,959	SF	\$ 0.11	6	3	\$ 273,447	\$ 158,647
Parkway Concrete Replacement		As Needed		As Needed		\$ 4,500,000	\$ 2,325,000
PLUMBING						\$ 88,522,000	\$ 19,037,572
Waste Lines	6,323	MNR	\$ 8,000	70	4	\$ 50,584,000	\$ 15,258,572
Water Lines Copper	6,323	MNR	\$ 6,000	70	15	\$ 37,938,000	\$ 3,779,000
TREE MAINTENANCE						\$ 2,016,647	\$ 1,204,789
Tree Maintenance	32,266	HRS	\$ 63	3	1	\$ 2,016,647	\$ 1,204,789
ROOFS						\$ 34,032,800	\$ 9,533,222
Built-up	2,689,089	SF	\$ 6.65	25	17	\$ 17,882,400	\$ 5,862,490
Composition Shingle	3,476,194	SF	\$ 3.60	40	25	\$ 12,514,300	\$ 3,184,725
Tile	767,104	SF	\$ 4.74	40	27	\$ 3,636,100	\$ 486,007
WALLS						\$ 13,915,260	\$ 2,593,768
Common Area Block	22,365	LF	\$ 100	20	10	\$ 2,236,500	\$ 223,650
Perimeter Walls	48,954	LF	\$ 239	60	15	\$ 11,678,760	\$ 2,370,118
GRAND TOTAL						\$ 340,159,514	\$ 101,574,469

** Fully Funded Balance incorporates a Replacement Factor, when less than full replacement is expected over the course of an asset life.*

<i>Summary</i>	
Projected Reserve Balance:	\$ 16,859,010
Fully Funded Balance:	\$ 101,574,469
Percent Funded:	17%
Project Reserves Deficiency:	\$ (84,715,459)
Deficiency Per Unit:	\$ (13,398)

2019 BUSINESS PLAN

Third Laguna Hills Mutual

Adopted September 18, 2018

BOARD OF DIRECTORS

ROSEMARIE DILORENZO, President

BILL WALSH, 1st Vice President

JAMES TUNG, 2nd Vice President

BURT BAUM, Secretary

STEVE PARSONS, Treasurer

CUSH BHADA

ROY BRUNINGHAUS

BUNNY CARPENTER

JACK CONNELLY

JOHN FRANKEL

JULES ZALON

Prepared By:

VILLAGE MANAGEMENTSERVICES, Inc.

BRAD HUDSON, President/CEO

BETTY PARKER, Chief Financial Officer



THIRD LAGUNA HILLS MUTUAL 2019 BUSINESS PLAN

DESCRIPTION	2015	2016	2017	2018	2019	Per Manor Per Month		
	ACTUAL	ACTUAL	ACTUAL	PLAN	PLAN	2018 ASSESSMENT	2019	Increase/ (Decrease)
REVENUES:								
Non-assessment Revenues:								
Fees and Charges to Residents	\$501,914	\$375,549	\$330,901	\$563,238	\$478,440	\$7.69	\$6.53	\$1.16
Miscellaneous	663,769	426,317	766,421	581,301	601,000	7.94	8.21	(0.27)
Total Revenues	\$1,165,683	\$801,866	\$1,097,323	\$1,144,539	\$1,079,440	\$15.63	\$14.74	(\$0.89)
EXPENSES:								
Employee Compensation	\$8,323,161	\$6,509,988	\$6,410,860	\$6,510,804	\$6,639,747	\$88.92	\$90.68	\$1.76
Expenses Related to Compensation	3,721,558	2,606,548	2,605,941	2,822,616	2,814,402	38.55	38.44	(0.11)
Material and Supplies	1,259,373	709,061	716,470	741,380	646,142	10.12	8.82	(1.30)
Electricity	478,787	421,327	376,806	246,561	246,561	3.37	3.37	0.00
Sewer	1,522,237	1,588,795	1,639,467	1,677,000	1,716,600	22.90	23.44	0.54
Water	2,335,660	2,575,110	2,706,828	2,532,507	2,710,627	34.59	37.02	2.43
Trash	488,455	454,293	458,710	529,881	534,407	7.24	7.30	0.06
Legal Fees	114,242	109,975	230,869	290,000	220,000	3.96	3.00	(0.96)
Professional Fees	93,175	126,157	103,610	156,914	184,589	2.14	2.52	0.38
Management Fee	147,192	0	0	0	0	0.00	0.00	0.00
Equipment Rental	17,504	17,229	7,661	14,388	7,244	0.20	0.10	(0.10)
Outside Services	1,142,703	1,487,505	1,351,796	1,396,431	1,092,186	19.07	14.92	(4.15)
Repairs and Maintenance	70,622	16,969	8,394	6,537	12,001	0.09	0.16	0.07
Other Operating Expense	131,704	274,059	136,139	134,080	155,289	1.83	2.12	0.29
Insurance	456,355	437,532	469,396	458,551	460,084	6.26	6.28	0.02
Property Insurance	681,034	665,445	703,375	857,745	852,719	11.71	11.65	(0.06)
Uncollectible Accounts	141,735	90,013	118,609	100,000	138,200	1.37	1.89	0.52
Allocated Expenses	1,153,924	852,374	772,014	1,132,329	1,078,023	15.46	14.72	(0.74)
Total Expenses	\$22,279,422	\$18,942,380	\$18,816,944	\$19,607,724	\$19,508,821	\$267.78	\$266.43	(\$1.35)
RESERVE CONTRIBUTIONS:								
Replacement Fund	\$5,125,680	\$9,885,240	\$9,885,240	\$9,885,240	\$10,251,360	\$135.00	\$140.00	\$5.00
Elevator Replacement Fund	292,896	366,120	366,120	366,120	439,344	5.00	6.00	1.00
Laundry Replacement Fund					73,224	0.00	1.00	1.00
Disaster Fund	2,050,272	2,196,720	2,196,720	2,028,305	2,028,305	27.70	27.70	0.00
Unappropriated Exp. Fund	439,344	439,344	805,464	732,240	585,792	10.00	8.00	(2.00)
Total Reserve Contributions	\$7,908,192	\$12,887,424	\$13,253,544	\$13,011,905	\$13,378,025	\$177.70	\$182.70	\$5.00
TOTAL MUTUAL	\$29,021,931	\$31,027,938	\$30,973,166	\$31,475,090	\$31,807,406	\$429.85	\$434.39	\$4.54
GOLDEN RAIN FOUNDATION								
GRF OPERATING	\$13,404,429	\$12,690,372	\$12,420,562	\$13,075,237	\$13,460,408	\$178.57	183.83	\$5.26
GRF RESERVE CONTRIBUTIONS	2,416,392	1,537,704	1,757,376	1,464,480	1,391,256	20.00	19.00	(\$1.00)
TOTAL GRF	\$15,820,821	\$14,228,076	\$14,177,938	\$14,539,717	\$14,851,664	\$198.57	\$202.83	\$4.26
TOTAL BASIC ASSESSMENTS	\$44,842,752	\$45,256,014	\$45,151,104	\$46,014,807	\$46,659,070	\$628.42	\$637.22	\$8.80
SURCHARGES (unique to units with common laundry facilities, elevators, and/or Garden Villa Rec Rooms,								
Laundry Revenue	(\$108,614)	(\$101,554)	(\$113,421)	(\$108,000)	(\$220,000)	(\$2.61)	(5.31)	(\$2.70)
Laundry Operating	269,621	280,874	267,167	194,927	220,020	4.70	5.31	0.61
Elevator Operating	301,843	346,146	328,855	329,190	337,230	14.86	15.22	0.36
Laundry Replacement Fund	124,344	124,344	82,896	82,896	0	2.00	0.00	(2.00)
Garden Villa Rec Room Fund	74,520	74,520	59,616	59,616	81,972	4.00	5.50	1.50
	\$661,714	\$724,330	\$625,114	\$558,629	\$419,222	\$22.95	\$20.72	(\$2.23)
TOTAL BUSINESS PLAN	\$45,504,466	\$45,980,344	\$45,776,218	\$46,573,436	\$47,078,292			

**THIRD LAGUNA HILLS MUTUAL
2019 BUSINESS PLAN
MONTHLY ASSESSMENTS BY MANOR TYPE**

MANOR TYPE	2018	2019	Increase/ (Decrease)
SINGLE FAMILY DETACHED HOMES			
BASIC ASSESSMENT	\$628.42	\$637.22	\$8.80
TOTAL ASSESSMENT	\$628.42	\$637.22	\$8.80
CONVENTIONAL MANORS			
BASIC ASSESSMENT	\$628.42	\$637.22	\$8.80
TOTAL ASSESSMENT	\$628.42	\$637.22	\$8.80
CONVENTIONAL W/COMMON LAUNDRIES			
BASIC ASSESSMENT	\$628.42	\$637.22	\$8.80
SURCHARGES:			
Laundry Operating Expenses (Net of Income)	2.09	0.00	(\$2.09)
Laundry Replacement Fund	2.00	0.00	(\$2.00)
TOTAL SURCHARGES	4.09	0.00	(\$4.09)
TOTAL ASSESSMENT	\$632.51	\$637.22	\$4.71
8 UNIT BUILDINGS (2294, 2295)			
BASIC ASSESSMENT	\$628.42	\$637.22	\$8.80
SURCHARGES:			
Laundry Operating Expenses (Net of Income)	2.09	0.00	(\$2.09)
Laundry Replacement Fund	2.00	0.00	(\$2.00)
Elevator Operating	14.86	15.22	\$0.36
TOTAL SURCHARGES	18.95	15.22	(\$3.73)
TOTAL ASSESSMENT	\$647.37	\$652.44	\$5.07
21 UNIT BUILDINGS			
BASIC ASSESSMENT	\$628.42	\$637.22	\$8.80
SURCHARGES:			
Laundry Operating Expenses (Net of Income)	2.09	0.00	(\$2.09)
Laundry Replacement Fund	2.00	0.00	(\$2.00)
Elevator Operating	14.86	15.22	\$0.36
TOTAL SURCHARGES	18.95	15.22	(\$3.73)
TOTAL ASSESSMENT	\$647.37	\$652.44	\$5.07
22 UNIT BUILDINGS			
BASIC ASSESSMENT	\$628.42	\$637.22	\$8.80
SURCHARGES:			
Laundry Operating Expenses (Net of Income)	2.09	0.00	(\$2.09)
Laundry Replacement Fund	2.00	0.00	(\$2.00)
Elevator Operating	14.86	15.22	\$0.36
Garden Villa Rec Room Fund	4.00	5.50	\$1.50
TOTAL SURCHARGES	22.95	20.72	(\$2.23)
TOTAL ASSESSMENT	\$651.37	\$657.94	\$6.57
24 UNIT BUILDINGS			
BASIC ASSESSMENT	\$628.42	\$637.22	\$8.80
SURCHARGES:			
Laundry Operating Expenses (Net of Income)	2.09	0.00	(\$2.09)
Laundry Replacement Fund	2.00	0.00	(\$2.00)
Elevator Operating	14.86	15.22	\$0.36
Garden Villa Rec Room Fund	4.00	5.50	\$1.50
TOTAL SURCHARGES	22.95	20.72	(\$2.23)
TOTAL ASSESSMENT	\$651.37	\$657.94	\$6.57

**THIRD LAGUNA HILLS MUTUAL
2019 BUSINESS PLAN RESOLUTION**

RESOLUTION 03-18-136

RESOLVED, September 18, 2018, that the Business Plan of this Corporation for the year 2019 is hereby adopted and approved; and

RESOLVED FURTHER, that pursuant to said business plan, the Board of Directors of this Corporation hereby estimates that the net sum of \$32,226,628 is required by the Corporation to meet the Third Laguna Hills Mutual operating expenses and reserve contributions for the year 2019. In addition, the sum of \$14,851,664 is required by the Corporation to meet the Golden Rain Foundation and the Golden Rain Foundation Trust operating expenses and reserve contributions for the year 2019. Therefore, a total of \$47,078,292 is required to be collected from and paid by members of the Corporation as monthly assessments; and

RESOLVED FURTHER, that the Board of Directors of this Corporation hereby approves expenditures from reserves in the sum of \$14,474,680 of which \$12,251,169 is planned from the Replacement Fund, \$346,698 from the Elevator Replacement Fund, \$64,542 from the Laundry Replacement Fund, \$1,714,691 from the Disaster Fund, and \$97,580 from the Garden Villa Recreation Room Fund; and

RESOLVED FURTHER, that the Board of Directors of this Corporation hereby determines and establishes monthly assessments of the Corporation as shown on each member's breakdown of monthly assessments for the year 2019 and as filed in the records of the Corporation, said assessments to be due and payable by the members of this Corporation on the first day of each month for the year 2019; and

RESOLVED FURTHER, that the officers and agents of this Corporation are hereby authorized on behalf of the Corporation to carry out the purpose of this resolution.

**THIRD LAGUNA HILLS MUTUAL
2019 RESERVE FUNDING PLAN**

RESOLUTION 03-18-137

WHEREAS, Civil Code § 5570 requires specific reserve funding disclosure statements for common interest developments;

WHEREAS, planned assessments or other contributions to replacement reserves must be projected to ensure balances will be sufficient at the end of each year to meet the Corporation's obligations for repair and/or replacement of major components during the next 30 years; and

NOW THEREFORE BE IT RESOLVED, September 18, 2018, that the Board has developed and hereby adopts the Replacement Reserves 30-Year Funding Plans (attached) with the objective of maintaining replacement reserve balances at or above established thresholds totaling \$8,170,000 while meeting its obligations to repair and/or replace major components; and

RESOLVED FURTHER, that the officers and agents of this Corporation are hereby authorized on behalf of the Corporation to carry out the purpose of this resolution.

**THIRD LAGUNA HILLS MUTUAL
2019 BUSINESS PLAN
Maintenance Expenditures by Program**

DESCRIPTION		2015 ACTUALS	2016 ACTUALS	2017 ACTUAL	2018 BUDGET	2019 BUDGET	Increase/(Decrease) \$	%
OPERATING FUND								
1	JANITORIAL SERVICE	\$657,065	\$653,906	\$701,593	\$785,925	\$996,545	\$210,619	27%
2	PLUMBING SERVICE	540,721	676,691	776,888	562,159	674,483	112,324	20%
3	CARPENTRY SERVICE	359,579	418,726	469,859	370,816	385,731	14,915	4%
4	CONCRETE REPAIR/REPLACEMENT	256,288	272,459	344,015	277,636	375,171	97,535	35%
5	PEST CONTROL	212,391	240,244	279,081	298,968	260,405	(38,563)	(13%)
6	FIRE PROTECTION	82,236	71,824	72,010	100,820	175,556	74,736	74%
7	GUTTER CLEANING	128,022	206,502	144,723	166,799	151,554	(15,246)	(9%)
8	ELECTRICAL SERVICE	106,550	122,876	115,399	142,279	121,615	(20,665)	(15%)
9	APPLIANCE REPAIRS	89,256	113,354	129,690	93,901	85,379	(8,522)	(9%)
10	WELDING	54,814	41,294	97,283	75,046	85,307	10,260	14%
11	MISCELLANEOUS REPAIRS BY OUTSIDE SERVICES	43,599	71,831	41,725	66,061	58,050	(8,011)	(12%)
12	TRAFFIC CONTROL	17,830	14,495	15,717	29,721	30,359	638	2%
13	SOLAR MAINTENANCE	0	0	0	40,000	25,000	(15,000)	(38%)
14	CURB CUTS	0	0	0	20,000	10,000	(10,000)	(50%)
15	PAINT PROGRAM	1,553,188	4,005	0	0	0	0	0%
16	REPAIRS PRIOR-TO-PAINT	988,080	6,138	0	0	0	0	0%
17	GV MAILROOM RENOVATIONS	10,036	8,504	53,786	0	0	0	0%
18	BALCONY/BREEZEWAY RESURFACING	575,227	373,619	291,946	411,008	0	(411,008)	(100%)
19	BUILDING REHAB/DRY ROT	114,569	116,009	154,877	320,666	0	(320,666)	(100%)
20	ROOF REPAIRS	338,275	245,943	349,416	290,000	0	(290,000)	(100%)
21	PAINT- TOUCHUP	103,060	128,039	165,742	118,034	0	(118,034)	(100%)
22	PAVING MAINTENANCE & REPAIRS	149,686	129,474	84,634	163,751	0	(163,751)	(100%)
23	STAIR TREAD REPLACEMENTS	0	0	0	0	0	0	0%
TOTAL MAINTENANCE		\$6,380,471	\$3,915,932	\$4,288,384	\$4,333,590	\$3,435,153	(\$898,437)	(21%)

Lines 18-23 moved to reserves in 2019.

Line 17 moved to reserves in 2018.

Lines 15 and 16 moved to the reserves in 2016.

**THIRD LAGUNA HILLS MUTUAL
2019 BUSINESS PLAN
Landscape Expenditures by Program**

DESCRIPTION		2015 ACTUALS	2016 ACTUALS	2017 ACTUALS	2018 BUDGET	2019 BUDGET	Increase/(Decrease) \$	%
OPERATING FUND								
1	LAWN MAINTENANCE	\$1,205,299	\$1,209,523	\$1,414,141	\$1,315,839	\$1,396,778	\$80,939	6%
2	SHRUB-BED MAINTENANCE	2,199,557	2,255,070	2,010,200	2,300,782	2,385,680	84,898	4%
3	SLOPE MAINTENANCE	314,442	327,497	282,570	335,045	412,199	77,154	23%
4	TREE MAINTENANCE	733,911	0	4,031	0	0	0	0%
5	RESIDENT CHARGEABLE SERVICES	0	0	0	0	0	0	0%
6	PEST CONTROL	74,089	130,250	132,306	155,466	148,624	(6,842)	(4%)
7	CARPORT CLEANING	12,856	0	0	0	0	0	0%
8	GARDEN VILLA MAINTENANCE	67,656	139,786	107,962	65,718	50,063	(15,655)	(24%)
9	MISCELLANEOUS TASKS	146,175	137,668	287,394	148,723	177,375	28,652	19%
10	SUPPORT	524,295	314,800	381,147	422,727	429,628	6,901	2%
TOTAL OPERATING FUND		\$5,278,280	\$4,514,594	\$4,619,751	\$4,744,300	\$5,000,347	\$256,047	5%
RESERVE FUND								
11	LANDSCAPE MODIFICATION	(\$3,164)	\$0	\$204	250,000	994,422	744,422	298%
12	TREE MAINTENANCE	\$0	\$88,966	\$738,686	\$826,476	\$213,630	(\$612,846)	(74%)
13	TURF REDUCTION	0	0	0	0	105,468	105,468	100%
TOTAL REPLACEMENT FUND		(\$3,164)	\$88,966	\$738,890	\$1,076,476	\$1,313,520	\$237,044	22%

THIRD LAGUNA HILLS MUTUAL 2019 RESERVES PLAN

The following pages comprise the Reserves Plan for Third Laguna Hills Mutual (Mutual). Reserves provide the funding necessary to maintain, repair, replace or restore major components of the association. A reserve study is the plan by which the Mutual anticipates these costs and prepares for inevitable future expenses. Ideally, all such expenditures will be covered by those funds set aside each year in segregated accounts as reserves (or funds).

RESERVE FUNDS

The Reserves Component Schedule identifies total estimated replacement costs of \$371.5 million. Required reserves are computed using the total cost and estimated remaining life of each asset, with a projected replacement factor applied when full repair or replacement is not expected, or a projection of planned expenditures when historical data is not available. Using these methods of calculation, the reserve would require a balance of \$89.2 million as of December 31, 2019 to be fully funded. Projected balances are estimated to be over \$13.5 million, or 15 percent funded. These calculations, prepared in accordance with Civil Code §5570(b)(4) shall not be construed to require the Board to fund reserves in accordance with this calculation.

To adequately plan for future expenditures, the Mutual has adopted via resolution 30-Year Funding Plans that project contributions and disbursements to replacement funds over the next 30 years, without falling below a desired minimum balance, currently set at \$8.2 million for all reserve funds.

The reserve funds receive monies through assessments and through interest earned on invested fund balances. In 2019, the basic assessment for Mutual reserves is set at \$147 per manor per month.

REPLACEMENT RESERVE FUND

The Replacement Fund was established in the 2004 Business Plan for unreserved infrastructure items. Beginning with the 2005 Business Plan, the Roof Replacement, Asphalt Replacement, and Replacement Funds were consolidated into one fund. The purpose of this fund is to provide for replacements of structural elements and mechanical equipment within the Mutual including, but not limited to, building structures, plumbing, roofs, paving, and walls.

ELEVATOR REPLACEMENT RESERVE FUND

This Elevator Replacement Fund was established in the 1978 Business Plan and only manors located within buildings containing common elevators contributed to this fund. The Board adopted Resolution M3-97-10, which changed this from a surcharge to a shared cost for all members of the Mutual effective January 1, 1998. The purpose of this fund is to provide for the replacement of elevator components including, but not limited to, cab doors, buttons and refurbishment, controllers, hoistway doors, hydraulic cylinders, and pit water proofing.

LAUNDRY REPLACEMENT RESERVE FUND

The Laundry Replacement Fund was one of the first funds established by the Mutual. Only manors originally built to be served by Mutual-owned laundry facilities contribute to this fund. The purpose of

THIRD LAGUNA HILLS MUTUAL 2019 RESERVES PLAN

this fund is to provide for the replacement of equipment in common laundry facilities including, but not limited to, washers, dryers, water heaters and plumbing fixtures.

OTHER FUNDS

DISASTER FUND

This was one of the first funds established for the Mutual to reserve for contingencies and uninsured damages. The purpose of this fund is to provide for emergency expenditures or catastrophic damages not covered by insurance, including insurance policy deductible amounts. Also, possibly for write-offs of uncollectible accounts according to original definition of the General Operating Fund. In the 2009 Business Plan, this fund was renamed from the General Operating Fund to the Disaster Fund to better convey its purpose. This fund is not required by Civil Code and is therefore excluded from reserve plan calculations.

UNAPPROPRIATED EXPENDITURES FUND

In 1977, Resolution No. 696 established the Supplemental Appropriations Fund. The fund name was changed to the Unappropriated Expenditures Fund in 1991. This contingency fund is used for significant expenditures not otherwise identified in the Business Plan. This fund is not required by Civil Code and is therefore excluded from reserve plan calculations.

GARDEN VILLA RECREATION ROOM FUND

Surcharge Fund: Only manors located within the 53 Garden Villa buildings contribute to this fund.

The Replacement Reserve-Villa Furnishings Fund was established in 1975 for the replacement of furnishings in the Villa buildings. Several policy changes were made through the years regarding the fund name and usage. On September 19, 1995, the Board of Directors adopted Resolution M3-95-82 approving a fund name of Garden Villa Recreation Room Fund. The purpose of this fund is to provide for all expenditures in the recreation rooms of Garden Villa buildings (repairs, replacements and preventive maintenance), other than janitorial services. On June 16, 2009 the Board directed that water heater and heat pump components previously paid from this fund will be paid from the Replacement Fund. This fund is not required by Civil Code and is therefore excluded from reserve plan calculations.

**THIRD LAGUNA HILLS MUTUAL
2019 RESERVES PLAN
Projected Fund Balances**

Fund	Year	Beginning Balance	Interest	Contributions	Assessment PMPM	Planned Expenditures	ENDING BALANCE
REPLACEMENT RESERVE FUND	2018	\$ 14,097,022	\$ 186,332	\$ 9,885,240	\$ 135.00	\$ (11,460,472)	\$ 12,708,122
	2019	\$ 12,708,122	\$ 163,915	\$ 10,251,360	\$ 140.00	\$ (12,251,171)	\$ 10,872,226
	2020	\$ 10,872,226	\$ 178,445	\$ 10,617,480	\$ 145.00	\$ (11,968,171)	\$ 9,699,980
	2021	\$ 9,699,980	\$ 155,680	\$ 10,983,600	\$ 150.00	\$ (12,591,593)	\$ 8,247,667
	2022	\$ 8,247,667	\$ 142,626	\$ 11,349,720	\$ 155.00	\$ (11,544,912)	\$ 8,195,102
	2023	\$ 8,195,102	\$ 142,533	\$ 11,715,840	\$ 160.00	\$ (11,816,576)	\$ 8,236,899
ELEVATOR REPLACEMENT RESERVE FUND	2018	\$ 1,627,889	\$ 23,042	\$ 366,120	\$ 5.00	\$ (330,189)	\$ 1,686,862
	2019	\$ 1,686,862	\$ 24,265	\$ 439,344	\$ 6.00	\$ (346,698)	\$ 1,803,773
	2020	\$ 1,803,773	\$ 33,090	\$ 512,568	\$ 7.00	\$ (338,444)	\$ 2,010,987
	2021	\$ 2,010,987	\$ 36,642	\$ 512,568	\$ 7.00	\$ (346,905)	\$ 2,213,292
	2022	\$ 2,213,292	\$ 37,658	\$ 512,568	\$ 7.00	\$ (635,365)	\$ 2,128,153
	2023	\$ 2,128,153	\$ 36,029	\$ 512,568	\$ 7.00	\$ (651,250)	\$ 2,025,500
LAUNDRY REPLACEMENT RESERVE FUND	2019	\$ 849,079	\$ 11,948	\$ 73,224	\$ 1.00	\$ (64,542)	\$ 869,709
	2020	\$ 869,709	\$ 15,193	\$ 73,224	\$ 1.00	\$ (76,337)	\$ 881,790
	2021	\$ 881,790	\$ 15,387	\$ 73,224	\$ 1.00	\$ (78,245)	\$ 892,156
	2022	\$ 892,156	\$ 15,241	\$ 73,224	\$ 1.00	\$ (115,652)	\$ 864,968
	2023	\$ 864,968	\$ 15,386	\$ 146,448	\$ 2.00	\$ (118,012)	\$ 908,791
DISASTER FUND	2018	\$ 8,728,229	\$ 123,972	\$ 2,028,305	\$ 27.70	\$ (1,774,461)	\$ 9,106,045
	2019	\$ 9,106,045	\$ 129,682	\$ 2,028,305	\$ 27.70	\$ (1,714,446)	\$ 9,549,586
	2020	\$ 9,549,586	\$ 135,593	\$ 2,028,305	\$ 27.70	\$ (1,757,000)	\$ 9,956,484
	2021	\$ 9,956,484	\$ 140,982	\$ 2,028,305	\$ 27.70	\$ (1,801,000)	\$ 10,324,771
	2022	\$ 10,324,771	\$ 145,823	\$ 2,028,305	\$ 27.70	\$ (1,846,000)	\$ 10,652,899
	2023	\$ 10,652,899	\$ 150,095	\$ 2,028,305	\$ 27.70	\$ (1,892,000)	\$ 10,939,299
UNAPPROPRIATED EXPENDITURES FUND	2018	\$ 2,762,888	\$ 37,949	\$ 732,240	\$ 10.00	\$ (836,680)	\$ 2,696,397
	2019	\$ 2,696,397	\$ 38,350	\$ 585,792	\$ 8.00	\$ (500,000)	\$ 2,820,539
	2020	\$ 2,820,539	\$ 39,997	\$ 585,792	\$ 8.00	\$ (513,000)	\$ 2,933,328
	2021	\$ 2,933,328	\$ 41,485	\$ 585,792	\$ 8.00	\$ (526,000)	\$ 3,034,605
	2022	\$ 3,034,605	\$ 42,812	\$ 585,792	\$ 8.00	\$ (539,000)	\$ 3,124,209
	2023	\$ 3,124,209	\$ 43,975	\$ 585,792	\$ 8.00	\$ (552,000)	\$ 3,201,976
TOTAL	2018	\$ 27,216,028	\$ 371,295	\$ 13,011,905	\$ 177.70	\$ (14,401,802)	\$ 26,197,426
	2019	\$ 27,046,504	\$ 368,160	\$ 13,378,025	\$ 182.70	\$ (14,876,856)	\$ 25,915,833
	2020	\$ 25,915,833	\$ 402,318	\$ 13,817,369	\$ 188.70	\$ (14,652,951)	\$ 25,482,569
	2021	\$ 25,482,569	\$ 390,176	\$ 14,183,489	\$ 193.70	\$ (15,343,743)	\$ 24,712,492
	2022	\$ 24,712,492	\$ 384,160	\$ 14,549,609	\$ 198.70	\$ (14,680,930)	\$ 24,965,331
	2023	\$ 24,965,331	\$ 388,018	\$ 14,988,953	\$ 204.70	\$ (15,029,837)	\$ 25,312,465
SURCHARGE:							
LAUNDRY REPLACEMENT RESERVE FUND	2018	\$ 814,024	\$ 11,561	\$ 82,896	\$ 2.00	\$ (59,402)	\$ 849,079
Note: Laundry Replacement Fund is transferred to shared cost in 2019.							
SURCHARGE:							
GARDEN VILLA REC ROOM FUND	2018	\$ 63,639	\$ 824	\$ 59,616	\$ 4.00	\$ (69,139)	\$ 54,940
	2019	\$ 54,940	\$ 660	\$ 81,972	\$ 5.50	\$ (97,580)	\$ 39,992
	2020	\$ 39,992	\$ 637	\$ 81,972	\$ 5.50	\$ (70,900)	\$ 51,701
	2021	\$ 51,701	\$ 789	\$ 81,972	\$ 5.50	\$ (72,700)	\$ 61,762
	2022	\$ 61,762	\$ 917	\$ 81,972	\$ 5.50	\$ (74,500)	\$ 70,151
	2023	\$ 70,151	\$ 1,021	\$ 81,972	\$ 5.50	\$ (76,400)	\$ 76,744
Note: Garden Villa Rec Room Fund surcharge applies only to manors within Garden Villa buildings.							

**THIRD LAGUNA HILLS MUTUAL
2019 RESERVES PLAN
Reserve Expenditures by Program**

DESCRIPTION	2015 ACTUALS	2016 ACTUALS	2017 ACTUAL	2018 BUDGET	2019 BUDGET	Increase/(Decrease) \$	%
1 ALARM SYSTEMS	\$7,880	\$9,790	\$0	\$0	\$0	\$0	0%
2 BUILDING NUMBERS	0	2,391	4,196	33,970	33,970	0	0%
3 BUILDING STRUCTURES	1,057,800	1,448,293	1,588,675	3,152,327	2,732,992	(419,334)	(13%)
4 ELECTRICAL SYSTEMS	22,148	14,868	5,322	55,046	58,610	3,564	6%
5 ENERGY PROJECTS	0	40,000	5,157	50,000	50,000	0	0%
6 EXTERIOR LIGHTING	34,147	0	112,857	500,000	800,000	300,000	60%
7 FENCING	67,073	35,618	107,210	0	136,817	136,817	100%
8 GARDEN VILLA LOBBY	7,978	42,485	36,751	114,126	119,560	5,434	5%
9 GARDEN VILLA MAILROOM	0	0	0	23,649	70,173	46,524	197%
10 GARDEN VILLA RECESSED AREAS	0	0	36,350	195,000	250,440	55,440	28%
11 GARDEN VILLA REC ROOM HEAT PUMP/WATER HEATER	489	941	6,313	18,000	19,505	1,505	8%
12 GUTTERS	79,831	66,379	272,815	137,118	37,000	(100,118)	(73%)
13 LANDSCAPE MODERNIZATION	(3,164)	0	0	250,000	1,099,890	849,890	340%
14 MAILBOXES	11,104	2,454	12,988	19,389	36,483	17,094	88%
15 PAINT PROGRAM	0	1,347,231	1,703,787	1,602,744	2,008,631	405,886	25%
16 PRIOR TO PAINT	0	830,582	640,460	857,243	1,277,033	419,791	49%
17 PAVING/CONCRETE	68,128	273,304	296,129	597,000	844,499	247,499	41%
18 ROOFS	1,154,649	1,644,110	1,210,590	1,598,050	1,311,937	(286,113)	(18%)
19 TREE MAINTENANCE	0	88,966	738,686	826,476	213,630	(612,846)	(74%)
20 EXTERIOR WALLS	4,863	0	15,375	75,000	200,000	125,000	167%
21 WASTE LINE REMEDIATION	507,671	292,004	750,800	750,000	750,000	0	0%
22 WATER LINES - COPPER PIPE REMEDIATION	59,764	119,843	109,199	100,000	200,000	100,000	100%
23 ELEVATORS	295,105	306,727	306,380	330,189	346,698	16,509	5%
24 LAUNDRY COUNTERTOP/FLOOR REPLACEMENT	12,675	16,619	32,872	34,688	54,697	20,010	58%
25 LAUNDRY APPLIANCES REPLACEMENTS	41,461	32,890	17,075	24,714	9,844	(14,870)	(60%)
OTHER SUPPL. APPROPRIATIONS	0	0	0	0	0	0	0%
TOTAL REPLACEMENT FUNDS	\$3,429,602	\$6,615,496	\$8,009,987	\$11,344,729	\$12,662,410	\$1,317,682	12%

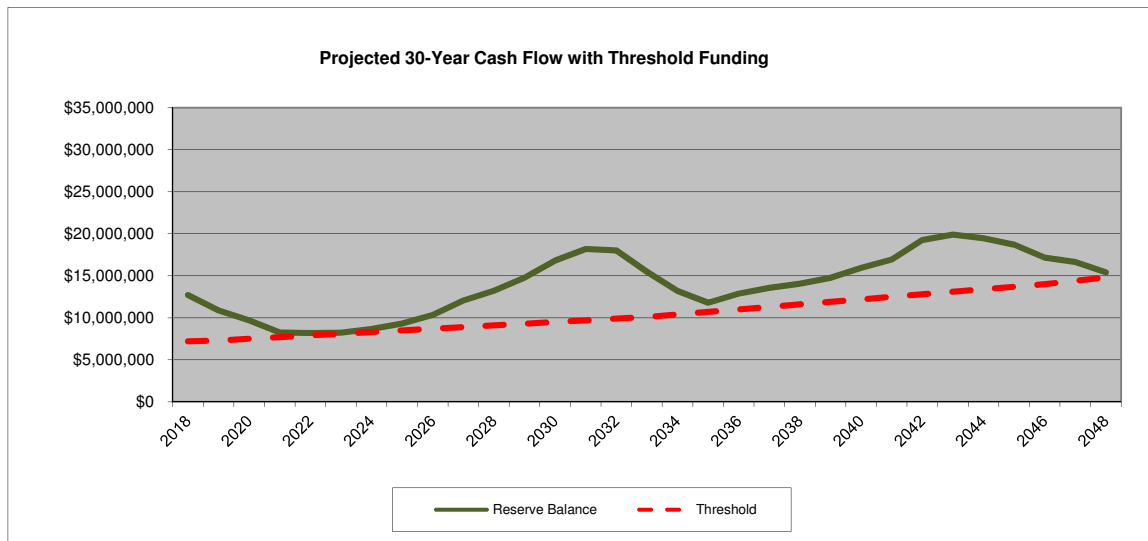
Lines 3, 15, 16, 17 and 18 include major repairs moved from operations in 2019.
Line 7 was moved to operating in 2018 under Carpentry Services.
Line 9 was moved from operations to reserves in 2018.

GARDEN VILLA RECREATION ROOMS	\$46,517	\$65,036	\$114,123	\$69,139	\$97,580	\$28,441	41%
TOTAL GARDEN VILLA RECREATION ROOM FUND	\$46,517	\$65,036	\$114,123	\$69,139	\$97,580	\$28,441	41%

**THIRD LAGUNA HILLS MUTUAL
2019 RESERVES PLAN
Replacement Reserve 30-Year Funding Plan**

Threshold (Min Balance): \$ 7,300,000
Indexed for projected inflation

Year	Assessment		Interest Earnings	Other Additions	Planned Expenditures	Reserve Balance
	Per Manor Per Month	Total Contribution				
2018	\$ 135.00	\$ 9,885,240	\$ 186,332		\$ 11,460,472	\$ 12,708,122
2019	\$ 140.00	\$ 10,251,360	\$ 163,915		\$ 12,251,171	\$ 10,872,226
2020	\$ 145.00	\$ 10,617,480	\$ 178,445		\$ 11,968,171	\$ 9,699,980
2021	\$ 150.00	\$ 10,983,600	\$ 155,680		\$ 12,591,593	\$ 8,247,667
2022	\$ 155.00	\$ 11,349,720	\$ 142,626		\$ 11,544,912	\$ 8,195,102
2023	\$ 160.00	\$ 11,715,840	\$ 142,533		\$ 11,816,576	\$ 8,236,899
2024	\$ 165.00	\$ 12,081,960	\$ 146,693		\$ 11,790,881	\$ 8,674,671
2025	\$ 170.00	\$ 12,448,080	\$ 156,089		\$ 11,958,631	\$ 9,320,208
2026	\$ 175.00	\$ 12,814,200	\$ 170,586		\$ 11,959,031	\$ 10,345,963
2027	\$ 175.00	\$ 12,814,200	\$ 194,405		\$ 11,288,418	\$ 12,066,150
2028	\$ 175.00	\$ 12,814,200	\$ 219,367		\$ 11,875,991	\$ 13,223,726
2029	\$ 175.00	\$ 12,814,200	\$ 242,704		\$ 11,524,097	\$ 14,756,533
2030	\$ 175.00	\$ 12,814,200	\$ 273,947		\$ 11,019,056	\$ 16,825,623
2031	\$ 175.00	\$ 12,814,200	\$ 303,747		\$ 11,751,547	\$ 18,192,024
2032	\$ 175.00	\$ 12,814,200	\$ 314,050		\$ 13,306,802	\$ 18,013,471
2033	\$ 175.00	\$ 12,814,200	\$ 290,529		\$ 15,637,838	\$ 15,480,362
2034	\$ 175.00	\$ 12,814,200	\$ 248,771		\$ 15,343,906	\$ 13,199,426
2035	\$ 175.00	\$ 12,814,200	\$ 216,864		\$ 14,428,590	\$ 11,801,900
2036	\$ 175.00	\$ 12,814,200	\$ 214,128		\$ 11,946,219	\$ 12,884,009
2037	\$ 175.00	\$ 12,814,200	\$ 229,337		\$ 12,372,265	\$ 13,555,281
2038	\$ 180.00	\$ 13,180,320	\$ 239,510		\$ 12,918,304	\$ 14,056,807
2039	\$ 185.00	\$ 13,546,440	\$ 249,944		\$ 13,094,993	\$ 14,758,198
2040	\$ 190.00	\$ 13,912,560	\$ 266,243		\$ 13,001,219	\$ 15,935,782
2041	\$ 195.00	\$ 14,278,680	\$ 285,054		\$ 13,572,650	\$ 16,926,866
2042	\$ 200.00	\$ 14,644,800	\$ 313,834		\$ 12,631,759	\$ 19,253,740
2043	\$ 205.00	\$ 15,010,920	\$ 339,728		\$ 14,692,357	\$ 19,912,032
2044	\$ 205.00	\$ 15,010,920	\$ 341,632		\$ 15,791,354	\$ 19,473,230
2045	\$ 205.00	\$ 15,010,920	\$ 331,186		\$ 16,107,540	\$ 18,707,796
2046	\$ 205.00	\$ 15,010,920	\$ 311,064		\$ 16,876,319	\$ 17,153,461
2047	\$ 205.00	\$ 15,010,920	\$ 293,237		\$ 15,805,011	\$ 16,652,607
2048	\$ 205.00	\$ 15,010,920	\$ 278,126		\$ 16,530,347	\$ 15,411,307



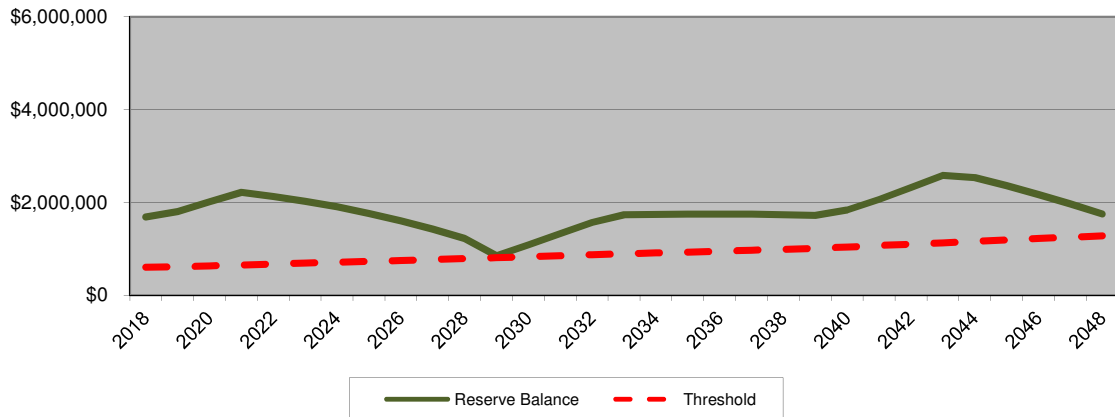
**THIRD LAGUNA HILLS MUTUAL
2019 RESERVES PLAN
Elevator Reserve 30-Year Funding Plan**

Threshold (Min Balance): \$ 610,000

Indexed for projected inflation

Year	Assessment		Interest Earnings	Planned Expenditures	Reserve Balance
	Per Manor Per Month	Total Contribution			
2018	\$ 5.00	\$ 366,120	\$ 23,042	\$ 330,189	\$ 1,686,862
2019	\$ 6.00	\$ 439,344	\$ 24,265	\$ 346,698	\$ 1,803,773
2020	\$ 7.00	\$ 512,568	\$ 33,090	\$ 338,444	\$ 2,010,987
2021	\$ 7.00	\$ 512,568	\$ 36,642	\$ 346,905	\$ 2,213,292
2022	\$ 7.00	\$ 512,568	\$ 37,658	\$ 635,365	\$ 2,128,153
2023	\$ 7.00	\$ 512,568	\$ 36,029	\$ 651,250	\$ 2,025,500
2024	\$ 7.00	\$ 512,568	\$ 34,090	\$ 667,531	\$ 1,904,628
2025	\$ 7.00	\$ 512,568	\$ 31,829	\$ 684,219	\$ 1,764,805
2026	\$ 7.00	\$ 512,568	\$ 29,232	\$ 701,325	\$ 1,605,281
2027	\$ 7.00	\$ 512,568	\$ 26,287	\$ 718,858	\$ 1,425,278
2028	\$ 7.00	\$ 512,568	\$ 22,980	\$ 736,829	\$ 1,223,997
2029	\$ 7.00	\$ 512,568	\$ 17,975	\$ 906,300	\$ 848,240
2030	\$ 3.00	\$ 219,672	\$ 16,766	\$ -	\$ 1,084,678
2031	\$ 3.00	\$ 219,672	\$ 20,904	\$ -	\$ 1,325,254
2032	\$ 3.00	\$ 219,672	\$ 25,114	\$ -	\$ 1,570,040
2033	\$ 3.00	\$ 219,672	\$ 28,642	\$ 86,432	\$ 1,731,922
2034	\$ 3.00	\$ 219,672	\$ 30,124	\$ 240,808	\$ 1,740,911
2035	\$ 3.00	\$ 219,672	\$ 30,270	\$ 242,013	\$ 1,748,840
2036	\$ 3.00	\$ 219,672	\$ 30,356	\$ 248,063	\$ 1,750,804
2037	\$ 3.00	\$ 219,672	\$ 30,336	\$ 254,265	\$ 1,746,547
2038	\$ 3.00	\$ 219,672	\$ 30,206	\$ 260,622	\$ 1,735,804
2039	\$ 3.00	\$ 219,672	\$ 29,953	\$ 268,097	\$ 1,717,331
2040	\$ 3.00	\$ 219,672	\$ 30,829	\$ 130,964	\$ 1,836,869
2041	\$ 3.00	\$ 219,672	\$ 33,814	\$ 28,929	\$ 2,061,425
2042	\$ 3.00	\$ 219,672	\$ 37,997	\$ -	\$ 2,319,094
2043	\$ 3.00	\$ 219,672	\$ 42,506	\$ -	\$ 2,581,272
2044	\$ 3.00	\$ 219,672	\$ 44,378	\$ 310,411	\$ 2,534,911
2045	\$ 3.00	\$ 219,672	\$ 42,453	\$ 437,745	\$ 2,359,291
2046	\$ 3.00	\$ 219,672	\$ 39,284	\$ 448,689	\$ 2,169,558
2047	\$ 3.00	\$ 219,672	\$ 35,865	\$ 459,906	\$ 1,965,188
2048	\$ 3.00	\$ 219,672	\$ 32,188	\$ 471,404	\$ 1,745,645

Projected 30-Year Cash Flow with Threshold Funding

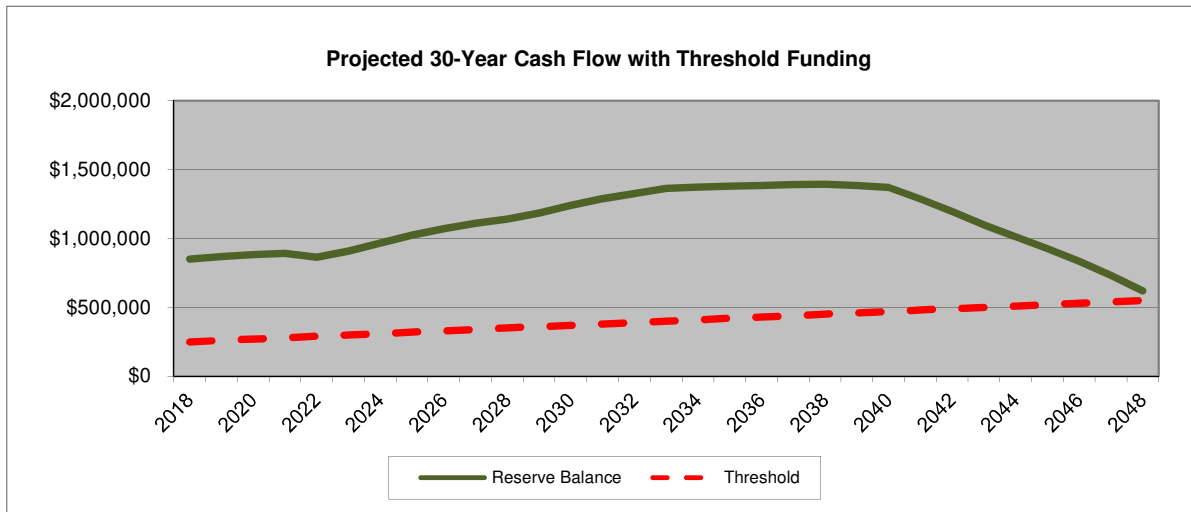


**THIRD LAGUNA HILLS MUTUAL
2019 RESERVES PLAN
Laundry Reserve 30-Year Funding Plan**

Threshold (Min Balance): \$ **260,000**
Indexed for projected inflation

Year	Assessment		Interest Earnings	Planned Expenditures	Reserve Balance
	Per Manor Per Month*	Total Contribution			
2018	\$ 2.00	\$ 82,896	\$ 11,561	\$ 59,402	\$ 849,079
2019	\$ 1.00	\$ 73,224	\$ 11,948	\$ 64,542	\$ 869,709
2020	\$ 1.00	\$ 73,224	\$ 15,193	\$ 76,337	\$ 881,790
2021	\$ 1.00	\$ 73,224	\$ 15,387	\$ 78,245	\$ 892,156
2022	\$ 1.00	\$ 73,224	\$ 15,241	\$ 115,652	\$ 864,968
2023	\$ 2.00	\$ 146,448	\$ 15,386	\$ 118,012	\$ 908,791
2024	\$ 2.00	\$ 146,448	\$ 16,270	\$ 104,602	\$ 966,907
2025	\$ 2.00	\$ 146,448	\$ 17,264	\$ 107,217	\$ 1,023,402
2026	\$ 2.00	\$ 146,448	\$ 18,171	\$ 116,511	\$ 1,071,510
2027	\$ 2.00	\$ 146,448	\$ 18,929	\$ 126,204	\$ 1,110,683
2028	\$ 2.00	\$ 146,448	\$ 19,526	\$ 136,308	\$ 1,140,350
2029	\$ 2.00	\$ 146,448	\$ 20,156	\$ 123,596	\$ 1,183,358
2030	\$ 2.00	\$ 146,448	\$ 21,026	\$ 110,163	\$ 1,240,668
2031	\$ 2.00	\$ 146,448	\$ 21,940	\$ 120,401	\$ 1,288,656
2032	\$ 2.00	\$ 146,448	\$ 22,686	\$ 131,081	\$ 1,326,708
2033	\$ 2.00	\$ 146,448	\$ 23,323	\$ 134,358	\$ 1,362,121
2034	\$ 2.00	\$ 146,448	\$ 23,724	\$ 159,358	\$ 1,372,935
2035	\$ 2.00	\$ 146,448	\$ 23,879	\$ 163,342	\$ 1,379,921
2036	\$ 2.00	\$ 146,448	\$ 23,965	\$ 167,425	\$ 1,382,909
2037	\$ 2.00	\$ 146,448	\$ 24,053	\$ 163,341	\$ 1,390,068
2038	\$ 2.00	\$ 146,448	\$ 24,143	\$ 167,425	\$ 1,393,234
2039	\$ 2.00	\$ 146,448	\$ 24,086	\$ 180,235	\$ 1,383,533
2040	\$ 2.00	\$ 146,448	\$ 23,876	\$ 184,806	\$ 1,369,051
2041	\$ 2.00	\$ 146,448	\$ 23,035	\$ 251,943	\$ 1,286,591
2042	\$ 2.00	\$ 146,448	\$ 21,537	\$ 258,241	\$ 1,196,334
2043	\$ 2.00	\$ 146,448	\$ 19,909	\$ 263,826	\$ 1,098,866
2044	\$ 2.00	\$ 146,448	\$ 18,323	\$ 250,066	\$ 1,013,571
2045	\$ 2.00	\$ 146,448	\$ 16,834	\$ 249,703	\$ 927,150
2046	\$ 2.00	\$ 146,448	\$ 15,267	\$ 255,946	\$ 832,919
2047	\$ 2.00	\$ 146,448	\$ 13,562	\$ 262,345	\$ 730,584
2048	\$ 2.00	\$ 146,448	\$ 11,714	\$ 268,903	\$ 619,843

*Transferred from Surcharge to Shared Cost in 2019



THIRD LAGUNA HILLS MUTUAL

2019 RESERVES PLAN

Replacement Reserves Planned Expenditures

Program	Building Structures			Electrical Systems				Energy Projects	Exterior Lighting	Fencing Split Rail
	Alarm Systems	Building Numbers	Building Structures	Building Rehab Dry Rot (New)	Electrical Alternate Heat Source	Electrical Panel Maintenance	Electrical Systems			
Life in Years	40	40	Various	As Needed	30	As Needed	50	As Needed	As Needed	10
Quantity	81	3,397	Various		Various		6,102		Various	70,000
Unit	ea	ea	Various		ea		Manors		Street Lights	Linear Feet
Unit Cost	\$35,000	\$100	Various		\$356 - \$1,326		Various		Various	\$14.56
Total Cost	\$2,835,000	\$339,700	\$146,209,100		\$9,223,052				\$3,120,000	\$1,019,050
2019	\$0	\$33,970	\$2,427,578	\$305,414	\$8,610	\$50,000	\$0	\$50,000	\$800,000	\$136,817
2020	\$51,250	\$34,819	\$2,774,447	\$202,567	\$5,088	\$51,250	\$51,250	\$51,250	\$82,000	\$104,453
2021	\$441,263	\$35,690	\$2,851,426	\$217,655	\$5,215	\$52,531	\$52,531	\$52,531	\$84,050	\$107,064
2022	\$452,294	\$36,582	\$1,797,911	\$221,667	\$5,345	\$53,845	\$53,845	\$53,845	\$86,151	\$109,741
2023	\$463,601	\$37,497	\$1,851,413	\$149,813	\$5,479	\$55,191	\$55,191	\$55,191	\$88,305	\$112,484
2024	\$0	\$38,434	\$1,906,750	\$174,859	\$5,616	\$56,570	\$56,570	\$56,570	\$90,513	\$115,296
2025	\$0	\$39,395	\$1,962,536	\$132,406	\$5,756	\$57,985	\$57,985	\$57,985	\$92,775	\$118,179
2026	\$0	\$40,380	\$1,568,814	\$139,456	\$5,900	\$59,434	\$59,434	\$59,434	\$95,095	\$121,133
2027	\$0	\$0	\$1,082,598	\$188,004	\$6,047	\$60,920	\$60,920	\$60,920	\$97,472	\$124,161
2028	\$0	\$0	\$1,109,663	\$400,468	\$6,199	\$62,443	\$62,443	\$0	\$99,909	\$127,265
2029	\$0	\$0	\$1,137,405	\$390,956	\$6,354	\$64,004	\$64,004	\$0	\$102,407	\$130,447
2030	\$0	\$0	\$1,165,840	\$259,303	\$6,512	\$65,604	\$65,604	\$0	\$104,967	\$133,708
2031	\$0	\$0	\$1,194,986	\$278,617	\$6,675	\$67,244	\$67,244	\$0	\$107,591	\$137,051
2032	\$0	\$0	\$1,224,861	\$283,753	\$6,842	\$68,926	\$68,926	\$0	\$110,281	\$140,477
2033	\$0	\$0	\$1,255,482	\$191,773	\$7,013	\$70,649	\$70,649	\$0	\$113,038	\$143,989
2034	\$0	\$0	\$1,286,869	\$223,835	\$7,189	\$72,415	\$72,415	\$0	\$115,864	\$147,589
2035	\$0	\$0	\$1,319,041	\$169,491	\$7,368	\$74,225	\$74,225	\$0	\$118,760	\$151,279
2036	\$0	\$0	\$1,352,017	\$178,516	\$7,552	\$76,081	\$76,081	\$0	\$121,729	\$155,061
2037	\$0	\$0	\$886,349	\$240,660	\$7,741	\$77,983	\$77,983	\$0	\$124,773	\$158,937
2038	\$0	\$0	\$908,508	\$512,633	\$7,935	\$79,933	\$79,933	\$0	\$127,892	\$162,910
2039	\$0	\$0	\$931,221	\$500,457	\$8,133	\$81,931	\$81,931	\$0	\$131,089	\$166,983
2040	\$0	\$0	\$954,501	\$331,930	\$8,337	\$83,979	\$83,979	\$0	\$134,367	\$171,158
2041	\$0	\$0	\$978,364	\$356,653	\$8,545	\$86,079	\$86,079	\$0	\$137,726	\$175,437
2042	\$0	\$0	\$1,002,823	\$363,228	\$8,759	\$88,231	\$88,231	\$0	\$141,169	\$179,823
2043	\$0	\$0	\$1,027,894	\$245,486	\$8,978	\$90,436	\$90,436	\$0	\$144,698	\$184,318
2044	\$0	\$0	\$1,053,591	\$286,527	\$9,202	\$92,697	\$92,697	\$0	\$148,316	\$188,926
2045	\$0	\$0	\$1,079,931	\$216,963	\$9,432	\$95,015	\$95,015	\$0	\$152,023	\$193,649
2046	\$0	\$0	\$1,106,929	\$228,515	\$9,668	\$97,390	\$97,390	\$0	\$155,824	\$198,491
2047	\$0	\$0	\$1,134,602	\$308,066	\$9,910	\$99,825	\$99,825	\$0	\$159,720	\$203,453
2048	\$0	\$0	\$1,162,967	\$656,213	\$10,157	\$102,320	\$102,320	\$0	\$163,713	\$208,539
TOTAL	\$1,408,408	\$296,766	\$41,497,320	\$8,355,884	\$221,556	\$2,195,135	\$2,145,135	\$497,726	\$4,232,216	\$4,508,817

THIRD LAGUNA HILLS MUTUAL

2019 RESERVES PLAN

Replacement Reserves Planned Expenditures

Program	Garden Villa Lobby	Garden Villa Mailrooms	Garden Villa Recessed Area	Garden Villa Rec Room		Gutter Replacement	Landscape Modernization	Mailboxes	Paint Program	
				GV Rec Room Heat Pumps	GV Rec Room Water Heaters				Paint Exterior	Touch Up Paint (New)
Life in Years	20	10	Various	15	10	Various	As Needed	40	10	As Needed
Quantity	53	53	53	53	53	Various		4,271	16,495,223	
Unit	Building	Building	Building	ea	ea	Various		Manor	Sq ft	
Unit Cost	\$11,956	\$5,000	\$4,044 - \$75,000	\$932	\$647	Various		\$233	Various	
Total Cost	\$633,668	\$265,000	\$4,189,332	\$49,396	\$34,291	\$5,205,020		\$995,236	\$18,096,909	
2019	\$119,560	\$70,173	\$250,440	\$18,000	\$1,505	\$37,000	\$1,099,890	\$36,483	\$1,813,338	\$195,293
2020	\$122,549	\$15,375	\$274,563	\$3,375	\$3,515	\$37,925	\$1,107,000	\$25,503	\$1,867,371	\$200,175
2021	\$125,613	\$0	\$281,427	\$3,460	\$3,603	\$38,873	\$1,134,675	\$26,141	\$1,877,337	\$205,180
2022	\$64,377	\$0	\$288,463	\$3,546	\$3,693	\$39,845	\$1,163,042	\$26,794	\$1,936,820	\$210,309
2023	\$0	\$0	\$295,674	\$3,635	\$3,785	\$40,841	\$993,432	\$27,464	\$1,981,693	\$215,567
2024	\$0	\$0	\$303,066	\$3,726	\$3,880	\$41,862	\$1,131,408	\$28,150	\$2,025,173	\$220,956
2025	\$0	\$0	\$310,643	\$3,819	\$3,977	\$42,909	\$1,043,724	\$28,854	\$2,113,281	\$226,480
2026	\$0	\$59,434	\$318,409	\$3,914	\$4,076	\$43,981	\$950,949	\$29,576	\$2,110,238	\$232,142
2027	\$0	\$60,920	\$326,369	\$4,012	\$4,178	\$45,081	\$974,722	\$30,315	\$2,183,501	\$237,945
2028	\$0	\$62,443	\$334,528	\$4,113	\$4,282	\$46,208	\$999,090	\$31,073	\$2,234,825	\$243,894
2029	\$0	\$64,004	\$342,892	\$4,215	\$4,390	\$47,363	\$1,152,076	\$31,850	\$2,303,098	\$249,991
2030	\$0	\$65,604	\$351,464	\$4,321	\$4,499	\$48,547	\$918,461	\$32,646	\$2,390,705	\$256,241
2031	\$0	\$20,173	\$360,251	\$4,429	\$4,612	\$49,761	\$806,933	\$33,462	\$2,403,261	\$262,647
2032	\$82,407	\$0	\$369,257	\$4,540	\$4,727	\$51,005	\$827,107	\$34,299	\$2,480,631	\$269,213
2033	\$84,468	\$0	\$378,488	\$4,653	\$4,845	\$52,280	\$847,784	\$35,156	\$2,538,518	\$275,944
2034	\$0	\$0	\$387,950	\$4,769	\$4,966	\$53,587	\$868,979	\$36,035	\$2,590,507	\$282,842
2035	\$0	\$0	\$397,649	\$4,889	\$5,091	\$54,927	\$1,039,154	\$36,936	\$2,691,918	\$289,913
2036	\$0	\$76,081	\$65,226	\$5,011	\$5,218	\$56,300	\$912,971	\$37,859	\$2,689,969	\$297,161
2037	\$186,473	\$77,983	\$66,857	\$5,136	\$5,348	\$57,707	\$935,795	\$38,806	\$2,783,457	\$304,590
2038	\$191,135	\$79,933	\$68,528	\$5,264	\$5,482	\$59,150	\$959,190	\$39,776	\$2,847,903	\$312,205
2039	\$195,913	\$81,931	\$70,242	\$5,396	\$5,619	\$60,629	\$983,170	\$40,770	\$2,936,705	\$320,010
2040	\$200,811	\$83,979	\$71,998	\$5,531	\$5,759	\$272,092	\$1,175,707	\$41,790	\$3,049,798	\$328,010
2041	\$205,831	\$25,824	\$73,798	\$5,669	\$5,903	\$278,895	\$1,032,943	\$42,834	\$3,063,562	\$336,211
2042	\$63,293	\$0	\$75,643	\$5,811	\$6,051	\$285,867	\$1,058,766	\$43,905	\$3,160,732	\$344,616
2043	\$0	\$0	\$77,534	\$5,956	\$6,202	\$293,014	\$1,085,236	\$45,003	\$3,234,986	\$353,231
2044	\$0	\$0	\$79,472	\$6,105	\$6,357	\$300,339	\$1,112,366	\$46,128	\$3,303,864	\$362,062
2045	\$0	\$0	\$81,459	\$6,258	\$6,516	\$307,847	\$1,330,205	\$47,281	\$3,446,329	\$371,114
2046	\$0	\$97,390	\$83,495	\$6,414	\$6,679	\$315,544	\$1,168,680	\$48,463	\$3,443,564	\$380,391
2047	\$0	\$99,825	\$85,583	\$6,575	\$6,846	\$323,432	\$1,197,897	\$49,675	\$3,565,292	\$389,901
2048	\$0	\$102,320	\$87,722	\$6,739	\$7,017	\$101,297	\$1,227,844	\$50,916	\$3,648,472	\$399,649
TOTAL	\$1,642,429	\$1,143,393	\$6,559,089	\$159,281	\$148,623	\$3,484,108	\$31,239,197	\$1,103,941	\$78,716,848	\$8,573,885

THIRD LAGUNA HILLS MUTUAL

2019 RESERVES PLAN

Replacement Reserves Planned Expenditures

Program	Prior to Paint		Paving/Concrete					Roofs				
	Prior to Paint	Balcony Breezeway Resurfacing (New)	Paving: Asphalt	Paving: Parkway Concrete	Paving: Seal Coat	Concrete and Paving Repairs (New)	Golf Cart Parking & Striping (New)	Roofs Built-Up PVC Cool Roof	Roofs Metal	Roofs Tile	Roofs Preventive Maint.	Roof Emergency Repairs (New)
Life in Years	10	As Needed	30	60	5	As Needed		25	40	40	20	As Needed
Quantity	16,495,223		3,010,084	Varies	3,006,420		Varies	4,027,825	502,525	3,760,897	4,023,624	
Unit	Sq ft		sf	SF	sf		ea	sf	sf	sf	sf	
Unit Cost	Various		\$4.13	\$9.50	\$0.11		\$2,500	\$6.65	\$4.69	\$4.43	\$0.36	
Total Cost	\$9,943,320		\$12,431,600		\$322,649			\$26,785,036	\$2,356,800	\$16,660,774	\$1,448,505	
2019	\$848,669	\$428,364	\$543,223	\$50,000	\$72,300	\$128,976	\$50,000	\$1,098,632	\$0	\$0	\$103,305	\$110,000
2020	\$995,710	\$2,402	\$584,401	\$153,750	\$47,713	\$12,103	\$25,625	\$1,048,271	\$0	\$0	\$126,140	\$251,893
2021	\$1,027,506	\$284,909	\$441,775	\$157,594	\$64,363	\$69,059	\$26,266	\$1,012,897	\$0	\$0	\$63,572	\$285,692
2022	\$1,051,310	\$325,852	\$135,064	\$161,534	\$69,562	\$81,570	\$26,922	\$1,112,125	\$0	\$0	\$72,035	\$214,983
2023	\$1,073,781	\$335,740	\$138,440	\$165,572	\$70,886	\$55,681	\$27,595	\$1,177,687	\$0	\$0	\$70,208	\$277,003
2024	\$1,120,339	\$360,552	\$141,901	\$169,711	\$73,156	\$126,112	\$28,285	\$1,206,873	\$0	\$0	\$48,095	\$436,328
2025	\$1,119,052	\$666,119	\$145,449	\$173,954	\$74,992	\$110,087	\$28,992	\$1,226,850	\$0	\$0	\$31,986	\$387,110
2026	\$1,158,248	\$446,687	\$149,085	\$178,303	\$76,675	\$94,277	\$29,717	\$1,284,579	\$0	\$0	\$86,693	\$292,349
2027	\$1,185,064	\$354,757	\$152,812	\$182,760	\$78,703	\$65,967	\$30,460	\$1,301,971	\$0	\$0	\$57,882	\$425,730
2028	\$1,212,541	\$513,293	\$156,633	\$187,329	\$80,201	\$187,774	\$31,222	\$1,351,371	\$0	\$0	\$160,513	\$362,170
2029	\$1,086,368	\$548,343	\$160,548	\$192,013	\$82,769	\$165,101	\$32,002	\$1,362,682	\$0	\$0	\$136,293	\$140,809
2030	\$925,966	\$3,074	\$164,562	\$196,813	\$84,847	\$15,493	\$0	\$1,409,227	\$701,896	\$16,392	\$141,834	\$322,445
2031	\$955,770	\$364,707	\$168,676	\$201,733	\$86,751	\$88,401	\$0	\$1,452,194	\$1,176,127	\$0	\$47,324	\$365,709
2032	\$977,849	\$417,118	\$172,893	\$206,777	\$89,045	\$104,416	\$0	\$1,478,470	\$1,305,974	\$508,586	\$190,829	\$275,196
2033	\$998,620	\$429,775	\$177,215	\$211,946	\$90,740	\$71,276	\$0	\$0	\$0	\$5,805,868	\$184,720	\$354,587
2034	\$1,042,590	\$461,537	\$181,646	\$217,245	\$93,645	\$161,434	\$0	\$2,089,187	\$0	\$2,723,042	\$296,451	\$558,536
2035	\$1,040,413	\$852,689	\$186,187	\$222,676	\$95,996	\$140,921	\$0	\$3,374,651	\$0	\$0	\$38,010	\$495,534
2036	\$1,077,240	\$571,797	\$190,842	\$228,243	\$98,150	\$120,682	\$0	\$1,700,761	\$0	\$0	\$0	\$374,231
2037	\$1,102,107	\$454,119	\$195,613	\$233,949	\$100,746	\$84,443	\$0	\$1,927,161	\$0	\$0	\$0	\$544,970
2038	\$1,127,588	\$657,058	\$200,503	\$239,798	\$102,664	\$240,367	\$0	\$1,878,300	\$0	\$0	\$0	\$463,609
2039	\$1,331,718	\$701,925	\$205,516	\$245,792	\$105,951	\$211,343	\$0	\$1,286,694	\$0	\$931,324	\$0	\$180,248
2040	\$1,185,315	\$3,935	\$210,653	\$251,937	\$108,611	\$19,832	\$0	\$597,966	\$0	\$1,427,782	\$0	\$412,756
2041	\$1,223,467	\$466,856	\$215,920	\$258,236	\$111,048	\$113,161	\$0	\$1,729,735	\$0	\$631,822	\$0	\$468,139
2042	\$1,251,730	\$533,946	\$221,318	\$264,692	\$113,985	\$133,662	\$0	\$1,210,583	\$0	\$411,264	\$0	\$352,275
2043	\$1,278,318	\$550,148	\$226,851	\$271,309	\$116,155	\$91,239	\$0	\$2,126,832	\$0	\$631,670	\$0	\$453,901
2044	\$1,334,603	\$590,807	\$232,522	\$278,092	\$119,874	\$206,650	\$0	\$1,943,291	\$0	\$1,720,174	\$144,776	\$714,973
2045	\$1,331,817	\$1,091,514	\$238,335	\$285,044	\$122,883	\$180,390	\$0	\$1,943,437	\$0	\$1,379,329	\$233,856	\$634,326
2046	\$1,378,958	\$731,949	\$244,293	\$292,170	\$125,641	\$154,483	\$0	\$1,877,855	\$0	\$1,896,971	\$117,859	\$479,048
2047	\$1,410,790	\$581,311	\$250,401	\$299,474	\$128,964	\$108,095	\$0	\$2,061,816	\$0	\$831,699	\$133,548	\$697,608
2048	\$1,443,408	\$841,090	\$256,661	\$306,961	\$131,418	\$307,690	\$0	\$2,183,365	\$0	\$975,965	\$130,162	\$593,458
TOTAL	\$34,296,855	\$14,572,374	\$6,689,938	\$6,485,405	\$2,818,434	\$3,650,686	\$337,087	\$45,455,463	\$3,183,996	\$19,891,890	\$2,616,090	\$11,925,617

THIRD LAGUNA HILLS MUTUAL

2019 RESERVES PLAN

Replacement Reserves Planned Expenditures

Program	Tree Maintenance	Exterior Walls		Waste Lines		Water Lines Copper	Total Replacement Fund
		Common Walls	Perimeter Walls	Waste Lines	Waste Lines GV Garage		
Life in Years	34 Months	As Needed	Varies	70	35	70	
Quantity	26,265		30,184	6,102	53	6,102	
Unit	Hours		If	Manors	Building	Manors	
Unit Cost	\$62.50		\$100 - \$200	\$8,000	\$19,900	\$5,125	
Total Cost	\$1,641,563	\$25,000/yr	\$9,055,261	\$48,816,000	\$1,054,700	\$31,272,750	
2019	\$213,630	\$25,000	\$175,000	\$750,000	\$0	\$200,000	\$12,251,171
2020	\$546,876	\$25,625	\$172,146	\$768,750	\$0	\$141,040	\$11,968,171
2021	\$426,449	\$26,266	\$176,450	\$787,969	\$0	\$144,566	\$12,591,593
2022	\$522,211	\$26,922	\$180,861	\$807,668	\$0	\$148,180	\$11,544,912
2023	\$795,007	\$27,595	\$185,382	\$827,860	\$0	\$151,885	\$11,816,576
2024	\$597,589	\$28,285	\$190,017	\$848,556	\$0	\$155,682	\$11,790,881
2025	\$442,249	\$28,992	\$194,767	\$869,770	\$0	\$159,574	\$11,958,631
2026	\$976,186	\$29,717	\$199,637	\$891,514	\$0	\$163,563	\$11,959,031
2027	\$587,681	\$30,460	\$204,628	\$913,802	\$0	\$167,652	\$11,288,418
2028	\$454,641	\$31,222	\$209,743	\$936,647	\$0	\$171,844	\$11,875,991
2029	\$1,034,580	\$32,002	\$214,987	\$64,004	\$0	\$176,140	\$11,524,097
2030	\$663,170	\$32,802	\$220,361	\$65,604	\$0	\$180,543	\$11,019,056
2031	\$527,423	\$33,622	\$225,871	\$67,244	\$0	\$185,057	\$11,751,547
2032	\$1,027,809	\$34,463	\$231,517	\$68,926	\$0	\$189,683	\$13,306,802
2033	\$700,658	\$35,324	\$237,305	\$70,649	\$0	\$194,425	\$15,637,838
2034	\$696,351	\$36,207	\$243,238	\$72,415	\$115,285	\$199,286	\$15,343,906
2035	\$863,555	\$37,113	\$249,319	\$74,225	\$118,167	\$204,268	\$14,428,590
2036	\$771,270	\$38,040	\$255,552	\$76,081	\$121,121	\$209,375	\$11,946,219
2037	\$974,904	\$38,991	\$261,941	\$77,983	\$124,149	\$214,609	\$12,372,265
2038	\$824,494	\$39,966	\$268,489	\$79,933	\$127,253	\$219,974	\$12,918,304
2039	\$773,980	\$40,965	\$39,568	\$81,931	\$130,434	\$225,474	\$13,094,993
2040	\$1,247,373	\$41,990	\$40,557	\$83,979	\$133,695	\$231,111	\$13,001,219
2041	\$909,302	\$43,039	\$41,571	\$86,079	\$137,037	\$236,888	\$13,572,650
2042	\$663,130	\$44,115	\$42,611	\$88,231	\$140,463	\$242,811	\$12,631,759
2043	\$1,480,340	\$45,218	\$43,676	\$90,436	\$143,975	\$248,881	\$14,692,357
2044	\$894,227	\$46,349	\$44,768	\$92,697	\$147,574	\$191,327	\$15,791,354
2045	\$691,790	\$47,507	\$45,887	\$95,015	\$151,263	\$196,110	\$16,107,540
2046	\$1,583,087	\$48,695	\$47,034	\$97,390	\$155,045	\$201,013	\$16,876,319
2047	\$997,973	\$49,912	\$48,210	\$99,825	\$158,921	\$206,038	\$15,805,011
2048	\$744,982	\$51,160	\$49,415	\$102,320	\$162,894	\$211,189	\$16,530,347
TOTAL	\$23,632,916	\$1,097,568	\$4,740,509	\$10,037,502	\$2,067,274	\$5,768,190	\$397,397,549

THIRD LAGUNA HILLS MUTUAL

2019 RESERVES PLAN

Replacement Reserves Planned Expenditures

	Elevators								
Program	Elevator Cab Door	Elevator Cab Door Operators	Elevator Cab Refurbish	Elevator Flooring	Elevator Call Buttons	Elevator Controllers	Elevator Hoistway Doors (3 stop)	Elevator Hoistway Doors (4 stop)	Elevator Machine Room Power Units
Life in Years	30 Years	30 Years	40 Years	40 Years	30 Years	30 Years	30 Years	30 Years	30 Years
Quantity	82	82	82	82	82	82	29	53	82
Unit	ea	ea	ea	ea	ea	ea	ea	ea	ea
Unit Cost	\$12,234	\$4,733	\$8,160	\$2,040	\$8,400	\$50,600	\$4,906	\$4,906	\$9,557
Total Cost	\$1,003,188	\$388,090	\$669,120	\$167,280	\$688,800	\$4,149,200	\$142,280	\$260,029	\$783,707
2019	\$0	\$47,739	\$81,600	\$33,592	\$0	\$0	\$0	\$49,544	\$96,700
2020	\$0	\$48,932	\$83,640	\$17,510	\$0	\$0	\$0	\$50,783	\$99,118
2021	\$0	\$50,156	\$85,731	\$17,948	\$0	\$0	\$0	\$52,052	\$101,595
2022	\$0	\$0	\$0	\$0	\$90,459	\$544,907	\$0	\$0	\$0
2023	\$0	\$0	\$0	\$0	\$92,720	\$558,529	\$0	\$0	\$0
2024	\$0	\$0	\$0	\$0	\$95,038	\$572,493	\$0	\$0	\$0
2025	\$0	\$0	\$0	\$0	\$97,414	\$586,805	\$0	\$0	\$0
2026	\$0	\$0	\$0	\$0	\$99,850	\$601,475	\$0	\$0	\$0
2027	\$0	\$0	\$0	\$0	\$102,346	\$616,512	\$0	\$0	\$0
2028	\$0	\$0	\$0	\$0	\$104,904	\$631,925	\$0	\$0	\$0
2029	\$0	\$0	\$0	\$0	\$129,033	\$777,267	\$0	\$0	\$0
2030	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2031	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2032	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2033	\$86,432	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2034	\$212,622	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2035	\$217,937	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2036	\$223,386	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2037	\$228,970	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2038	\$234,695	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2039	\$240,562	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2040	\$102,740	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2041	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2042	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2043	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2044	\$0	\$87,743	\$0	\$0	\$0	\$0	\$0	\$45,479	\$177,189
2045	\$0	\$107,924	\$0	\$0	\$0	\$0	\$111,879	\$0	\$217,942
2046	\$0	\$110,623	\$0	\$0	\$0	\$0	\$114,676	\$0	\$223,391
2047	\$0	\$113,388	\$0	\$0	\$0	\$0	\$117,542	\$0	\$228,976
2048	\$0	\$116,223	\$0	\$0	\$0	\$0	\$120,481	\$0	\$234,700
TOTAL	\$1,547,343	\$682,729	\$250,971	\$69,050	\$811,764	\$4,889,912	\$464,578	\$197,858	\$1,379,611

THIRD LAGUNA HILLS MUTUAL

2019 RESERVES PLAN

Replacement Reserves Planned Expenditures

Program	Elevators											
	Elevator Door Protective Devices	Elevator Fuse	Elevator Solid State Soft Starters	TOTAL ELEVATOR FUND	Laundry Counters	Laundry Dryers	Laundry Floors	Laundry Washers	Laundry Water Heaters	TOTAL LAUNDRY FUND		
Life in Years	40 Years	30 Years	20 Years		20	10	25	15	10			
Quantity	82	82	82		287	415	243	457	159			
Unit	ea	ea	ea		ea	ea	ea	ea	ea			
Unit Cost	\$1,836	\$224	\$1,622		\$482	\$1,025	\$2,017	\$1,646	\$437			
Total Cost	\$150,552	\$18,401	\$132,988		\$138,334	\$425,375	\$490,234	\$752,222	\$69,483			
2019	\$18,475	\$2,244	\$16,804	\$346,698	\$14,903	\$0	\$39,794	\$5,933	\$3,911	\$64,542		
2020	\$18,937	\$2,300	\$17,224	\$338,444	\$15,316	\$0	\$37,221	\$13,497	\$10,302	\$76,337		
2021	\$19,410	\$2,358	\$17,655	\$346,905	\$15,698	\$0	\$38,152	\$13,835	\$10,560	\$78,245		
2022	\$0	\$0	\$0	\$635,365	\$16,091	\$0	\$39,106	\$49,632	\$10,824	\$115,652		
2023	\$0	\$0	\$0	\$651,250	\$15,961	\$0	\$40,083	\$50,873	\$11,094	\$118,012		
2024	\$0	\$0	\$0	\$667,531	\$0	\$0	\$41,086	\$52,144	\$11,372	\$104,602		
2025	\$0	\$0	\$0	\$684,219	\$0	\$0	\$42,113	\$53,448	\$11,656	\$107,217		
2026	\$0	\$0	\$0	\$701,325	\$0	\$6,614	\$43,166	\$54,784	\$11,947	\$116,511		
2027	\$0	\$0	\$0	\$718,858	\$0	\$13,559	\$44,245	\$56,154	\$12,246	\$126,204		
2028	\$0	\$0	\$0	\$736,829	\$0	\$20,847	\$45,351	\$57,558	\$12,552	\$136,308		
2029	\$0	\$0	\$0	\$906,300	\$0	\$28,491	\$23,242	\$58,997	\$12,866	\$123,596		
2030	\$0	\$0	\$0	\$0	\$0	\$36,504	\$0	\$60,471	\$13,188	\$110,163		
2031	\$0	\$0	\$0	\$0	\$0	\$44,900	\$0	\$61,983	\$13,517	\$120,401		
2032	\$0	\$0	\$0	\$0	\$0	\$53,693	\$0	\$63,533	\$13,855	\$131,081		
2033	\$0	\$0	\$0	\$86,432	\$0	\$55,035	\$0	\$65,121	\$14,202	\$134,358		
2034	\$0	\$0	\$28,186	\$240,808	\$21,640	\$56,411	\$0	\$66,749	\$14,557	\$159,358		
2035	\$0	\$0	\$24,076	\$242,013	\$22,181	\$57,821	\$0	\$68,418	\$14,921	\$163,342		
2036	\$0	\$0	\$24,678	\$248,063	\$22,736	\$59,267	\$0	\$70,128	\$15,294	\$167,425		
2037	\$0	\$0	\$25,295	\$254,265	\$15,035	\$60,749	\$0	\$71,882	\$15,676	\$163,341		
2038	\$0	\$0	\$25,927	\$260,622	\$15,411	\$62,267	\$0	\$73,679	\$16,068	\$167,425		
2039	\$0	\$0	\$27,535	\$268,097	\$24,421	\$63,824	\$0	\$75,521	\$16,470	\$180,235		
2040	\$0	\$0	\$28,224	\$130,964	\$25,096	\$65,420	\$0	\$77,409	\$16,881	\$184,806		
2041	\$0	\$0	\$28,929	\$28,929	\$25,724	\$67,055	\$62,517	\$79,344	\$17,304	\$251,943		
2042	\$0	\$0	\$0	\$0	\$26,367	\$68,732	\$64,079	\$81,327	\$17,736	\$258,241		
2043	\$0	\$0	\$0	\$0	\$26,154	\$70,450	\$65,681	\$83,361	\$18,180	\$263,826		
2044	\$0	\$0	\$0	\$310,411	\$0	\$72,211	\$73,776	\$85,445	\$18,634	\$250,066		
2045	\$0	\$0	\$0	\$437,745	\$0	\$74,016	\$69,007	\$87,581	\$19,100	\$249,703		
2046	\$0	\$0	\$0	\$448,689	\$0	\$75,867	\$70,732	\$89,770	\$19,577	\$255,946		
2047	\$0	\$0	\$0	\$459,906	\$0	\$77,763	\$72,500	\$92,014	\$20,067	\$262,345		
2048	\$0	\$0	\$0	\$471,404	\$0	\$79,708	\$74,313	\$94,315	\$20,568	\$268,903		
TOTAL	\$56,822	\$6,902	\$264,532	\$10,622,071	\$302,736	\$1,271,206	\$986,162	\$1,914,904	\$435,126	\$4,910,133		

Third Mutual 2019 Reserves Plan

Planned Expenditures - Use of Replacement Factor

Component	Expenditures	Replacement Factor	Explanation
Replacement Fund			
ALARM SYSTEMS			
Alarm Systems	Projection	46%	Replacement Factor anticipated over the next 30 years
BUILDING NUMBERS			
Lighted Building Numbers	Projection	80%	Replacement Factor anticipated over the next 30 years
FOUNDATIONS/STRUCTURES			
Building Structures	Projection	19%	Replacement Factor anticipated over the next 30 years
Building Structures Maint Ops	Projection	48%	Replacement Factor anticipated over the next 30 years
Building Structures Carpentry	Projection	40%	Replacement Factor anticipated over the next 30 years
Building Structures Carport Panels	Projection	83%	Replacement Factor anticipated over the next 30 years
Storage Cabinet GV	Projection	86%	Replacement Factor anticipated over the next 30 years
Foundations	Projection	16%	Replacement Factor anticipated over the next 30 years
Building Structures Dry Rot Replacements	Projection	14%	Replacement Factor anticipated over the next 30 years
Parapet Wall	Projection	100%	Full replacement over the next 30 years
ELECTRICAL SYSTEMS			
Electrical Alternate Heat Source - Heat Pumps	Projection	2.1%	Replacement Factor anticipated over the next 30 years (3 units per year)
Electrical Alternate Heat Source - Wall Heater	Projection	1.0%	Replacement Factor anticipated over the next 30 years (3 units per year)
Electrical Systems	Projection	n/a	\$50K per year
Exterior Lighting	Projection	n/a	Contingency for Street Lighting
Energy Projects	Projection	n/a	Contingency for Energy Consultant & Recommendations
FENCING			
Fencing - Split Rail	Straight Line - Life	100%	Full replacement over 10 years
GUTTERS			
Gutters	Projection	100%	Replacement Factor anticipated over the next 30 years
Gutter Replacement (1 & 2-story Bldgs)	Projection	n/a	Contingency of \$37K per year
MAILBOXES			
Mailboxes	Projection	76%	Replacement Factor anticipated over the next 30 years
PAINT - EXTERIOR			
Full Cycle Exterior Paint	Projection	100%	Full replacement over 10 years
Deck Topcoat Paint Follow-Up	Projection	100%	Full replacement over 10 years
Lexan Signs	Projection	100%	Full replacement over 10 years
Lead Abatement and Testing	Projection	n/a	Contingency of \$5K per year
PAINT - PRIOR TO PAINT DRY ROT			
Dry Rot Repairs	Projection	100%	Full replacement over 10 years
Decking Repairs	Projection	100%	Full replacement over 10 years
Balcony Dry Rot Repairs	Projection	100%	Full replacement over 10 years
Lead Abatement and Testing	Projection	n/a	Contingency of \$5K per year
PAVING			
Paving	Projection	40%	Replacement Factor anticipated over the next 30 years
Seal Coat	Projection	100%	Full replacement over 5 years
Parkway Concrete Replacement	Projection	n/a	\$150K per year
PLUMBING			
Water Lines - Copper	Projection	13%	Replacement Factor anticipated over the next 30 years
Waste Lines	Projection	n/a	Remediation spending level over 10 years
Waste Lines - GV Garage	Projection	100%	Full replacement over the next 30 years
REC ROOMS, GARDEN VILLA			
GV Lobby	Straight Line - Life	100%	Full replacement over the next 20 years
GV Mailrooms	Straight Line - Life	100%	Full replacement over the next 10 years
GV Recessed Areas	Straight Line - Life	100%	Full replacement over the next 5 years
GV Recessed Area Concrete Filler	Projection	100%	Full replacement over the next 30 years
GV Rec Room Heat Pumps	Straight Line - Life	100%	Full replacement over the next 5 years
GV Rec Room Water Heaters	Straight Line - Life	100%	Full replacement over the next 10 years
ROOFS			
Built Up (Flat Rock/Cool Roof)	Straight Line - Life	100%	Full replacement over the next 25 years
Metal	Straight Line - Life	100%	Replacement Factor anticipated over the next 30 years
Preventive Maintenance	Straight Line - Life	100%	Full replacement over the next 20 years

Third Mutual 2019 Reserves Plan
Planned Expenditures - Use of Replacement Factor

Component	Expenditures	Replacement Factor	Explanation
Tile	Straight Line - Life	100%	Full replacement over the next 40 years
TREE MAINTENANCE			
Tree Maintenance	Projection	100%	Full Cycle over 34 months
WALLS			
Perimeter Walls	Projection	n/a	\$168K per year
Common Walls	Projection	n/a	\$25K per year

Elevator Replacement Fund

ELEVATOR			
Cab Doors	Projection	100%	Replacement Factor anticipated over the next 30 years
Cab Door Operators	Projection	100%	Replacement Factor anticipated over the next 30 years
Cab Refurbish	Projection	n/a	10 per year over next 3 years
Cab Flooring	Projection	n/a	33 planned over next 3 years
Call Buttons	Projection	100%	Replacement Factor anticipated over the next 30 years
Controllers	Projection	100%	Replacement Factor anticipated over the next 30 years
Hoistway Doors (3 stop)	Projection	n/a	12 per year, beginning 2045
Hoistway Doors (4 stop)	Projection	n/a	10 per year over next 3 years
Machine Room Power Units	Projection	n/a	10 per year over next 3 years
Protective Doors	Projection	n/a	10 per year over next 3 years
Elevator Fuses	Projection	n/a	10 per year over next 3 years
Solid State Soft Starters	Projection	100%	Replacement Factor anticipated over the next 20 years

Laundry Replacement Fund

LAUNDRY			
Countertops	Projection	100%	Full replacement over 20 years
Dryers	Straight Line - Life	n/a	42 per year, beginning 2032
Floors	Projection	100%	Replacement Factor anticipated over the next 25 years
Washers	Straight Line - Life	n/a	28 per year, beginning 2022
Water Heaters	Projection	100%	Full replacement over 10 years

THIRD LAGUNA HILLS MUTUAL
2019 RESERVES PLAN
Reserves Component Summary Schedule

<i>Reserve Component</i>	<i>Quantity</i>	<i>Unit</i>	<i>Unit Cost</i>	<i>Estimated Life</i>	<i>Average Remaining Life</i>	<i>TOTAL COST</i>	<i>FULLY FUNDED BALANCE</i>
Replacement Fund							
ALARM SYSTEMS						\$ 2,835,000	\$ 1,214,250
Alarm Systems	81	EA	\$ 35,000	40	3	\$ 2,835,000	\$ 1,214,250
BUILDING NUMBERS						\$ 339,700	\$ 247,982
Lighted Building Numbers	3,397	EA	\$ 100	40	4	\$ 339,700	\$ 247,982
FOUNDATIONS/STRUCTURES						\$ 146,209,100	\$ 15,798,767
Building Structures	1,405	BLDG	\$ 25,000	60	9	\$ 35,125,000	\$ 3,275,000
Building Structures Maint Ops	1,405	BLDG	\$ 5,000	60	9	\$ 7,025,000	\$ 1,671,165
Building Structures Carpentry	1,405	BLDG	\$ 12,000	60	13	\$ 16,860,000	\$ 3,377,890
Building Structures Carport Panels	1,866	STALL	\$ 350	40	15	\$ 653,100	\$ 269,712
Storage Cabinet GV	1,272	STALL	\$ 500	30	3	\$ 636,000	\$ 272,500
Foundations	1,405	BLDG	\$ 10,000	40	15	\$ 14,050,000	\$ 1,125,000
Building Structures Dry Rot Replacements	1,405	BLDG	\$ 50,000	60	9	\$ 70,250,000	\$ 4,868,750
Parapet Wall	35	WALL	\$ 46,000	60	3	\$ 1,610,000	\$ 938,750
ELECTRICAL SYSTEMS						\$ 14,243,052	\$ 3,460,585
Electrical Alternate Heat Source - Heat Pumps	4,274	EA	\$ 1,326	30	14	\$ 5,667,324	\$ 63,395
Electrical Alternate Heat Source - Wall Heater	9,988	EA	\$ 356	30	15	\$ 3,555,728	\$ 17,190
Electrical Systems		Various		Various		\$ 1,450,000	\$ 1,015,000
Energy Projects		Various		Various		\$ 450,000	\$ 405,000
Exterior Lighting		Various		Various		\$ 3,120,000	\$ 1,960,000
FENCING						\$ 1,019,050	\$ 595,392
Fencing - Split Rail	70,000	LF	\$ 15	10	4	\$ 1,019,050	\$ 595,392
GUTTERS						\$ 5,205,020	\$ 572,250
Gutters	81	BLDG	\$ 12,500	30	25	\$ 1,012,500	\$ 183,750
Gutter Replacement (1 & 2-story Bldgs)	1,405	BLDG	\$ 2,984	20	10	\$ 4,192,520	\$ 388,500
MAILBOXES						\$ 995,236	\$ 487,450
Mailboxes	4,271	MNR	\$ 233	40	14	\$ 995,236	\$ 487,450
PAINT - EXTERIOR						\$ 18,096,909	\$ 9,912,480
Full Cycle Exterior Paint	16,495,223	SF	\$ 1.02	10	4	\$ 16,825,127	\$ 9,275,745
Deck Topcoat Paint Follow-Up	16,495,223	SF	\$ 0.06	10	5	\$ 915,485	\$ 499,419
Lexan Signs	16,495,223	SF	\$ 0.01	10	5	\$ 125,364	\$ 79,816
Lead Abatement and Testing	16,495,223	SF	\$ 0.01	10	3	\$ 230,933	\$ 57,500
PAINT - PRIOR TO PAINT DRY ROT						\$ 9,943,320	\$ 5,237,423
Dry Rot Repairs	16,495,223	SF	\$ 0.43	10	5	\$ 7,092,946	\$ 3,784,037
Decking Repairs	16,495,223	SF	\$ 0.13	10	5	\$ 2,144,379	\$ 1,164,909
Balcony Dry Rot Repairs	16,495,223	SF	\$ 0.01	10	5	\$ 115,467	\$ 63,197
Lead Abatement and Testing	16,495,223	SF	\$ 0.01	10	5	\$ 590,529	\$ 225,280
PAVING						\$ 17,154,249	\$ 6,333,245
Paving	3,010,084	SF	\$ 4.13	30	12	\$ 12,431,600	\$ 2,852,718
Seal Coat	3,006,420	SF	\$ 0.11	5	2	\$ 322,649	\$ 168,027
Parkway Concrete Replacement		Various		Various		\$ 4,400,000	\$ 3,312,500
PLUMBING						\$ 81,143,450	\$ 7,923,147
Water Lines - Copper	6,102	MNR	\$ 5,125	70	14	\$ 31,272,750	\$ 3,229,661
Waste Lines	6,102	MNR	\$ 8,000	70	6	\$ 48,816,000	\$ 4,250,000
Waste Lines - GV Garage	53	BLDG	\$ 19,900	35	22	\$ 1,054,700	\$ 443,486
REC ROOMS, GARDEN VILLA						\$ 5,171,687	\$ 3,944,184
GV Lobby	53	BLG	\$ 11,956	20	8	\$ 633,668	\$ 448,350
GV Mailrooms	53	BLG	\$ 5,000	10	5	\$ 265,000	\$ 113,673
GV Recessed Areas	53	BLG	\$ 4,044	5	2	\$ 214,332	\$ 126,173

THIRD LAGUNA HILLS MUTUAL
2019 RESERVES PLAN
Reserves Component Summary Schedule

<i>Reserve Component</i>	<i>Quantity</i>	<i>Unit</i>	<i>Unit Cost</i>	<i>Estimated Life</i>	<i>Average Remaining Life</i>	<i>TOTAL COST</i>	<i>FULLY FUNDED BALANCE</i>
GV Recessed Area Concrete Filler	53	BLG	\$ 75,000	50	8	\$ 3,975,000	\$ 3,198,000
GV Rec Room Heat Pumps	53	EA	\$ 932	15	5	\$ 49,396	\$ 41,052
GV Rec Room Water Heaters	53	EA	\$ 647	10	5	\$ 34,291	\$ 16,936
ROOFS						\$ 47,251,115	\$ 23,355,988
Built Up (Flat Rock/Cool Roof)	4,027,825	SF	\$ 6.65	25	15	\$ 26,785,036	\$ 10,621,421
Metal	502,525	SF	\$ 4.69	40	12	\$ 2,356,800	\$ 1,639,479
Preventive Maintenance	4,023,624	SF	\$ 0.36	20	11	\$ 1,448,505	\$ 674,447
Tile	3,760,897	SF	\$ 4.43	40	15	\$ 16,660,774	\$ 10,420,641
TREE MAINTENANCE						\$ 1,641,563	\$ 704,622
Tree Maintenance	26,265	HRS	\$ 62.50	3	1	\$ 1,641,563	\$ 704,622
WALLS						\$ 9,805,261	\$ 3,364,539
Perimeter Walls		Various		Various		\$ 9,055,261	\$ 2,977,039
Common Walls		Various		Various		\$ 750,000	\$ 387,500
Elevator Replacement Fund							
ELEVATOR						\$ 8,553,633	\$ 5,313,445
Cab Doors	82	EA	\$ 12,234	30	18	\$ 1,003,188	\$ 417,995
Cab Door Operators	82	EA	\$ 4,733	30	18	\$ 388,090	\$ 165,261
Cab Refurbish	82	EA	\$ 8,160	40	1	\$ 669,120	\$ 238,680
Cab Flooring	82	EA	\$ 2,040	40	1	\$ 167,280	\$ 68,238
Call Buttons	82	EA	\$ 8,400	30	7	\$ 688,800	\$ 561,478
Controllers	82	EA	\$ 50,600	30	7	\$ 4,149,200	\$ 3,238,400
Hoistway Doors (3 stop)	29	EA	\$ 4,906	30	28	\$ 142,280	\$ 19,624
Hoistway Doors (4 stop)	53	EA	\$ 4,906	30	4	\$ 260,029	\$ 147,767
Machine Room Power Units	82	EA	\$ 9,557	30	18	\$ 783,707	\$ 334,589
Protective Doors	82	EA	\$ 1,836	40	1	\$ 150,552	\$ 54,039
Elevator Fuses	82	EA	\$ 224	30	1	\$ 18,401	\$ 6,507
Solid State Soft Starters	82	EA	\$ 1,622	20	11	\$ 132,988	\$ 60,867
Laundry Replacement Fund							
LAUNDRY						\$ 1,875,648	\$ 722,086
Countertops	287	EA	\$ 482	20	9	\$ 138,334	\$ 77,226
Dryers	415	EA	\$ 1,025	10	8	\$ 425,375	\$ 5,564
Floors	243	EA	\$ 2,017	25	9	\$ 490,234	\$ 320,862
Washers	457	EA	\$ 1,646	15	8	\$ 752,222	\$ 269,293
Water Heaters	159	EA	\$ 437	10	5	\$ 69,483	\$ 49,141
GRAND TOTAL						\$ 371,482,993	\$ 89,187,835

** Fully Funded Balance incorporates a Replacement Factor, when less than full replacement is expected over the course of an asset life.*

Summary	
Projected Reserves Balance:	\$ 13,545,709
Fully Funded Balance:	\$ 89,187,835
Percent Funded:	15%
Projected Reserves Deficiency:	\$ (75,642,126)
Deficiency Per Unit:	\$ (12,396)

2019 BUSINESS PLAN

Golden Rain Foundation & Trust

Adopted September 4, 2018

BOARD OF DIRECTORS

THOMAS SIRKEL, President
BETH PERAK, 1ST Vice President
RAY GROS, 2ND Vice President
JOAN MILLIMAN, Secretary
DIANE PHELPS, Treasurer
JAMES JUHAN
JAMES MATSON
BERT MOLDOW
ANNETTE SABOL SOULE
JUDITH TROUTMAN

Prepared By:
VILLAGE MANAGEMENT SERVICES, Inc.

BRAD HUDSON, CEO
BETTY PARKER, Chief Financial Officer



GOLDEN RAIN FOUNDATION & TRUST

2019 BUSINESS PLAN

DESCRIPTION	2015 ACTUALS	2016 ACTUALS	2017 ACTUALS	2018 PLAN	2019 PLAN	Per Manor Per Month		
						2018 ASSESSMENT	2019	Increase/ (Decrease)
Revenues:								
1 Non Assessment Revenue	\$7,787,231	\$7,509,748	\$ 7,637,026	\$8,752,078	\$ 9,291,861	\$57.27	\$60.80	(\$3.53)
Total Revenue	\$7,787,231	\$7,509,748	\$7,637,026	\$8,752,078	\$9,291,861	\$57.27	\$60.80	(\$3.53)
Expenses:								
2 Employee Compensation	\$17,100,826	\$17,014,180	16,817,722	\$17,432,001	\$17,797,907	\$114.06	\$116.45	\$2.39
3 Exp. Related to Compensation	5,035,650	4,866,803	4,790,960	5,852,290	5,762,291	38.29	37.70	(0.59)
4 Materials and Supplies	1,803,159	1,717,137	1,941,717	1,767,551	1,845,524	11.57	12.08	0.51
5 Cost of Merchandise Sold	140,158	190,805	202,658	168,011	193,396	1.10	1.27	0.17
6 Community Events	275,533	336,348	425,255	385,442	422,945	2.52	2.77	0.25
7 Electricity	1,039,389	937,395	973,888	874,768	867,238	5.72	5.67	(0.05)
8 Sewer	73,563	85,212	84,469	84,487	85,025	0.55	0.56	0.01
9 Water	612,516	654,765	711,535	654,714	667,328	4.28	4.37	0.09
10 Trash	180,257	174,117	176,089	196,208	192,991	1.28	1.26	(0.02)
11 Natural Gas	160,239	179,211	219,145	168,683	188,680	1.10	1.23	0.13
12 Telephone	153,741	217,701	251,088	179,999	246,000	1.18	1.61	0.43
13 Fuel & Oil for Vehicles	516,987	443,229	436,786	425,000	440,000	2.78	2.88	0.10
14 Legal Fees	384,948	769,563	440,123	250,000	377,500	1.64	2.47	0.83
15 Management Fee	307,217	3,000	0	0	0	0.00	0.00	0.00
16 Professional Fees	1,384,821	121,476	566,021	801,637	706,367	5.25	4.62	(0.63)
17 Rentals	202,902	186,739	273,641	244,168	226,240	1.60	1.48	(0.12)
18 Outside Services	780,095	858,331	1,588,877	1,269,448	1,747,468	8.31	11.43	3.12
19 Repairs and Maintenance	849,195	695,915	694,089	798,998	931,109	5.23	6.09	0.86
20 Other Operating Expense	488,838	328,603	668,871	589,507	755,629	3.86	4.94	1.08
21 (Gain)/Loss on Sale Warehouse	(93,725)	(17,679)	(1,098)	(67,500)	(67,500)	(0.44)	(0.44)	0.00
22 Interest	81,298	47,229	13,732	0	0	0.00	0.00	0.00
23 Income Taxes	486,991	34,218	(22,686)	150,000	25,000	0.98	0.16	(0.82)
24 Property and Sales Tax	116,361	94,649	115,858	95,607	91,988	0.63	0.60	(0.03)
25 Insurance	1,195,800	1,193,427	1,237,090	1,331,694	1,324,865	8.71	8.67	(0.04)
26 Cable TV Programming	4,243,731	4,457,588	4,774,945	4,850,300	4,922,500	31.74	32.21	0.47
27 Uncollectible Accounts	14,391	16,397	20,933	33,500	25,250	0.22	0.17	(0.05)
28 Cost Allocation to Mutuals	(2,306,771)	(3,878,605)	(2,029,225)	(2,494,003)	(2,389,524)	(16.32)	(15.63)	0.69
Total Expenses	\$35,228,111	\$31,727,753	\$35,372,484	\$36,042,510	\$37,386,217	\$235.84	\$244.62	\$8.78
29 (Surplus)/Deficit Recovery				0	0	0.00	0.00	0.00
30 Net Operating	\$27,440,880	\$24,218,005	\$27,735,458	\$27,290,432	\$28,094,356	\$178.57	\$183.83	\$5.25
Fund Contributions:								
31 Reserve Funds	\$4,890,624	\$3,056,640	\$3,515,136	\$2,903,808	\$2,598,144	\$19.00	\$17.00	(\$2.00)
32 Contingency Fund	152,832	152,832	152,832	152,832	305,664	1.00	2.00	1.00
33 Total Fund Contributions	\$5,043,456	\$3,209,472	\$3,667,968	\$3,056,640	\$2,903,808	\$20.00	\$19.00	(\$1.00)
34 TOTAL BASIC ASSESSMENTS	\$32,484,336	\$27,427,477	\$31,403,426	\$30,347,072	\$30,998,164	\$198.57	\$202.83	\$4.26

**GOLDEN RAIN FOUNDATION OF LAGUNA WOODS
2019 BUSINESS PLAN RESOLUTION**

RESOLUTION 90-18-41

RESOLVED, September 4, 2018, that the Business Plan of this Corporation for the year 2019 is hereby adopted and approved; and

RESOLVED FURTHER, that pursuant to said Business Plan, the Board of Directors of this Corporation hereby estimates that the sum of \$37,386,217 will be required by the Corporation to meet its annual expenses of operation, from which will be deducted \$9,291,861 in various sources of non-assessment revenue. Additionally, \$2,903,808 is planned for reserve contributions. The Board of Directors hereby estimates that the net sum of \$30,998,164 will be required to be paid by the Corporation members in accordance with the terms of that certain Trust Agreement dated March 2, 1964, as amended, and the bylaws of the Corporation; and

RESOLVED FURTHER, that this Corporation shall charge each member the sum of \$202.83 per month per membership of said Corporation, for its share of the aforesaid net expenses and reserve contributions for the year 2019; and

RESOLVED FURTHER, that the officers and agents of this Corporation are hereby authorized on behalf of the Corporation to carry out the purpose of this resolution.

**GOLDEN RAIN FOUNDATION OF LAGUNA WOODS
2019 RESERVES FUNDING PLAN RESOLUTION**

RESOLUTION 90-18-42

WHEREAS, Civil Code § 5570 requires specific reserve funding disclosure statements for associations; and

WHEREAS, planned assessments or other contributions to replacement reserves must be projected to ensure balances will be sufficient at the end of each year to meet the association's obligations for repair and/or replacement of major components during the next 30 years;

NOW THEREFORE BE IT RESOLVED, September 4, 2018, that the Board has developed and hereby adopts the Replacement Reserves 30-Year Funding Plan (attached) with the objective of maintaining replacement reserve balances at or above a threshold of \$7,000,000 while meeting its obligations to repair and/or replace major components; and

RESOLVED FURTHER, that the officers and agents of this Corporation are hereby authorized on behalf of the Corporation to carry out the purpose of this resolution.

2019 BUSINESS PLAN
GRF FACILITY/SERVICE COST REPORT
In Order of Net Cost

This report is a compilation of frequently requested cost information for certain GRF facilities and services. Shown are the planned operating expenses (net of user fee revenue), the monthly assessment, and what percentage of the net facility cost is shared equally in the assessment.

	2019 PLAN	PER MANOR PER MONTH	PERCENTAGE SHARED	PERCENTAGE FEES
Facility/Service <i>(Note)</i>				
Broadband Services	\$ 2,953,089	\$ 19.32	38%	62%
Bus Service	\$ 2,019,279	\$ 13.21	100%	0%
Golf Courses	\$ 1,246,797	\$ 8.16	37%	63%
Aquatics	\$ 699,957	\$ 4.58	99%	1%
Clubhouse 1	\$ 470,109	\$ 3.08	81%	19%
Fitness Centers	\$ 447,564	\$ 2.93	79%	21%
Performing Arts Center	\$ 433,556	\$ 2.84	46%	54%
Clubhouse 2	\$ 401,067	\$ 2.62	81%	19%
Clubhouse 4	\$ 385,115	\$ 2.52	90%	10%
Recreation Administration	\$ 329,764	\$ 2.16	44%	56%
Clubhouse 5	\$ 287,487	\$ 1.88	55%	45%
Equestrian	\$ 245,424	\$ 1.61	61%	39%
Clubhouse 6	\$ 147,512	\$ 0.97	87%	13%
Garden Centers	\$ 118,818	\$ 0.78	70%	30%
Clubhouse 7	\$ 113,552	\$ 0.74	47%	53%
CC Rec Rooms	\$ 41,837	\$ 0.27	76%	24%
Library	\$ 31,526	\$ 0.21	100%	0%
Village Greens Café	\$ 3,794	\$ 0.02	8%	92%
Bar Services	\$ (17,929)	\$ -	0%	100%

Note: The facility costs detailed above include operating costs from Recreation, Landscape, Maintenance, and allocated support costs (i.e. Payroll, Vehicle Maintenance). These figures do not include planned capital expenditures or depreciation, with the exception of Bus Service, which includes depreciation.

GOLDEN RAIN FOUNDATION & TRUST

2019 RESERVES PLAN

The following pages comprise the Reserves Plan for the Golden Rain Foundation & Trust (GRF). Reserves provide the funding necessary to maintain, repair, replace or restore major common-area components. A reserve study is the plan by which GRF anticipates these costs and prepares for inevitable future expenses. Ideally, all such expenditures will be covered by those funds set aside each year in segregated accounts as reserves (or funds).

The Reserves Component Summary Schedule identifies total replacement costs estimated near \$151 million for all major components. Required reserves are computed using the total cost and estimated remaining life of each asset, with a projected replacement factor applied where full repair or replacement is not expected, or a projection of planned expenditures when historical data is not available. Using these methods of calculation, the reserves would require a balance of \$82 million as of December 31, 2019 to be fully funded. Projected replacement reserve balances are estimated to be about \$11.1 million, or 14 percent funded. These calculations, prepared in accordance with Civil Code §5570(b)(4) shall not be construed to require the Board to fund reserves in accordance with this calculation.

To adequately plan for future expenditures, GRF has adopted, via resolution, a 30-Year Funding Plan that projects contributions and disbursements to reserves over the next 30 years, without falling below a desired minimum balance, currently set at \$7 million.

Each of the replacement reserves receives monies through assessments and through interest earned on invested fund balances. Additionally, the Trust Facilities Fee Fund receives monies through a fee charged at the close of each escrow, where applicable. Per resolution 90-17-35, the Trust Facilities Fee shall be \$5,000 for units with a sales price of \$75,000 or higher and \$2,500 for units that sell below \$75,000. In 2019, the basic monthly assessment for GRF reserves is set at \$17 per manor per month.

DEFINITION OF FUNDS RESOLUTION

RESOLUTION 90-16-52

WHEREAS, the Board determines assessments in an amount meeting operational and reserve expenditures; and

WHEREAS, expenditures from the funds are authorized by the Board through the annual business plan or supplemental appropriations;

NOW THEREFORE BE IT RESOLVED, the Board hereby adopts the following definitions to define the purpose and use of each of the restricted funds:

Operating Fund – The Operating Fund accounts for all revenues and expenditures related to the services and operations of the Golden Rain Foundation, including but not limited to, security, transportation, broadband services, recreation services, administration, insurance and taxes, utilities, and professional services.

Equipment Reserve Fund –The Equipment Reserve Fund is used for the purchase of new and replacement equipment, including but not limited to vehicles, machinery, office equipment, and furniture. This fund receives monies through assessments, interest earnings, and a transfer of operating surplus if directed by the Board. Balances are used to fund the 30-year reserves plan.

Facilities Reserve Fund –The Facilities Reserve Fund is used for the acquisition, addition, replacement or improvement of Foundation and Trust facilities and their components. This fund receives monies through assessments, interest earnings, and a transfer of operating surplus if directed by the Board. Balances are used to fund the 30-year reserves plan.

Trust Facilities Fee Fund –The Trust Facilities Fee Fund was established in 2012 to maintain and improve the recreational and other amenities available to all residents of Laguna Woods Village. A fee, allowed under Civil Code § 4580, is imposed on all transactions involving the purchase of a separate interest in any of the Community's common interest developments (United Mutual, Third Mutual and Mutual Fifty). The Trust Facilities Fee is a fixed amount, as determined from time to time by the Trustee of the Golden Rain Foundation Trust. This fund receives monies through the aforementioned fee and interest earnings. Although this is not a required fund, the Board shall determine the appropriate allocation to meet reserve expenditures.

Contingency Fund –The Contingency Fund provides for unanticipated expenditures not otherwise identified in the operating budget or reserves plan and provides for uninsured damages to property. This fund receives monies through assessments, interest earnings, and a transfer of operating surplus if directed by the Board.

Trust Improvement Fund – Established in 1974, this fund was established in the Trust to provide funding for improvement to certain existing community facilities. Contributions to this fund were discontinued in 1985 and improvements to GRF and Trust assets are funded through the funds mentioned above.

GOLDEN RAIN FOUNDATION & TRUST
2019 RESERVES PLAN
Projected Fund Balances

<i>Fund</i>	<i>Year</i>	<i>Beginning Balance</i>	<i>Interest</i>	<i>Contributions</i>	<i>Assessment PMPM</i>	<i>Expenditures*</i>	<i>ENDING BALANCE</i>
RESERVE FUND	2018	\$ 21,229,782	\$ 249,453	\$ 6,951,808	\$ 19.00	\$ (13,775,176)	\$ 14,655,867
	2019	\$ 14,655,867	\$ 179,098	\$ 6,739,494	\$ 17.00	\$ (10,465,867)	\$ 11,108,592
	2020	\$ 11,108,592	\$ 217,826	\$ 7,153,083	\$ 19.00	\$ (4,475,957)	\$ 14,003,545
	2021	\$ 14,003,545	\$ 236,606	\$ 7,305,915	\$ 20.00	\$ (8,272,306)	\$ 13,273,760
	2022	\$ 13,273,760	\$ 255,859	\$ 7,458,747	\$ 21.00	\$ (4,765,241)	\$ 16,223,124
CONTINGENCY FUND	2018	\$ 732,821	\$ 8,358	\$ 152,832	\$ 1.00	\$ (424,430)	\$ 469,581
	2019	\$ 469,581	\$ 6,964	\$ 305,664	\$ 2.00	\$ (250,000)	\$ 532,209
	2020	\$ 532,209	\$ 9,748	\$ 305,664	\$ 2.00	\$ (256,000)	\$ 591,621
	2021	\$ 591,621	\$ 10,735	\$ 305,664	\$ 2.00	\$ (262,000)	\$ 646,020
	2022	\$ 646,020	\$ 11,626	\$ 305,664	\$ 2.00	\$ (269,000)	\$ 694,310
TOTAL	2018	\$ 21,962,603	\$ 257,811	\$ 7,104,640	\$ 20.00	\$ (14,199,606)	\$ 15,125,448
	2019	\$ 15,125,448	\$ 186,062	\$ 7,045,158	\$ 19.00	\$ (10,715,867)	\$ 11,640,801
	2020	\$ 11,640,801	\$ 227,574	\$ 7,458,747	\$ 21.00	\$ (4,731,957)	\$ 14,595,166
	2021	\$ 14,595,166	\$ 247,341	\$ 7,611,579	\$ 22.00	\$ (8,534,306)	\$ 13,919,780
	2022	\$ 13,919,780	\$ 267,485	\$ 7,764,411	\$ 23.00	\$ (5,034,241)	\$ 16,917,435

** Planned Expenditures include Capital Plan items, supplemental appropriations, and carryover items from prior years.*

GOLDEN RAIN FOUNDATION & TRUST
2019 RESERVES PLAN
Reserves 30-Year Funding Plan

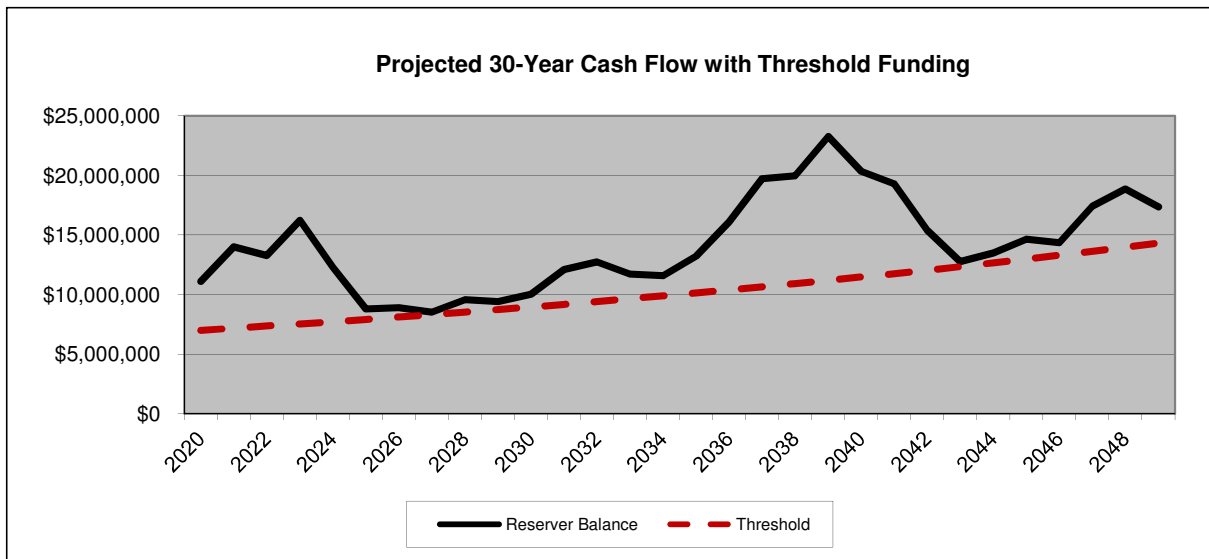
Threshold (Min Balance): \$7,000,000

Indexed for inflation

Year	Assessment		Interest Earnings	Facilities Fee ¹	Planned Expenditures ²	Reserve Balance
	Per Manor Per Month	Total Contributions				
2018	\$ 19.00	\$ 2,903,808	\$ 249,453	\$ 4,048,000	\$ (13,775,176)	\$ 14,655,867
2019	\$ 17.00	\$ 2,598,144	\$ 179,098	\$ 4,141,350	\$ (10,465,867)	\$ 11,108,592
2020	\$ 19.00	\$ 2,903,808	\$ 217,825	\$ 4,249,275	\$ (4,475,957)	\$ 14,003,543
2021	\$ 20.00	\$ 3,056,640	\$ 236,606	\$ 4,249,275	\$ (8,272,306)	\$ 13,273,758
2022	\$ 21.00	\$ 3,209,472	\$ 255,859	\$ 4,249,275	\$ (4,765,241)	\$ 16,223,123
2023	\$ 22.00	\$ 3,362,304	\$ 247,400	\$ 4,249,275	\$ (11,783,534)	\$ 12,298,568
2024	\$ 23.00	\$ 3,515,136	\$ 183,076	\$ 4,249,275	\$ (11,438,537)	\$ 8,807,518
2025	\$ 23.00	\$ 3,515,136	\$ 153,690	\$ 4,249,275	\$ (7,814,826)	\$ 8,910,793
2026	\$ 23.00	\$ 3,515,136	\$ 151,169	\$ 4,249,275	\$ (8,309,508)	\$ 8,516,865
2027	\$ 23.00	\$ 3,515,136	\$ 156,983	\$ 4,249,275	\$ (6,857,172)	\$ 9,581,087
2028	\$ 23.00	\$ 3,515,136	\$ 164,754	\$ 4,249,275	\$ (8,097,503)	\$ 9,412,749
2029	\$ 23.00	\$ 3,515,136	\$ 168,655	\$ 4,249,275	\$ (7,315,107)	\$ 10,030,708
2030	\$ 23.00	\$ 3,515,136	\$ 192,020	\$ 4,249,275	\$ (5,880,641)	\$ 12,106,498
2031	\$ 23.00	\$ 3,515,136	\$ 215,633	\$ 4,249,275	\$ (7,333,679)	\$ 12,752,863
2032	\$ 23.00	\$ 3,515,136	\$ 212,418	\$ 4,249,275	\$ (8,993,820)	\$ 11,735,872
2033	\$ 23.00	\$ 3,515,136	\$ 202,247	\$ 4,249,275	\$ (8,122,197)	\$ 11,580,333
2034	\$ 22.00	\$ 3,362,304	\$ 215,127	\$ 4,249,275	\$ (6,186,261)	\$ 13,220,778
2035	\$ 21.00	\$ 3,209,472	\$ 254,247	\$ 4,249,275	\$ (4,843,496)	\$ 16,090,276
2036	\$ 20.00	\$ 3,056,640	\$ 310,743	\$ 4,249,275	\$ (3,972,945)	\$ 19,733,989
2037	\$ 19.00	\$ 2,903,808	\$ 344,380	\$ 4,249,275	\$ (7,263,331)	\$ 19,968,121
2038	\$ 19.00	\$ 2,903,808	\$ 375,006	\$ 4,249,275	\$ (4,231,467)	\$ 23,264,743
2039	\$ 19.00	\$ 2,903,808	\$ 378,361	\$ 4,249,275	\$ (10,441,346)	\$ 20,354,841
2040	\$ 19.00	\$ 2,903,808	\$ 343,970	\$ 4,249,275	\$ (8,551,927)	\$ 19,299,967
2041	\$ 19.00	\$ 2,903,808	\$ 300,978	\$ 4,249,275	\$ (11,355,485)	\$ 15,398,543
2042	\$ 19.00	\$ 2,903,808	\$ 244,347	\$ 4,249,275	\$ (10,024,753)	\$ 12,771,220
2043	\$ 19.00	\$ 2,903,808	\$ 227,808	\$ 4,249,275	\$ (6,660,272)	\$ 13,491,839
2044	\$ 19.00	\$ 2,903,808	\$ 244,210	\$ 4,249,275	\$ (6,227,027)	\$ 14,662,105
2045	\$ 19.00	\$ 2,903,808	\$ 251,665	\$ 4,249,275	\$ (7,715,568)	\$ 14,351,285
2046	\$ 19.00	\$ 2,903,808	\$ 275,637	\$ 4,249,275	\$ (4,354,307)	\$ 17,425,698
2047	\$ 19.00	\$ 2,903,808	\$ 314,834	\$ 4,249,275	\$ (6,023,425)	\$ 18,870,190
2048	\$ 19.00	\$ 2,903,808	\$ 314,386	\$ 4,249,275	\$ (8,963,674)	\$ 17,373,985

¹ Facilities Fee assumes a transfer fee increase from \$2,500 to \$5,000 effective January 1, 2018

² Planned Expenditures include Capital Plan, supplemental appropriations, and carryover items from prior years.



GOLDEN RAIN FOUNDATION & TRUST
2019 RESERVES PLAN
Equipment Planned Expenditures

	Broadband			Golf			Other			Service			Total
	Aquatics	Services	Clubhouses	Computers	Fitness	Facilities	Landscape	Equipment	Security	Center	Vehicles	Total	
2019	\$ 166,000	\$ 325,000	\$ 77,000	\$ 60,000	\$ 0	\$ 510,500	\$ 90,000	\$ 100,000	\$ 105,000	\$ 150,000	\$ 1,787,550	\$ 3,371,050	
2020	0	\$ 350,000	\$ 246,887	0	0	\$ 136,500	\$ 178,200	\$ 100,000	\$ 5,000	0	\$ 1,522,000	\$ 2,538,587	
2021	\$ 6,500	\$ 300,000	\$ 203,000	\$ 728,000	\$ 27,000	\$ 141,000	\$ 37,200	\$ 110,000	0	0	\$ 1,444,000	\$ 2,996,700	
2022	0	\$ 322,000	\$ 15,000	\$ 500,000	\$ 27,000	\$ 230,000	0	\$ 130,000	0	0	\$ 1,333,000	\$ 2,557,000	
2023	0	\$ 400,000	\$ 60,000	\$ 80,000	\$ 44,000	\$ 40,000	\$ 260,000	\$ 100,000	0	0	\$ 1,275,000	\$ 2,259,000	
2024	\$ 18,000	\$ 300,000	0	\$ 1,008,000	\$ 27,000	\$ 72,000	\$ 200,000	\$ 100,000	0	0	\$ 1,230,000	\$ 2,955,000	
2025	0	\$ 652,000	\$ 15,000	\$ 100,000	\$ 34,300	\$ 45,000	\$ 329,200	\$ 168,000	\$ 5,000	0	\$ 1,268,000	\$ 2,616,500	
2026	\$ 18,000	\$ 300,000	\$ 76,000	\$ 439,000	\$ 112,000	\$ 130,500	\$ 290,000	\$ 100,000	0	0	0	\$ 1,465,500	
2027	0	\$ 537,000	\$ 59,000	\$ 500,000	\$ 77,000	\$ 25,000	\$ 228,000	\$ 125,000	0	0	0	\$ 1,551,000	
2028	\$ 36,500	\$ 300,000	\$ 292,000	\$ 20,000	\$ 27,000	\$ 172,000	\$ 95,000	\$ 120,100	0	0	0	\$ 1,062,600	
2029	\$ 11,000	\$ 325,000	\$ 16,000	\$ 378,000	\$ 27,000	\$ 297,000	0	\$ 100,000	0	0	\$ 1,787,550	\$ 2,941,550	
2030	0	\$ 395,000	\$ 440,000	0	\$ 44,000	\$ 259,500	\$ 229,400	\$ 100,000	\$ 5,000	0	\$ 1,522,000	\$ 2,994,900	
2031	\$ 18,000	\$ 300,000	\$ 39,000	\$ 580,000	\$ 27,000	0	0	\$ 100,000	0	0	\$ 1,444,000	\$ 2,508,000	
2032	0	\$ 536,000	\$ 53,000	\$ 1,500,000	\$ 34,300	\$ 55,000	0	\$ 230,000	0	0	\$ 1,383,000	\$ 3,791,300	
2033	\$ 48,000	\$ 500,000	\$ 129,000	\$ 950,000	\$ 27,000	\$ 154,000	\$ 150,000	\$ 101,100	0	0	\$ 1,225,000	\$ 3,284,100	
2034	\$ 130,000	\$ 315,000	\$ 15,000	\$ 97,000	\$ 27,000	\$ 53,000	\$ 28,000	\$ 110,000	0	0	\$ 1,230,000	\$ 2,005,000	
2035	\$ 6,500	\$ 390,000	\$ 195,000	0	\$ 27,000	\$ 13,000	\$ 129,200	\$ 168,000	\$ 5,000	0	\$ 1,268,000	\$ 2,201,700	
2036	\$ 18,000	\$ 300,000	\$ 113,000	\$ 470,000	\$ 112,000	\$ 32,000	0	\$ 100,000	0	0	0	\$ 1,145,000	
2037	0	\$ 522,000	\$ 45,000	\$ 920,000	\$ 94,000	\$ 220,000	0	\$ 122,000	0	0	0	\$ 1,923,000	
2038	\$ 12,000	\$ 300,000	\$ 320,000	\$ 20,000	\$ 177,000	\$ 102,500	\$ 95,000	\$ 120,100	0	0	0	\$ 1,146,600	
2039	0	\$ 337,000	\$ 6,000	\$ 68,000	\$ 34,300	\$ 787,000	\$ 237,200	\$ 100,000	0	\$ 150,000	\$ 1,787,550	\$ 3,507,050	
2040	\$ 36,000	\$ 395,000	\$ 380,000	\$ 1,000,000	\$ 27,000	\$ 114,500	\$ 482,200	\$ 100,000	\$ 5,000	0	\$ 1,522,000	\$ 4,061,700	
2041	\$ 11,000	\$ 315,000	\$ 6,000	\$ 570,000	\$ 27,000	\$ 150,000	\$ 228,000	\$ 100,000	0	0	\$ 1,494,000	\$ 2,901,000	
2042	\$ 6,500	\$ 322,000	\$ 45,000	\$ 589,000	\$ 27,000	\$ 59,000	\$ 200,000	\$ 135,000	0	0	\$ 1,333,000	\$ 2,716,500	
2043	\$ 18,000	\$ 400,000	\$ 25,000	\$ 70,000	\$ 27,000	\$ 45,000	\$ 260,000	\$ 100,000	0	0	\$ 1,225,000	\$ 2,170,000	
2044	0	\$ 300,000	\$ 40,000	\$ 8,000	\$ 44,000	\$ 68,000	0	\$ 100,000	0	0	\$ 1,230,000	\$ 1,790,000	
2045	0	\$ 390,000	\$ 112,000	\$ 370,000	\$ 27,000	\$ 35,000	\$ 129,200	\$ 168,000	\$ 5,000	0	\$ 1,268,000	\$ 2,504,200	
2046	0	\$ 312,000	\$ 61,000	\$ 470,000	\$ 119,300	\$ 45,000	0	\$ 100,000	0	0	0	\$ 1,107,300	
2047	\$ 18,000	\$ 724,000	\$ 38,000	\$ 560,000	\$ 77,000	\$ 25,000	\$ 90,000	\$ 210,000	0	0	0	\$ 1,742,000	
2048	\$ 30,000	\$ 415,000	\$ 169,000	\$ 1,830,000	\$ 27,000	\$ 325,000	\$ 160,200	\$ 100,000	0	0	0	\$ 3,056,200	
Total	\$ 608,000	\$ 11,579,000	\$ 3,290,887	\$ 13,885,000	\$ 1,408,200	\$ 4,342,000	\$ 4,126,000	\$ 3,617,300	\$ 135,000	\$ 300,000	\$ 29,578,650	\$ 72,870,037	

Figures represent 2019 dollars and do not include inflation or carryover items, which are considered on the 30-year Funding Plan.

GOLDEN RAIN FOUNDATION & TRUST
2019 RESERVES PLAN
Facilities Planned Expenditures

	Aquatics	Broadband Services	Clubhouses	Fitness	Golf Facilities	Other GRF Facilities	Paving	Security	Service Center	Total
2019	\$ 0	\$ 105,000	\$ 2,025,000	\$ 0	\$ 650,000	\$ 325,000	\$ 1,040,000	\$ 1,246,400	\$ 135,000	\$ 5,526,400
2020	\$ 105,000	\$ 250,000	\$ 183,200	\$ 0	\$ 0	\$ 600,000	\$ 650,000	\$ 40,000	\$ 0	\$ 1,828,200
2021	\$ 55,000	\$ 250,000	\$ 2,810,000	\$ 65,000	\$ 30,000	\$ 830,000	\$ 650,000	\$ 0	\$ 187,000	\$ 4,877,000
2022	\$ 0	\$ 340,000	\$ 125,000	\$ 0	\$ 200,000	\$ 428,000	\$ 650,000	\$ 65,000	\$ 60,000	\$ 1,868,000
2023	\$ 210,000	\$ 250,000	\$ 5,145,000	\$ 0	\$ 0	\$ 2,161,300	\$ 650,000	\$ 0	\$ 0	\$ 8,416,300
2024	\$ 20,000	\$ 355,000	\$ 5,180,000	\$ 0	\$ 600,000	\$ 350,000	\$ 650,000	\$ 0	\$ 0	\$ 7,155,000
2025	\$ 55,000	\$ 250,000	\$ 2,482,200	\$ 0	\$ 20,000	\$ 340,000	\$ 650,000	\$ 325,000	\$ 0	\$ 4,122,200
2026	\$ 0	\$ 250,000	\$ 4,210,000	\$ 0	\$ 115,000	\$ 300,000	\$ 650,000	\$ 0	\$ 0	\$ 5,525,000
2027	\$ 80,000	\$ 250,000	\$ 2,016,000	\$ 120,000	\$ 0	\$ 738,000	\$ 650,000	\$ 0	\$ 223,000	\$ 4,077,000
2028	\$ 0	\$ 250,000	\$ 28,300	\$ 5,000	\$ 138,000	\$ 250,000	\$ 650,000	\$ 0	\$ 4,100,000	\$ 5,421,300
2029	\$ 105,000	\$ 128,000	\$ 1,140,000	\$ 0	\$ 0	\$ 250,000	\$ 650,000	\$ 0	\$ 500,000	\$ 2,773,000
2030	\$ 55,000	\$ 0	\$ 380,000	\$ 0	\$ 52,000	\$ 350,000	\$ 650,000	\$ 0	\$ 0	\$ 1,487,000
2031	\$ 0	\$ 0	\$ 2,020,000	\$ 0	\$ 0	\$ 275,000	\$ 650,000	\$ 0	\$ 0	\$ 2,945,000
2032	\$ 0	\$ 0	\$ 50,000	\$ 45,000	\$ 50,000	\$ 1,938,000	\$ 650,000	\$ 0	\$ 0	\$ 2,733,000
2033	\$ 0	\$ 12,000	\$ 740,200	\$ 0	\$ 0	\$ 737,000	\$ 650,000	\$ 325,000	\$ 0	\$ 2,464,200
2034	\$ 75,000	\$ 195,000	\$ 495,000	\$ 6,400	\$ 0	\$ 250,000	\$ 650,000	\$ 65,000	\$ 530,000	\$ 2,266,400
2035	\$ 0	\$ 0	\$ 56,000	\$ 45,000	\$ 0	\$ 310,000	\$ 650,000	\$ 0	\$ 0	\$ 1,061,000
2036	\$ 80,000	\$ 0	\$ 416,000	\$ 0	\$ 20,000	\$ 300,000	\$ 650,000	\$ 0	\$ 0	\$ 1,466,000
2037	\$ 0	\$ 0	\$ 1,456,000	\$ 0	\$ 0	\$ 628,000	\$ 650,000	\$ 0	\$ 0	\$ 2,734,000
2038	\$ 105,000	\$ 0	\$ 101,000	\$ 5,000	\$ 138,000	\$ 501,300	\$ 650,000	\$ 0	\$ 0	\$ 1,500,300
2039	\$ 55,000	\$ 105,000	\$ 1,140,000	\$ 0	\$ 600,000	\$ 315,000	\$ 650,000	\$ 0	\$ 0	\$ 2,865,000
2040	\$ 0	\$ 0	\$ 80,000	\$ 0	\$ 0	\$ 300,000	\$ 650,000	\$ 0	\$ 0	\$ 1,030,000
2041	\$ 0	\$ 0	\$ 2,005,000	\$ 0	\$ 115,000	\$ 575,000	\$ 650,000	\$ 325,000	\$ 25,000	\$ 3,695,000
2042	\$ 0	\$ 0	\$ 50,000	\$ 120,000	\$ 0	\$ 2,144,500	\$ 650,000	\$ 0	\$ 0	\$ 2,964,500
2043	\$ 55,000	\$ 0	\$ 289,300	\$ 0	\$ 0	\$ 405,000	\$ 650,000	\$ 63,000	\$ 50,000	\$ 1,512,300
2044	\$ 20,000	\$ 128,000	\$ 0	\$ 20,000	\$ 0	\$ 280,800	\$ 650,000	\$ 0	\$ 470,000	\$ 1,568,800
2045	\$ 80,000	\$ 0	\$ 536,000	\$ 0	\$ 0	\$ 250,000	\$ 650,000	\$ 40,000	\$ 0	\$ 1,556,000
2046	\$ 0	\$ 0	\$ 128,200	\$ 0	\$ 0	\$ 350,000	\$ 650,000	\$ 0	\$ 0	\$ 1,128,200
2047	\$ 105,000	\$ 0	\$ 31,000	\$ 25,000	\$ 20,000	\$ 444,000	\$ 650,000	\$ 0	\$ 0	\$ 1,275,000
2048	\$ 55,000	\$ 12,000	\$ 714,000	\$ 5,000	\$ 138,000	\$ 250,000	\$ 150,000	\$ 0	\$ 0	\$ 1,324,000
Total	\$ 1,315,000	\$ 3,130,000	\$ 36,032,400	\$ 461,400	\$ 2,886,000	\$ 17,175,900	\$ 19,390,000	\$ 2,494,400	\$ 6,280,000	\$ 89,165,100

Figures represent 2019 dollars and do not include inflation or carryover items, which are considered on the 30-year Funding Plan.

Golden Rain Foundation 2019 Reserves Plan
Component Schedule - Use of Replacement Factor

Component	Expenditures	Replacement Factor	Explanation
EQUIPMENT			
Furniture & Equipment	Straight Line - Life	100%	Full Replacement over useful life
Computer Hardware	Straight Line - Life	100%	Full Replacement over useful life
Computer Software	Straight Line - Life	100%	Full Replacement over useful life
Vehicles	Straight Line - Life	100%	Full Replacement over useful life
Broadband Services			
Head-End Facility	Straight Line - Life	100%	Full replacement over 30 year life
Cable TV System	Straight Line - Life	100%	Full replacement over 30 year life
Clubhouses			
Clubhouse 1 Facility	Straight Line - Life	100%	Full replacement over 40 year life
Village Greens Building	Straight Line - Life	90%	Replacement Factor anticipated over 40 year life
Clubhouse 3 Facility	Straight Line - Life	100%	Full replacement over 40 year life
Clubhouse 4 Facility	Straight Line - Life	90%	Replacement Factor anticipated over 40 year life
Clubhouse 5 Facility	Straight Line - Life	90%	Replacement Factor anticipated over 40 year life
Clubhouse 6 Facility	Straight Line - Life	70%	Replacement Factor anticipated over 40 year life
Clubhouse 7 Facility	Straight Line - Life	80%	Replacement Factor anticipated over 40 year life
Equestrian			
Equestrian Facility	Straight Line - Life	100%	Replacement Factor anticipated over 60 year life
Aquatics			
Refurbish Pools	Straight Line - Life	100%	Replacement Factor anticipated over 40 year life
Replaster Pools	Straight Line - Life	100%	Replacement Factor anticipated over 9 year life
Other			
Community Center Facility	Straight Line - Life	90%	Replacement Factor anticipated over 40 year life
Historical Society Facility	Straight Line - Life	90%	Replacement Factor anticipated over 40 year life
Library Facility	Straight Line - Life	100%	Full replacement over 40 year life
Perimeter Walls	Straight Line - Life	100%	Full replacement over 60 year life
Security/Landscape Facility	Straight Line - Life	100%	Full replacement over 40 year life
Tennis Facility	Straight Line - Life	100%	Full replacement over 40 year life
Vehicle Maintenance Facility	Straight Line - Life	100%	Full replacement over 40 year life
Warehouse Facility	Straight Line - Life	100%	Full replacement over 40 year life

GOLDEN RAIN FOUNDATION & TRUST
2019 RESERVES PLAN
Reserve Component Summary Schedule

<i>Reserve Component</i>	<i>Quantity</i>	<i>Unit</i>	<i>Unit Cost</i>	<i>Estimated Life</i>	<i>Average Life</i>	<i>TOTAL COST</i>	<i>FULLY FUNDED BALANCE *</i>
Equipment							
Equipment						\$ 33,512,373	\$ 24,951,984
Furniture & Equipment	3,335	EA	\$1 to \$737K	2 to 20	0 to 14	\$ 15,949,771	\$ 12,970,444
Computer Hardware	1,042	EA	\$20 to \$483K	3 to 10	0 to 7	\$ 4,838,674	\$ 3,558,312
Computer Software	156	EA	\$95 to \$1,081K	1 to 10	0 to 9	\$ 2,504,697	\$ 1,513,880
Vehicles	429	EA	\$240 to \$246K	1 to 15	0 to 11	\$ 10,219,232	\$ 6,909,348
Facilities							
Broadband Services						\$ 19,060,000	\$ 10,220,040
Head-End Facility	1	EA	\$ 1,260,000	30	14	\$ 1,260,000	\$ 714,840
Cable TV System	1	EA	\$ 17,800,000	30	15	\$ 17,800,000	\$ 9,505,200
Clubhouses						\$ 58,620,000	\$ 22,359,310
Clubhouse 1 Facility	1	EA	\$ 13,670,000	40	26	\$ 13,670,000	\$ 5,133,085
Clubhouse 2 Facility	1	EA	\$ 5,050,000	40	38	\$ 5,050,000	\$ 381,275
Village Greens Building	1	EA	\$ 6,000,000	40	32	\$ 6,000,000	\$ 1,353,000
Clubhouse 3 Facility	1	EA	\$ 9,600,000	40	22	\$ 9,600,000	\$ 4,564,800
Clubhouse 4 Facility	1	EA	\$ 10,700,000	40	22	\$ 10,700,000	\$ 5,087,850
Clubhouse 5 Facility	1	EA	\$ 7,100,000	40	23	\$ 7,100,000	\$ 3,198,550
Clubhouse 6 Facility	1	EA	\$ 1,600,000	40	21	\$ 1,600,000	\$ 800,800
Clubhouse 7 Facility	1	EA	\$ 4,900,000	40	26	\$ 4,900,000	\$ 1,839,950
Equestrian						\$ 2,000,000	\$ 1,700,667
Equestrian Facility	1	EA	\$ 2,000,000	60	10	\$ 2,000,000	\$ 1,700,667
Aquatics						\$ 2,350,000	\$ 1,438,444
Refurbish Pools	5	EA	\$ 400,000	40	15	\$ 2,000,000	\$ 1,321,000
Replaster Pools	5	EA	\$ 70,000	9	7	\$ 350,000	\$ 117,444
Other						\$ 35,374,000	\$ 21,608,387
Community Center Facility	1	EA	\$ 21,500,000	40	23	\$ 21,500,000	\$ 9,685,750
Historical Society Facility	1	EA	\$ 800,000	40	16	\$ 800,000	\$ 500,400
Library Facility	1	EA	\$ 1,590,000	40	5	\$ 1,590,000	\$ 1,431,795
Perimeter Walls	7,000	LF	\$ 200	60	15	\$ 1,400,000	\$ 1,073,800
Security/Landscape Facility	1	EA	\$ 1,881,000	40	2	\$ 1,881,000	\$ 1,834,916
Tennis Facility	1	EA	\$ 250,000	40	22	\$ 250,000	\$ 118,875
Vehicle Maintenance Facility	1	EA	\$ 2,343,000	40	6	\$ 2,343,000	\$ 2,051,297
Warehouse Facility	1	EA	\$ 5,610,000	40	6	\$ 5,610,000	\$ 4,911,555
GRAND TOTAL						\$ 150,916,373	\$ 82,278,832

* Fully Funded Balance incorporates a Replacement Factor, when less than full replacement is expected over the course of an asset life.

Summary	
Projected Reserve Balance:	\$ 11,108,592
Fully Funded Balance:	\$ 82,278,832
Percent Funded:	14%
Projected Reserves Deficiency:	\$ (71,170,240)
Deficiency Per Unit:	\$ (5,588)

2019 BUSINESS PLAN

Golden Rain Foundation & Trust Capital Reserves Expenditure Plan

Adopted September 4, 2018

Prepared By:
VILLAGE MANAGEMENT SERVICES, Inc.

BRAD HUDSON, CEO
BETTY PARKER, Chief Financial Officer



**GOLDEN RAIN FOUNDATION OF LAGUNA WOODS
2019 CAPITAL PLAN RESOLUTION**

RESOLUTION 90-18-43

RESOLVED, September 4, 2018, that the Capital Reserve Expenditures Plan of this Corporation for the year 2019 is hereby adopted and approved; and

RESOLVED FURTHER, that pursuant to said Business Plan, the sum of \$8,897,450 is hereby authorized to be expended in 2019 for the purposes provided therein, of which \$3,371,050 is designated from the Equipment Fund and \$5,526,400 from the Facilities Fund; and

RESOLVED FURTHER, that the Board of Directors of this Corporation hereby authorizes the transfer of \$6,000,000 from monies set aside in the Trust Facilities Fee Fund to offset planned expenditures from reserves, as projected in the 30-year funding plan; and

RESOLVED FURTHER, that the officers and agents of this Corporation are hereby authorized on behalf of the Corporation to carry out the purpose of this resolution.



2019 CAPITAL PLAN ITEMS

		EQUIPMENT	FACILITIES	TOTAL
Performing Arts Center			\$	2,040,000
JP190010000	PAC Renovation - Phase 1	-	2,000,000	2,000,000
JP190020000	PAC Sound Mixer	25,000		25,000
JP190030000	PAC Wireless Communications	15,000		15,000
Vehicles				1,787,550
JP190040000	Transit Cargo Vans (7)	301,800	-	301,800
JP190050000	Pickups (9)	370,800	-	370,800
JP190060000	Bus - ADA (4)	440,000	-	440,000
JP190070000	Utility Vehicles (9)	150,750	-	150,750
JP190080000	Transit Passenger Van	43,200	-	43,200
JP190090000	Add: Transit Passenger Vans (4)	172,400	-	172,400
JP190100000	Add: Pickups (2)	82,400	-	82,400
JP190110000	Add: Telescopic Boom Lift	90,000	-	90,000
JP190120000	Add: Scrubber	70,000	-	70,000
JP190130000	Add: Flat Bed Truck	66,200	-	66,200
Security				1,351,400
JP190140000	Security Operations/Dispatch/EOC	-	1,000,000	1,000,000
JP190150000	Security Equipment	105,000	-	105,000
JP190160000	Gate Replacements - Main Service Center Entry	-	92,000	92,000
JP190170000	Gate Replacements - RV Lot B	-	92,000	92,000
JP190180000	Gate Replacements - El Toro Access Road	-	62,400	62,400
Golf Facilities				1,160,500
JP190190000	Gate 16 Driving Range Improvements	-	500,000	500,000
JP190200000	Irrigation Head Replacement	275,000	-	275,000
JP190210000	Golf Facility Renovation	-	150,000	150,000
JP190220000	Rough Mower (2)	127,000	-	127,000
JP190230000	Fairway Mower	85,000	-	85,000
JP190240000	Golf Course Yardage Markers	15,000	-	15,000
JP190250000	Golf Course Tee Signs	8,500	-	8,500
Paving				1,040,000
JP190260000	Asphalt Paving Overlay	-	723,000	723,000
JP190270000	Sealcoat Program	-	117,000	117,000
JP190280000	Asphalt Paving Repairs	-	200,000	200,000
Broadband Services				430,000
JP190290000	Fiber Network Calibration	-	105,000	105,000
JP190300000	Set Top Boxes	300,000	-	300,000
JP190310000	Signal Receivers and Transcoders	25,000	-	25,000
Miscellaneous Projects/Equipment				350,000
JP190320000	Miscellaneous Projects	-	250,000	250,000
JP190330000	Miscellaneous Equipment	100,000	-	100,000
Service Center				285,000
JP190340000	Service Center Generator	150,000	-	150,000
JP190350000	Replace Welding Shop	-	100,000	100,000
JP190360000	Dumping Area Ramp Modifications	-	35,000	35,000
Aquatics				166,000
JP190370000	CH2, 4, 5 and 6 Pool Furniture	130,000	-	130,000
JP190380000	CH2 Pool and Spa Heaters	18,000	-	18,000
JP190390000	Pool Covers for Pools 1, 2, 5 and 6	18,000	-	18,000



2019 CAPITAL PLAN ITEMS

		EQUIPMENT	FACILITIES	TOTAL
Landscape				90,000
JP190400000	Laser Lawn Mowers (10)	90,000	-	90,000
Other GRF Facilities				75,000
JP190410000	Tennis Building	-	75,000	75,000
Computers				60,000
JP190420000	Records Management System	60,000	-	60,000
Clubhouse 5				37,000
JP190430000	CH5 Commercial Appliances	25,000	-	25,000
JP190440000	CH5 Piano Refinishing	12,000	-	12,000
Clubhouse 4				25,000
JP190450000	CH4 Jewelry Room Flooring	-	25,000	25,000
TOTAL		\$3,371,050	\$5,526,400	\$8,897,450



STAFF REPORT

DATE: September 4, 2018
FOR: GRF Board of Directors
SUBJECT: 2019 Capital Plan Proposals

RECOMMENDATION

Staff recommends the Board approve by resolution the 2019 Capital Reserve Expenditures Plan (Attachment 1) at the board meeting on September 4, 2018.

BACKGROUND

The Capital Reserve Expenditures Plan of this Corporation reflects the funding necessary to maintain, repair, replace or restore major common-area components with funding provided from the Equipment Reserve Fund and Facilities Reserve Fund.

The Equipment Reserve Fund is used for the purchase of new and replacement equipment, including but not limited to vehicles, machinery, office equipment, and furniture. This fund receives monies through assessments, interest earnings, and a transfer of operating surplus if directed by the Board.

The Facilities Reserve Fund is used for the acquisition, addition, replacement or improvement of Foundation and Trust facilities and their components. This fund receives monies through assessments, interest earnings, and a transfer of operating surplus if directed by the Board.

The Capital Reserve Expenditures Plan is also funded from the Trust Facilities Fee, an amount charged at the time of title transfer, generating revenue to maintain and improve the recreational and other amenities available to all residents of Laguna Woods Village. These monies are transferred by the Board, as needed, to fund projects included in this Plan.

Annually the Capital Reserve Expenditures Plan is divided into the categories commensurate with the location of the projects. Typical categories include Aquatics, Broadband, Clubhouses, Community Center, Computers, Golf Facilities, Miscellaneous Projects/Equipment, Other GRF Facilities, Paving, and Vehicles. Other categories are utilized on an as-needed basis. This report provides a description of each project proposed for funding in 2019.

Approval of the Capital Reserve Expenditures Plan commences in June of every year with a review of proposed projects for the purpose of prioritizing the equipment and project requests. In July, the capital requirements including reserve contributions were presented as part of the 2019 business planning meetings. The Capital Plan is then adopted in September as part of the annual Business Plan.

In April, Staff presented a Five-Year Capital Improvement Plan (CIP) with a summary of all the larger capital improvement projects and recommendations for funding for those projects. Funding for the CIP will occur each year as part of the business planning process.

At the Special Meeting of the Board of Directors on June 11, Special Meeting of the Business Planning Committee on July 9, Special Meeting of the Board of Directors on July 11, and Special Meeting of the Board of Directors on August 8, updated versions of the Capital Plan were presented, and recommendations for funding those projects. Based on input received at the Capital Review Meeting and subsequent discussions, Staff refined the CIP as reflected in this report.

The Five-Year Capital Reserve Expenditures Plan is reflected in Table 1.

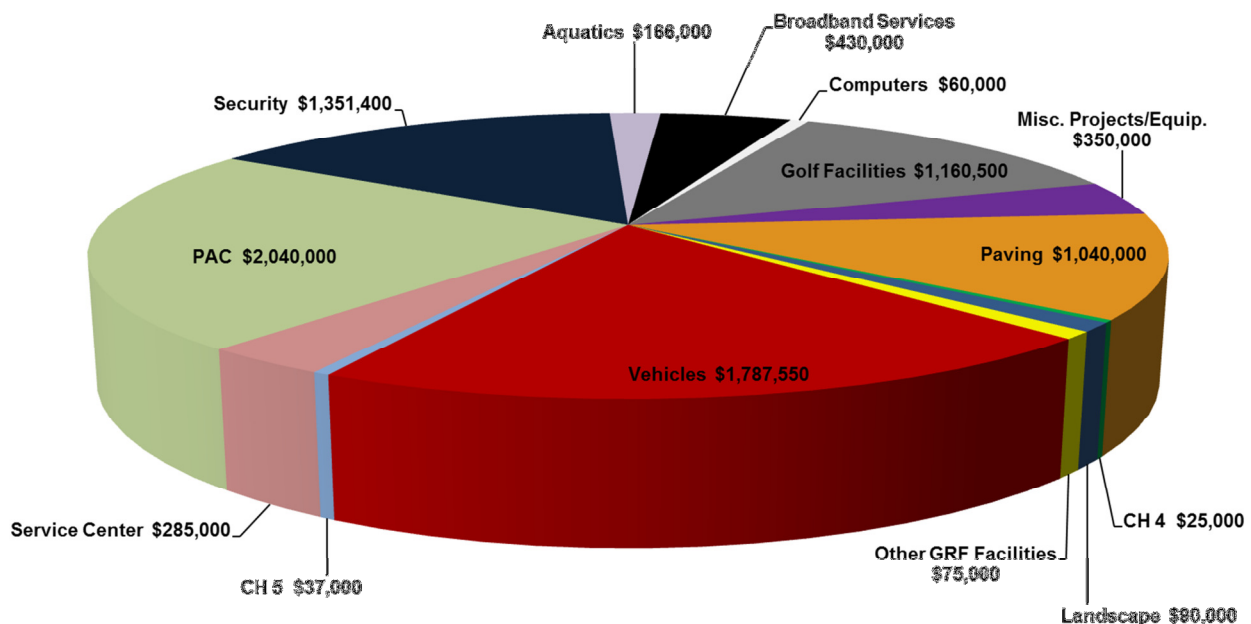
Table 1

	Approved 2018	Proposed 2019	Estimated 2020	Estimated 2021	Estimated 2022
Capital Reserve Expenditure Plan	\$8,337,000	\$8,897,450	\$4,366,787	\$7,873,700	\$4,425,000

DISCUSSION

The proposed 2019 Capital Reserve Expenditures Plan totals \$8,897,450 and anticipates funding of \$3,371,050 from the Equipment Fund and \$5,526,400 from the Facilities Fund. The categories of the proposed expenditures are shown below.

Proposed 2019 Capital Reserve Expenditures Plan



The proposed funding is \$3,074,771 less than the \$11,972,221 (with inflation) projected for 2019 in the current year reserves plan, primarily attributable to deferral of Clubhouse 1 improvements to reflect a more realistic timeline.

The following are descriptions of the proposed projects by category in descending cost order.

Description	Equipment	Facilities	Total
Performing Arts Center			\$2,040,000
PAC Renovation – Phase 1	--	\$2,000,000	\$2,000,000
PAC Sound Mixer	\$25,000	--	\$25,000
PAC Wireless Communications	\$15,000	--	\$15,000

The PAC is a 29,000 square foot building featuring theater facilities, including an 814-seat auditorium offering level and riser mounted theater-style seating. The venue hosts special events, musicals, seminars, and theatrical performances. The PAC also has two dining rooms with fully equipped kitchens, billiard room, main lobby, ticket booth, offices, and a rehearsal room. The PAC was constructed in 1971 and has only received minor renovations.

GRF has previously approved a total of \$1,778,000 for a collection of projects at the PAC, including furniture replacement, lobby upgrades and HVAC upgrades. Approximately \$1.6 million is available from these appropriations for the upcoming PAC renovation.

In December 2016, SVA Architects was retained to work with staff and the PAC Renovation Ad-hoc Committee (RAHC) to develop a schematic design and provide design development for the future renovation of the facility. The contract scope of work provided an assessment of the existing building, prepared schematic designs, and design development plans to renovate both the interior and exterior of the PAC.

On March 23, 2018, SVA presented findings of the schematic design phase to the RAHC. The presentation included a discussion on the roughly \$15 million estimated construction costs. The RAHC requested a value engineering analysis be conducted in an effort to lower the project cost to approximately \$10 million.

The value engineering analysis yielded a base upgrade project with an estimated cost of \$10,620,000, and six possible additive upgrades with an all-in estimated cost of \$12,804,000. All estimates include the complete preparation of construction documents, permit costs, contingencies, and construction management services.

The original recommended project phasing included:

- ☐ Preparation of construction documents including alternates for permit issuance. (2018)
- ☐ Advertising for contractor bids including bid alternates and contract award. (2019)
- ☐ Mobilize and begin construction. (2020)

After further review in June/July by Staff, the Board, and Ad Hoc Committee, additional funding for PAC Renovation – Phase 1 is proposed at \$2,000,000 for implementation of the PAC's necessary maintenance project, along with equipment upgrades identified in prior year

budgets, and in the SVA's Facility Assessment Report. The immediate maintenance and equipment upgrades identified for the PAC include:

- ☐ Replacement and reconfiguration of the HVAC System
- ☐ Addressing ADA accessibility, fire, life and safety components
- ☐ Addressing deficiencies in the theatrical equipment, including video/audio
- ☐ Lobby and dining room upgrades including: furniture and window coverings, flooring and paint

Industry standards for live sound mixing specify an independent mix position on stage for the purpose of controlling the monitor sound which the artist hears during the performances. The monitor sound is vital to the quality of the artists' performances. Currently the PAC does not provide an independent mixer which limits the types of performances that can be held at the PAC. It also compromises the sound quality for all live musical performances. Funding for a sound mixer is recommended at \$25,000.

Further, the stage crew currently is rendered immobile by the wired communication headsets they wear during shows. Wireless headset systems are an industry standard and allow the staff the freedom of movement to comprehensively manage the operations on stage without losing the ability to communicate with the rest of the crew throughout the building. Funding for the wireless headset system is recommended at \$15,000.

Description	Equipment	Facilities	Total
Vehicles			\$1,787,550
Replacement:			
Transit Cargo Vans (7)	\$301,800	--	\$301,800
Pickups (9)	\$370,800	--	\$370,800
Bus - ADA (4)	\$440,000	--	\$440,000
Utility Vehicles (9)	\$150,750	--	\$150,750
Transit Passenger Van	\$43,200	--	\$43,200
Subtotal			\$1,306,550
Added:			
Transit Passenger Vans (4)	\$172,400	--	\$172,400
Pickups (2)	\$82,400	--	\$82,400
Telescopic Boom Lift	\$90,000	--	\$90,000
Scrubber	\$70,000	--	\$70,000
Flat Bed Truck	\$66,200	--	\$66,200
Subtotal			\$481,000

Vehicle Maintenance is responsible for maintenance and repair of the entire Laguna Woods Village vehicle and special mobile equipment fleet. Staff strives to extend serviceable life where possible by providing preventive maintenance on equipment. However, as equipment ages, repairs can become more frequent and costly. To minimize expense and downtime, replacement of certain equipment is necessary.

REPLACEMENTS: Staff evaluated the fleet and recommends funding of \$1,306,550 for the list of vehicle replacements noted above. The replacement vans, pickups, and utility vehicles

are used by Recreation, Landscape and Maintenance to transport crews and equipment to job sites. The replacement buses will accommodate seven passengers and two wheelchairs, and the smaller size allows for service in the cul-de-sacs.

Because the funding is appropriated well in advance of the actual purchase, Vehicle Maintenance Staff will reevaluate utilization and repair costs prior to purchase to ensure that the appropriate individual vehicle is selected for replacement.

ADDITIONS: Funding of \$481,000 is proposed for new vehicles to support improved service levels in the paint program, carpentry, and landscape operations.

Description	Equipment	Facilities	Total
Security			\$1,351,400
Security Operations/Dispatch/EOC	--	\$1,000,000	\$1,000,000
Security Equipment	\$105,000	--	\$105,000
Gate Replacements – Main Svc Center Gate		\$92,000	\$92,000
Gate Replacements – RV Lot B		\$92,000	\$92,000
Gate Replacements – El Toro Road Access		\$62,400	\$62,400

The Community Center is a 57,800 sq. ft. three-story building in operation since 2002 and houses resident service centers, administrative functions, and several recreational amenities.

Phase 1 of a multi-year project for improved customer service at the Community Center included a relocation of the fitness facility to the first floor, which was opened in late 2017. Phase 2 includes a remodel of the first floor resident services center, already funded with an expected completion date of December 2018.

Phase 3 includes the proposed relocation of Security Services to the third floor in 2019, with funding proposed at \$1,000,000 for necessary consultant services, tenant improvements and furnishings. Security Services, consisting of the Operations (uniformed security patrol, traffic enforcement, gate ambassadors, security inspectors, and dispatch), Compliance, and Social Services Divisions, are located in different office locations, resulting in communication challenges and lost productivity associated with traveling between facilities.

Moving Operations to the third floor of the Community Center (former fitness center location) will enable Operations and Compliance to be in the same facility, enhancing communication, productivity, and efficiency. This will also allow Operations to be in the same building as the Emergency Operations Center (EOC), critical in times of emergency. The co-location of Security Dispatch with Resident Services in the Community Center will enhance productivity and customer service.

Additionally, \$105,000 is recommended for the purchase of replacement Security Dispatch Center radio consoles and workstations that will allow more radio channels to be available at each workstation, hold and call queue times be reduced, and the center more compatible to use in a major event or situation. Security Dispatch is a 24/7 operation that handled approximately 34,000 calls for service in 2017.

Description	Equipment	Facilities	Total
Golf Facilities		\$	1,160,500
Gate 16 Driving Range Improvement	-	500,000	500,000
Irrigation Head Replacement	275,000	-	275,000
Golf Facility Renovation	-	150,000	150,000
Rough Mower (2)	127,000	-	127,000
Fairway Mower	85,000	-	85,000
Golf Course Yardage Markers	15,000	-	15,000
Golf Course Tee Signs	8,500	-	8,500

The 27-Hole Golf Course is one of the most widely used amenities at Laguna Woods Village, with approximately 125,000 rounds of golf played each year. The practice areas are comprised of a 17-stall driving range, six-stall teaching area, small short game area at the main range and a large putting green near the main clubhouse. The areas are heavily used and are a key amenity for residents. The proposed improvements would enhance service to residents and enhance operational efficiency.

Gate 16 Driving Range Improvements are proposed with funding of \$500,000 to improve the functionality and appearance of the range and practice areas. The driving range is in disrepair and is causing operational challenges. The terrain is heavily rutted, the drought resulted in large areas of bare dirt, and rains cause muddy conditions that require range closure. Renovations will provide ball retrieval efficiencies, reduce repair costs, and offer a better experience with more useable space and a wider variety of golf shots. A golf architect has been retained to provide design drawings.

The golf course irrigation system is comprised of a central computer, controllers, pipes, various sized valves and irrigation heads. Components have been replaced over the years, including a new computer, controllers and valves. The next major project is replacement of the green and fairway irrigation heads (950), proposed with funding of \$275,000. Some of these heads have been in the ground since 1989 when the irrigation system was replaced and experience frequent failures that lead to water leaks and decreased turf coverage. A subsequent project will be proposed in 2020 to replace the tee and rough heads (900).

The proposed Golf Facility Renovation project would update and modernize the existing 27-hole golf course maintenance facility break room, restroom, locker room, and office at an estimated cost of \$150,000. They are necessitated by age and condition of the structures and will address safety and maintenance issues associated with the work environment.

The replacement of golf maintenance equipment is proposed for replacement of specialized equipment used to maintain the greens, tees, collars, roughs and fairways.

Two rough mowers, purchased in 2010, will exceed their anticipated eight-year useful life and are recommended for replacement at a cost of \$127,000. The age and heavy daily usage is causing repair and maintenance costs to escalate. Funding of \$85,000 is also proposed to replace a fairway mower purchased in 2007. Expensive repairs will be needed soon to the hydrostatic transmission and hydraulic pumps of this unit. Other repairs are also anticipated if not replaced.

Currently, a variety of unattractive items are used to provide yardage information to the golfers. Including plates in the ground that are old, cracked and faded. The proposed replacement of these items with the Kirby Marker system at a cost of \$15,000 will provide required, accurate information, and facilitate the removal of the obsolete course markers.

Funding of \$8,500 is also recommended to replace the current signage on each tee at the 27-hole course. Existing signs are faded and cracked from exposure to the elements. The course tee signs are key to identifying the course and hole number, including par and yardage indicators.

Description	Equipment	Facilities	Total
Paving			\$1,040,000
Asphalt Paving Overlay	--	\$723,000	\$723,000
Sealcoat Program	--	\$117,000	\$117,000
Asphalt Paving Repairs	--	\$200,000	\$200,000

GRF streets and parking lots provide residents vehicular access to their manors and facilities within the Community. The anticipated serviceable life of the new pavement is estimated to be 20 years, based on prior pavement performance within Laguna Woods Village. The proposed Asphalt Paving Overlay budget is \$723,000 and will provide for approximately 295,000 square feet (SF) of asphalt paving.

Sealcoat work for GRF pavement is completed on a five-year cycle. The proposed Sealcoat Program budget is \$117,000 and will provide for approximately 1.1 million SF of sealcoat.

In coordination with the paving, Staff has accessed the areas adjacent to the proposed overlay work and identified areas that require repair or replacement. With proposed funding of \$200,000, the Asphalt Paving Repairs Program is designed to repair all the damaged GRF curb/gutter, driveway aprons, and sidewalks adjacent to the planned paving overlay areas prior to asphalt paving work and add needed Americans with Disabilities (ADA) ramps, as needed. The estimated quantity of concrete repair is approximately 2,550 linear feet (LF) comprised of curb, gutter, corner spandrel areas, and/or driveway apron.

Description	Equipment	Facilities	Total
Broadband Services			\$430,000
Fiber Network Calibration	--	\$105,000	\$105,000
Set Top Boxes	\$300,000	--	\$300,000
Signal Receivers and Transcoders	\$25,000	--	\$25,000

GRF through the Broadband Services Division manages the operation of the Laguna Woods Village cable and internet services. These services are provided through a fiber optic network that needs periodic maintenance to maintain service levels. The existing fiber optic network has not been calibrated since 2008. A "node sweep" is recommended to be conducted every 2 to 3 years to calibrate each node to be sure equipment is operating within the specified parameters. Without keeping the system calibrated, network performance suffers with poor quality television picture and intermittent and unreliable internet access. Recommended funding is \$105,000 for fiber network calibration.

In January 2006, GRF authorized the implementation of enhanced digital services and on February 5, 2013 the transition to an all-digital cable system. To receive most digital services, a set-top box is required. To keep up with the demand for new installations and replacement of existing boxes that have a serviceable life of ten years, the purchase of boxes on annual basis is necessary. From 2007 to 2017, the GRF Board has authorized the purchase of approximately 9,300 set top boxes, which generated approximately \$1.6 million in rental revenue in 2017. Proposed funding of \$300,000 is designated for the purchase of approximately 1,000 set top boxes in anticipation of the demand for digital services and replacement of failed set top boxes.

Signal Receivers and Transcoders are used to provide more than 295 high definition and standard definition channels. The applicable equipment was installed in 2006 and has reached the end of its serviceable life and is no longer supported by the manufacturer. Newer equipment has been installed to support added channels in the past few years, causing some compatibility and reliability problems with the older equipment. Components requiring replacement are estimated to cost \$25,000 and will help prevent service interruptions.

Description	Equipment	Facilities	Total
Miscellaneous Projects/Equipment			\$350,000
Miscellaneous Projects	--	\$250,000	\$250,000
Miscellaneous Equipment	\$100,000	--	\$100,000

Funding of \$250,000 is recommended for Miscellaneous Projects. By including contingency funding in the Capital Plan, unforeseen projects are completed in an economical and timely fashion without going through the formal Board review process required for supplemental appropriations. Projects under \$25,000 will be completed at the discretion of the CEO and projects over \$25,000 must follow normal Board approval process for supplemental appropriations.

Funding of \$100,000 is recommended for Miscellaneous Equipment. Similar to projects, contingency funds for equipment will support operational needs when unforeseen requirements result in equipment purchases to meet or improve service levels. Equipment purchases under \$25,000 will be completed at the discretion of the CEO and projects over \$25,000 must follow normal Board approval process for supplemental appropriations.

Description	Equipment	Facilities	Total
Service Center			\$285,000
Service Center Generator	\$150,000	--	\$150,000
Replace Welding Shop	--	\$100,000	\$100,000
Dumping Area Modifications	--	\$35,000	\$35,000

Funding of \$150,000 is recommended for the replacement of the Service Center Generator, a unit that is 20 years old with limited capability/functionality due to age. The replacement generator will provide backup power for Transportation Division and fueling services and enable the provision of critical services in an emergency.

Replacement of the existing Welding Shop is recommended with funding of \$100,000 to construct a concrete floor, install a metal pre-engineered metal building, and provide adequate electrical circuits and safety equipment. The welding shop fabricates and repairs a wide range of items for the Village, including fences, gates, railings, stair risers, and works on a variety of equipment as needed, when the welding or fabrication is beyond the capabilities of other work centers. The operation involves the use of electrical power tools and high voltage plasma and arc welders in an open air environment, as the current welding shop is a collection of shipping containers and pieced together roofs. The shop is open to the elements and the roof, although recently repaired, typically fails during the winter.

Another proposed renovation project at the Service Center is modification of the existing Dumping Area ramps to add a second manure dumping area at a cost of \$35,000. The waste hauler will not allow equestrian waste and shavings to be placed in the normal refuse disposal bins and current configuration of the refuse dumping area at the Service Center accommodates only one roll-off dumpster for manure. Separate handling is required.

Description	Equipment	Facilities	Total
Aquatics			\$166,000
CH 2, 4, 5 and 6 Pool Furniture	\$130,000	--	\$130,000
CH 2 Pool and Spa Heaters	\$18,000	--	\$18,000
Pool Covers for Pools 1, 2, 5, and 6	\$18,000	--	\$18,000

Replacement of existing furniture at Pools 2, 4, 5, and 6 is recommended with funding of \$130,000. Existing furniture (tables, chairs, lounges, and umbrellas) is outdated and is starting to breakdown with age and exposure to the elements. Replacement will resolve the problems noted above, while enhancing the users' experience and aesthetics of pool deck.

Funding of \$18,000 is proposed for replacement of Clubhouse 2 Pool and Spa Heaters. Replacement is based on an estimated serviceable life of 12 years; existing equipment requires frequent maintenance due to failures.

The replacement of covers for Pools 1, 2, 5, and 6 is also proposed at cost of \$18,000. Replacement is necessitated by equipment age and condition; current covers are beginning to tear.

Description	Equipment	Facilities	Total
Landscape			\$90,000
Laser Lawn Mowers (10)	\$90,000	--	\$90,000

Funding of \$90,000 is included to replace ten Laser Lawn Mowers.

Description	Equipment	Facilities	Total
Other GRF Facilities			\$75,000
Tennis Building	--	\$75,000	\$75,000

Funding of \$75,000 is included for renovation of the Tennis Clubhouse Facility.

Description	Equipment	Facilities	Total
Computers			\$60,000
Records Management System	\$60,000	--	\$60,000

Funding of \$60,000 is included for the Records Management System. The document imaging system OnBase has been one of the most successful automated systems implemented at Laguna Woods Village and stores more than ten million documents that are used throughout operations. The current OnBase software system has been recently upgraded and continues to perform well to store electronic documents and reduce the amount of paper storage required. This proposal would add the Records Management Module to OnBase, to include the storage and management of governing documents and corporate financial information and is part of the overall records management strategy currently being implemented.

Description	Equipment	Facilities	Total
Clubhouse 5			\$37,000
CH 5 Commercial Appliances	\$25,000	--	\$25,000
CH 5 Piano Refinishing	\$12,000	--	\$12,000

Clubhouse 5 is a heavily utilized facility with 128,083 uses in 2017 with the appliances (refrigerator, freezer, and ovens) utilized on a daily basis for various events at the clubhouse. The replacement of the appliances is proposed at a cost of \$25,000. Replacement is proposed based on the equipment age and condition.

The Baldwin piano was refinished more than 15 years ago and scratches on the piano are evident, detracting from the professional appearance of the unit during performances. Funding of \$12,000 is recommended to refinish the existing piano.

Description	Equipment	Facilities	Total
Clubhouse 4			\$25,000
Clubhouse 4 Jewelry Room Flooring	--	\$25,000	\$25,000

Clubhouse 4 is the arts and crafts center of the Village, with many specialty offerings including Saddleback College Emeritus classes. 2017 facility utilization was 77,167.

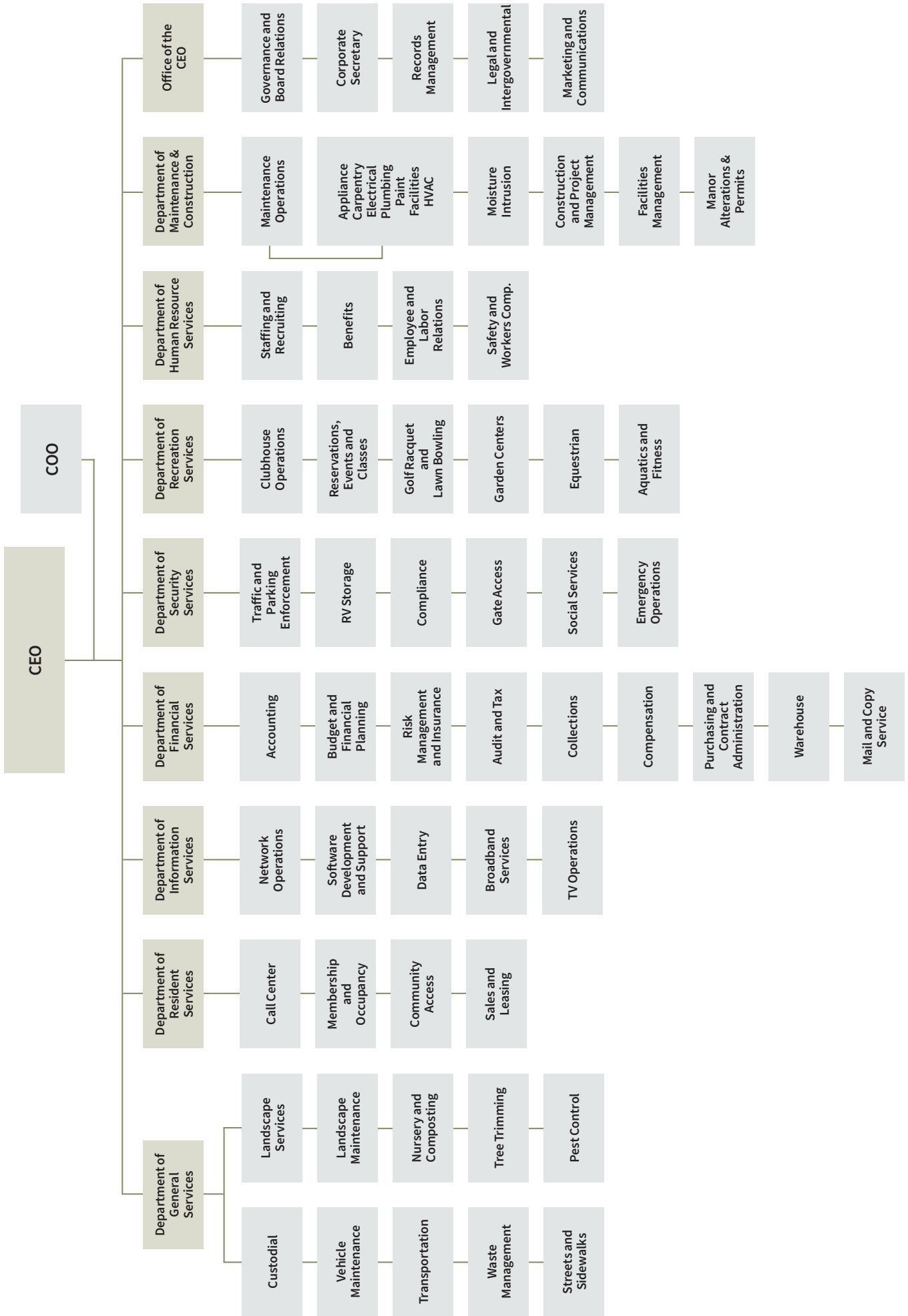
Funding of \$25,000 is proposed for replacement of the existing linoleum flooring in the Jewelry Room, which was damaged in 2017 by a broken water main, resulting in bubbling and cracking of the floor surface. Floor replacement would enhance the user experience, while enabling the performance of effective janitorial maintenance services.

Prepared By: Executive Staff

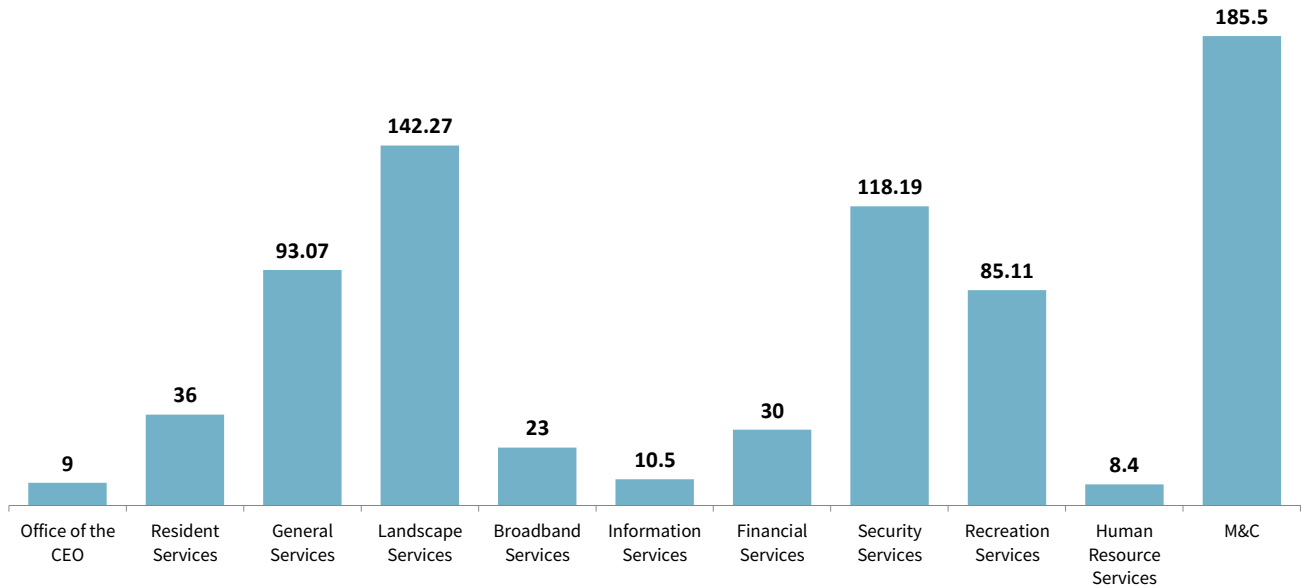
Reviewed By: Brad Hudson, CEO

ORGANIZATION CHART BY DIVISION – VMS, INC.

December 2018



Laguna Woods Village Department Staffing Full Time Equivalents



DEPARTMENT	2016 Plan	2017 Plan	2018 Plan	2019 Final
Office of the CEO	5.00	6.50	7.00	9.00
Department of Resident Services	21.83	23.59	32.00	36.00
Department of General Services	105.43	93.98	94.57	93.07
Department of Landscape Services	135.11	132.76	133.87	142.27
Department of Broadband Services	22.27	23.51	21.47	23.00
Department of Information Services	11.00	10.04	11.00	10.50
Department of Financial Services	20.66	29.63	29.50	30.00
Department of Security Services	125.33	119.10	115.61	118.19
Department of Recreation Services	97.18	95.40	86.73	85.11
Department of Human Resource Services	8.40	9.40	9.40	8.40
Department of Maintenance & Construction	172.08	173.81	185.50	185.50
TOTAL:	724.29	717.72	726.65	741.04

**Laguna Woods Village
Department Staffing
Full Time Equivalents**

	2016 Plan	2017 Plan	2018 Plan	2019 Final	Increase (Decrease)
ALL DEPARTMENTS	724.29	717.72	726.65	741.04	14.39
Office of the CEO	5.00	6.50	7.00	9.00	2.00
Department of Resident Services	21.83	23.59	32.00	36.00	4.00
200 Admin	0.24	-	5.00	5.00	-
240 Community Services	9.58	8.58	9.00	11.00	2.00
950 Property Services	12.01	15.01	18.00	20.00	2.00
Department of General Services	105.43	93.98	94.57	93.07	(1.50)
902 General Services Admin	6.00	5.00	6.00	4.50	(1.50)
935 Janitorial	36.42	36.26	18.00	19.00	1.00
936 Streets & Sidewalks	16.08	15.72	16.00	16.00	-
945 GRF Janitorial		-	20.00	20.00	-
960 Vehicle Maintenance	18.29	14.29	13.00	13.00	-
970 Transportation	28.64	22.71	21.57	20.57	(1.00)
Department of Landscape Services	135.11	132.76	133.87	142.27	8.40
500 Landscape Admin	3.50	4.00	9.00	8.50	(0.50)
511 Nursery	3.88	3.88	4.00	4.00	-
512 Composting	1.03	1.03	1.00	1.00	-
520 GRF Grounds	-	-	-	6.90	6.90
530 Grounds Maintenance	84.61	84.98	79.65	79.65	-
540 Irrigation	17.55	17.55	16.50	16.50	-
550 Small Equipment Repair	4.00	3.00	4.00	4.00	-
560 Pest Control	4.84	4.84	5.00	5.00	-
570 Tree Trimming	15.70	13.48	14.72	16.72	2.00
Department of Broadband Services	22.27	23.51	21.47	23.00	1.53
010 Broadband Admin	1.76	2.00	1.00	1.50	0.50
020 TV Operations	11.50	12.50	10.47	11.50	1.03
030 TV Studio	6.01	6.01	7.00	7.00	-
040 Media Services	2.00	2.00	2.00	2.00	-
050 High Speed Internet	1.00	1.00	1.00	1.00	-
Department of Information Services	11.00	10.04	11.00	10.50	(0.50)
Department of Financial Services	20.66	29.63	29.50	30.00	0.50
300 Financial Services	20.66	18.58	18.50	19.00	0.50
241 Mail and Copy Service	3.02	3.02	3.00	3.00	-
311 Warehouse	3.02	3.02	3.00	3.00	-
370 Purchasing	5.01	5.01	5.00	5.00	-

**Laguna Woods Village
Department Staffing
Full Time Equivalents**

	2016 Plan	2017 Plan	2018 Plan	2019 Final	Increase (Decrease)
Department of Security Services	125.33	119.10	115.61	118.19	2.58
400 Security Services	119.83	114.60	111.14	113.69	2.55
220 Social Services	5.50	4.50	4.47	4.50	0.03
Department of Recreation Services	97.18	95.40	86.73	85.11	(1.62)
600 Recreation Admin	4.11	3.61	4.25	5.25	1.00
602 Bar Services	0.60	0.60	0.60	0.60	-
610 Community Center Rec Rooms	0.75	0.75	0.75	0.75	-
611 Clubhouse 1	4.69	4.74	4.75	4.75	-
612 Clubhouse 2	1.43	4.50	4.29	4.29	-
613 Performing Arts Center	7.87	7.72	7.65	8.65	1.00
614 Clubhouse 4	3.32	3.32	3.96	3.96	-
615 Clubhouse 5	4.29	4.29	4.25	4.25	-
616 Clubhouse 6	1.85	1.85	1.95	1.95	-
617 Clubhouse 7	2.61	2.21	2.70	2.70	-
620 Equestrian	4.58	4.58	4.50	4.50	-
521 Garden Centers	1.00	0.50	1.00	1.00	-
670 Golf Operations 27 Hole	15.98	14.13	12.96	12.96	-
680 Golf Operations 9 Hole	1.96	1.96	1.96	1.96	-
690 Aquatics	9.72	9.72	-	-	-
691 Fitness	9.37	8.87	8.90	7.90	(1.00)
580 Golf Maintenance 27 Hole	21.03	20.03	20.26	17.64	(2.62)
581 Golf Maintenance 9 Hole	2.02	2.02	2.00	2.00	-
Department of Human Resource Services	8.40	9.40	9.40	8.40	(1.00)
Department of Maintenance & Construction	172.08	173.81	185.50	185.50	-
900 Maintenance Operations	7.00	5.00	7.00	7.00	-
904 Maintenance Services	3.00	3.00	4.00	4.00	-
909 Moisture Intrusion	-	-	6.00	7.00	1.00
910 Building Maintenance	12.03	13.03	9.00	9.00	-
911 Appliance	6.45	6.45	5.00	5.00	-
912 Carpentry	40.15	41.15	43.00	42.00	(1.00)
913 Electrical	7.14	8.14	10.00	10.00	-
914 Plumbing	21.82	23.82	24.00	24.00	-
917 Interior Components	8.99	8.72	9.00	9.00	-
918 Handyman Services	-	-	-	2.00	2.00
920 Construction/Project Management	8.00	8.00	8.00	8.00	-
925 Manor Alterations and Permits	8.03	7.03	9.00	9.00	-
926 Facilities Management	6.09	6.09	6.00	6.00	-
932 Paint	43.38	43.38	45.50	43.50	(2.00)

Laguna Woods Village Department Allocations

	2019 PLAN	GRF	United	Third
NO WORK CENTER	\$ 15,313,811	\$ (4,141,356)	\$ 13,809,645	\$ 5,645,522
OFFICE OF THE CEO	\$ 1,787,498	\$ 877,368	\$ 453,936	\$ 456,194
100 - OFFICE OF THE CEO	1,787,498	877,368	453,936	456,194
DEPARTMENT OF RESIDENT SERVICES	\$ 1,516,607	\$ 525,651	\$ 728,939	\$ 262,017
200 - RESIDENT SERVICES ADMIN	528,254	319,048	121,436	87,770
240 - COMMUNITY SERVICES	(156,749)	67,251	(84,674)	(139,326)
950 - PROPERTY SERVICES	1,145,102	139,352	692,177	313,573
DEPARTMENT OF GENERAL SERVICES	\$ 7,958,871	\$ 5,325,155	\$ 967,760	\$ 1,665,956
902 - GENERAL SERVICES ADMIN	131,985	131,985	-	-
320 - COMMUNITY CENTER FACILITY	939,786	939,786	-	-
935 - JANITORIAL	1,366,160	-	369,615	996,545
936 - STREETS & SIDEWALKS	1,700,925	433,369	598,145	669,411
940 - SERVICE CENTER FAC	268,579	268,579	-	-
945 - GRF JANITORIAL SVCS	1,427,955	1,427,955	-	-
960 - VEHICLE MAINTENANCE	104,202	104,202	-	-
970 - TRANSPORTATION	2,019,279	2,019,279	-	-
DEPARTMENT OF LANDSCAPE SERVICES	\$ 12,918,831	\$ 1,251,277	\$ 5,353,687	\$ 6,313,867
500 - LANDSCAPE ADMIN	327,469	78,231	114,356	134,882
511 - NURSERY	357,918	35,830	126,283	195,805
512 - COMPOSTING	153,771	6,849	69,117	77,805
520 - GRF GROUNDS	446,603	446,603	-	-
530 - GROUNDS MAINTENANCE	7,139,352	359,911	2,730,085	4,049,356
540 - IRRIGATION	1,938,599	142,492	661,629	1,134,478
550 - SMALL EQUIPMENT REPAIR	449,701	32,541	200,219	216,941
560 - PEST CONTROL	545,806	35,367	219,469	290,970
570 - TREE MAINTENANCE	1,559,612	113,453	1,232,529	213,630
DEPARTMENT OF BROADBAND SERVICES	\$ 2,953,089	\$ 2,953,089	\$ -	\$ -
010 - BROADBAND ADMIN	137,920	137,920	-	-
020 - TV OPERATIONS	4,036,734	4,036,734	-	-
030 - TV STUDIO	660,079	660,079	-	-
040 - MEDIA SERVICES	(332,677)	(332,677)	-	-
050 - HIGH SPEED INTERNET	(1,548,967)	(1,548,967)	-	-
DEPARTMENT OF INFORMATION SERVICES	\$ 1,153,927	\$ 1,107,658	\$ 46,269	\$ -
360 - INFORMATION SERVICES	1,153,927	1,107,658	46,269	-
DEPARTMENT OF FINANCIAL SERVICES	\$ 6,725,205	\$ 2,908,801	\$ 1,871,990	\$ 1,944,414
300 - FINANCIAL SERVICES	1,864,237	985,994	434,362	443,881
241 - MAIL AND COPY SERVICES	317,808	117,547	104,227	96,034
311 - WAREHOUSE	140,004	140,255	(11,684)	11,433
350 - INSURANCE	3,952,222	1,333,192	1,299,266	1,319,764
370 - PURCHASING	425,934	306,813	45,819	73,302
380 - TAXES	25,000	25,000	-	-

Laguna Woods Village Department Allocations

	2019 PLAN	GRF	United	Third
DEPARTMENT OF SECURITY SERVICES	\$ 6,062,547	\$ 5,701,480	\$ 162,679	\$ 198,388
400 - SECURITY SERVICES	5,685,337	5,324,270	162,679	198,388
220 - SOCIAL SERVICES	377,210	377,210	-	-
DEPARTMENT OF RECREATION SERVICES	\$ 5,385,951	\$ 5,385,951	\$ -	\$ -
600 - RECREATION ADMIN	329,764	329,764	-	-
521 - GARDEN CENTERS	118,818	118,818	-	-
580 - GOLF MAINTENANCE - 27 HOLE	499,955	499,955	-	-
581 - GOLF MAINTENANCE - 9 HOLE	116,896	116,896	-	-
602 - BAR SERVICES	(17,929)	(17,929)	-	-
603 - LIBRARY	31,526	31,526	-	-
610 - COMMUNITY CENTER REC ROOMS	41,837	41,837	-	-
611 - CLUBHOUSE 1	470,109	470,109	-	-
612 - CLUBHOUSE 2	401,067	401,067	-	-
613 - PERFORMING ARTS CENTER	433,556	433,556	-	-
614 - CLUBHOUSE 4	385,115	385,115	-	-
615 - CLUBHOUSE 5	287,487	287,487	-	-
616 - CLUBHOUSE 6	147,512	147,512	-	-
617 - CLUBHOUSE 7	113,552	113,552	-	-
620 - EQUESTRIAN	245,424	245,424	-	-
670 - GOLF OPERATIONS - 27 HOLE	543,696	543,696	-	-
672 - VILLAGE GREENS CAFÉ	3,794	3,794	-	-
680 - GOLF OPERATIONS - 9 HOLE	86,251	86,251	-	-
690 - AQUATICS	699,957	699,957	-	-
691 - FITNESS	447,564	447,564	-	-
DEPARTMENT OF HUMAN RESOURCE SERVICES	\$ 275,948	\$ 275,948	\$ -	\$ -
700 - HUMAN RESOURCE SERVICES	275,948	275,948	-	-
DEPARTMENT OF MAINTENANCE & CONSTRUCTION	\$ 36,642,109	\$ 1,781,978	\$ 18,105,422	\$ 16,754,709
900 - MAINTENANCE OPERATIONS	1,115,491	177,724	459,849	477,918
904 - MAINTENANCE SERVICES	288,474	53,987	131,313	103,174
909 - MOISTURE INTRUSION	3,114,501	20,379	1,493,817	1,600,305
910 - BUILDING MAINTENANCE	2,968,926	155,073	1,390,161	1,423,692
911 - APPLIANCE	883,100	5,429	785,633	92,038
912 - CARPENTRY	4,686,027	167,453	2,071,814	2,446,760
913 - ELECTRICAL	1,058,210	86,446	799,390	172,374
914 - PLUMBING	3,345,650	80,500	2,560,970	704,180
917 - INTERIOR COMPONENTS	1,448,639	110,685	1,283,039	54,915
918 - HANDYMAN SERVICES	117,629	-	117,629	-
920 - CONSTRUCTION/PROJECT MANAGEMENT	12,593,227	440,295	4,973,903	7,179,029
925 - MANOR ALTERATIONS AND PERMITS	713,972	7,960	241,727	464,285
926 - FACILITIES MANAGEMENT	229,753	211,157	-	18,596
932 - PAINT	4,078,510	264,890	1,796,177	2,017,443
TOTAL	\$ 98,694,394	\$ 23,953,000	\$ 41,500,327	\$ 33,241,067

2019 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY OF ALL UNITS

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Trust Facilities Fees	\$4,141,356	\$4,141,356		0%
Golf Green Fees	1,594,861	1,617,712	22,851	1%
Golf Operations	303,271	303,630	359	0%
Merchandise Sales	283,111	316,526	33,415	12%
Clubhouse Rentals and Event Fees	1,009,071	1,007,336	(1,735)	0%
Rentals	101,640	97,000	(4,640)	(5%)
Fees and Charges for Services to Residents	1,249,027	953,578	(295,449)	(24%)
Broadband Services	4,386,577	4,790,000	403,423	9%
Laundry	348,000	500,000	152,000	44%
Miscellaneous	2,311,305	2,431,157	119,852	5%
Total Non-Assessment Revenue	<u>15,728,219</u>	<u>16,158,295</u>	<u>430,076</u>	<u>3%</u>
Expenses:				
Employee Compensation	35,891,464	37,266,189	(1,374,725)	(4%)
Expenses Related to Employee Compensation	13,949,878	14,266,416	(316,538)	(2%)
Materials and Supplies	6,556,686	6,468,370	88,315	1%
Cost of Goods Sold	168,011	193,396	(25,385)	(15%)
Community Events	385,442	422,945	(37,503)	(10%)
Utilities and Telephone	11,316,201	11,777,801	(461,600)	(4%)
Fuel and Oil	425,000	440,000	(15,000)	(4%)
Legal Fees	740,000	772,500	(32,500)	(4%)
Professional Fees	1,105,765	1,058,872	46,893	4%
Equipment Rental	293,942	303,754	(9,812)	(3%)
Outside Services	19,033,559	20,512,343	(1,478,784)	(8%)
Repairs and Maintenance	1,176,781	1,322,700	(145,919)	(12%)
Other Operating Expense	914,503	1,178,964	(264,461)	(29%)
(Gain)/Loss on sale or trade warehouse	(75,000)	(75,000)		0%
Income Taxes	150,000	25,000	125,000	83%
Property and Sales Tax	9,667,099	9,902,767	(235,668)	(2%)
Insurance	3,814,628	3,929,722	(115,094)	(3%)
Cable Programming/Copyright/Franchise	4,850,300	4,922,500	(72,200)	(1%)
Investment Expense	19,722		19,722	100%
Uncollectible Accounts	133,500	163,450	(29,950)	(22%)
Total Expenses	<u>110,517,480</u>	<u>114,852,689</u>	<u>(4,335,209)</u>	<u>(4%)</u>
Net Cost (before allocations)	<u>\$94,789,262</u>	<u>\$98,694,395</u>	<u>(\$3,905,133)</u>	<u>(4%)</u>
Allocated To Departments	(6,371,107)	(6,164,916)	(206,191)	(3%)
Allocated From Departments	6,371,107	6,164,916	206,191	3%
Net Cost	<u>\$94,789,262</u>	<u>\$98,694,395</u>	<u>(\$3,905,133)</u>	<u>(4%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: NO WORK CENTER

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Trust Facilities Fees	\$4,141,356	\$4,141,356		0%
Laundry	348,000	500,000	152,000	44%
Miscellaneous	377,760	366,000	(11,760)	(3%)
Total Non-Assessment Revenue	<u>4,867,116</u>	<u>5,007,356</u>	<u>140,240</u>	<u>3%</u>
Expenses:				
Utilities and Telephone	9,155,010	9,502,460	(347,450)	(4%)
Legal Fees	490,000	395,000	95,000	19%
Professional Fees	136,000	115,200	20,800	15%
Repairs and Maintenance	350,948	359,528	(8,580)	(2%)
Property and Sales Tax	9,571,492	9,810,779	(239,287)	(2%)
Investment Expense	19,722		19,722	100%
Uncollectible Accounts	100,000	138,200	(38,200)	(38%)
Total Expenses	<u>19,823,171</u>	<u>20,321,167</u>	<u>(497,996)</u>	<u>(3%)</u>
Net Cost (before allocations)	<u>\$14,956,055</u>	<u>\$15,313,811</u>	<u>(\$357,756)</u>	<u>(2%)</u>
Net Cost	<u>\$14,956,055</u>	<u>\$15,313,811</u>	<u>(\$357,756)</u>	<u>(2%)</u>



OFFICE OF THE CEO

Department Head: Siobhan Foster (Interim)

Laguna Woods Village®

The Department of the CEO provides liaison with each of the Corporation Board of Directors; direct services, programs, and operations, ensuring that all activities are within policy guidelines set by the Boards, the management agreement, the governing documents, and the business plans of each Corporation.

Executive Management

- Direct supervision of the operating departments, including the development of in-house operating procedures to ensure effective, timely, and expeditious execution of services. Review all operations to seek more cost-efficient and effective ways of providing services.
- Orchestrate with staff, the Boards of Directors, and the membership at large a plan for the Community to identify key issues, examine alternatives, and financially plan for the resolution of these issues to better utilize Community resources and ensure short-term planning decisions are consistent with long-term objectives.
- In all matters affecting Laguna Woods Village, provide government liaison with City, County, State and Federal governments, and other outside agencies; identify issues in neighboring cities and businesses.
- Review matters regarding contracts, statutes, and general conditions relative to land use, acquisition, sale, and/or leasing.

Corporate Secretary

- Provide administrative support services to each of the Board of Directors. Ensure that all legal requirements are met for Board meetings, including frequency, notice, and voting issues.
- Maintain corporate records and provide research and analysis for the Boards of Directors and committees utilizing professional services and other staff as appropriate.
- Prepare agendas and coordinate all aspects of annual meetings of members, Directors Institute meetings, regular monthly meetings, and other special meetings of the Boards. Record, transcribe, and file the minutes of each of the Corporations' annual and Board of Directors' meetings.
- Monitor the submittal of applications for membership transfer and resale to assure expeditious consideration by the Boards of Directors.

Public Relations

- Manage comprehensive public relations program, providing information to the residents of Laguna Woods Village, potential residents, and to external news media using website postings, newsletters, emails, press releases, and social media communications.

2019 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: OFFICE OF THE CEO

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$863,928	\$1,056,224	(\$192,296)	(22%)
Expenses Related to Employee Compensation	137,846	176,667	(38,820)	(28%)
Materials and Supplies	15,000	30,000	(15,000)	(100%)
Community Events		14,400	(14,400)	0%
Legal Fees	176,000	225,000	(49,000)	(28%)
Professional Fees	75,000	135,000	(60,000)	(80%)
Outside Services		50,000	(50,000)	0%
Other Operating Expense	118,521	77,800	40,721	34%
Total Expenses	<u>1,386,295</u>	<u>1,765,090</u>	<u>(378,795)</u>	<u>(27%)</u>
 Net Cost (before allocations)	 <u>\$1,386,295</u>	 <u>\$1,765,090</u>	 <u>(\$378,795)</u>	 <u>(27%)</u>
 Allocated From Departments	 23,106	 22,408	 698	 3%
 Net Cost	 <u>\$1,409,401</u>	 <u>\$1,787,498</u>	 <u>(\$378,097)</u>	 <u>(27%)</u>

DEPARTMENT OF RESIDENT SERVICES

Department Head: Christine Spahr



Laguna Woods Village®

Resident Services Administration - Recommend changes in governing rules, policies, and membership qualifications to the corporations, as needed. Oversee all call center operations pertaining to resident maintenance service.

Community Services – Provide support to all Boards of Directors in matters pertaining to membership and occupancy. Maintain official corporate membership and occupancy records. Process all membership changes through property transfer and resale and issue all photo identification cards. Process all lease permits in accordance with applicable mutual policies, including coordination with Security and membership counselor. Verify voter validity and eligibility.

Operate the reception desk in the Laguna Woods Village Community Center, provide switchboard services for the administrative offices and distribute various printed media to the public. Welcome new residents by holding two comprehensive orientation programs each month.

Property Services – Receive, organize and process resident service requests. Initiate appliance replacements/upgrades beginning with Member requests. Contact residents to verify scheduled work requests affected by Building Maintenance programs prior to commencement of work.

2019 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF RESIDENT SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Miscellaneous	\$932,012	\$1,071,000	\$138,988	15%
Total Non-Assessment Revenue	<u>932,012</u>	<u>1,071,000</u>	<u>138,988</u>	<u>15%</u>
Expenses:				
Employee Compensation	1,638,193	1,803,045	(164,852)	(10%)
Expenses Related to Employee Compensation	393,209	447,050	(53,841)	(14%)
Materials and Supplies	29,600	71,800	(42,200)	(143%)
Professional Fees	13,000	13,000		0%
Equipment Rental	82	82		0%
Outside Services	55,000	181,500	(126,500)	(230%)
Other Operating Expense	31,738	29,288	2,450	8%
Total Expenses	<u>2,160,822</u>	<u>2,545,765</u>	<u>(384,943)</u>	<u>(18%)</u>
Net Cost (before allocations)	<u>\$1,228,810</u>	<u>\$1,474,765</u>	<u>(\$245,955)</u>	<u>(20%)</u>
Allocated To Departments	(237,872)		(237,872)	100%
Allocated From Departments	278,216	41,842	236,373	85%
Net Cost	<u>\$1,269,154</u>	<u>\$1,516,607</u>	<u>(\$247,454)</u>	<u>(19%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
200 - RESIDENT SERVICES ADMIN

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$374,526	\$368,751	\$5,775	2%
Expenses Related to Employee Compensation	77,859	80,260	(2,401)	(3%)
Materials and Supplies	3,500	3,500		0%
Professional Fees	7,000	7,000		0%
Outside Services		5,000	(5,000)	0%
Other Operating Expense	24,900	21,900	3,000	12%
Total Expenses	<u>487,785</u>	<u>486,412</u>	<u>1,374</u>	<u>0%</u>
 Net Cost (before allocations)	 <u>\$487,785</u>	 <u>\$486,412</u>	 <u>\$1,374</u>	 <u>0%</u>
 Allocated To Departments	 (237,872)		 (237,872)	 100%
Allocated From Departments	40,344	41,842	(1,498)	(4%)
 Net Cost	 <u>\$290,258</u>	 <u>\$528,254</u>	 <u>(\$237,996)</u>	 <u>(82%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
240 - COMMUNITY SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Miscellaneous	\$868,902	\$901,000	\$32,098	4%
Total Non-Assessment Revenue	<u>868,902</u>	<u>901,000</u>	<u>32,098</u>	<u>4%</u>
Expenses:				
Employee Compensation	514,816	557,792	(42,976)	(8%)
Expenses Related to Employee Compensation	103,335	130,509	(27,175)	(26%)
Materials and Supplies	18,100	17,600	500	3%
Equipment Rental	82	82		0%
Outside Services	5,000	36,500	(31,500)	(630%)
Other Operating Expense	2,718	1,768	950	35%
Total Expenses	<u>644,050</u>	<u>744,251</u>	<u>(100,201)</u>	<u>(16%)</u>
Net Cost (before allocations)	<u>(\$224,852)</u>	<u>(\$156,749)</u>	<u>(\$68,103)</u>	<u>(30%)</u>
Allocated From Departments	118,936		118,936	100%
Net Cost	<u>(\$105,916)</u>	<u>(\$156,749)</u>	<u>\$50,833</u>	<u>48%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
950 - PROPERTY SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Miscellaneous	\$63,110	\$170,000	\$106,890	169%
Total Non-Assessment Revenue	<u>63,110</u>	<u>170,000</u>	<u>106,890</u>	<u>169%</u>
Expenses:				
Employee Compensation	748,851	876,502	(127,651)	(17%)
Expenses Related to Employee Compensation	212,015	236,280	(24,265)	(11%)
Materials and Supplies	8,000	50,700	(42,700)	(534%)
Professional Fees	6,000	6,000		0%
Outside Services	50,000	140,000	(90,000)	(180%)
Other Operating Expense	4,120	5,620	(1,500)	(36%)
Total Expenses	<u>1,028,986</u>	<u>1,315,102</u>	<u>(286,116)</u>	<u>(28%)</u>
Net Cost (before allocations)	<u>\$965,876</u>	<u>\$1,145,102</u>	<u>(\$179,226)</u>	<u>(19%)</u>
Allocated From Departments	118,936		118,936	100%
Net Cost	<u>\$1,084,812</u>	<u>\$1,145,102</u>	<u>(\$60,291)</u>	<u>(6%)</u>

DEPARTMENT OF GENERAL SERVICES

Department Head: Bruce Hartley



Laguna Woods Village®

The Department of General Services is responsible for operating, maintaining, repairing, and replacing the Community physical assets or resources, with the following major areas of operation:

Community Center – Record operating costs related to the Laguna Woods Village Community Center building, including: facility and equipment repair and maintenance; utility and telephone services; office/workstation alterations; furniture and office equipment; office space rental (e.g. The Laguna Woods Globe); miscellaneous support materials for coffee and copy rooms; and association fees and requirements.

Janitorial - Provide cleaning of certain Golden Rain Foundation facilities and some components of the Housing Mutual's buildings

Streets and Sidewalks – Responsible for minor maintenance to streets, parking lots, signage, and parkways. Services also include street sweeping, curb painting, concrete work, gutter cleaning, perimeter wall repair, welding, and storm drain maintenance.

Service Center Facility – Provide office, shop, and storage facilities for the Transportation, Maintenance, Landscape, Broadband, Security and Warehouse operations. The utilities, trash transfer station, and general operating costs to support these facilities are compiled in this work center.

Vehicle Maintenance – Responsible for maintenance and repair of the entire Laguna Woods Village vehicle and special mobile equipment fleet.

Transportation – Provides a bus transportation system exclusively for Laguna Woods Village residents.

2019 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF GENERAL SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Rentals	\$8,640		(\$8,640)	(100%)
Fees and Charges for Services to Residents	17,408	22,261	4,853	28%
Miscellaneous	230		(230)	(100%)
Total Non-Assessment Revenue	<u>26,278</u>	<u>22,261</u>	<u>(4,017)</u>	<u>(15%)</u>
Expenses:				
Employee Compensation	4,215,447	4,067,719	147,727	4%
Expenses Related to Employee Compensation	1,965,864	1,979,199	(13,335)	(1%)
Materials and Supplies	723,684	763,065	(39,381)	(5%)
Cost of Goods Sold	750	500	250	33%
Utilities and Telephone	636,842	702,400	(65,558)	(10%)
Fuel and Oil	425,000	440,000	(15,000)	(4%)
Professional Fees		15,000	(15,000)	0%
Equipment Rental	163,800	139,000	24,800	15%
Outside Services	243,963	318,720	(74,757)	(31%)
Repairs and Maintenance	193,589	264,298	(70,709)	(37%)
Other Operating Expense	72,507	128,100	(55,593)	(77%)
Property and Sales Tax	71,130	70,028	1,102	2%
Total Expenses	<u>8,712,576</u>	<u>8,888,029</u>	<u>(175,454)</u>	<u>(2%)</u>
Net Cost (before allocations)	<u>\$8,686,298</u>	<u>\$8,865,768</u>	<u>(\$179,470)</u>	<u>(2%)</u>
Allocated To Departments	(2,463,227)	(2,378,420)	(84,806)	(3%)
Allocated From Departments	1,544,883	1,471,523	73,359	5%
Net Cost	<u>\$7,767,954</u>	<u>\$7,958,871</u>	<u>(\$190,917)</u>	<u>(2%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
902 - GENERAL SERVICES ADMIN

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$425,801	\$317,020	\$108,781	26%
Expenses Related to Employee Compensation	94,438	75,493	18,945	20%
Materials and Supplies	1,100		1,100	100%
Other Operating Expense	500		500	100%
Total Expenses	<u>521,840</u>	<u>392,513</u>	<u>129,326</u>	<u>25%</u>
 Net Cost (before allocations)	 <u>\$521,840</u>	 <u>\$392,513</u>	 <u>\$129,326</u>	 <u>25%</u>
 Allocated To Departments	 (558,377)	 (467,947)	 (90,429)	 (16%)
Allocated From Departments	194,028	207,419	(13,391)	(7%)
 Net Cost	 <u>\$157,491</u>	 <u>\$131,985</u>	 <u>\$25,506</u>	 <u>16%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
320 - COMMUNITY CENTER FACILITY

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Rentals	\$8,640		(\$8,640)	(100%)
Miscellaneous	230		(230)	(100%)
Total Non-Assessment Revenue	<u>8,870</u>		<u>(8,870)</u>	<u>(100%)</u>
Expenses:				
Materials and Supplies	57,050	77,050	(20,000)	(35%)
Utilities and Telephone	376,389	431,360	(54,971)	(15%)
Equipment Rental	111,000	111,000		0%
Outside Services	59,100	59,100		0%
Repairs and Maintenance	165,752	232,548	(66,796)	(40%)
Other Operating Expense	2,700	28,700	(26,000)	(963%)
Property and Sales Tax	28	28		0%
Total Expenses	<u>772,019</u>	<u>939,786</u>	<u>(167,767)</u>	<u>(22%)</u>
Net Cost (before allocations)	<u>\$763,149</u>	<u>\$939,786</u>	<u>(\$176,637)</u>	<u>(23%)</u>
Net Cost	<u>\$763,149</u>	<u>\$939,786</u>	<u>(\$176,637)</u>	<u>(23%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
935 - JANITORIAL

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$644,407	\$688,459	(\$44,052)	(7%)
Expenses Related to Employee Compensation	415,629	445,852	(30,223)	(7%)
Materials and Supplies	22,137	64,750	(42,613)	(192%)
Outside Services	520	20,550	(20,030)	(3852%)
Repairs and Maintenance	363	2,750	(2,387)	(658%)
Other Operating Expense	7,500	14,000	(6,500)	(87%)
Total Expenses	<u>1,090,556</u>	<u>1,236,362</u>	<u>(145,805)</u>	<u>(13%)</u>
 Net Cost (before allocations)	 <u>\$1,090,556</u>	 <u>\$1,236,362</u>	 <u>(\$145,805)</u>	 <u>(13%)</u>
 Allocated From Departments	 148,737	 129,798	 18,939	 13%
Net Cost	<u><u>\$1,239,293</u></u>	<u><u>\$1,366,160</u></u>	<u><u>(\$126,867)</u></u>	<u><u>(10%)</u></u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
936 - STREETS & SIDEWALKS

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Fees and Charges for Services to Residents	\$17,408	\$22,261	\$4,853	28%
Total Non-Assessment Revenue	<u>17,408</u>	<u>22,261</u>	<u>4,853</u>	<u>28%</u>
Expenses:				
Employee Compensation	773,210	798,006	(24,797)	(3%)
Expenses Related to Employee Compensation	402,621	412,172	(9,551)	(2%)
Materials and Supplies	224,741	202,165	22,576	10%
Cost of Goods Sold	500	500		0%
Professional Fees		15,000	(15,000)	0%
Equipment Rental	17,000	10,000	7,000	41%
Outside Services	53,042	163,000	(109,958)	(207%)
Repairs and Maintenance	2,500	2,500		0%
Other Operating Expense	6,650	12,900	(6,250)	(94%)
Total Expenses	<u>1,480,263</u>	<u>1,616,243</u>	<u>(135,980)</u>	<u>(9%)</u>
 Net Cost (before allocations)	 <u>\$1,462,855</u>	 <u>\$1,593,982</u>	 <u>(\$131,127)</u>	 <u>(9%)</u>
 Allocated From Departments	 106,454	 106,943	 (489)	 0%
Net Cost	<u>\$1,569,309</u>	<u>\$1,700,925</u>	<u>(\$131,616)</u>	<u>(8%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
940 - SERVICE CENTER FAC

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Materials and Supplies	\$4,500		\$4,500	100%
Utilities and Telephone	260,453	271,040	(10,587)	(4%)
Total Expenses	<u>264,953</u>	<u>271,040</u>	<u>(6,087)</u>	<u>(2%)</u>
Net Cost (before allocations)	<u>\$264,953</u>	<u>\$271,040</u>	<u>(\$6,087)</u>	<u>(2%)</u>
Allocated To Departments	(6,505)	(2,461)	(4,044)	(62%)
Net Cost	<u>\$258,448</u>	<u>\$268,579</u>	<u>(\$10,131)</u>	<u>(4%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
945 - GRF JANITORIAL SVCS

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$715,255	\$734,027	(\$18,772)	(3%)
Expenses Related to Employee Compensation	461,578	464,487	(2,910)	(1%)
Materials and Supplies	103,447	105,000	(1,553)	(2%)
Outside Services	6,000	6,000	0%	
Repairs and Maintenance	437	1,000	(563)	(129%)
Other Operating Expense	9,000	10,000	(1,000)	(11%)
Total Expenses	<u>1,295,716</u>	<u>1,320,515</u>	<u>(24,798)</u>	<u>(2%)</u>
 Net Cost (before allocations)	 <u>\$1,295,716</u>	 <u>\$1,320,515</u>	 <u>(\$24,798)</u>	 <u>(2%)</u>
 Allocated From Departments	 126,517	 107,440	 19,077	 15%
Net Cost	<u>\$1,422,234</u>	<u>\$1,427,955</u>	<u>(\$5,721)</u>	<u>0%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
960 - VEHICLE MAINTENANCE

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$715,110	\$735,077	(\$19,967)	(3%)
Expenses Related to Employee Compensation	315,558	325,267	(9,710)	(3%)
Materials and Supplies	300,459	296,000	4,459	1%
Fuel and Oil	425,000	440,000	(15,000)	(4%)
Equipment Rental	35,800	15,800	20,000	56%
Outside Services	100,000	70,070	29,930	30%
Repairs and Maintenance	23,037	24,000	(963)	(4%)
Other Operating Expense	20,822	36,000	(15,178)	(73%)
Property and Sales Tax	71,102	70,000	1,102	2%
Total Expenses	<u>2,006,887</u>	<u>2,012,214</u>	<u>(5,327)</u>	<u>0%</u>
 Net Cost (before allocations)	 <u>\$2,006,887</u>	 <u>\$2,012,214</u>	 <u>(\$5,327)</u>	 <u>0%</u>
 Allocated To Departments	 (1,898,345)	 (1,908,012)	 9,667	 1%
Net Cost	<u>\$108,543</u>	<u>\$104,202</u>	<u>\$4,340</u>	<u>4%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
970 - TRANSPORTATION

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$941,664	\$795,130	\$146,534	16%
Expenses Related to Employee Compensation	276,041	255,927	20,114	7%
Materials and Supplies	10,250	18,100	(7,850)	(77%)
Cost of Goods Sold	250		250	100%
Equipment Rental		2,200	(2,200)	0%
Outside Services	25,301		25,301	100%
Repairs and Maintenance	1,500	1,500		0%
Other Operating Expense	25,335	26,500	(1,165)	(5%)
Total Expenses	<u>1,280,341</u>	<u>1,099,357</u>	<u>180,984</u>	<u>14%</u>
 Net Cost (before allocations)	 <u>\$1,280,341</u>	 <u>\$1,099,357</u>	 <u>\$180,984</u>	 <u>14%</u>
 Allocated From Departments	 969,146	 919,922	 49,224	 5%
 Net Cost	 <u>\$2,249,487</u>	 <u>\$2,019,279</u>	 <u>\$230,208</u>	 <u>10%</u>

DEPARTMENT OF LANDSCAPE SERVICES

Department Head: Bruce Hartley



Laguna Woods Village®

The Department of Landscape Services is a function that falls under the General Services Director and provides the following major functions:

Landscape Administration – Responsible for managing, organizing, planning, and coordinating all landscape operations. Investigate and implement new methods and practices. Provide advice and information to all corporations and Staff regarding landscape maintenance, drainage, recycling, composting, nursery operations, tree maintenance, pest control, irrigation design, and modification and other horticultural practices.

Nursery, Composting – The Nursery supports landscape maintenance operations including the purchase and production of annual color, trees, and plantings. The composting operation produces valuable compost material that is utilized throughout the Community for a variety of applications such as shrub bed mulch and soil amendment.

GRF & Grounds Maintenance – Responsible for all routine landscape and maintenance of GRF and Mutual grounds, including the following services: mowing, edging, pruning, fertilizing, planting, aerating, trimming, weeding, lawn renovation, wood splitting, mulch application, snail abatement, horse trail maintenance, wood chip distribution, and relandscaping.

Irrigation – This function is responsible for scheduling, installing, inspecting, maintaining and repairing all components of irrigation systems. Further, this area is responsible for the programming of the centralized irrigation system.

Equipment Repair – Responsible for scheduling, inspecting, and repairing landscape maintenance equipment. This function also provides prototype design and fabrication when needed.

Pest Control – Responsible for inspecting, diagnosing, and identifying turf, tree, and ornamental pests and diseases; scheduling and applying herbicides, insecticides, miticides, bactericides, and growth retardants; and setting traps and bait for rodents and other horticultural pests. This department also responds to reports of Africanized Honey Bee (AHB) incidents to eliminate swarms and remove the hive.

Tree Maintenance – Responsible for tree inspection, diagnosis, structural and maintenance pruning, and removal. The department is also responsible for stump grinding/removal. Additionally, the department is responsible for maintaining the tree inventory database using ArborPro.

2019 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF LANDSCAPE SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Merchandise Sales	\$5,000		(\$5,000)	(100%)
Fees and Charges for Services to Residents	119,139	76,685	(42,454)	(36%)
Total Non-Assessment Revenue	<u>124,139</u>	<u>76,685</u>	<u>(47,454)</u>	<u>(38%)</u>
Expenses:				
Employee Compensation	6,142,654	6,505,937	(363,283)	(6%)
Expenses Related to Employee Compensation	3,213,515	3,438,201	(224,686)	(7%)
Materials and Supplies	574,770	626,251	(51,481)	(9%)
Cost of Goods Sold	5	5		0%
Utilities and Telephone	2,399	6,670	(4,271)	(178%)
Professional Fees	15,000		15,000	100%
Outside Services	585,452	1,469,228	(883,776)	(151%)
Repairs and Maintenance	2,348	2,724	(376)	(16%)
Other Operating Expense	88,116	94,416	(6,300)	(7%)
Property and Sales Tax	230		230	100%
Total Expenses	<u>10,624,488</u>	<u>12,143,432</u>	<u>(1,518,944)</u>	<u>(14%)</u>
Net Cost (before allocations)	<u>\$10,500,349</u>	<u>\$12,066,747</u>	<u>(\$1,566,398)</u>	<u>(15%)</u>
Allocated To Departments	(1,025,515)	(845,415)	(180,100)	(18%)
Allocated From Departments	1,654,940	1,697,501	(42,561)	(3%)
Net Cost	<u>\$11,129,775</u>	<u>\$12,918,833</u>	<u>(\$1,789,058)</u>	<u>(16%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
500 - LANDSCAPE ADMIN

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$771,472	\$656,999	\$114,473	15%
Expenses Related to Employee Compensation	190,534	173,682	16,852	9%
Materials and Supplies	4,300		4,300	100%
Professional Fees	15,000		15,000	100%
Outside Services	15,827		15,827	100%
Other Operating Expense	5,345		5,345	100%
Property and Sales Tax	230		230	100%
Total Expenses	<u>1,002,708</u>	<u>830,681</u>	<u>172,027</u>	<u>17%</u>
 Net Cost (before allocations)	 <u>\$1,002,708</u>	 <u>\$830,681</u>	 <u>\$172,027</u>	 <u>17%</u>
 Allocated To Departments	 (1,025,515)	 (845,415)	 (180,100)	 (18%)
Allocated From Departments	337,530	342,203	(4,673)	(1%)
 Net Cost	 <u><u>\$314,724</u></u>	 <u><u>\$327,469</u></u>	 <u><u>(\$12,746)</u></u>	 <u><u>(4%)</u></u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
511 - NURSERY

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Merchandise Sales	\$5,000		(\$5,000)	(100%)
Total Non-Assessment Revenue	<u>5,000</u>		<u>(5,000)</u>	<u>(100%)</u>
Expenses:				
Employee Compensation	184,658	188,815	(4,157)	(2%)
Expenses Related to Employee Compensation	86,038	92,465	(6,427)	(7%)
Materials and Supplies	53,166	44,271	8,895	17%
Utilities and Telephone	2,075		2,075	100%
Outside Services	3,350	3,400	(50)	(1%)
Repairs and Maintenance	40		40	100%
Other Operating Expense	2,799	3,100	(301)	(11%)
Total Expenses	<u>332,125</u>	<u>332,051</u>	<u>74</u>	<u>0%</u>
 Net Cost (before allocations)	 <u>\$327,125</u>	 <u>\$332,051</u>	 <u>(\$4,926)</u>	 <u>(2%)</u>
 Allocated From Departments	 24,569	 25,866	 (1,297)	 (5%)
Net Cost	<u>\$351,694</u>	<u>\$357,917</u>	<u>(\$6,223)</u>	<u>(2%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
512 - COMPOSTING

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$50,618	\$50,990	(\$371)	(1%)
Expenses Related to Employee Compensation	25,235	25,715	(480)	(2%)
Materials and Supplies	385	592	(207)	(54%)
Outside Services	2,985	3,089	(104)	(3%)
Repairs and Maintenance	115	115	115	100%
Other Operating Expense	668	645	23	3%
Total Expenses	<u>80,007</u>	<u>81,031</u>	<u>(1,025)</u>	<u>(1%)</u>
 Net Cost (before allocations)	 <u>\$80,007</u>	 <u>\$81,031</u>	 <u>(\$1,025)</u>	 <u>(1%)</u>
 Allocated From Departments	 71,351	 72,741	 (1,390)	 (2%)
Net Cost	<u>\$151,357</u>	<u>\$153,772</u>	<u>(\$2,415)</u>	<u>(2%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
520 - GRF GROUNDS

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation		\$253,742	(\$253,742)	0%
Expenses Related to Employee Compensation		160,572	(160,572)	0%
Materials and Supplies		7,570	(7,570)	0%
Outside Services		19,558	(19,558)	0%
Other Operating Expense		5,160	(5,160)	0%
Total Expenses	<u> </u>	<u>446,603</u>	<u>(446,603)</u>	<u>0%</u>
 Net Cost (before allocations)	<u> </u>	<u>\$446,603</u>	<u>(\$446,603)</u>	<u>0%</u>
 Net Cost	<u> </u>	<u>\$446,603</u>	<u>(\$446,603)</u>	<u>0%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
530 - GROUNDS MAINTENANCE

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Fees and Charges for Services to Residents	\$79,187	\$41,463	(\$37,724)	(48%)
Total Non-Assessment Revenue	<u>79,187</u>	<u>41,463</u>	<u>(37,724)</u>	<u>(48%)</u>
Expenses:				
Employee Compensation	2,882,569	2,965,467	(82,898)	(3%)
Expenses Related to Employee Compensation	1,849,578	1,861,346	(11,768)	(1%)
Materials and Supplies	155,905	173,117	(17,213)	(11%)
Outside Services	536,602	1,387,841	(851,239)	(159%)
Repairs and Maintenance	710	450	260	37%
Other Operating Expense	41,876	50,350	(8,474)	(20%)
Total Expenses	<u>5,467,239</u>	<u>6,438,571</u>	<u>(971,332)</u>	<u>(18%)</u>
 Net Cost (before allocations)	 <u>\$5,388,052</u>	 <u>\$6,397,108</u>	 <u>(\$1,009,056)</u>	 <u>(19%)</u>
 Allocated From Departments	 721,467	 742,244	 (20,777)	 (3%)
 Net Cost	 <u>\$6,109,519</u>	 <u>\$7,139,352</u>	 <u>(\$1,029,833)</u>	 <u>(17%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
540 - IRRIGATION

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Fees and Charges for Services to Residents	\$34,477	\$26,282	(\$8,195)	(24%)
Total Non-Assessment Revenue	<u>34,477</u>	<u>26,282</u>	<u>(8,195)</u>	<u>(24%)</u>
Expenses:				
Employee Compensation	927,670	955,290	(27,620)	(3%)
Expenses Related to Employee Compensation	435,629	445,366	(9,737)	(2%)
Materials and Supplies	206,865	235,984	(29,120)	(14%)
Utilities and Telephone		6,670	(6,670)	0%
Outside Services	22,326	17,451	4,875	22%
Repairs and Maintenance	1,200	2,149	(949)	(79%)
Other Operating Expense	14,352	12,497	1,855	13%
Total Expenses	<u>1,608,042</u>	<u>1,675,408</u>	<u>(67,366)</u>	<u>(4%)</u>
 Net Cost (before allocations)	 <u>\$1,573,565</u>	 <u>\$1,649,125</u>	 <u>(\$75,560)</u>	 <u>(5%)</u>
 Allocated From Departments	 280,150	 289,473	 (9,324)	 (3%)
Net Cost	<u>\$1,853,715</u>	<u>\$1,938,599</u>	<u>(\$84,884)</u>	<u>(5%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
550 - SMALL EQUIPMENT REPAIR

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$194,834	\$201,159	(\$6,326)	(3%)
Expenses Related to Employee Compensation	101,200	102,901	(1,701)	(2%)
Materials and Supplies	101,988	104,875	(2,887)	(3%)
Cost of Goods Sold	5	5		0%
Outside Services	780	780		0%
Other Operating Expense	2,972	3,779	(807)	(27%)
Total Expenses	<u>401,778</u>	<u>413,499</u>	<u>(11,721)</u>	<u>(3%)</u>
 Net Cost (before allocations)	 <u>\$401,778</u>	 <u>\$413,499</u>	 <u>(\$11,721)</u>	 <u>(3%)</u>
 Allocated From Departments	 34,776	 36,203	 (1,427)	 (4%)
Net Cost	<u>\$436,554</u>	<u>\$449,702</u>	<u>(\$13,148)</u>	<u>(3%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
560 - PEST CONTROL

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$288,771	\$299,543	(\$10,772)	(4%)
Expenses Related to Employee Compensation	133,508	134,681	(1,174)	(1%)
Materials and Supplies	42,676	49,891	(7,215)	(17%)
Outside Services	1,026	4,200	(3,174)	(309%)
Repairs and Maintenance	183	125	58	32%
Other Operating Expense	6,843	6,906	(63)	(1%)
Total Expenses	<u>473,007</u>	<u>495,346</u>	<u>(22,339)</u>	<u>(5%)</u>
 Net Cost (before allocations)	 <u>\$473,007</u>	 <u>\$495,346</u>	 <u>(\$22,339)</u>	 <u>(5%)</u>
 Allocated From Departments	 48,854	 50,460	 (1,606)	 (3%)
Net Cost	<u>\$521,861</u>	<u>\$545,806</u>	<u>(\$23,945)</u>	<u>(5%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
570 - TREE MAINTENANCE

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Fees and Charges for Services to Residents	\$5,475	\$8,940	\$3,465	63%
Total Non-Assessment Revenue	<u>5,475</u>	<u>8,940</u>	<u>3,465</u>	<u>63%</u>
Expenses:				
Employee Compensation	842,062	933,932	(91,870)	(11%)
Expenses Related to Employee Compensation	391,793	441,473	(49,679)	(13%)
Materials and Supplies	9,485	9,949	(464)	(5%)
Utilities and Telephone	324	324	324	100%
Outside Services	2,556	32,909	(30,353)	(1188%)
Repairs and Maintenance	100	100	100	100%
Other Operating Expense	13,261	11,979	1,282	10%
Total Expenses	<u>1,259,581</u>	<u>1,430,242</u>	<u>(170,660)</u>	<u>(14%)</u>
 Net Cost (before allocations)	 <u>\$1,254,106</u>	 <u>\$1,421,301</u>	 <u>(\$167,195)</u>	 <u>(13%)</u>
 Allocated From Departments	 136,244	 138,311	 (2,067)	 (2%)
Net Cost	<u>\$1,390,350</u>	<u>\$1,559,613</u>	<u>(\$169,262)</u>	<u>(12%)</u>

DEPARTMENT OF BROADBAND SERVICES

Department Head: Chuck Holland



Laguna Woods Village®

The Department of Broadband Services is a function that falls under the IT Director and provides operation and maintenance of all related broadband activities including:

TV Operations – Coordinate and direct the maintenance and operation of the GRF Cable Television System. Determine channel placement and lineup for all analog, digital and high definition content. Provide subscription-based premium movie channel offerings. Conduct routine maintenance and repairs to the Community's cable television plant, as well as within individual manors. Provide a customer service contact for the Community to handle repairs, outages, questions on service, etc. Coordinate and maintain the provision of advanced digital services; including high-speed Internet, digital television, and program tiering. Support the ad insertion operation by maintaining the associated head end equipment necessary to provide this service. Provide enhanced digital services to the community including standard definition and high definition digital channels, pay-per-view, digital video recording, interactive program guide, and digital music services.

TV Studio – Coordinate and direct all TV6 programming content, determine programming schedules and oversee all revenue-generating advertising including local TV6 content and network ad insertion on applicable cable system channels. Record, broadcast, and archive GRF, United and Third board meetings. Provide coverage of special clubhouse meetings and important Community events. Produce, edit, and package custom audiovisual content. Provide tape, disk, or other storage media duplication services. Produce, record, broadcast, and archive the City of Laguna Woods council meetings. Provide re-broadcasting services.

Media Services – Oversee the operation and sales of cable network advertising on the Laguna Woods Village cable system. Provide a marketing strategy to promote Laguna Woods Village as a viable advertising medium to outside businesses, coordinate and solicit businesses to advertise on the Laguna Woods Village cable system, and develop and promote sales packages. Determine and schedule commercial advertising to be broadcast on the cable networks. Oversee all revenue generating advertising in short and long format. Develop the continued growth and success of the cable ad sales program.

High-Speed Internet – Oversee the delivery of high-speed data service to the residents of Laguna Woods Village and elsewhere within the City of Laguna Woods. Provide installation of high-speed data lines to manors within the Community, and maintenance of the broadband network and head-end facility. Coordinate installation and service activities with a contracted Internet service provider and promote the Internet service within the Community.

2019 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF BROADBAND SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Merchandise Sales	\$21,396	\$25,000	\$3,604	17%
Broadband Services	4,386,577	4,790,000	403,423	9%
Miscellaneous	10,000	10,000		0%
Total Non-Assessment Revenue	<u>4,417,973</u>	<u>4,825,000</u>	<u>407,027</u>	<u>9%</u>
Expenses:				
Employee Compensation	1,316,430	1,475,339	(158,909)	(12%)
Expenses Related to Employee Compensation	402,499	366,683	35,817	9%
Materials and Supplies	45,550	48,590	(3,040)	(7%)
Utilities and Telephone	132,100	130,500	1,600	1%
Legal Fees	4,000	2,500	1,500	38%
Outside Services	282,400	583,400	(301,000)	(107%)
Repairs and Maintenance	66,329	44,756	21,573	33%
Other Operating Expense	34,114	19,625	14,489	42%
Property and Sales Tax	250	200	50	20%
Cable Programming/Copyright/Franchise	4,850,300	4,922,500	(72,200)	(1%)
Uncollectible Accounts	33,500	25,250	8,250	25%
Total Expenses	<u>7,167,472</u>	<u>7,619,342</u>	<u>(451,870)</u>	<u>(6%)</u>
Net Cost (before allocations)	<u>\$2,749,499</u>	<u>\$2,794,342</u>	<u>(\$44,842)</u>	<u>(2%)</u>
Allocated To Departments	(56,537)	(156,220)	99,684	176%
Allocated From Departments	76,798	314,967	(238,169)	(310%)
Net Cost	<u>\$2,769,761</u>	<u>\$2,953,088</u>	<u>(\$183,328)</u>	<u>(7%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
010 - BROADBAND ADMINISTRATION

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$44,171	\$129,654	(\$85,483)	(194%)
Expenses Related to Employee Compensation	12,366	26,566	(14,200)	(115%)
Total Expenses	<u>56,537</u>	<u>156,220</u>	<u>(99,684)</u>	<u>(176%)</u>
 Net Cost (before allocations)	 <u>\$56,537</u>	 <u>\$156,220</u>	 <u>(\$99,684)</u>	 <u>(176%)</u>
 Allocated To Departments	 (56,537)	 (156,220)	 99,684	 176%
Allocated From Departments		137,920	(137,920)	0%
 Net Cost	 <u><u> </u></u>	 <u><u>\$137,920</u></u>	 <u><u>(\$137,920)</u></u>	 <u><u>0%</u></u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
020 - TV OPERATIONS

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Merchandise Sales	\$21,396	\$25,000	\$3,604	17%
Broadband Services	2,226,000	2,400,000	174,000	8%
Miscellaneous	10,000	10,000		0%
Total Non-Assessment Revenue	<u>2,257,396</u>	<u>2,435,000</u>	<u>177,604</u>	<u>8%</u>
Expenses:				
Employee Compensation	558,815	617,538	(58,722)	(11%)
Expenses Related to Employee Compensation	209,655	174,045	35,610	17%
Materials and Supplies	30,250	34,990	(4,740)	(16%)
Utilities and Telephone	132,100	130,500	1,600	1%
Legal Fees	4,000	2,500	1,500	38%
Outside Services	200,000	470,000	(270,000)	(135%)
Repairs and Maintenance	64,329	43,506	20,823	32%
Other Operating Expense	19,750	5,300	14,450	73%
Cable Programming/Copyright/Franchise	4,810,000	4,880,000	(70,000)	(1%)
Uncollectible Accounts	23,000	15,000	8,000	35%
Total Expenses	<u>6,051,899</u>	<u>6,373,378</u>	<u>(321,479)</u>	<u>(5%)</u>
Net Cost (before allocations)	<u>\$3,794,503</u>	<u>\$3,938,378</u>	<u>(\$143,875)</u>	<u>(4%)</u>
Allocated From Departments	47,951	98,356	(50,404)	(105%)
Net Cost	<u>\$3,842,454</u>	<u>\$4,036,734</u>	<u>(\$194,279)</u>	<u>(5%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
030 - TV STUDIO

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Broadband Services	\$138,250	\$119,000	(\$19,250)	(14%)
Total Non-Assessment Revenue	<u>138,250</u>	<u>119,000</u>	<u>(19,250)</u>	<u>(14%)</u>
Expenses:				
Employee Compensation	470,723	488,973	(18,250)	(4%)
Expenses Related to Employee Compensation	119,537	111,212	8,325	7%
Materials and Supplies	12,300	11,150	1,150	9%
Outside Services	62,500	94,000	(31,500)	(50%)
Repairs and Maintenance	1,500	750	750	50%
Other Operating Expense	2,850	2,975	(125)	(4%)
Property and Sales Tax	250	200	50	20%
Cable Programming/Copyright/Franchise	7,800	6,500	1,300	17%
Uncollectible Accounts	500	250	250	50%
Total Expenses	<u>677,960</u>	<u>716,009</u>	<u>(38,050)</u>	<u>(6%)</u>
Net Cost (before allocations)	<u>\$539,710</u>	<u>\$597,009</u>	<u>(\$57,300)</u>	<u>(11%)</u>
Allocated From Departments	23,193	63,070	(39,876)	(172%)
Net Cost	<u>\$562,903</u>	<u>\$660,079</u>	<u>(\$97,176)</u>	<u>(17%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
040 - MEDIA SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Broadband Services	\$650,000	\$650,000		0%
Total Non-Assessment Revenue	<u>650,000</u>	<u>650,000</u>		<u>0%</u>
Expenses:				
Employee Compensation	201,566	198,019	3,547	2%
Expenses Related to Employee Compensation	38,523	39,604	(1,081)	(3%)
Materials and Supplies	3,000	2,450	550	18%
Outside Services	19,900	19,400	500	3%
Repairs and Maintenance	500	500		0%
Other Operating Expense	11,514	11,350	164	1%
Cable Programming/Copyright/Franchise	32,500	36,000	(3,500)	(11%)
Uncollectible Accounts	10,000	10,000		0%
Total Expenses	<u>317,503</u>	<u>317,323</u>	<u>180</u>	<u>0%</u>
 Net Cost (before allocations)	 <u>(\$332,497)</u>	 <u>(\$332,677)</u>	 <u>\$180</u>	 <u>0%</u>
 Net Cost	 <u>(\$332,497)</u>	 <u>(\$332,677)</u>	 <u>\$180</u>	 <u>0%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
050 - HIGH SPEED INTERNET

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Broadband Services	\$1,372,327	\$1,621,000	\$248,673	18%
Total Non-Assessment Revenue	<u>1,372,327</u>	<u>1,621,000</u>	<u>248,673</u>	<u>18%</u>
Expenses:				
Employee Compensation	41,155	41,155		0%
Expenses Related to Employee Compensation	22,419	15,256	7,163	32%
Total Expenses	<u>63,574</u>	<u>56,411</u>	<u>7,163</u>	<u>11%</u>
 Net Cost (before allocations)	 <u>(\$1,308,753)</u>	 <u>(\$1,564,589)</u>	 <u>\$255,836</u>	 <u>20%</u>
 Allocated From Departments	 5,654	 15,622	 (9,968)	 (176%)
Net Cost	<u>(\$1,303,099)</u>	<u>(\$1,548,967)</u>	<u>\$245,867</u>	<u>19%</u>

DEPARTMENT OF INFORMATION SERVICES

Department Head: Chuck Holland



Laguna Woods Village®

The Department of Information Services coordinates and manages the development, implementation, and maintenance of all automated and operational systems related to fiscal and management information activities, as well as the maintenance of all automated and operational data network systems.

Manages and maintains all servers, work stations, databases, peripherals, networks, software, email, telecommunications equipment, system backups, system security, telephone and telecommunication equipment, services, and Internet access.

Provides data input and coordination of all source data to on-site and off-site facilities in the Community. Manages document imaging services providing extensive business document archives.

2019 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF INFORMATION SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$903,054	\$841,520	\$61,533	7%
Expenses Related to Employee Compensation	185,928	177,609	8,319	4%
Materials and Supplies	185,337	148,500	36,837	20%
Professional Fees	205,000	180,000	25,000	12%
Outside Services	30,000	47,850	(17,850)	(60%)
Repairs and Maintenance	286,007	295,000	(8,993)	(3%)
Other Operating Expense	19,040	16,500	2,540	13%
Total Expenses	<u>1,814,366</u>	<u>1,706,979</u>	<u>107,387</u>	<u>6%</u>
 Net Cost (before allocations)	 <u>\$1,814,366</u>	 <u>\$1,706,979</u>	 <u>\$107,387</u>	 <u>6%</u>
 Allocated To Departments	 (461,898)	 (553,053)	 91,154	 20%
Net Cost	<u>\$1,352,467</u>	<u>\$1,153,926</u>	<u>\$198,541</u>	<u>15%</u>

DEPARTMENT OF FINANCIAL SERVICES

Department Head: Betty Parker



Laguna Woods Village®

Administration – Coordinate and direct the activities of the Department. Negotiate and administer all banking relationships including treasury, investment and lending requirements. Administer the insurance and risk management programs. Provide liaison to the boards of directors by staffing finance committees and related subcommittees. Disseminate all financial information, including financial statements and the business plans, in a timely manner and meaningful format. Coordinate all audits and reviews including financial, operational, and internal controls.

Accounting – Provide accounting services for all corporations, operating departments, and trust. Prepare financial statements and maintain general ledgers. Prepare data for accounts payable and bi-weekly payroll and related reports. Prepare various sales and tax returns. Manage working capital and reconcile bank accounts. Invest funds in accordance with each corporation's investment policy. Coordinate annual financial statement audits and provide information to internal auditors. Collect all resident fees, manor assessments, and chargeable services payments. Initiate collection activities, including liens, foreclosures, and small claims filings for delinquent assessment accounts. Provide collection services for the increased complex delinquency activity. Provide accounting books and records information to members of Laguna Woods Village upon request. Accounting for acquisition and sale of mutual-owned units; coordinate the sale of the units.

Budget & Financial Planning – Provide business planning, budgeting, analytical and control services for all corporations, operating departments, and trust. Prepare annual plans for operations, reserves, cash flow, and capital purchases. Review monthly operating schedules/financial statements and prepare budget variance reports. Monitor monthly cost allocations for operating departments. Perform various financial analyses as required. Support delinquency and collection activities, including small claims filings.

Risk Management & Insurance – Capture the cost of insurance premiums and deductibles for property and disaster insurance on the Community facilities, general and auto liability coverage, Directors and Officers liability insurance, and other miscellaneous coverage. Risk management includes coordination of insurance claims and interaction with residents, insurance providers, and brokers.

Purchasing – Coordinate procurement of goods and services. Monitor and evaluate vendor performance. Maintain purchase order, contract, and product information files. Provide projected cost information to support operating and capital budgets. Prepare and execute all major facility improvements and service contracts.



DEPARTMENT OF FINANCIAL SERVICES

Department Head: Betty Parker

Laguna Woods Village®

Mail and Copy Services – Delivery of all mail services required for the associations, administration, and clubs. Fee based services for residents include: Copying, Folding, Collating, Stapling, Heat Binding, Cutting, Laminating, Faxing, Shredding.

Warehouse – Maintain centralized receiving and warehouse services, deliver merchandise and equipment received to operating departments, and manage the disposal of obsolete equipment, sales of used refrigerators, and cash sales to residents.

2019 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF FINANCIAL SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Merchandise Sales	\$30,000	\$30,000		0%
Miscellaneous	332,000	328,000	(4,000)	(1%)
Total Non-Assessment Revenue	<u>362,000</u>	<u>358,000</u>	<u>(4,000)</u>	<u>(1%)</u>
Expenses:				
Employee Compensation	2,044,488	2,103,933	(59,445)	(3%)
Expenses Related to Employee Compensation	489,811	503,219	(13,409)	(3%)
Materials and Supplies	89,950	83,950	6,000	7%
Cost of Goods Sold	10,000	10,000		0%
Professional Fees	296,500	267,500	29,000	10%
Equipment Rental	13,200	13,600	(400)	(3%)
Outside Services	131,000	142,000	(11,000)	(8%)
Repairs and Maintenance	6,800	23,600	(16,800)	(247%)
Other Operating Expense	140,845	130,949	9,896	7%
(Gain)/Loss on sale or trade warehouse	(75,000)	(75,000)		0%
Income Taxes	150,000	25,000	125,000	83%
Property and Sales Tax	6,000	3,000	3,000	50%
Insurance	3,814,628	3,929,722	(115,094)	(3%)
Total Expenses	<u>7,118,222</u>	<u>7,161,474</u>	<u>(43,252)</u>	<u>(1%)</u>
Net Cost (before allocations)	<u>\$6,756,222</u>	<u>\$6,803,474</u>	<u>(\$47,252)</u>	<u>(1%)</u>
Allocated To Departments	(102,760)	(107,172)	4,412	4%
Allocated From Departments	28,450	28,905	(455)	(2%)
Net Cost	<u>\$6,681,912</u>	<u>\$6,725,207</u>	<u>(\$43,295)</u>	<u>(1%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
300 - FINANCIAL SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Miscellaneous	\$257,000	\$250,000	(\$7,000)	(3%)
Total Non-Assessment Revenue	<u>257,000</u>	<u>250,000</u>	<u>(7,000)</u>	<u>(3%)</u>
Expenses:				
Employee Compensation	1,406,810	1,470,356	(63,547)	(5%)
Expenses Related to Employee Compensation	294,200	308,876	(14,676)	(5%)
Materials and Supplies	24,000	20,000	4,000	17%
Professional Fees	284,000	255,000	29,000	10%
Outside Services	85,000	96,000	(11,000)	(13%)
Other Operating Expense	8,100	8,100		0%
(Gain)/Loss on sale or trade warehouse	(75,000)	(75,000)		0%
Property and Sales Tax	5,000	2,000	3,000	60%
Total Expenses	<u>2,032,110</u>	<u>2,085,332</u>	<u>(53,222)</u>	<u>(3%)</u>
Net Cost (before allocations)	<u>\$1,775,110</u>	<u>\$1,835,332</u>	<u>(\$60,222)</u>	<u>(3%)</u>
Allocated From Departments	28,450	28,905	(455)	(2%)
Net Cost	<u>\$1,803,560</u>	<u>\$1,864,238</u>	<u>(\$60,677)</u>	<u>(3%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
241 - MAIL AND COPY SERVICE

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Miscellaneous	\$75,000	\$78,000	\$3,000	4%
Total Non-Assessment Revenue	<u>75,000</u>	<u>78,000</u>	<u>3,000</u>	<u>4%</u>
Expenses:				
Employee Compensation	140,645	140,175	471	0%
Expenses Related to Employee Compensation	49,091	49,003	88	0%
Materials and Supplies	35,000	33,000	2,000	6%
Equipment Rental	13,200	13,600	(400)	(3%)
Outside Services	36,000	36,000		0%
Repairs and Maintenance	6,800	23,300	(16,500)	(243%)
Other Operating Expense	129,100	119,100	10,000	8%
Total Expenses	<u>409,836</u>	<u>414,178</u>	<u>(4,341)</u>	<u>(1%)</u>
Net Cost (before allocations)	<u>\$334,836</u>	<u>\$336,178</u>	<u>(\$1,341)</u>	<u>0%</u>
Allocated To Departments	(14,283)	(18,368)	4,085	29%
Net Cost	<u>\$320,553</u>	<u>\$317,809</u>	<u>\$2,744</u>	<u>1%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
311 - WAREHOUSE

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Merchandise Sales	\$30,000	\$30,000		0%
Total Non-Assessment Revenue	<u>30,000</u>	<u>30,000</u>		<u>0%</u>
Expenses:				
Employee Compensation	152,060	153,422	(1,363)	(1%)
Expenses Related to Employee Compensation	69,133	68,585	547	1%
Materials and Supplies	22,950	22,950		0%
Cost of Goods Sold	10,000	10,000		0%
Repairs and Maintenance		300	(300)	0%
Other Operating Expense	2,550	2,550		0%
Property and Sales Tax	1,000	1,000		0%
Total Expenses	<u>257,692</u>	<u>258,808</u>	<u>(1,115)</u>	<u>0%</u>
Net Cost (before allocations)	<u>\$227,692</u>	<u>\$228,808</u>	<u>(\$1,115)</u>	<u>0%</u>
Allocated To Departments	(88,477)	(88,803)	326	0%
Net Cost	<u>\$139,215</u>	<u>\$140,005</u>	<u>(\$789)</u>	<u>(1%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
350 - INSURANCE

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Professional Fees	\$12,500	\$12,500		0%
Outside Services	10,000	10,000		0%
Insurance	3,814,628	3,929,722	(115,094)	(3%)
Total Expenses	<u>3,837,128</u>	<u>3,952,222</u>	<u>(115,094)</u>	<u>(3%)</u>
Net Cost (before allocations)	<u>\$3,837,128</u>	<u>\$3,952,222</u>	<u>(\$115,094)</u>	<u>(3%)</u>
Net Cost	<u>\$3,837,128</u>	<u>\$3,952,222</u>	<u>(\$115,094)</u>	<u>(3%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
370 - PURCHASING

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$344,974	\$339,980	\$4,993	1%
Expenses Related to Employee Compensation	77,386	76,755	631	1%
Materials and Supplies	8,000	8,000		0%
Other Operating Expense	1,095	1,199	(104)	(9%)
Total Expenses	<u>431,455</u>	<u>425,934</u>	<u>5,521</u>	<u>1%</u>
 Net Cost (before allocations)	 <u>\$431,455</u>	 <u>\$425,934</u>	 <u>\$5,521</u>	 <u>1%</u>
 Net Cost	 <u><u>\$431,455</u></u>	 <u><u>\$425,934</u></u>	 <u><u>\$5,521</u></u>	 <u><u>1%</u></u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
380 - TAXES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Income Taxes	<u>\$150,000</u>	<u>\$25,000</u>	<u>\$125,000</u>	<u>83%</u>
Total Expenses	<u>150,000</u>	<u>25,000</u>	<u>125,000</u>	<u>83%</u>
Net Cost (before allocations)	<u>\$150,000</u>	<u>\$25,000</u>	<u>\$125,000</u>	<u>83%</u>
Net Cost	<u><u>\$150,000</u></u>	<u><u>\$25,000</u></u>	<u><u>\$125,000</u></u>	<u><u>83%</u></u>

DEPARTMENT OF SECURITY SERVICES

Department Head: Tim Moy



Laguna Woods Village®

Operations

- Monitor access at: Gates 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 14 and 16; the pedestrian gate; the RV Lot A gate; the golf cart gate at the Lutheran Church; the Service Center; and the Community Center by way of camera and/or telephone dispatch.
- Provide continuous (24-hour) security operations for the Laguna Woods Village through the use of: field supervision; routine motor patrol; routine foot patrol operations; and a security dispatch center, receiving and dispatching appropriate response to calls on a 24-hour basis.
- Respond to and assist local law enforcement agencies with investigations of traffic accidents and suspected criminal activity within the Community.
- Maintain a traffic control program with Notices of Violations issued for moving and parking violations in adherence to Community regulations.
- Collect coins from all common area laundry rooms.
- Provide liaison to the boards of directors by staffing Traffic Committees, Security and Community Access Committee, and the Disaster Preparedness Task Force, administering agendas, reports of meetings, and scheduling.
- Provide support to the Mutual Boards and the Golden Rain Foundation (GRF) in matters pertaining to member discipline.
- Administer the rules enforcement program by receiving alleged violations, investigating complaints, attempting to achieve compliance, tracking satisfactory compliance, and presenting hearings to the Board of Directors.
- Facilitate Board's directives regarding member discipline to include but not limited to; impose fines based on the Monetary Fee Schedule, suspend Member privileges, and/or legal action.
- Maintain relations with OC Sheriff, OC Fire Authority, OC Mental Health, City of Laguna Woods and Laguna Beach Animal Control to assist as necessary to achieve compliance within the Laguna Woods Village Community.

Social Services

- Provide short-term individual, couples, and family counseling to Community residents and their families.
- Facilitate caregivers, bereavement and transitions support groups including workshops from area professionals.
- Refer residents to community programs, agencies and services such as Medicare, Medi-Cal, legal services and home care agencies.

2019 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF SECURITY SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Miscellaneous	\$177,650	\$190,350	\$12,700	7%
Total Non-Assessment Revenue	<u>177,650</u>	<u>190,350</u>	<u>12,700</u>	<u>7%</u>
Expenses:				
Employee Compensation	4,066,256	4,291,602	(225,346)	(6%)
Expenses Related to Employee Compensation	1,088,233	1,195,303	(107,069)	(10%)
Materials and Supplies	52,639	55,321	(2,682)	(5%)
Cost of Goods Sold	14,000	15,000	(1,000)	(7%)
Utilities and Telephone	75,823	64,145	11,678	15%
Professional Fees	15,000	10,000	5,000	33%
Outside Services	50,470	54,000	(3,530)	(7%)
Repairs and Maintenance	26,300	86,350	(60,050)	(228%)
Other Operating Expense	42,575	62,935	(20,360)	(48%)
Property and Sales Tax	380	380		0%
Total Expenses	<u>5,431,677</u>	<u>5,835,036</u>	<u>(403,359)</u>	<u>(7%)</u>
Net Cost (before allocations)	<u>\$5,254,027</u>	<u>\$5,644,686</u>	<u>(\$390,659)</u>	<u>(7%)</u>
Allocated From Departments	413,655	417,860	(4,205)	(1%)
Net Cost	<u>\$5,667,682</u>	<u>\$6,062,546</u>	<u>(\$394,864)</u>	<u>(7%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
400 - SECURITY SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Miscellaneous	\$177,650	\$190,350	\$12,700	7%
Total Non-Assessment Revenue	<u>177,650</u>	<u>190,350</u>	<u>12,700</u>	<u>7%</u>
Expenses:				
Employee Compensation	3,776,839	4,000,231	(223,392)	(6%)
Expenses Related to Employee Compensation	1,012,883	1,119,939	(107,055)	(11%)
Materials and Supplies	49,739	52,121	(2,382)	(5%)
Cost of Goods Sold	14,000	15,000	(1,000)	(7%)
Utilities and Telephone	75,823	64,145	11,678	15%
Professional Fees	15,000	10,000	5,000	33%
Outside Services	50,470	54,000	(3,530)	(7%)
Repairs and Maintenance	26,300	86,350	(60,050)	(228%)
Other Operating Expense	35,500	55,660	(20,160)	(57%)
Property and Sales Tax	380	380		0%
Total Expenses	<u>5,056,935</u>	<u>5,457,826</u>	<u>(400,892)</u>	<u>(8%)</u>
Net Cost (before allocations)	<u>\$4,879,285</u>	<u>\$5,267,476</u>	<u>(\$388,192)</u>	<u>(8%)</u>
Allocated From Departments	413,655	417,860	(4,205)	(1%)
Net Cost	<u>\$5,292,939</u>	<u>\$5,685,336</u>	<u>(\$392,397)</u>	<u>(7%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
220 - SOCIAL SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$289,417	\$291,370	(\$1,953)	(1%)
Expenses Related to Employee Compensation	75,350	75,364	(14)	0%
Materials and Supplies	2,900	3,200	(300)	(10%)
Other Operating Expense	7,075	7,275	(200)	(3%)
Total Expenses	<u>374,743</u>	<u>377,210</u>	<u>(2,467)</u>	<u>(1%)</u>
 Net Cost (before allocations)	 <u>\$374,743</u>	 <u>\$377,210</u>	 <u>(\$2,467)</u>	 <u>(1%)</u>
 Net Cost	 <u><u>\$374,743</u></u>	 <u><u>\$377,210</u></u>	 <u><u>(\$2,467)</u></u>	 <u><u>(1%)</u></u>

DEPARTMENT OF RECREATION SERVICES

Department Head: **Brian Gruner**



Laguna Woods Village®

The Department of Recreation Services is responsible for the planning and execution of a comprehensive Recreation program for all residents of Laguna Woods Village. The Recreation Department Staff manages the following facilities and activities:

- Badminton Courts (3)
- Basketball, Half Court
- Billiard Rooms (2)
- Bocce Courts (2)
- Bridge Room
- Card Rooms (3)
- Classes
- Clubhouses (7)
- Computer Classroom and Workshop, PC
- Computer Learning Center, Mac
- Craft Workshops:
 - Art Studio, Cabochon, Grinding, Lapidary
 - Ceramics, Jewelry, Slipcasting, Photography
 - Video, Sewing, Intarsia, Stained Glass
- Dance Programs
- Emeritus Programs, Saddleback College
- Entertainment & Special Event Programs
- Equestrian Center
- Fitness Centers (3)
- Garden Centers (2)
- Golf 27 Hole Course
- Golf Par 3 Course
- Golf Practice Center
- Golf Pro Shop
- Gymnasium
- Horseshoe Pits (2)
- Hot Pools (4)
- Lawn Bowling Greens
- Library
- Pickleball/Paddle ball Courts (7)
- Performing Arts Center, 814 Seats
- Shuffleboard Courts (6)
- Swimming Pools (5)
- Table Tennis Facility
- Tennis Courts (10)
- Village Greens Clubhouse
- Village Greens Restaurant & Lounge
- Volleyball Court

Plan special events to improve resident enjoyment of recreational facilities such as concerts, movies, holiday brunches/dinners, theater events, Grandparents' Day, and the annual Village Games. Provide a variety of community sponsored classes and fee-based programs such as golf lessons, fitness classes, and trail rides.

Oversee Saddleback College Emeritus Program to provide a well-balanced education program for seniors, ensuring effective use of facilities.

Provide hosted and non-hosted bar service for residents, community organizations, and special community sponsored events.

Maintain golf courses and lawn bowling greens, including: course setup, mowing, fertilizing, aerating, vertical cutting, top dressing, pest control, and irrigation.

2019 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF RECREATION SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Golf Green Fees	\$1,594,861	\$1,617,712	\$22,851	1%
Golf Operations	303,271	303,630	359	0%
Merchandise Sales	226,715	261,526	34,811	15%
Clubhouse Rentals and Event Fees	1,009,071	1,007,336	(1,735)	0%
Rentals	93,000	97,000	4,000	4%
Fees and Charges for Services to Residents	206		(206)	(100%)
Miscellaneous	457,103	452,257	(4,846)	(1%)
Total Non-Assessment Revenue	<u>3,684,227</u>	<u>3,739,461</u>	<u>55,234</u>	<u>1%</u>
Expenses:				
Employee Compensation	3,473,702	3,637,727	(164,025)	(5%)
Expenses Related to Employee Compensation	1,446,520	1,269,894	176,626	12%
Materials and Supplies	586,741	601,221	(14,480)	(2%)
Cost of Goods Sold	140,756	167,891	(27,135)	(19%)
Community Events	385,442	408,545	(23,103)	(6%)
Utilities and Telephone	1,304,076	1,342,676	(38,600)	(3%)
Professional Fees	1,500	1,500		0%
Equipment Rental	81,860	74,572	7,288	9%
Outside Services	501,456	587,713	(86,257)	(17%)
Repairs and Maintenance	131,010	88,240	42,770	33%
Other Operating Expense	85,063	90,800	(5,737)	(7%)
Property and Sales Tax	17,617	18,380	(763)	(4%)
Total Expenses	<u>8,155,743</u>	<u>8,289,159</u>	<u>(133,415)</u>	<u>(2%)</u>
Net Cost (before allocations)	<u>\$4,471,516</u>	<u>\$4,549,698</u>	<u>(\$78,181)</u>	<u>(2%)</u>
Allocated To Departments	(403,560)	(426,565)	23,005	6%
Allocated From Departments	1,441,374	1,262,818	178,556	12%
Net Cost	<u>\$5,509,331</u>	<u>\$5,385,950</u>	<u>\$123,380</u>	<u>2%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
600 - RECREATION ADMIN

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Clubhouse Rentals and Event Fees	\$6,500	\$4,800	(\$1,700)	(26%)
Miscellaneous	41,500	31,000	(10,500)	(25%)
Total Non-Assessment Revenue	<u>48,000</u>	<u>35,800</u>	<u>(12,200)</u>	<u>(25%)</u>
Expenses:				
Employee Compensation	316,403	352,596	(36,194)	(11%)
Expenses Related to Employee Compensation	75,588	81,001	(5,414)	(7%)
Materials and Supplies	4,700	4,700	0	100%
Community Events	13,500	32,850	(19,350)	(143%)
Utilities and Telephone	636	650	(15)	(2%)
Professional Fees	1,500	1,500	0	0%
Outside Services	3,585	18,000	(14,415)	(402%)
Other Operating Expense	28,990	37,200	(8,210)	(28%)
Property and Sales Tax	86	86	0	0%
Total Expenses	<u>444,987</u>	<u>523,883</u>	<u>(78,897)</u>	<u>(18%)</u>
Net Cost (before allocations)	<u>\$396,987</u>	<u>\$488,083</u>	<u>(\$91,097)</u>	<u>(23%)</u>
Allocated To Departments	(365,771)	(388,064)	22,294	6%
Allocated From Departments	225,721	229,745	(4,024)	(2%)
Net Cost	<u>\$256,937</u>	<u>\$329,764</u>	<u>(\$72,827)</u>	<u>(28%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
521 - GARDEN CENTERS

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Rentals	\$48,000	\$52,000	\$4,000	8%
Total Non-Assessment Revenue	<u>48,000</u>	<u>52,000</u>	<u>4,000</u>	<u>8%</u>
Expenses:				
Employee Compensation	39,936	52,125	(12,189)	(31%)
Expenses Related to Employee Compensation	23,844	25,867	(2,023)	(8%)
Materials and Supplies	2,608	2,608	2,608	100%
Utilities and Telephone	59,506	56,130	3,376	6%
Outside Services	766	766	766	100%
Other Operating Expense	550	390	160	29%
Total Expenses	<u>127,210</u>	<u>134,512</u>	<u>(7,302)</u>	<u>(6%)</u>
Net Cost (before allocations)	<u>\$79,210</u>	<u>\$82,512</u>	<u>(\$3,302)</u>	<u>(4%)</u>
Allocated From Departments	38,650	36,307	2,343	6%
Net Cost	<u>\$117,860</u>	<u>\$118,818</u>	<u>(\$959)</u>	<u>(1%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
580 - GOLF MAINTENANCE - 27 HOLE

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Golf Green Fees	\$1,503,600	\$1,503,600		0%
Golf Operations	46,809	41,465	(5,344)	(11%)
Total Non-Assessment Revenue	<u>1,550,409</u>	<u>1,545,065</u>	<u>(5,344)</u>	<u>0%</u>
Expenses:				
Employee Compensation	878,907	907,998	(29,091)	(3%)
Expenses Related to Employee Compensation	525,886	445,435	80,451	15%
Materials and Supplies	200,139	214,505	(14,366)	(7%)
Cost of Goods Sold	141	141		0%
Utilities and Telephone	396,408	384,270	12,138	3%
Outside Services	53,266	44,070	9,196	17%
Other Operating Expense	16,083	13,280	2,803	17%
Total Expenses	<u>2,070,830</u>	<u>2,009,699</u>	<u>61,131</u>	<u>3%</u>
 Net Cost (before allocations)	 <u>\$520,421</u>	 <u>\$464,634</u>	 <u>\$55,787</u>	 <u>11%</u>
 Allocated From Departments	 180,044	 35,321	 144,723	 80%
Net Cost	<u>\$700,465</u>	<u>\$499,955</u>	<u>\$200,510</u>	<u>29%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
581 - GOLF MAINTENANCE - 9 HOLE

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Golf Green Fees	\$91,261	\$114,112	\$22,851	25%
Total Non-Assessment Revenue	<u>91,261</u>	<u>114,112</u>	<u>22,851</u>	<u>25%</u>
Expenses:				
Employee Compensation	76,546	88,964	(12,418)	(16%)
Expenses Related to Employee Compensation	50,161	48,948	1,213	2%
Materials and Supplies	26,343	30,968	(4,625)	(18%)
Utilities and Telephone	49,450	57,380	(7,930)	(16%)
Outside Services	1,725	1,000	725	42%
Other Operating Expense	1,132	900	232	20%
Total Expenses	<u>205,357</u>	<u>228,160</u>	<u>(22,803)</u>	<u>(11%)</u>
 Net Cost (before allocations)	 <u>\$114,096</u>	 <u>\$114,048</u>	 <u>\$48</u>	 <u>0%</u>
 Allocated From Departments	 57,978	 2,848	 55,130	 95%
Net Cost	<u>\$172,075</u>	<u>\$116,896</u>	<u>\$55,179</u>	<u>32%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
582 - LAWN BOWLING MAINTENANCE

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$8,126		\$8,126	100%
Expenses Related to Employee Compensation	4,630		4,630	100%
Materials and Supplies	112		112	100%
Other Operating Expense	618		618	100%
Total Expenses	<u>13,485</u>		<u>13,485</u>	<u>100%</u>
 Net Cost (before allocations)	 <u>\$13,485</u>		 <u>\$13,485</u>	 <u>100%</u>
 Allocated From Departments	 12,907		 12,907	 100%
Net Cost	<u>\$26,392</u>		<u>\$26,392</u>	<u>100%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
602 - BAR SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Merchandise Sales	\$83,000	\$85,000	\$2,000	2%
Miscellaneous	1,800	2,500	700	39%
Total Non-Assessment Revenue	<u>84,800</u>	<u>87,500</u>	<u>2,700</u>	<u>3%</u>
Expenses:				
Employee Compensation	22,674	22,316	358	2%
Expenses Related to Employee Compensation	5,577	4,533	1,044	19%
Materials and Supplies	500	500		0%
Cost of Goods Sold	27,000	27,500	(500)	(2%)
Outside Services	528	400	128	24%
Other Operating Expense	2,200	2,393	(193)	(9%)
Property and Sales Tax	4,542	5,150	(608)	(13%)
Total Expenses	<u>63,021</u>	<u>62,792</u>	<u>229</u>	<u>0%</u>
Net Cost (before allocations)	<u>(\$21,779)</u>	<u>(\$24,708)</u>	<u>\$2,929</u>	<u>13%</u>
Allocated From Departments	6,389	6,778	(389)	(6%)
Net Cost	<u>(\$15,390)</u>	<u>(\$17,929)</u>	<u>\$2,540</u>	<u>17%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
603 - LIBRARY

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Materials and Supplies	\$10,000	\$10,000		0%
Utilities and Telephone	16,108	20,526	(4,418)	(27%)
Repairs and Maintenance	1,000	1,000		0%
Total Expenses	<u>27,108</u>	<u>31,526</u>	<u>(4,418)</u>	<u>(16%)</u>
 Net Cost (before allocations)	 <u>\$27,108</u>	 <u>\$31,526</u>	 <u>(\$4,418)</u>	 <u>(16%)</u>
 Net Cost	 <u><u>\$27,108</u></u>	 <u><u>\$31,526</u></u>	 <u><u>(\$4,418)</u></u>	 <u><u>(16%)</u></u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
610 - COMMUNITY CENTER REC ROOMS

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Clubhouse Rentals and Event Fees	\$12,506	\$13,000	\$494	4%
Total Non-Assessment Revenue	<u>12,506</u>	<u>13,000</u>	<u>494</u>	<u>4%</u>
Expenses:				
Employee Compensation	18,920	19,112	(192)	(1%)
Expenses Related to Employee Compensation	9,457	9,021	436	5%
Materials and Supplies	23,350	14,600	8,750	37%
Outside Services	470	80	390	83%
Other Operating Expense	100	200	(100)	(100%)
Total Expenses	<u>52,297</u>	<u>43,013</u>	<u>9,284</u>	<u>18%</u>
Net Cost (before allocations)	<u>\$39,791</u>	<u>\$30,013</u>	<u>\$9,778</u>	<u>25%</u>
Allocated From Departments	11,275	11,824	(549)	(5%)
Net Cost	<u>\$51,066</u>	<u>\$41,837</u>	<u>\$9,229</u>	<u>18%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
611 - CLUBHOUSE 1

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Clubhouse Rentals and Event Fees	\$101,757	\$102,000	\$243	0%
Miscellaneous	5,591	4,911	(680)	(12%)
Total Non-Assessment Revenue	<u>107,348</u>	<u>106,911</u>	<u>(437)</u>	<u>0%</u>
Expenses:				
Employee Compensation	158,971	163,971	(5,000)	(3%)
Expenses Related to Employee Compensation	71,230	65,439	5,791	8%
Materials and Supplies	34,350	37,250	(2,900)	(8%)
Community Events	35,200	37,000	(1,800)	(5%)
Utilities and Telephone	118,398	118,791	(393)	0%
Outside Services	9,600	9,600		0%
Repairs and Maintenance	8,758	7,130	1,628	19%
Other Operating Expense	3,758	4,200	(442)	(12%)
Property and Sales Tax	75	75		0%
Total Expenses	<u>440,340</u>	<u>443,456</u>	<u>(3,116)</u>	<u>(1%)</u>
Net Cost (before allocations)	<u>\$332,992</u>	<u>\$336,545</u>	<u>(\$3,553)</u>	<u>(1%)</u>
Allocated From Departments	129,165	133,563	(4,398)	(3%)
Net Cost	<u>\$462,157</u>	<u>\$470,109</u>	<u>(\$7,952)</u>	<u>(2%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
612 - CLUBHOUSE 2

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Clubhouse Rentals and Event Fees	\$83,009	\$83,000	(\$9)	0%
Miscellaneous	8,000	8,658	658	8%
Total Non-Assessment Revenue	<u>91,009</u>	<u>91,658</u>	<u>649</u>	<u>1%</u>
Expenses:				
Employee Compensation	153,776	151,821	1,955	1%
Expenses Related to Employee Compensation	65,709	60,376	5,333	8%
Materials and Supplies	10,218	11,350	(1,132)	(11%)
Community Events	70,000	69,800	200	0%
Utilities and Telephone	60,459	51,038	9,421	16%
Outside Services	2,500	3,524	(1,024)	(41%)
Repairs and Maintenance	2,414	654	1,760	73%
Other Operating Expense	4,223	2,126	2,097	50%
Property and Sales Tax	73		73	100%
Total Expenses	<u>369,371</u>	<u>350,689</u>	<u>18,682</u>	<u>5%</u>
Net Cost (before allocations)	<u>\$278,362</u>	<u>\$259,031</u>	<u>\$19,331</u>	<u>7%</u>
Allocated From Departments	137,151	142,036	(4,885)	(4%)
Net Cost	<u>\$415,514</u>	<u>\$401,067</u>	<u>\$14,446</u>	<u>3%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
613 - PERFORMING ARTS CENTER

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Clubhouse Rentals and Event Fees	\$463,161	\$463,000	(\$161)	0%
Fees and Charges for Services to Residents	156		(156)	(100%)
Miscellaneous	34,012	37,774	3,762	11%
Total Non-Assessment Revenue	<u>497,329</u>	<u>500,774</u>	<u>3,445</u>	<u>1%</u>
Expenses:				
Employee Compensation	306,755	389,851	(83,096)	(27%)
Expenses Related to Employee Compensation	100,613	110,189	(9,576)	(10%)
Materials and Supplies	22,451	24,232	(1,781)	(8%)
Community Events	168,292	168,292		0%
Utilities and Telephone	83,201	88,945	(5,744)	(7%)
Equipment Rental	8,232	1,872	6,360	77%
Outside Services	17,848	19,740	(1,892)	(11%)
Repairs and Maintenance	12,468	12,484	(16)	0%
Other Operating Expense	3,432	3,777	(345)	(10%)
Property and Sales Tax	49	25	24	49%
Total Expenses	<u>723,342</u>	<u>819,408</u>	<u>(96,066)</u>	<u>(13%)</u>
Net Cost (before allocations)	<u>\$226,013</u>	<u>\$318,634</u>	<u>(\$92,621)</u>	<u>(41%)</u>
Allocated From Departments	111,595	114,923	(3,328)	(3%)
Net Cost	<u>\$337,608</u>	<u>\$433,556</u>	<u>(\$95,949)</u>	<u>(28%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
614 - CLUBHOUSE 4

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Clubhouse Rentals and Event Fees		\$400	\$400	0%
Miscellaneous	5,080	4,972	(108)	(2%)
Total Non-Assessment Revenue	<u>5,080</u>	<u>5,372</u>	<u>292</u>	<u>6%</u>
Expenses:				
Employee Compensation	157,305	165,772	(8,467)	(5%)
Expenses Related to Employee Compensation	74,471	68,999	5,471	7%
Materials and Supplies	42,621	58,099	(15,478)	(36%)
Cost of Goods Sold	240	250	(10)	(4%)
Community Events	150	3,290	(3,140)	(2093%)
Utilities and Telephone	105,873	109,353	(3,480)	(3%)
Outside Services	258	7,500	(7,242)	(2807%)
Repairs and Maintenance	11,134	9,470	1,664	15%
Other Operating Expense	1,995	3,099	(1,104)	(55%)
Property and Sales Tax	44	44		0%
Total Expenses	<u>394,090</u>	<u>425,876</u>	<u>(31,785)</u>	<u>(8%)</u>
Net Cost (before allocations)	<u>\$389,010</u>	<u>\$420,504</u>	<u>(\$31,493)</u>	<u>(8%)</u>
Allocated To Departments	(37,789)	(38,501)	712	2%
Allocated From Departments	3,113	3,112	1	0%
Net Cost	<u>\$354,334</u>	<u>\$385,115</u>	<u>(\$30,781)</u>	<u>(9%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
615 - CLUBHOUSE 5

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Clubhouse Rentals and Event Fees	\$234,710	\$241,300	\$6,590	3%
Fees and Charges for Services to Residents	50		(50)	(100%)
Miscellaneous	9,600	9,000	(600)	(6%)
Total Non-Assessment Revenue	<u>244,360</u>	<u>250,300</u>	<u>5,940</u>	<u>2%</u>
Expenses:				
Employee Compensation	147,068	150,822	(3,754)	(3%)
Expenses Related to Employee Compensation	53,046	47,691	5,356	10%
Materials and Supplies	14,392	14,370	22	0%
Community Events	71,180	70,000	1,180	2%
Utilities and Telephone	120,309	111,078	9,231	8%
Equipment Rental	602	700	(98)	(16%)
Outside Services	10,743	7,800	2,943	27%
Repairs and Maintenance	4,220	5,240	(1,020)	(24%)
Other Operating Expense	2,151	2,025	126	6%
Total Expenses	<u>423,711</u>	<u>409,726</u>	<u>13,985</u>	<u>3%</u>
Net Cost (before allocations)	<u>\$179,351</u>	<u>\$159,426</u>	<u>\$19,925</u>	<u>11%</u>
Allocated From Departments	124,138	128,061	(3,923)	(3%)
Net Cost	<u>\$303,489</u>	<u>\$287,487</u>	<u>\$16,002</u>	<u>5%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
616 - CLUBHOUSE 6

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Clubhouse Rentals and Event Fees	\$22,390	\$20,100	(\$2,290)	(10%)
Miscellaneous	2,396	1,200	(1,196)	(50%)
Total Non-Assessment Revenue	<u>24,786</u>	<u>21,300</u>	<u>(3,486)</u>	<u>(14%)</u>
Expenses:				
Employee Compensation	55,839	58,197	(2,358)	(4%)
Expenses Related to Employee Compensation	13,529	12,080	1,449	11%
Materials and Supplies	11,350	4,950	6,400	56%
Community Events	3,000		3,000	100%
Utilities and Telephone	28,105	30,173	(2,068)	(7%)
Outside Services	775	900	(125)	(16%)
Repairs and Maintenance	1,226	1,226		0%
Other Operating Expense	1,749	1,125	624	36%
Total Expenses	<u>115,573</u>	<u>108,651</u>	<u>6,922</u>	<u>6%</u>
Net Cost (before allocations)	<u>\$90,787</u>	<u>\$87,351</u>	<u>\$3,436</u>	<u>4%</u>
Allocated From Departments	57,329	60,161	(2,832)	(5%)
Net Cost	<u><u>\$148,116</u></u>	<u><u>\$147,512</u></u>	<u><u>\$604</u></u>	<u><u>0%</u></u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
617 - CLUBHOUSE 7

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Clubhouse Rentals and Event Fees	\$58,475	\$58,475		0%
Miscellaneous	71,827	71,827		0%
Total Non-Assessment Revenue	<u>130,302</u>	<u>130,302</u>		<u>0%</u>
Expenses:				
Employee Compensation	76,331	80,888	(4,557)	(6%)
Expenses Related to Employee Compensation	19,286	17,053	2,234	12%
Materials and Supplies	9,914	13,132	(3,218)	(32%)
Community Events	17,160	19,753	(2,593)	(15%)
Utilities and Telephone	54,132	51,662	2,470	5%
Outside Services	3,992	2,937	1,055	26%
Repairs and Maintenance	1,102	532	570	52%
Other Operating Expense	2,153	1,126	1,027	48%
Property and Sales Tax	179		179	100%
Total Expenses	<u>184,249</u>	<u>187,082</u>	<u>(2,834)</u>	<u>(2%)</u>
Net Cost (before allocations)	<u>\$53,947</u>	<u>\$56,780</u>	<u>(\$2,834)</u>	<u>(5%)</u>
Allocated From Departments	54,135	56,771	(2,637)	(5%)
Net Cost	<u>\$108,081</u>	<u>\$113,552</u>	<u>(\$5,470)</u>	<u>(5%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
620 - EQUESTRIAN

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Clubhouse Rentals and Event Fees	\$7,738	\$250	(\$7,488)	(97%)
Miscellaneous	152,409	159,895	7,486	5%
Total Non-Assessment Revenue	<u>160,147</u>	<u>160,145</u>	<u>(2)</u>	<u>0%</u>
Expenses:				
Employee Compensation	165,407	170,417	(5,010)	(3%)
Expenses Related to Employee Compensation	88,171	61,874	26,297	30%
Materials and Supplies	91,070	91,020	50	0%
Community Events	1,900	5,000	(3,100)	(163%)
Utilities and Telephone	12,768	14,891	(2,123)	(17%)
Outside Services	4,800	4,800		0%
Repairs and Maintenance	10,200	11,000	(800)	(8%)
Other Operating Expense	1,627	1,542	85	5%
Property and Sales Tax	56		56	100%
Total Expenses	<u>375,999</u>	<u>360,544</u>	<u>15,455</u>	<u>4%</u>
Net Cost (before allocations)	<u>\$215,852</u>	<u>\$200,399</u>	<u>\$15,453</u>	<u>7%</u>
Allocated From Departments	43,708	45,025	(1,317)	(3%)
Net Cost	<u>\$259,560</u>	<u>\$245,424</u>	<u>\$14,136</u>	<u>5%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
670 - GOLF OPERATIONS - 27 HOLE

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Golf Operations	\$251,300	\$257,900	\$6,600	3%
Merchandise Sales	143,000	175,000	32,000	22%
Clubhouse Rentals and Event Fees	18,825	19,961	1,136	6%
Miscellaneous	400		(400)	(100%)
Total Non-Assessment Revenue	<u>413,525</u>	<u>452,861</u>	<u>39,336</u>	<u>10%</u>
Expenses:				
Employee Compensation	456,166	463,319	(7,153)	(2%)
Expenses Related to Employee Compensation	134,457	116,417	18,040	13%
Materials and Supplies	39,710	50,500	(10,790)	(27%)
Cost of Goods Sold	113,375	140,000	(26,625)	(23%)
Community Events	2,500		2,500	100%
Utilities and Telephone	74,074	98,078	(24,004)	(32%)
Equipment Rental	49,026	48,000	1,026	2%
Outside Services	200	325	(125)	(63%)
Repairs and Maintenance	29,039	15,425	13,614	47%
Other Operating Expense	9,405	11,675	(2,270)	(24%)
Property and Sales Tax	12,388	13,000	(612)	(5%)
Total Expenses	<u>920,341</u>	<u>956,739</u>	<u>(36,398)</u>	<u>(4%)</u>
Net Cost (before allocations)	<u>\$506,816</u>	<u>\$503,878</u>	<u>\$2,938</u>	<u>1%</u>
Allocated From Departments	38,221	39,818	(1,597)	(4%)
Net Cost	<u>\$545,037</u>	<u>\$543,696</u>	<u>\$1,341</u>	<u>0%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
672 - VILLAGE GREENS CAFÉ

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Rentals	\$45,000	\$45,000		0%
Total Non-Assessment Revenue	<u>45,000</u>	<u>45,000</u>		<u>0%</u>
Expenses:				
Utilities and Telephone	27,359	30,516	(3,157)	(12%)
Repairs and Maintenance	35,370	10,000	25,370	72%
Other Operating Expense	1,728	1,500	228	13%
Total Expenses	<u>64,457</u>	<u>42,016</u>	<u>22,441</u>	<u>35%</u>
 Net Cost (before allocations)	 <u>\$19,457</u>	 <u>(\$2,984)</u>	 <u>\$22,441</u>	 <u>(115%)</u>
 Allocated From Departments	 6,389	 6,778	 (389)	 (6%)
Net Cost	<u>\$25,846</u>	<u>\$3,794</u>	<u>\$22,052</u>	<u>85%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
680 - GOLF OPERATIONS - 9 HOLE

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Golf Operations	\$5,162	\$4,265	(\$897)	(17%)
Total Non-Assessment Revenue	<u>5,162</u>	<u>4,265</u>	<u>(897)</u>	<u>(17%)</u>
Expenses:				
Employee Compensation	45,653	49,946	(4,293)	(9%)
Expenses Related to Employee Compensation	11,689	8,947	2,741	23%
Materials and Supplies	730	950	(220)	(30%)
Utilities and Telephone	982	1,015	(33)	(3%)
Property and Sales Tax	125	125	125	100%
Total Expenses	<u>59,179</u>	<u>60,859</u>	<u>(1,680)</u>	<u>(3%)</u>
Net Cost (before allocations)	<u>\$54,017</u>	<u>\$56,594</u>	<u>(\$2,577)</u>	<u>(5%)</u>
Allocated From Departments	28,579	29,658	(1,079)	(4%)
Net Cost	<u>\$82,595</u>	<u>\$86,251</u>	<u>(\$3,656)</u>	<u>(4%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
690 - AQUATICS

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Miscellaneous	\$10,175	\$6,000	(\$4,175)	(41%)
Total Non-Assessment Revenue	<u>10,175</u>	<u>6,000</u>	<u>(4,175)</u>	<u>(41%)</u>
Expenses:				
Materials and Supplies	18,546	10,450	8,096	44%
Utilities and Telephone	96,310	118,180	(21,870)	(23%)
Outside Services	390,000	435,000	(45,000)	(12%)
Total Expenses	<u>504,856</u>	<u>563,630</u>	<u>(58,774)</u>	<u>(12%)</u>
Net Cost (before allocations)	<u>\$494,681</u>	<u>\$557,630</u>	<u>(\$62,949)</u>	<u>(13%)</u>
Allocated From Departments	138,947	142,327	(3,379)	(2%)
Net Cost	<u><u>\$633,628</u></u>	<u><u>\$699,957</u></u>	<u><u>(\$66,328)</u></u>	<u><u>(10%)</u></u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
691 - FITNESS

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Merchandise Sales	\$715	\$1,526	\$811	113%
Clubhouse Rentals and Event Fees		1,050	1,050	0%
Miscellaneous	114,313	114,520	207	0%
Total Non-Assessment Revenue	<u>115,028</u>	<u>117,096</u>	<u>2,068</u>	<u>2%</u>
Expenses:				
Employee Compensation	388,920	349,612	39,308	10%
Expenses Related to Employee Compensation	119,175	86,022	33,153	28%
Materials and Supplies	23,637	14,345	9,292	39%
Community Events	2,560	2,560		0%
Equipment Rental	24,000	24,000		0%
Outside Services	400	32,037	(31,637)	(7909%)
Repairs and Maintenance	14,079	14,079		0%
Other Operating Expense	3,169	4,242	(1,073)	(34%)
Total Expenses	<u>575,940</u>	<u>526,897</u>	<u>49,043</u>	<u>9%</u>
Net Cost (before allocations)	<u>\$460,912</u>	<u>\$409,801</u>	<u>\$51,111</u>	<u>11%</u>
Allocated From Departments	35,941	37,763	(1,822)	(5%)
Net Cost	<u>\$496,853</u>	<u>\$447,564</u>	<u>\$49,289</u>	<u>10%</u>

DEPARTMENT OF HUMAN RESOURCES

Department Head: Carrie Weldon



Laguna Woods Village®

The Department of Human Resource Services is responsible for the development, administration and implementation of all human resources and safety/environmental functions, ensuring that programs and policies are designed to meet organizational goals and protect the Company, the Community, and Staff in accordance with human resource and safety policies and governmental laws and regulations.

Key Functional Areas:

- Benefits Administration
- Collective Bargaining & Contract Negotiations
- Labor/Employee Relations
- Legal and Governmental Compliance
- Human Resources Information Systems (HRIS)
- Equal Employment Opportunity (EEO)
- Safety/Environmental (including Hazardous Waste)
- Recruitment, Orientation & Training
- Employee Communication & Programs
- Workers' Compensation & Industrial Medical Benefits
- South Coast Air Quality Management District Compliance

2019 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF HUMAN RESOURCE SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Miscellaneous	\$1,050	\$1,050		0%
Total Non-Assessment Revenue	<u>1,050</u>	<u>1,050</u>		<u>0%</u>
Expenses:				
Employee Compensation	617,460	581,483	35,978	6%
Expenses Related to Employee Compensation	149,274	137,232	12,042	8%
Materials and Supplies	6,400	6,400		0%
Legal Fees	70,000	150,000	(80,000)	(114%)
Professional Fees	120,840	114,690	6,150	5%
Outside Services	31,046	29,526	1,520	5%
Other Operating Expense	170,429	317,323	(146,894)	(86%)
Total Expenses	<u>1,165,449</u>	<u>1,336,654</u>	<u>(171,205)</u>	<u>(15%)</u>
Net Cost (before allocations)	<u>\$1,164,399</u>	<u>\$1,335,604</u>	<u>(\$171,205)</u>	<u>(15%)</u>
Allocated To Departments	(1,005,517)	(1,081,217)	75,700	8%
Allocated From Departments	22,671	21,561	1,110	5%
Net Cost	<u>\$181,553</u>	<u>\$275,948</u>	<u>(\$94,395)</u>	<u>(52%)</u>

DEPARTMENT OF MAINTENANCE & CONSTRUCTION

Department Head: Ernesto Munoz



Laguna Woods Village®

The Department of Maintenance & Construction is responsible for operating, maintaining, repairing, and replacing the Community's physical assets or resources, including the following services:

Maintenance Administration – Includes the planning, organization, management and implementation of maintenance operations and Committee and Board support. Also serves as liaison with GRF and Mutual Boards of Directors, Committees, individual directors, and residents on normal and special maintenance activities. Additionally, the Department studies, analyzes, and makes recommendations on wide-ranging maintenance subjects to improve maintenance of the Community and the effectiveness/efficiencies of Department operations.

Maintenance Services – Provides management and supervision of routine replacement programs and service requests for the appliance, electrical, plumbing, and facility services including heating and cooling units and pools at GRF facilities.

Building Maintenance – Provides management and supervision of maintenance in the areas of carpentry, interior and exterior painting, and interior manor components.

Permits & Inspections – Responsible for permitting and inspection services for the Community in the areas of: alterations permits, required by owners who wish to make an alteration to their manors; and resale inspections, to evaluate the condition of property when a unit is listed for resale.

Moisture Intrusion – Evaluates moisture intrusion and associated property damage and implements necessary restoration services.

Handyman Services – Offers repair and household services to the residents of United Mutual. This in-house handyman service provides help to residents with everyday repairs and other assistance not covered by monthly assessments. This program is subsidized by a yearly program fee paid by the subscribing resident.

Projects – Prepare project scopes of work and specifications, create and monitor critical path schedules and budgets for construction projects, plan and inspect construction work, manage requests for information and submittal approval process, research information on products and new construction methods, write detailed status reports, perform data collection and analysis, monitor elevator, roofing, plumbing remediation and asphalt contracts.

2019 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF MAINTENANCE & CONSTRUCTION

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Fees and Charges for Services to Residents	\$1,112,274	\$854,631	(\$257,643)	(23%)
Miscellaneous	23,500	12,500	(11,000)	(47%)
Total Non-Assessment Revenue	<u>1,135,774</u>	<u>867,131</u>	<u>(268,643)</u>	<u>(24%)</u>
Expenses:				
Employee Compensation	10,609,852	10,901,660	(291,808)	(3%)
Expenses Related to Employee Compensation	4,477,180	4,575,360	(98,181)	(2%)
Materials and Supplies	4,247,015	4,033,273	213,742	5%
Cost of Goods Sold	2,500	2,500	2,500	100%
Utilities and Telephone	9,952	28,950	(18,998)	(191%)
Professional Fees	227,925	206,982	20,943	9%
Equipment Rental	35,000	76,500	(41,500)	(119%)
Outside Services	17,122,772	17,048,406	74,366	0%
Repairs and Maintenance	113,450	158,204	(44,754)	(39%)
Other Operating Expense	111,554	211,228	(99,674)	(89%)
Total Expenses	<u>36,957,200</u>	<u>37,240,563</u>	<u>(283,364)</u>	<u>(1%)</u>
Net Cost (before allocations)	<u>\$35,821,426</u>	<u>\$36,373,432</u>	<u>(\$552,006)</u>	<u>(2%)</u>
Allocated To Departments	(614,223)	(616,855)	2,632	0%
Allocated From Departments	887,015	885,531	1,484	0%
Net Cost	<u>\$36,094,218</u>	<u>\$36,642,108</u>	<u>(\$547,890)</u>	<u>(2%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
900 - MAINTENANCE OPERATIONS

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$474,773	\$583,763	(\$108,989)	(23%)
Expenses Related to Employee Compensation	96,059	116,417	(20,358)	(21%)
Materials and Supplies	1,500	3,034	(1,534)	(102%)
Outside Services	17,000	29,530	(12,530)	(74%)
Other Operating Expense	8,600	7,926	674	8%
Total Expenses	<u>597,932</u>	<u>740,669</u>	<u>(142,737)</u>	<u>(24%)</u>
 Net Cost (before allocations)	 <u>\$597,932</u>	 <u>\$740,669</u>	 <u>(\$142,737)</u>	 <u>(24%)</u>
 Allocated From Departments	 366,908	 374,821	 (7,913)	 (2%)
Net Cost	<u>\$964,840</u>	<u>\$1,115,491</u>	<u>(\$150,651)</u>	<u>(16%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
904 - MAINTENANCE SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$267,281	\$278,033	(\$10,752)	(4%)
Expenses Related to Employee Compensation	60,920	81,173	(20,253)	(33%)
Materials and Supplies		1,500	(1,500)	0%
Professional Fees		5,000	(5,000)	0%
Outside Services		6,000	(6,000)	0%
Other Operating Expense		11,400	(11,400)	0%
Total Expenses	<u>328,201</u>	<u>383,106</u>	<u>(54,905)</u>	<u>(17%)</u>
 Net Cost (before allocations)	 <u>\$328,201</u>	 <u>\$383,106</u>	 <u>(\$54,905)</u>	 <u>(17%)</u>
 Allocated To Departments	 (95,263)	 (94,632)	 (631)	 (1%)
Allocated From Departments	3,150		3,150	100%
 Net Cost	 <u>\$236,088</u>	 <u>\$288,474</u>	 <u>(\$52,386)</u>	 <u>(22%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
909 - MOISTURE INTRUSION

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Fees and Charges for Services to Residents		\$180,000	\$180,000	0%
Total Non-Assessment Revenue		180,000	180,000	0%
Expenses:				
Employee Compensation	360,884	396,870	(35,987)	(10%)
Expenses Related to Employee Compensation	111,819	122,687	(10,868)	(10%)
Materials and Supplies	18,526	10,850	7,676	41%
Outside Services	2,413,750	2,752,002	(338,252)	(14%)
Repairs and Maintenance	600	600	600	100%
Other Operating Expense	6,386	13,850	(7,464)	(117%)
Total Expenses	2,911,965	3,296,259	(384,294)	(13%)
Net Cost (before allocations)	\$2,911,965	\$3,116,259	(\$204,294)	(7%)
Allocated To Departments	(4,430)	(4,861)	431	10%
Allocated From Departments	3,626	3,102	524	14%
Net Cost	\$2,911,161	\$3,114,501	(\$203,339)	(7%)

2019 BUSINESS PLAN
Revenue and Expenditure Report
910 - BUILDING MAINTENANCE

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Fees and Charges for Services to Residents	\$332,421	\$2,000	(\$330,421)	(99%)
Total Non-Assessment Revenue	<u>332,421</u>	<u>2,000</u>	<u>(330,421)</u>	<u>(99%)</u>
Expenses:				
Employee Compensation	570,548	612,520	(41,971)	(7%)
Expenses Related to Employee Compensation	158,211	183,433	(25,222)	(16%)
Materials and Supplies	19,149	21,855	(2,706)	(14%)
Professional Fees	61,875	41,982	19,893	32%
Outside Services	2,661,616	1,947,856	713,760	27%
Repairs and Maintenance	35,900	84,622	(48,722)	(136%)
Other Operating Expense	9,578	74,111	(64,533)	(674%)
Total Expenses	<u>3,516,877</u>	<u>2,966,378</u>	<u>550,499</u>	<u>16%</u>
 Net Cost (before allocations)	 <u>\$3,184,456</u>	 <u>\$2,964,378</u>	 <u>\$220,078</u>	 <u>7%</u>
 Allocated To Departments	 (6,827)		 (6,827)	 100%
Allocated From Departments	5,332	4,548	784	15%
 Net Cost	 <u>\$3,182,961</u>	 <u>\$2,968,926</u>	 <u>\$214,035</u>	 <u>7%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
911 - APPLIANCE

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Fees and Charges for Services to Residents	<u>\$130,375</u>	<u>\$120,363</u>	<u>(\$10,012)</u>	<u>(8%)</u>
Total Non-Assessment Revenue	<u>130,375</u>	<u>120,363</u>	<u>(10,012)</u>	<u>(8%)</u>
Expenses:				
Employee Compensation	278,768	281,736	(2,968)	(1%)
Expenses Related to Employee Compensation	131,682	132,838	(1,156)	(1%)
Materials and Supplies	534,927	550,960	(16,033)	(3%)
Outside Services	15,450	15,450	15,450	100%
Repairs and Maintenance	650	800	(150)	(23%)
Other Operating Expense	<u>2,200</u>	<u>2,000</u>	<u>200</u>	<u>9%</u>
Total Expenses	<u>963,677</u>	<u>968,334</u>	<u>(4,657)</u>	<u>0%</u>
 Net Cost (before allocations)	 <u>\$833,302</u>	 <u>\$847,971</u>	 <u>(\$14,669)</u>	 <u>(2%)</u>
 Allocated From Departments	 38,041	 35,129	 2,912	 8%
Net Cost	<u>\$871,343</u>	<u>\$883,099</u>	<u>(\$11,757)</u>	<u>(1%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
912 - CARPENTRY

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$2,402,358	\$2,405,894	(\$3,536)	0%
Expenses Related to Employee Compensation	1,138,992	1,122,362	16,630	1%
Materials and Supplies	1,063,774	939,334	124,440	12%
Utilities and Telephone	9,952	28,950	(18,998)	(191%)
Equipment Rental	30,000	30,000		0%
Outside Services	63,786	17,411	46,375	73%
Repairs and Maintenance	3,600	3,589	11	0%
Other Operating Expense	20,500	20,000	500	2%
Total Expenses	<u>4,732,962</u>	<u>4,567,541</u>	<u>165,422</u>	<u>3%</u>
 Net Cost (before allocations)	 <u>\$4,732,962</u>	 <u>\$4,567,541</u>	 <u>\$165,422</u>	 <u>3%</u>
 Allocated From Departments	 120,797	 118,486	 2,311	 2%
Net Cost	<u><u>\$4,853,759</u></u>	<u><u>\$4,686,027</u></u>	<u><u>\$167,732</u></u>	<u><u>3%</u></u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
913 - ELECTRICAL

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Fees and Charges for Services to Residents	<u>\$30,002</u>	<u>\$28,958</u>	<u>(\$1,044)</u>	<u>(3%)</u>
Total Non-Assessment Revenue	<u>30,002</u>	<u>28,958</u>	<u>(1,044)</u>	<u>(3%)</u>
Expenses:				
Employee Compensation	548,115	557,294	(9,179)	(2%)
Expenses Related to Employee Compensation	261,634	264,651	(3,017)	(1%)
Materials and Supplies	95,094	103,129	(8,035)	(8%)
Cost of Goods Sold	1,500	1,500	1,500	100%
Outside Services	28,000	90,000	(62,000)	(221%)
Repairs and Maintenance	200	400	(200)	(100%)
Other Operating Expense	3,400	4,000	(600)	(18%)
Total Expenses	<u>937,943</u>	<u>1,019,474</u>	<u>(81,531)</u>	<u>(9%)</u>
 Net Cost (before allocations)	 <u>\$907,941</u>	 <u>\$990,516</u>	 <u>(\$82,575)</u>	 <u>(9%)</u>
 Allocated From Departments	 70,451	 67,694	 2,757	 4%
Net Cost	<u>\$978,392</u>	<u>\$1,058,210</u>	<u>(\$79,818)</u>	<u>(8%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
914 - PLUMBING

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Fees and Charges for Services to Residents	\$54,453	\$106,193	\$51,740	95%
Total Non-Assessment Revenue	<u>54,453</u>	<u>106,193</u>	<u>51,740</u>	<u>95%</u>
Expenses:				
Employee Compensation	1,396,283	1,431,802	(35,519)	(3%)
Expenses Related to Employee Compensation	636,600	640,853	(4,253)	(1%)
Materials and Supplies	1,087,995	976,892	111,103	10%
Cost of Goods Sold	1,000	1,000	1,000	100%
Professional Fees		50,000	(50,000)	0%
Outside Services	154,580	184,000	(29,420)	(19%)
Repairs and Maintenance	3,000	2,000	1,000	33%
Other Operating Expense	8,800	16,720	(7,920)	(90%)
Total Expenses	<u>3,288,258</u>	<u>3,302,266</u>	<u>(14,008)</u>	<u>0%</u>
 Net Cost (before allocations)	 <u>\$3,233,806</u>	 <u>\$3,196,074</u>	 <u>\$37,732</u>	 <u>1%</u>
 Allocated From Departments	 140,546	 149,576	 (9,029)	 (6%)
Net Cost	<u>\$3,374,352</u>	<u>\$3,345,649</u>	<u>\$28,702</u>	<u>1%</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
917 - INTERIOR COMPONENTS

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Fees and Charges for Services to Residents	\$44,192	\$44,600	\$408	1%
Total Non-Assessment Revenue	<u>44,192</u>	<u>44,600</u>	<u>408</u>	<u>1%</u>
Expenses:				
Employee Compensation	488,155	500,344	(12,189)	(2%)
Expenses Related to Employee Compensation	235,960	237,983	(2,023)	(1%)
Materials and Supplies	577,745	737,137	(159,392)	(28%)
Outside Services	183		183	100%
Repairs and Maintenance	500		500	100%
Other Operating Expense	5,000	6,000	(1,000)	(20%)
Total Expenses	<u>1,307,543</u>	<u>1,481,464</u>	<u>(173,921)</u>	<u>(13%)</u>
 Net Cost (before allocations)	 <u>\$1,263,351</u>	 <u>\$1,436,864</u>	 <u>(\$173,513)</u>	 <u>(14%)</u>
 Allocated From Departments	 12,202	 11,775	 427	 3%
Net Cost	<u>\$1,275,553</u>	<u>\$1,448,639</u>	<u>(\$173,086)</u>	<u>(14%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
918 - HANDYMAN SERVICES

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Fees and Charges for Services to Residents		\$50,000	\$50,000	0%
Total Non-Assessment Revenue		50,000	50,000	0%
Expenses:				
Employee Compensation		104,374	(104,374)	0%
Expenses Related to Employee Compensation		51,755	(51,755)	0%
Materials and Supplies		10,500	(10,500)	0%
Other Operating Expense		1,000	(1,000)	0%
Total Expenses		167,629	(167,629)	0%
Net Cost (before allocations)		\$117,629	(\$117,629)	0%
Net Cost		\$117,629	(\$117,629)	0%

2019 BUSINESS PLAN
Revenue and Expenditure Report
920 - CONSTRUCTION/PROJECT MANAGEMENT

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Fees and Charges for Services to Residents	\$32,285	\$20,850	(\$11,435)	(35%)
Total Non-Assessment Revenue	<u>32,285</u>	<u>20,850</u>	<u>(11,435)</u>	<u>(35%)</u>
Expenses:				
Employee Compensation	652,963	649,438	3,525	1%
Expenses Related to Employee Compensation	164,633	187,992	(23,358)	(14%)
Materials and Supplies	9,357	9,200	157	2%
Professional Fees	161,050	110,000	51,050	32%
Equipment Rental		2,500	(2,500)	0%
Outside Services	11,317,251	11,586,624	(269,373)	(2%)
Repairs and Maintenance	46,900	46,000	900	2%
Other Operating Expense	8,500	17,000	(8,500)	(100%)
Total Expenses	<u>12,360,654</u>	<u>12,608,753</u>	<u>(248,099)</u>	<u>(2%)</u>
 Net Cost (before allocations)	 <u>\$12,328,369</u>	 <u>\$12,587,903</u>	 <u>(\$259,534)</u>	 <u>(2%)</u>
 Allocated From Departments	 5,293	 5,323	 (30)	 (1%)
Net Cost	<u>\$12,333,663</u>	<u>\$12,593,226</u>	<u>(\$259,564)</u>	<u>(2%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
925 - MANOR ALTERATIONS AND PERMITS

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Fees and Charges for Services to Residents	\$481,000	\$294,159	(\$186,841)	(39%)
Miscellaneous	23,500	12,500	(11,000)	(47%)
Total Non-Assessment Revenue	<u>504,500</u>	<u>306,659</u>	<u>(197,841)</u>	<u>(39%)</u>
Expenses:				
Employee Compensation	511,112	482,027	29,085	6%
Expenses Related to Employee Compensation	154,366	146,604	7,762	5%
Materials and Supplies	6,600		6,600	100%
Professional Fees	5,000		5,000	100%
Outside Services	395,000	380,760	14,240	4%
Repairs and Maintenance	100		100	100%
Other Operating Expense	3,000	2,200	800	27%
Total Expenses	<u>1,075,178</u>	<u>1,011,590</u>	<u>63,587</u>	<u>6%</u>
Net Cost (before allocations)	<u>\$570,678</u>	<u>\$704,931</u>	<u>(\$134,254)</u>	<u>(24%)</u>
Allocated From Departments	8,975	9,041	(67)	(1%)
Net Cost	<u>\$579,652</u>	<u>\$713,973</u>	<u>(\$134,320)</u>	<u>(23%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
926 - FACILITIES MANAGEMENT

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Expenses:				
Employee Compensation	\$371,839	\$371,446	\$392	0%
Expenses Related to Employee Compensation	163,451	164,942	(1,491)	(1%)
Materials and Supplies	121,400	124,526	(3,126)	(3%)
Equipment Rental		4,000	(4,000)	0%
Outside Services	20,000	25,000	(5,000)	(25%)
Repairs and Maintenance	10,000	15,793	(5,793)	(58%)
Other Operating Expense	5,250	5,500	(250)	(5%)
Total Expenses	<u>691,940</u>	<u>711,207</u>	<u>(19,268)</u>	<u>(3%)</u>
 Net Cost (before allocations)	 <u>\$691,940</u>	 <u>\$711,207</u>	 <u>(\$19,268)</u>	 <u>(3%)</u>
 Allocated To Departments	 (507,703)	 (517,362)	 9,660	 2%
Allocated From Departments	38,787	35,908	2,880	7%
 Net Cost	 <u>\$223,025</u>	 <u>\$229,753</u>	 <u>(\$6,729)</u>	 <u>(3%)</u>

2019 BUSINESS PLAN
Revenue and Expenditure Report
932 - PAINT

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
Non-Assessment Revenues:				
Fees and Charges for Services to Residents	\$7,546	\$7,508	(\$37)	0%
Total Non-Assessment Revenue	<u>7,546</u>	<u>7,508</u>	<u>(37)</u>	<u>0%</u>
Expenses:				
Employee Compensation	2,286,773	2,246,119	40,654	2%
Expenses Related to Employee Compensation	1,162,853	1,121,672	41,180	4%
Materials and Supplies	710,948	544,356	166,592	23%
Equipment Rental	5,000	40,000	(35,000)	(700%)
Outside Services	36,156	29,223	6,933	19%
Repairs and Maintenance	12,000	5,000	7,000	58%
Other Operating Expense	30,340	29,521	819	3%
Total Expenses	<u>4,244,069</u>	<u>4,015,892</u>	<u>228,178</u>	<u>5%</u>
 Net Cost (before allocations)	 <u>\$4,236,523</u>	 <u>\$4,008,383</u>	 <u>\$228,140</u>	 <u>5%</u>
 Allocated From Departments	 72,906	 70,127	 2,779	 4%
Net Cost	<u>\$4,309,429</u>	<u>\$4,078,511</u>	<u>\$230,919</u>	<u>5%</u>