

2021 BUSINESS PLANS

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



Laguna Woods Village®

*Cover Photo: Mark Rabinowitch

**Laguna Woods Village
2021 BUSINESS PLANS
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STAFF REPORT

DATE: October 19, 2020
FOR: Board of Directors
SUBJECT: 2021 Business Plan – Final

RECOMMENDATION

Receive and file.

BACKGROUND

In September 2020, at the regular scheduled meetings, each of the Corporate Boards adopted by resolution the 2021 Business Plans, inclusive of operating, capital, and reserve funding. Collectively, this represents a consolidated budget of \$109,790,449 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 \$6,788,503 or 7% compared to current year, of which \$5,744,828 relates to anticipated insurance premium increases.

DISCUSSION

As a service organization, VMS staffing is the largest component of the business plan. The adopted budget includes a net decrease of 23 positions to outsource positions in janitor night crew and tree maintenance, reduce bus driver hours, downsize recreation staff and eliminate trade helpers and union stewards within maintenance & construction.

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.

Revenues

- **Non-Assessment Revenue decreased the assessment by (\$144,488)** with budget adjustments to reflect recent experience, including more revenue in the areas of gain on investments, and resident maintenance fees.

Expenses

- **Employee Compensation decreased by (\$135,780) or 0.4%** due to decreases to staffing offset by the inclusion of planned wage adjustments. Staffing levels decreased by 23 Full Time Equivalents (FTEs), primarily in Landscape and General Services to outsource positions, Department of Recreation Services due to on-going pandemic accommodations, the elimination of trade positions within Maintenance & Construction.
- **Expenses Related to Compensation increased by \$365,570 or 3%** primarily due to the contractual increase for the union retirement plan.
- **Materials decreased by (\$444,169)** due to change from 10-year to 15-year paint cycle, decreased use of materials in carpentry and appliances, and decreased expense in Recreation for clubhouses and Landscape Services.
- **Community Events decreased by (\$62,320)** due to reduced events in anticipation of continued social distancing due to pandemic.
- **Electricity decreased by (\$137,048)** based on historical consumption with a projected contingency for rate increases.
- **Sewer increased by \$122,990** based on historical consumption at projected rates. Water rates increased per El Toro Water projected budget that went into effect October 2020.
- **Water increased by \$113,694** based on historical consumption at projected rates. Water rates increased per El Toro Water projected budget that went into effect October 2020.
- **Trash increased by \$48,977** based on current consumption with a projected contingency for rate increases
- **Telephone increased by \$67,356** due to reflect increased telephone expense associated with in-field data use.
- **Fuel and Oil increased by \$14,650** due to an upward trend in diesel and gas prices.
- **Professional Fees decreased by (\$53,400)** due to the lower forecasted consulting requirements in financial services and project management.
- **Outside Services increased by \$238,188** primarily due to decision to postpone fumigation program to 2021 by Third Mutual; outsourcing of Tree Maintenance and increased General Plumbing and Damage Restoration due to plumbing leaks in United Mutual.
- **(Gain)/Loss on Sale or Trade increased by \$50,000** based on current year experience.
- **Repairs and Maintenance increased by \$40,232** due to a rate increase in the Community Center Janitorial Contract.
- **Income Tax decreased by (\$48,000)** to reflect recent year actuals.
- **Property and Sales Tax increased by \$964,311** for the cooperatives, in anticipation of higher assessed property values.
- **Insurance increased by \$5,744,828** due to market conditions premiums at renewal were higher for Hazard & Liability Insurance.
- **Cable Programming/Copyright/Franchise increased by \$180,440** due to assumed rate increases for programming.

- **Investment Expense decreased by (\$78,050)** to due to the change of investment vehicle; money is now in indexed mutual funds which have lower expense fees.
- **Uncollectible Accounts decreased by (\$74,700)** based on current year experience.

FINANCIAL ANALYSIS

The budget proposals adopted by GRF, United, and Third will be notified to members at least 30 days prior to the start of the 2021 fiscal year, as required by Civil Code §5300.

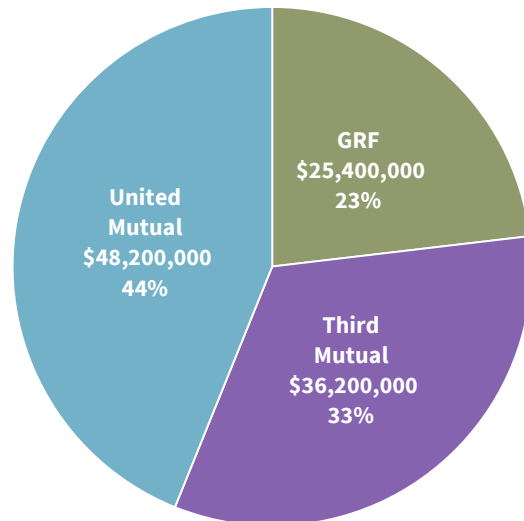
Prepared By: Jose Campos, Financial Services Manager
Betty Parker, Chief Financial Officer

Reviewed By: Siobhan Foster, Chief Operating Officer
Jeff Parker, Chief Executive Officer

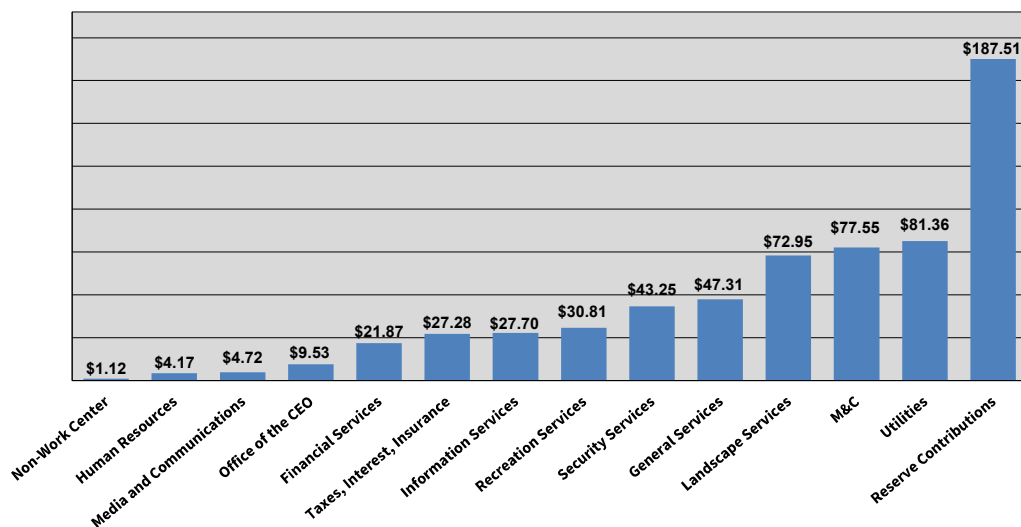
Business Plan Update

- \$127 million plan assumes non-assessment revenue to offset costs, \$17 million
- Staffing net decrease of 23 positions
- GRF five-year CIP with \$5.1M for planned projects and equipment in 2021
- Treatment of current year operating surplus generated from COVID-19 shutdown

2021 Budget – \$110 Million



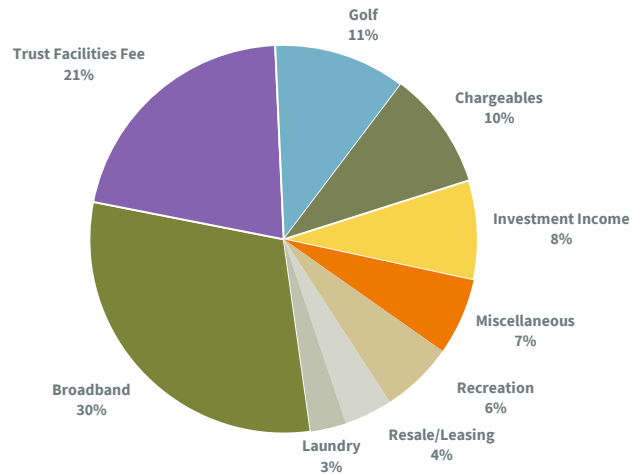
Average Basic Assessment is \$637 per month



Comprehensive Fee Review

- Broadband
- Facility Room Rental Fees
- Additional Occupants
- Equestrian
- Garden Center
- Guest Fees

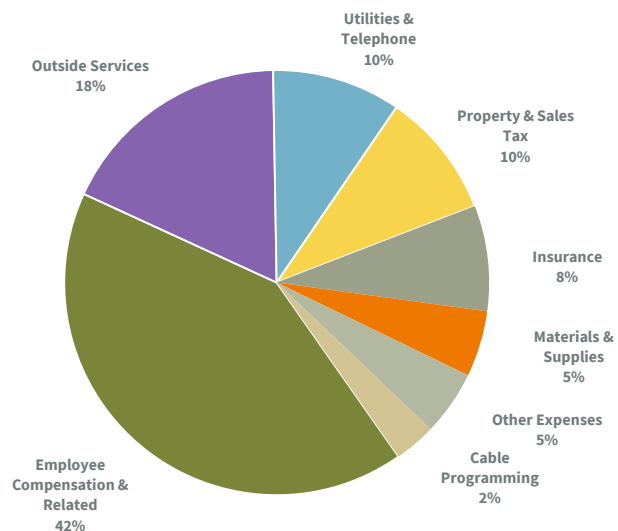
Non Assessment Revenue \$17 Million



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.

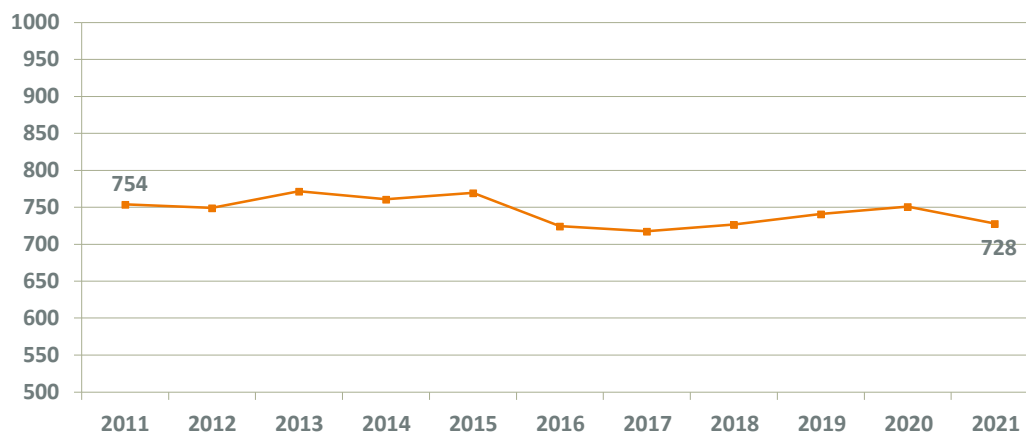
Gross Expenses - \$127 Million



Staffing Full-Time Equivalents (FTEs)

Department	2020	2021	Increase/ (Decrease)
Office of the CEO	20.00	17.06	(2.94)
Media & Communications	10.50	12.33	1.83
Information Services	48.00	47.50	(0.50)
General Services	91.57	86.00	(5.57)
Financial Services	31.00	31.00	0.00
Security Services	119.68	118.68	(1.00)
Landscape Services	149.00	145.50	(3.50)
Recreation Services	86.36	82.29	(4.07)
Human Resources	8.40	8.40	0.00
Maintenance & Construction	186.50	179.10	(7.40)
Total FTEs	751.01	727.86	(23.15)

10-Year Staffing Budget (FTEs)



2021 BUSINESS PLAN

United Laguna Woods Mutual

Adopted September 8, 2020

BOARD OF DIRECTORS

SUE MARGOLIS, President
CARL RANDAZZO, 1st Vice President
ANDRE TORNG, 2nd Vice President
JUANITA SKILLMAN, Secretary
BRIAN GILMORE, Treasurer
PARKASH "CASH" ACHREKAR
ELSIE ADDINGTON
NEDA ARDANI
MANUEL ARMENDARIZ
REZA BASTANI
ANTHONY LIBERATORE

Prepared By:
VILLAGE MANAGEMENT SERVICES, Inc.

JEFF PARKER, President/CEO
BETTY PARKER, Chief Financial Officer



UNITED LAGUNA WOODS
— M U T U A L —

UNITED LAGUNA WOODS MUTUAL 2021 BUSINESS PLAN - BY ACCOUNT

DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 PLAN	2021 PLAN	ASSESSMENT		
						Per Man or Per Month 2020	2021	Change
REVENUES								
Non-Assessment Revenues								
Merchandise Sales	\$20,663	\$16,489	\$1,840	\$20,000	\$0	\$0.26	\$0.00	\$0.26
Fees and Charges to Residents	184,245	513,803	602,446	539,522	628,958	7.11	8.29	(1.18)
Laundry	188,260	271,454	253,604	270,000	270,000	3.56	3.56	0.00
Miscellaneous	503,794	597,370	554,172	578,701	540,664	7.63	7.13	0.50
Total Revenue	\$896,962	\$1,399,116	\$1,412,062	\$1,408,223	\$1,439,622	\$18.56	\$18.98	(\$0.42)
EXPENSES								
Employee Compensation	\$6,769,342	\$7,101,334	\$6,772,640	\$7,545,645	\$7,591,769	\$99.44	\$100.05	\$0.61
Expenses Related to Compensation	2,533,803	2,950,772	2,525,920	2,953,208	3,064,495	38.92	40.39	1.47
Material and Supplies	782,393	847,345	831,110	963,885	837,297	12.70	11.04	(1.66)
Electricity	192,576	151,523	161,483	189,000	120,000	2.49	1.58	(0.91)
Sewer	1,736,044	1,723,347	1,743,577	1,779,600	1,840,200	23.45	24.25	0.80
Water	1,888,496	1,898,155	1,790,236	1,919,116	1,937,476	25.29	25.53	0.24
Trash	379,488	407,744	422,299	429,177	450,459	5.66	5.94	0.28
Telephone	664	669	638	685	706	0.01	0.01	0.00
Legal Fees	193,400	253,208	238,961	349,985	349,985	4.61	4.61	0.00
Professional Fees	100,513	174,191	99,831	121,979	116,320	1.61	1.53	(0.08)
Equipment Rental	8,246	5,878	5,960	3,654	4,533	0.05	0.06	0.01
Outside Services	759,101	1,215,518	1,180,521	765,211	1,451,221	10.09	19.13	9.04
Repairs and Maintenance	22,235	45,347	35,538	41,314	41,873	0.54	0.55	0.01
Other Operating Income Taxes	162,176	128,831	135,553	166,682	166,044	2.20	2.19	(0.01)
Income Taxes	19,849	(371,167)	(13,931)	25,000	0	0.33	0.00	(0.33)
Property and Sales Tax*	10,062,623	10,765,612	11,375,124	11,111,994	12,158,000	***	***	***
Property Insurance*	617,222	634,590	952,802	974,142	3,021,594	***	***	***
Insurance	512,394	476,748	529,725	529,519	816,149	6.98	10.76	3.78
Net Allocation to Mutuals	790,755	969,562	1,004,578	1,355,431	1,162,789	17.86	15.32	(2.54)
Uncollectible Accounts	26,495	44,785	32,610	59,600	30,000	0.79	0.40	(0.39)
(Gain)/Loss on Sale	(2,047)	(886)	(57)	(7,500)	0	(0.10)	0.00	0.10
Total Expenses	\$27,555,768	\$29,423,106	\$29,825,118	\$31,277,327	\$35,160,910	\$252.92	\$263.34	\$10.42
(Surplus)/Deficit Recovery	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0.00	\$0.00
Total Operating	\$26,658,806	\$28,023,990	\$28,413,056	\$29,869,104	\$33,721,288	\$234.36	\$244.36	\$10.00
RESERVE CONTRIBUTIONS								
Reserve Fund	\$10,850,268	\$10,850,268	\$11,229,648	\$11,535,000	\$10,776,240	\$152.02	\$142.02	(\$10.00)
Contingency Fund	1,441,644	1,062,464	1,138,140	758,760	758,760	10.00	10.00	0.00
Total Reserve Contribution	\$12,291,912	\$11,912,732	\$12,367,788	\$12,293,760	\$11,535,000	\$162.02	\$152.02	(\$10.00)
TOTAL MUTUAL	\$38,950,718	\$39,936,722	\$40,780,844	\$42,162,864	\$45,256,288	\$396.38	\$396.38	\$0.00
GOLDEN RAIN FOUNDATION								
GRF Operating	\$12,870,405	\$13,548,791	\$13,947,912	\$13,778,752	\$14,158,135	\$181.60	\$186.60	\$5.00
GRF Reserve Contributions	1,821,024	1,517,520	1,441,644	1,821,024	1,441,644	24.00	19.00	(5.00)
Total GRF	\$14,691,429	\$15,066,311	\$15,389,556	\$15,599,776	\$15,599,779	\$205.60	\$205.60	\$0.00
TOTAL BASIC ASSESSMENTS	\$53,642,147	\$55,003,033	\$56,170,400	\$57,762,640	\$60,856,067	\$601.98	\$601.98	\$0.00

*The asterisk indicates an assessment that varies per manor.

UNITED LAGUNA WOODS MUTUAL 2021 BUSINESS PLAN - BY DEPARTMENT

DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 PLAN	2021 PLAN	ASSESSMENT		
						Per Manor	Per Month	Change
						2020	2021	
OPERATING:								
Office of the CEO	\$339,772	\$516,990	\$407,504	\$621,703	\$416,441	\$8.19	\$5.49	(\$2.70)
Information Services	630,621	790,235	692,763	924,659	1,023,876	12.19	13.49	1.30
General Services	801,875	1,084,821	892,168	1,027,283	1,062,117	13.54	14.00	0.46
Financial Services	1,102,583	694,923	1,164,707	1,256,223	1,616,975	16.56	21.31	4.75
Property Insurance*	617,222	634,590	952,802	974,142	3,021,595	***	***	***
Security Services	123,268	102,445	133,112	140,492	163,674	1.85	2.16	0.31
Landscape Services	3,396,200	3,529,499	3,591,107	4,249,225	4,360,364	56.00	57.47	1.47
Human Resource Services	0	0	453	149,985	149,985	1.98	1.98	0.00
Maintenance & Construction	5,469,956	5,865,351	5,209,544	5,152,975	5,593,593	67.90	73.70	5.80
Non Work Center	4,114,686	4,039,524	3,993,772	4,260,423	4,154,668	56.15	54.76	(1.39)
Property and Sales Tax*	10,062,623	10,765,612	11,375,124	11,111,994	12,158,000	***	***	***
Net Operating	\$26,658,806	\$28,023,990	\$28,413,056	\$29,869,104	\$33,721,288	\$234.36	\$244.36	\$10.00
RESERVE CONTRIBUTIONS								
Reserve Fund	\$10,850,268	\$10,850,268	\$11,229,648	\$11,535,000	\$10,776,240	\$152.02	\$142.02	(\$10.00)
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Total Reserve Contribution	\$12,291,912	\$11,912,732	\$12,367,788	\$12,293,760	\$11,535,000	\$162	\$152.02	(\$10.00)
TOTAL MUTUAL	\$38,950,718	\$39,936,722	\$40,780,844	\$42,162,864	\$45,256,288	\$396.38	\$396.38	\$0.00
GOLDEN RAIN FOUNDATION								
GRF Operating	\$12,870,405	\$13,548,791	\$13,947,912	\$13,778,752	\$14,158,135	\$181.60	\$186.60	\$5.00
GRF Reserve Contributions	1,821,024	1,517,520	1,441,644	1,821,024	1,441,644	24.00	19.00	(5.00)
Total GRF	\$14,691,429	\$15,066,311	\$15,389,556	\$15,599,776	\$15,599,779	\$205.60	\$205.60	\$0.00
TOTAL BASIC ASSESSMENTS	\$53,642,147	\$55,003,033	\$56,170,400	\$57,762,640	\$60,856,067	\$601.98	\$601.98	\$0.00

*The asterisk indicates an assessment that varies per manor.



RESOLUTION 01-20-58

2021 BUSINESS PLAN RESOLUTION

RESOLVED, September 8, 2020, that the Business Plan of this Corporation for the year 2021 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 \$45,256,288 is required by the Corporation to meet the United Laguna Woods Mutual operating expenses and reserve contributions for the year 2021. In addition, the sum of \$15,599,779 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 2021. Therefore, a total of \$60,856,067 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 \$14,808,966, all of which is planned from the Reserve Fund.

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 2021, 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.



RESOLUTION 01-20-69

2021 RESERVE FUND RESOLUTION

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

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; and

WHEREAS, the Board met on October 21, 2020 and revised its planned contributions to the reserve fund which required an update to the prepared reserve study disclosures.

NOW THEREFORE BE IT RESOLVED, November 18, 2020, that pursuant to Civil Code § 5570 the Board hereby adopts the 30-Year Alternate Reserve Funding Plan (dated November 12, 2020, attached) prepared by Association Reserves™ for fiscal year 2021.

RESOLVED FUTHER, that resolution 01-20-59 adopted September 8, 2020 is hereby canceled and superseded.

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

UNITED LAGUNA WOODS MUTUAL 2021 RESERVES PLAN Programs Report

DESCRIPTION		2017 ACTUALS	2018 ACTUALS	2019 ACTUALS	2020 BUDGET	2021 BUDGET	INCREASE/(DECREASE) \$	%
OPERATING FUND - MAINTENANCE & CONSTRUCTION								
1	PLUMBING SERVICE	\$1,386,190	\$1,546,049	\$1,674,053	\$1,382,296	\$1,157,218	(\$225,078)	(16%)
2	DAMAGE RESTORATION	0	0	0	0	750,051	750,051	100%
3	CARPENTRY SERVICE	631,345	602,580	188,134	494,100	535,154	41,054	8%
4	ELECTRICAL SERVICE	297,572	279,917	315,789	409,634	413,911	4,277	(1%)
5	INTERIOR PREVENTIVE MAINTENANCE	300,972	325,221	345,817	346,454	350,791	4,337	(1%)
6	APPLIANCE REPAIRS	340,302	334,729	316,893	308,507	320,663	12,156	4%
7	PEST CONTROL	75,577	123,057	176,611	225,980	200,000	(25,980)	(11%)
8	COUNTERTOP/FLOOR/TILE REPAIRS	120,770	159,360	164,092	128,480	120,807	(7,673)	(6%)
9	FIRE PROTECTION	8,873	19,891	11,819	12,700	32,981	20,281	160%
10	ENERGY PROGRAM	32,725	33,439	28,285	25,000	25,000	0	0%
11	MISCELLANEOUS REPAIRS BY OUTSIDE SERVICES	19,056	16,125	27,017	25,000	25,000	0	0%
12	GUTTER CLEANING	135,680	133,645	140,566	0	0	0	0%
13	BALCONY/BREEZEWAY RESURFACING	295,054	131,853	0	0	0	0	0%
14	BUILDING REHAB/DRY ROT	84,844	43,115	0	0	0	0	0%
15	PAINT-TOUCHUP	186,571	186,228	0	0	0	0	0%
16	ROOF REPAIR	162,439	146,113	0	0	0	0	0%
TOTAL		\$4,077,970	\$4,081,321	\$3,389,076	\$3,358,151	\$3,931,576	\$573,425	17%
Line 2 includes damage restoration cleanup costs moved from contingency in 2021.								
Line 12 was moved to General Services in 2020.								
Lines 13-16 were moved to reserves in 2019.								
OPERATING FUND - GENERAL SERVICES								
17	CONCRETE SERVICE	\$385,931	\$491,793	\$437,408	\$373,111	\$386,661	\$13,550	4%
18	JANITORIAL SERVICE	243,623	370,083	318,622	345,015	359,689	14,674	4%
19	GUTTER CLEANING	47,282	24,669	66,425	192,872	195,013	2,141	1%
20	WELDING	57,120	120,028	71,405	101,275	105,144	3,869	4%
21	TRAFFIC CONTROL	12,040	19,606	8,821	15,010	15,610	600	4%
22	PAVING MAINTENANCE & REPAIRS	46,950	69,408	0	0	0	0	0%
TOTAL		\$792,946	\$1,095,587	\$902,681	\$1,027,283	\$1,062,117	\$34,834	3%
Line 22 was moved to reserves in 2019.								
OPERATING FUND - LANDSCAPE SERVICES								
23	LANDSCAPE ADMINISTRATION	\$109,833	\$80,126	\$126,159	\$122,135	\$234,842	\$112,707	92%
24	NURSERY & COMPOSTING	187,650	189,754	185,790	216,737	187,358	(29,379)	(14%)
25	GROUPS MAINTENANCE	2,081,242	2,198,830	2,284,105	2,680,672	2,742,171	61,499	2%
26	IRRIGATION	641,932	678,226	614,750	800,293	761,282	(39,011)	(5%)
27	SMALL EQUIPMENT REPAIR	179,812	188,412	188,316	199,608	208,891	9,284	5%
28	PEST CONTROL	195,979	191,790	219,894	229,781	225,820	(3,961)	(2%)
29	TREE MAINTENANCE	(247)	2,358	(21,110)	0	0	0	0%
TOTAL		\$3,396,201	\$3,529,496	\$3,597,904	\$4,249,225	\$4,360,364	\$111,139	3%

UNITED LAGUNA WOODS MUTUAL
2021 RESERVES PLAN
Programs Report

DESCRIPTION		2017 ACTUALS	2018 ACTUALS	2019 ACTUALS	2020 BUDGET	2021 BUDGET	INCREASE/(DECREASE) \$	%
RESERVE FUND - MAINTENANCE & CONSTRUCTION								
30	BUILDING STRUCTURES	\$550,274	\$450,881	\$600,963	\$670,009	\$1,548,984	\$878,975	131%
31	CDS SIGNAGE	0	0	0	50,000	0	(50,000)	(100%)
32	ELECTRICAL SYSTEMS	415,152	391,326	447,860	459,495	459,495	0	0%
33	EXTERIOR WALKWAY LIGHTING	25,816	42,568	36,202	75,121	100,391	25,270	34%
34	FOUNDATIONS	10,396	9,540	41,608	43,836	43,836	0	0%
35	GUTTER REPLACEMENT	44,926	32,607	67,711	98,289	102,215	3,926	4%
36	PAINT - EXTERIOR	1,783,176	1,962,079	1,920,691	1,876,061	2,018,293	142,232	8%
37	PLUMBING	0	0	0	0	635,618	635,618	100%
38	PRIOR TO PAINT	795,628	727,998	938,463	1,003,518	1,081,894	78,376	8%
39	PAVING	140,802	223,490	392,760	396,628	483,596	86,968	22%
40	ROOFS	966,357	1,197,055	814,112	930,804	1,011,445	80,641	9%
41	WALLS	0	0	151,736	165,000	35,000	(130,000)	(79%)
42	WASTE LINE REMEDIATION	1,067,364	1,890,122	2,126,216	2,300,000	2,300,000	0	0%
43	WATER LINE - COPPER PIPE REMEDIATION	0	225,632	245,552	200,000	200,000	0	0%
44	WINDOW/SLIDING SCREEN DOOR	74,238	140,117	60,896	119,518	123,735	4,217	4%
	OTHER SUPPL. APPROPRIATIONS	2,792	0	915,107	0	0	0	0%
APPLIANCE AND FIXTURES:								
45	COOKTOPS	79,079	57,585	106,637	71,112	71,716	604	1%
46	DISHWASHERS	103,150	107,052	93,094	85,523	89,051	3,528	4%
47	FIXTURES - BASINS/FAUCETS/SINKS/TOILETS	325,963	300,042	255,597	238,679	229,253	(9,426)	(4%)
48	GARBAGE DISPOSALS	100,858	159,923	110,654	115,440	114,730	(710)	(1%)
49	HOODS	38,629	26,507	21,474	35,681	36,299	618	2%
50	KITCHEN/BATH COUNTERS, FLOORS, MISC.	958,559	1,114,485	992,888	1,392,191	1,364,445	(27,746)	(2%)
51	OVENS	132,318	95,335	130,533	111,112	111,716	604	1%
52	RANGES	8,756	4,392	10,628	12,469	12,799	330	3%
53	REFRIGERATORS	267,847	167,413	185,323	227,754	229,892	2,138	1%
54	WATER HEATERS & PERMITS	90,493	1,042,161	1,205,084	751,503	748,075	(3,428)	(0%)
55	DRYERS - LAUNDRY	3,282	0	3,551	35,735	35,872	137	0%
56	WASHING MACHINES - LAUNDRY	7,882	1,858	2,717	90,773	91,124	351	0%
	RESALE INSPECTION REPLACEMENTS	0	0	0	0	0	0	0%
	TOTAL APPLIANCE AND FIXTURES	\$2,116,816	\$3,076,754	\$3,118,180	\$3,167,972	\$3,134,972	(\$33,000)	(1%)
TOTAL		\$7,993,737	\$10,370,168	\$11,878,056	\$11,556,251	\$13,279,474	\$1,723,223	15%

Line 30 includes major damage restoration construction costs moved from contingency in 2021.

Lines 30, 36, 38, 39, and 40 include major repairs moved from operations in 2019.

Line 37 was moved from operations in 2021.

**UNITED LAGUNA WOODS MUTUAL
2021 RESERVES PLAN
Programs Report**

DESCRIPTION	2017 ACTUALS	2018 ACTUALS	2019 ACTUALS	2020 BUDGET	2021 BUDGET	INCREASE/(DECREASE) \$	%
RESERVE FUND - GENERAL SERVICES							
57 PRIOR TO PAINT - WELDING	\$1,298	\$3,678	\$0	\$9,186	\$9,546	\$360	4%
58 PAVING	0	0	33,890	68,481	71,067	2,586	4%
59 WALLS	14,205	140,900	0	30,365	30,400	35	0%
TOTAL	\$15,503	\$144,578	\$33,890	\$108,032	\$111,013	\$2,981	3%

Line 58 includes major repairs moved from operations in 2019.

RESERVE FUND - LANDSCAPE

60 LANDSCAPE RENOVATION	\$262,629	\$87,667	\$104,142	\$451,543	\$168,591	(\$282,952)	(63%)
61 IMPROVEMENT & RESTORATION	0	0	0	0	316,330	316,330	100%
62 TREE MAINTENANCE	587,110	416,257	1,118,879	864,752	933,558	68,806	8%
TOTAL	\$849,739	\$503,924	\$1,223,021	\$1,316,295	\$1,418,479	\$102,184	8%

CONTINGENCY FUND - MAINTENANCE & CONSTRUCTION

63 MOISTURE INTRUSION - RAIN LEAKS	\$200,300	\$78,401	\$464,866	\$152,000	\$0	(\$152,000)	(100%)
64 MOISTURE INTRUSION - PLUMBING LEAKS	572,607	867,771	1,381,962	755,390	0	(755,390)	(100%)
65 MOISTURE INTRUSION - PLUMBING STOPPAGES	247,715	356,680	409,223	278,926	0	(278,926)	(100%)
66 MOISTURE INTRUSION - MISCELLANEOUS	69,970	140,546	250,780	78,786	0	(78,786)	(100%)
67 DAMAGE RESTORATION SERVICES	121,230	5,496	207,991	143,640	0	(143,640)	100%
TOTAL	\$1,211,822	\$1,448,894	\$2,814,606	\$1,408,742	\$0	(\$1,408,742)	(100%)

Lines 63-67: funding for damage restoration cleanup was moved to operations and damage restoration construction was moved to reserves in 2021.



DEFINITION OF FUNDS

RESERVE FUND

This fund was established at the original construction of the Mutuals. The purpose of the Reserve Fund is to provide for repair, restoration, replacement, or maintenance 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.

Year	Beginning Balance	Investment Income	Contributions*	Assessment PMPM	Planned Expenditures**	ENDING BALANCE
2020	\$ 17,256,213	\$ 287,757	\$ 11,835,000	\$ 152.02	\$ (11,209,453)	\$ 18,169,517
2021	\$ 18,169,517	\$ 332,319	\$ 10,776,240	\$ 142.02	\$ (14,808,966)	\$ 14,469,109
2022	\$ 14,469,109	\$ 259,752	\$ 13,380,600	\$ 176.35	\$ (17,824,923)	\$ 10,284,538
2023	\$ 10,284,538	\$ 215,814	\$ 15,521,496	\$ 204.56	\$ (15,950,366)	\$ 10,071,482
2024	\$ 10,071,482	\$ 229,691	\$ 18,004,935	\$ 237.29	\$ (16,632,671)	\$ 11,673,437
2025	\$ 11,673,437	\$ 262,038	\$ 18,374,037	\$ 242.16	\$ (17,000,529)	\$ 13,308,983

*2020 contribution includes a \$300,000 transfer from operating surplus.

**Planned expenditures may differ from the contracted reserve study based on budget submitted and projections.

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.

Year	Beginning Balance	Investment Income	Contributions	Assessment PMPM	Planned Expenditures	ENDING BALANCE
2020	\$ 1,095,494	\$ 15,400	\$ 1,158,760	\$ 10.00	\$ (908,792)	\$ 1,360,862
2021	\$ 1,360,862	\$ 34,649	\$ 758,760	\$ 10.00	\$ (15,540)	\$ 2,138,731
2022	\$ 2,138,731	\$ 57,331	\$ 834,636	\$ 11.00	\$ (16,000)	\$ 3,014,698
2023	\$ 3,014,698	\$ 77,888	\$ 910,512	\$ 12.00	\$ (16,500)	\$ 3,986,598
2024	\$ 3,986,598	\$ 100,604	\$ 986,388	\$ 13.00	\$ (17,000)	\$ 5,056,590
2025	\$ 5,056,590	\$ 125,527	\$ 1,062,264	\$ 14.00	\$ (17,500)	\$ 6,226,881

*2020 contribution includes a \$400,000 transfer from operating surplus.



2021 RESERVES PLAN

Summary & Disclosures

California Civil Code §5300 requires that homeowner associations maintain a reserve study, a plan by which the Mutual anticipates and prepares for inevitable future expenses of major components. Ideally, all such expenditures to repair, replace, or restore components will be covered by those funds set aside in segregated accounts as reserves. A summary of the reserves plan prepared by Association Reserves™ is included herein.

The study identifies estimated current replacement costs of just over \$79.5 million. The fully funded balance (based on formula defined in Civil Code §5570(b)(4)) is \$37.7 million as of January 1, 2021. Projected reserve fund balances are estimated to be approximately \$18.2 million, or 48.2 percent funded. These figures shall not be construed to require the Board to fund reserves in accordance with this calculation.

The reserve receives monies through assessments and through interest earned on invested fund balances. In 2021, the basic monthly assessment for the reserve is set at \$142.02 per manor per month.

The full reserves study can be obtained by contacting the Financial Services Department at 949-597-4201.

United Laguna Woods Mutual has no outstanding loans.

Assessment and Reserve Funding Disclosure Summary

United Laguna Woods Mutual, Laguna Woods

For Fiscal Year Beginning: 1/1/2021

of units: 6323

1) Budgeted Amounts:	Total	Average Per Unit*
Reserve Contributions:	\$10,776,240.00	\$1,704.29
Total Assessment Income:	\$60,856,067.00	\$9,624.56

per: Year

- 2) Additional assessments that have already been scheduled to be imposed or charged, regardless of the purpose, if they have been approved by the board and/or members:

Year	Total Amount Per Unit*	Purpose
Total: \$0.00		

- 3) Based on the most recent Reserve Study and other information available to the Board of Directors, at this point in time does it appear that currently projected Reserve account balances will be sufficient at the end of each year to meet the association's obligation for repair and/or replacement of major components during the next 30 years? **Yes**
- 4) If the answer to #3 is no, what additional assessments or other contributions/loans to Reserves would be necessary to ensure that sufficient Reserve Funds will be available each year during the next 30 years?

Approximate Fiscal Year Assessment Will Be Due	Average Total Amount Per Unit*

Total: \$0.00

- 5) All major components appropriate for Reserve Funding (components that are a common area maintenance responsibility with a limited life expectancy and predictable remaining useful life, above a minimum threshold cost of significance) are included in this Reserve Funding Plan: **Yes**

6) All computations/disclosures are based on the fiscal year start date of:	1/1/2021
Fully Funded Balance (based on formula defined in 5570(b)4):	\$37,686,210
Projected Reserve Fund Balance:	\$18,169,517
Percent Funded:	48.2 %
Reserve Deficit (surplus) on a mathematical avg-per-unit* basis:	\$3,087

From the 11/12/2020 Reserve Study by Association Reserves and any minor changes since that date.

* If assessments vary by the size or type of unit, allocate as noted within your Governing Documents.

- 7) See attached 30-yr Summary Table, showing the projected Reserve Funding Plan, Reserve Balance, Percent Funded, and assumptions for interest and inflation.

Prepared by: Sean Andersen

Date: 11/12/2020

The financial representations at the time of preparation are based on the Reserve Study for the fiscal year shown at the top of this page and the best estimates of the preparer. These estimates should be expected to change from year to year. Some information on this form has been provided to Association Reserves, and has not been independently verified.

30-Year Reserve Plan Summary (Alternate Funding Plan)

36560-1
NSV

Fiscal Year Start: 2021

Interest:

2.00 %

Inflation:

3.00 %

Reserve Fund Strength Calculations: (All values of Fiscal Year Start Date)

Projected Reserve Balance Changes

Year	Starting Reserve Balance	Fully Funded Balance	Percent Funded		Special Assmt Risk	Reserve Contrbns.	Loan or Special Assmts	Interest Income	Reserve Expenses
2021	\$18,169,517	\$37,686,210	48.2 %		Medium	\$10,776,240	\$0	\$324,642	\$14,947,600
2022	\$14,322,799	\$40,109,835	35.7 %		Medium	\$12,581,260	\$0	\$245,328	\$16,918,162
2023	\$10,231,225	\$39,991,479	25.6 %		High	\$14,688,621	\$0	\$202,437	\$15,092,257
2024	\$10,030,025	\$42,170,697	23.8 %		High	\$17,148,945	\$0	\$217,352	\$15,672,328
2025	\$11,723,995	\$42,769,738	27.4 %		High	\$17,491,945	\$0	\$251,470	\$16,022,631
2026	\$13,444,779	\$41,680,280	32.3 %		Medium	\$17,491,945	\$0	\$314,655	\$13,203,436
2027	\$18,047,942	\$43,885,831	41.1 %		Medium	\$17,491,945	\$0	\$406,347	\$13,324,310
2028	\$22,621,923	\$46,469,690	48.7 %		Medium	\$17,491,945	\$0	\$497,869	\$13,403,657
2029	\$27,208,080	\$49,509,716	55.0 %		Medium	\$17,491,945	\$0	\$589,762	\$13,470,580
2030	\$31,819,207	\$52,619,734	60.5 %		Medium	\$17,491,945	\$0	\$681,149	\$13,637,620
2031	\$36,354,681	\$55,850,560	65.1 %		Medium	\$17,885,514	\$0	\$776,233	\$13,680,531
2032	\$41,335,897	\$59,919,994	69.0 %		Medium	\$18,287,938	\$0	\$874,516	\$14,306,888
2033	\$46,191,463	\$63,725,660	72.5 %		Low	\$18,699,416	\$0	\$974,723	\$14,500,273
2034	\$51,365,329	\$67,948,634	75.6 %		Low	\$19,120,153	\$0	\$1,060,323	\$16,786,956
2035	\$54,758,850	\$70,460,408	77.7 %		Low	\$19,550,357	\$0	\$1,125,445	\$17,551,486
2036	\$57,883,166	\$72,792,986	79.5 %		Low	\$19,990,240	\$0	\$1,189,850	\$17,858,357
2037	\$61,204,898	\$75,428,367	81.1 %		Low	\$20,440,020	\$0	\$1,250,272	\$18,964,581
2038	\$63,930,609	\$77,568,770	82.4 %		Low	\$20,899,921	\$0	\$1,301,161	\$19,833,510
2039	\$66,298,179	\$79,460,721	83.4 %		Low	\$21,370,169	\$0	\$1,349,743	\$20,225,075
2040	\$68,793,016	\$81,605,920	84.3 %		Low	\$21,850,998	\$0	\$1,401,925	\$20,524,964
2041	\$71,520,975	\$84,124,387	85.0 %		Low	\$22,342,645	\$0	\$1,449,711	\$21,737,632
2042	\$73,575,698	\$86,105,688	85.4 %		Low	\$22,845,355	\$0	\$1,467,682	\$24,569,096
2043	\$73,319,638	\$85,885,441	85.4 %		Low	\$23,359,375	\$0	\$1,502,258	\$21,144,968
2044	\$77,036,304	\$89,860,522	85.7 %		Low	\$23,884,961	\$0	\$1,516,869	\$27,656,065
2045	\$74,782,069	\$87,943,759	85.0 %		Low	\$24,422,373	\$0	\$1,491,592	\$26,189,706
2046	\$74,506,327	\$88,196,038	84.5 %		Low	\$24,971,876	\$0	\$1,449,527	\$30,355,802
2047	\$70,571,928	\$84,902,489	83.1 %		Low	\$25,533,743	\$0	\$1,407,391	\$27,223,946
2048	\$70,289,117	\$85,495,756	82.2 %		Low	\$26,108,252	\$0	\$1,369,087	\$31,028,298
2049	\$66,738,158	\$82,970,944	80.4 %		Low	\$26,695,688	\$0	\$1,305,273	\$30,836,918
2050	\$63,902,201	\$81,373,592	78.5 %		Low	\$27,296,341	\$0	\$1,264,056	\$29,849,673

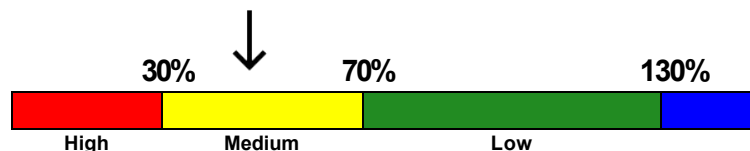
Executive Summary

Association:	United Laguna Woods Mutual	Assoc. #: 36560-1
Location:	Laguna Woods, CA	# of Units: 6,323
Report Period:	January 1, 2021 through December 31, 2021	

Findings/Recommendations as-of: January 1, 2021

Projected Starting Reserve Balance	\$18,169,517
Current Full Funding Reserve Balance	\$37,686,210
Average Reserve Deficit (Surplus) Per Unit	\$3,087
Percent Funded	48.2 %
Recommended 2021 "Annual Full Funding Contributions"	\$12,998,900
Alternate minimum contributions to keep Reserve above \$10,000,000	\$10,776,240
Most Recent Reserve Contribution Rate	\$11,535,000

Reserves % Funded: 48.2%



Special Assessment Risk:

Economic Assumptions:

Net Annual "After Tax" Interest Earnings Accruing to Reserves	2.00 %
Annual Inflation Rate	3.00 %

This is an Update "No-Site-Visit" Reserve Study, and is based on a prior Report prepared by Association Reserves for your 2020 Fiscal Year. No site inspection was performed as part of this Reserve Study. This Reserve Study was prepared by a credentialed Reserve Specialist, Sean Erik Andersen RS #68.

The Reserve Fund is between the 30% funded level and the 70% funded level at 48.2 % Funded, which is a fair position for the fund to be in. This means that the Mutual's special assessment & deferred maintenance risk is currently medium. The objective of your multi-year Funding Plan is to Fully Fund Reserves and ultimately achieve a position of strength in the fund, where the Mutual will enjoy a low risk of Reserve cash flow problems.

Based on this starting point, your anticipated future expenses, and your historical Reserve contribution rate, our recommendation is to increase your Reserve contributions to \$12,998,900.

*The Alternative Contribution rate, also called Threshold Funding will keep the Reserve Funds above \$10,000,000. This figure for the Mutual is \$10,776,240.

To receive a copy of the full Reserve Study, contact the Association.

Executive Summary

36560-1

#	Component	Useful Life (yrs)	Rem. Useful Life (yrs)	Current Average Cost
Concrete Repairs and Replacement				
103	Concrete - Repair/Replace	1	0	\$150,000
Cul de Sac Asphalt Seal Coat				
202	Cul-de-sacs - Seal Coat	1	0	\$40,000
Cul de Sac Asphalt Resurface/Repairs and Replacements				
201	Asphalt - Resurface (2021)	25	0	\$346,000
201	Asphalt - Resurface (2022)	25	1	\$328,500
201	Asphalt - Resurface (2023)	25	2	\$361,500
201	Asphalt - Resurface (2024)	25	3	\$355,000
201	Asphalt - Resurface (2025)	25	4	\$338,000
201	Asphalt - Resurface (2026)	25	5	\$317,500
201	Asphalt - Resurface (2027)	25	6	\$317,500
201	Asphalt - Resurface (2028)	25	7	\$339,500
201	Asphalt - Resurface (2029)	25	8	\$300,000
201	Asphalt - Resurface (2030)	25	9	\$307,000
201	Asphalt - Resurface (2031)	25	10	\$332,000
201	Asphalt - Resurface (2032)	25	11	\$284,500
201	Asphalt - Resurface (2033)	25	12	\$358,000
201	Asphalt - Resurface (2034)	25	13	\$351,000
201	Asphalt - Resurface (2035)	25	14	\$303,500
201	Asphalt - Resurface (2036)	25	15	\$290,500
201	Asphalt - Resurface (2037)	25	16	\$293,000
201	Asphalt - Resurface (2038)	25	17	\$349,500
201	Asphalt - Resurface (2039)	25	18	\$251,000
201	Asphalt - Resurface (2040)	25	19	\$336,000
201	Asphalt - Resurface (2041)	25	20	\$297,500
201	Asphalt - Resurface (2042)	25	21	\$290,000
201	Asphalt - Resurface (2043)	25	22	\$365,000
201	Asphalt - Resurface (2044)	25	23	\$291,000
201	Asphalt - Resurface (2045)	25	24	\$300,000
201	Asphalt - Resurface (2046)	25	25	\$219,000
201	Asphalt - Resurface (2047)	25	26	\$269,500
201	Asphalt - Resurface (2048)	25	27	\$306,000
201	Asphalt - Resurface (2049)	25	28	\$316,000
201	Asphalt - Resurface (2050)	25	29	\$343,000
Roofs - Built-Up				
1302	Built-Up/PVC - Replace (2021)	1	0	\$830,000
1302	Built-Up/PVC - Replace (2022)	0	1	\$765,500
1302	Built-Up/PVC - Replace (2023)	0	2	\$714,000
1302	Built-Up/PVC - Replace (2024)	0	3	\$687,000
1302	Built-Up/PVC - Replace (2025)	25	4	\$697,500
1302	Built-Up/PVC - Replace (2026)	25	5	\$816,500
1302	Built-Up/PVC - Replace (2027)	25	6	\$661,000
1302	Built-Up/PVC - Replace (2028)	25	7	\$673,500
1302	PVC Cool Roof - Replace (2034)	25	13	\$968,000
1302	PVC Cool Roof - Replace (2035)	25	14	\$967,000

# Component	Useful Life (yrs)	Rem. Useful Life (yrs)	Current Average Cost
1302 PVC Cool Roof - Replace (2036)	25	15	\$1,150,000
1302 PVC Cool Roof - Replace (2037)	25	16	\$1,601,000
1302 PVC Cool Roof - Replace (2038)	25	17	\$2,002,000
1302 PVC Cool Roof - Replace (2039)	25	18	\$1,787,000
1302 PVC Cool Roof - Replace (2040)	25	19	\$1,386,000
1302 PVC Cool Roof - Replace (2041)	25	20	\$970,000
1302 PVC Cool Roof - Replace (2042)	25	21	\$800,000
1302 PVC Cool Roof - Replace (2043)	25	22	\$508,000
1302 PVC Cool Roof - Replace (2044)	25	23	\$2,346,000
1302 PVC Cool Roof - Replace (2045)	25	24	\$823,500
1302 PVC Cool Roof - Replace (2046)	25	25	\$795,000
1302 PVC Cool Roof - Replace (2047)	25	26	\$534,000
1302 PVC Cool Roof - Replace (2048)	25	27	\$1,460,000
1302 PVC Cool Roof - Replace (2049)	25	28	\$1,480,000
1360 Emergency & Preventative Repairs	1	0	\$139,000
Roofs - Comp Shingle			
1308 Comp Shingle Roof - Replace (2023)	40	2	\$321,000
1308 Comp Shingle Roof - Replace (2041)	40	20	\$804,000
1308 Comp Shingle Roof - Replace (2042)	40	21	\$712,000
1308 Comp Shingle Roof - Replace (2043)	40	22	\$490,000
1308 Comp Shingle Roof - Replace (2044)	40	23	\$930,000
1308 Comp Shingle Roof - Replace (2045)	40	24	\$530,000
1308 Comp Shingle Roof - Replace (2046)	40	25	\$2,350,000
1308 Comp Shingle Roof - Replace (2047)	40	26	\$1,150,000
1308 Comp Shingle Roof - Replace (2048)	40	27	\$1,700,000
1308 Comp Shingle Roof - Replace (2049)	40	28	\$1,045,000
1308 Comp Shingle Roof - Replace (2050)	40	29	\$825,000
1308 Comp Shingle Roof - Replace (2051)	40	30	\$1,100,000
1308 Comp Shingle Roof - Replace (2052)	40	31	\$640,000
1308 Comp Shingle Roof - Replace (2053)	40	32	\$270,000
Roofs - Tile			
1311 Tile Roof - Replace (2044)	40	23	\$466,000
1311 Tile Roof - Replace (2046)	40	25	\$928,000
1311 Tile Roof - Replace (2047)	40	26	\$542,000
1311 Tile Roof - Replace (2048)	40	27	\$577,000
1311 Tile Roof - Replace (2049)	40	28	\$602,000
1311 Tile Roof - Replace (2050)	40	29	\$583,000
1311 Tile Roof - Replace (2051)	40	30	\$583,000
1311 Tile Roof - Replace (2052)	40	31	\$583,000
1311 Tile Roof - Replace (2053)	40	32	\$626,000
1311 Tile Roof - Replace (2054)	40	33	\$482,000
Infrastructure/Buildings			
151 Balcony Inspections	1	0	\$50,000
151 Damage Restoration	1	0	\$814,000
504 Metal Railings (bldg) - Par Replace	1	0	\$230,000
1330 Gutter/Downspouts - Partial Replace	1	0	\$98,300
1350 Skylights - Replace	1	0	\$104,000
1863 Fire Extinguisher Cabinets- Replace	30	9	\$180,000
2004 Smoke Alarms - Replace (2023)	10	2	\$72,300

#	Component	Useful Life (yrs)	Rem. Useful Life (yrs)	Current Average Cost
2004	Smoke Alarms - Replace (2024)	10	3	\$300,000
2004	Smoke Alarms - Replace (2025)	10	4	\$300,000
2006	Windows - Replace	1	0	\$90,000
2007	Sliding Screen Doors	1	0	\$29,600
2008	Vertical Lifts - R & R	20	1	\$1,508,000
Carport Siding Renovation				
1112	Carport Siding Renovations (2032)	35	11	\$101,000
1112	Carport Siding Renovations (2033)	35	12	\$138,000
1112	Carport Siding Renovations (2034)	35	13	\$132,000
1112	Carport Siding Renovations (2035)	35	14	\$153,000
1112	Carport Siding Renovations (2036)	35	15	\$162,000
1112	Carport Siding Renovations (2037)	35	16	\$139,000
1112	Carport Siding Renovations (2038)	35	17	\$158,000
1112	Carport Siding Renovations (2039)	35	18	\$162,000
1112	Carport Siding Renovations (2040)	35	19	\$103,000
1112	Carport Siding Renovations (2041)	35	20	\$54,000
1112	Carport Siding Renovations (2042)	35	21	\$112,000
Manor Components				
983	Heat Pumps - Replace	1	0	\$5,700
984	Wall Heater - Replace	1	0	\$3,800
3001	Cooktops - Replace	1	0	\$78,300
3002	Dishwashers - Replace	1	0	\$59,500
3003	Fixtures - Bath Basins	1	0	\$46,400
3004	Fixtures - Faucets	1	0	\$40,400
3005	Fixtures - Kitchen Sinks	1	0	\$55,200
3006	Fixtures - Toilets	1	0	\$21,200
3006	Fixtures - Toilets (2021)	1	0	\$7,000
3007	Garbage Disposals (2021-2030)	1	0	\$97,500
3008	Manor Hoods	1	0	\$39,500
3009	Bath Counters - Replace	1	9	\$226,000
3009	Kitchen Counters - Replace	1	0	\$432,000
3010	Bathroom Flooring - Wk Cntr #910	1	0	\$22,100
3010	Bathroom Flooring - Wk Cntr #917	1	0	\$55,300
3010	Kitchen Flooring - Wk Cntr #910	1	0	\$17,100
3010	Kitchen Flooring - Wk Cntr #917	1	0	\$34,600
3010	Kitchen/Bath Flooring - Abatement	1	0	\$328,000
3011	Bath Mirrors - Replace	1	0	\$33,000
3012	Bath Enclosure Doors - Replace	1	0	\$117,000
3013	Bathroom Tile - Replace& Abate	1	0	\$102,500
3014	Ovens - Replace	1	0	\$204,500
3015	Ranges - Replace	1	0	\$6,750
3016	Refrigerators - Replace	1	0	\$205,000
3017	Water Heaters - Replace	1	0	\$754,000
Lighting & Electrical				
340	Electrical Panels - Replace	1	0	\$25,000
340	Pushmatic Panels - Replace/Upgrade	1	0	\$425,000
340	Solar System Program Replacement	1	11	\$115,000
362	Walkway Lights - Additional New	1	0	\$52,000
362	Walkway Lights - Replace	1	0	\$52,000

#	Component	Useful Life (yrs)	Rem. Useful Life (yrs)	Current Average Cost
364	Block Wall Lights - Replace	20	4	\$300,000
370	Building Wall Lights - Replace	20	4	\$750,000
375	Lighted Bldg Number Signs - Replace	20	0	\$50,000
378	Energy Consultant	1	0	\$75,000
Laundry Rooms				
332	Laundry Water Heaters 2021-2028	1	0	\$1,800
332	Laundry Water Heaters 2029-2049	1	8	\$8,400
800	Doors - Replace	1	0	\$4,000
908	Counter Tops - Replace	1	0	\$12,550
909	Laundry Sinks - Replace	25	2	\$72,200
951	Bathrooms - Refurbish	24	2	\$14,500
991	Washers - Replace	1	0	\$90,000
992	Dryers - Replace	1	0	\$30,000
1110	Interior Laundry - Repaint	10	2	\$110,000
Off Cycle Decking				
150	Off Cycle Deck Top Coat (2021)	1	0	\$68,200
150	Off Cycle Deck Top Coat (Annual)	1	1	\$105,000
152	Off Cycle Common Decks (2021)	1	0	\$54,700
152	Off Cycle Common Decks (Annual)	1	1	\$136,000
153	Off Cycle Balcony Resurface((2021)	1	0	\$8,100
153	Off Cycle Balcony Resurface(Annual)	1	1	\$136,000
Prior To Painting				
148	Lead Testing PTP (Annual)	1	0	\$5,000
149	Asbestos Testing PTP - 2021	1	0	\$49,000
149	Asbestos Testing PTP (Annual)	1	1	\$33,400
152	Full Cycle Decking Repairs - 2021	1	0	\$207,000
152	Full Cycle Decking Repairs (Annual)	1	1	\$136,500
153	Full Cycle Balcony Dry Rot - 2021	1	0	\$9,500
153	Full Cycle Balcony Dry Rot (Annual)	1	1	\$7,300
1119	Full Cycle Dry Rot Repairs - 2021	1	0	\$690,000
1119	Full Cycle Dry Rot Repairs (Annual)	1	1	\$451,000
Interior & Exterior Painting				
150	Deck Top Coat Reseal (Annual)	1	1	\$31,500
150	Deck Top Coat Reseal- 2021	1	0	\$49,700
1113	Metal Railings (building) - Repaint	1	0	\$130,000
1115	Full Cycle Exterior Paint - 2021	1	0	\$1,704,000
1115	Full Cycle Exterior Paint (Annual)	1	1	\$1,070,000
1116	Exterior Paint Touch-Up (Annual)	1	0	\$106,500
1119	Interior Paint Touch-Up (Annual)	1	0	\$90,400
1901	Lead Testing and Abatement	1	0	\$5,000
1903	Lexan Bldg. Signs (2021) - Repl	1	0	\$51,200
1903	Lexan Bldg. Signs (Annual) - Repl	1	1	\$500
Walls, Fencing, Railings & Gates				
501	Walls - Perimeter Top Rail - R&R	1	0	\$165,000
502	Walls - Perimeter Block - R&R	1	0	\$8,100
503	Walls - Common Area Block - R&R	1	0	\$22,600
504	Metal Hand Railings (Grounds) - Rep	1	0	\$10,100
Grounds & Miscellaneous				
1007	Weather Station - Replace	15	12	\$1,800

# Component	Useful Life (yrs)	Rem. Useful Life (yrs)	Current Average Cost
1009 V-Ditch (Swales) - Repair	1	0	\$51,500
1020 Tree Maintenance (2021)	5	0	\$900,000
1020 Tree Maintenance (2022)	5	1	\$825,000
1020 Tree Maintenance (2023)	5	2	\$530,000
1020 Tree Maintenance (2024)	5	3	\$720,000
1020 Tree Maintenance (2025)	5	4	\$920,000
1022 Landscape Restoration - Annual	1	11	\$62,500
1022 Landscape Restoration (2021-2030)	5	3	\$250,000
1024 Slope - Renovations	1	0	\$100,000
1026 Turf Reduction & Irrigation	1	0	\$85,000
Building Structures			
1901 Lead Testing and Abatement	1	0	\$5,000
2001 Building Structures - Projects	1	0	\$135,000
2001 Building Structures Dry Rot Repairs	1	0	\$5,000
2002 Building Structures Maint Ops	1	0	\$300,000
2003 Building Structures Carpentry	1	0	\$195,000
2006 Building Foundations - Repair	1	0	\$43,800
Plumbing			
328 Plumbing (Annual) - Repair/Replace	1	0	\$636,600
328 Waste Lines - Repair	1	5	\$50,000
328 Waste Lines Epoxy Re-Line (2020-24)	1	0	\$2,300,000
328 Waste Lines Epoxy Re-Line (2025)	1	4	\$1,200,000
329 Copper Water Lines Re-Pipe	1	0	\$252,000
198 Total Funded Components			

Note 1: Yellow highlighted line items are expected to require attention in this initial year.

Budget Summary

36560-1
NSV

	Useful Life		2021 Rem. Useful Life		Estimated Replacement Cost in 2021	2021 Expenditures	01/01/2021 Fully Funded Balance	Remaining Bal. to be Funded	2021 Contributions
	Min	Max	Min	Max					
Concrete Repairs and Replacement	1	1	0	0	\$150,000	\$150,000	\$150,000	\$0	\$96,266
Cul de Sac Asphalt Seal Coat	1	1	0	0	\$40,000	\$40,000	\$40,000	\$0	\$25,671
Cul de Sac Asphalt Resurface/Repairs and Replacements	25	25	0	29	\$9,456,500	\$346,000	\$4,246,600	\$8,795,140	\$242,758
Roofs - Built-Up	0	25	0	28	\$25,561,500	\$969,000	\$7,991,580	\$23,971,750	\$1,197,577
Roofs - Comp Shingle	40	40	2	32	\$12,867,000	\$0	\$4,722,525	\$12,867,000	\$206,443
Roofs - Tile	40	40	23	33	\$5,972,000	\$0	\$1,750,675	\$5,972,000	\$95,817
Infrastructure/Buildings	1	30	0	9	\$3,776,200	\$1,415,900	\$3,422,340	\$927,700	\$1,004,076
Carport Siding Renovation	35	35	11	21	\$1,414,000	\$0	\$777,714	\$1,414,000	\$25,928
Manor Components	1	1	0	9	\$2,992,350	\$2,766,350	\$2,766,350	\$226,000	\$1,920,414
Lighting & Electrical	1	20	0	11	\$1,844,000	\$679,000	\$1,519,000	\$1,165,000	\$512,778
Laundry Rooms	1	25	0	8	\$343,450	\$138,350	\$306,066	\$205,100	\$103,481
Off Cycle Decking	1	1	0	1	\$508,000	\$131,000	\$131,000	\$377,000	\$326,022
Prior To Painting	1	1	0	1	\$1,588,700	\$960,500	\$960,500	\$628,200	\$1,019,587
Interior & Exterior Painting	1	1	0	1	\$3,238,800	\$2,136,800	\$2,136,800	\$1,102,000	\$2,078,580
Walls, Fencing, Railings & Gates	1	1	0	0	\$205,800	\$205,800	\$205,800	\$0	\$132,077
Grounds & Miscellaneous	1	15	0	12	\$4,445,800	\$1,136,500	\$2,686,860	\$2,456,093	\$723,999
Building Structures	1	1	0	0	\$683,800	\$683,800	\$683,800	\$0	\$438,846
Plumbing	1	1	0	5	\$4,438,600	\$3,188,600	\$3,188,600	\$1,250,000	\$2,848,581
					\$79,526,500	\$14,947,600	\$37,686,210	\$61,356,983	\$12,998,900
Percent Funded:								48.2%	

2021 BUSINESS PLAN

Third Laguna Hills Mutual

Adopted September 15, 2020

BOARD OF DIRECTORS

STEVE PARSONS, President
ANNIE MCCARY, 1st Vice President
CUSH BHADA, 2nd Vice President
LYNN JARRETT, Secretary
ROBERT MUTCHNICK, Treasurer
RALPH ENGDAHL
JOHN FRANKEL
DOUG GIBSON
REZA KARIMI
CRAIG WAYNE

Prepared By:
VILLAGE MANAGEMENTSERVICES, Inc.

JEFF PARKER, President/CEO
BETTY PARKER, Chief Financial Officer



THIRD LAGUNA HILLS MUTUAL 2021 BUSINESS PLAN - BY ACCOUNT

DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 PLAN	2021 PLAN	ASSESSMENT		
						Per Manor	Per Month	Change
	2020	2021						
REVENUES								
Non-Assessment Revenues								
Fees and Charges to Residents	\$330,901	\$977,604	\$1,087,533	\$588,163	\$674,156	\$8.03	\$9.21	(\$1.18)
Miscellaneous	603,772	850,369	995,189	643,249	640,447	8.78	8.75	0.03
Total Revenue	\$934,673	\$1,827,973	\$2,082,722	\$1,231,412	\$1,314,603	\$16.81	\$17.96	(\$1.15)
EXPENSES								
Employee Compensation	\$6,366,132	\$6,734,884	\$6,492,437	\$7,046,233	\$7,211,121	\$96.23	\$98.48	\$2.25
Expenses Related to Compensation	2,545,018	2,937,749	2,570,068	2,823,771	3,046,212	38.56	41.60	3.04
Material and Supplies	745,666	774,841	742,572	853,992	850,344	11.66	11.61	(0.05)
Electricity	382,461	455,577	357,458	310,331	211,441	4.24	2.89	(1.35)
Sewer	1,639,467	1,695,720	1,685,382	1,715,400	1,773,600	23.43	24.22	0.79
Water	2,706,828	2,809,708	2,610,093	2,876,390	2,971,182	39.28	40.58	1.30
Trash	458,710	514,757	531,455	546,114	564,007	7.46	7.70	0.24
Legal Fees	230,869	427,069	726,416	499,985	499,985	6.83	6.83	0.00
Professional Fees	103,610	100,652	149,906	144,760	149,616	1.98	2.04	0.06
Equipment Rental	7,661	7,624	5,128	3,478	4,652	0.05	0.06	0.01
Outside Services	1,358,253	1,388,020	1,293,726	1,080,117	1,383,401	14.75	18.89	4.14
Repairs and Maintenance	8,519	19,607	5,990	10,474	11,109	0.14	0.15	0.01
Other Operating Expense	180,259	126,687	226,843	165,294	165,022	2.26	2.25	(0.01)
Insurance	469,396	444,898	495,924	495,408	783,504	6.77	10.70	3.93
Property Insurance	703,375	822,241	1,016,612	1,021,615	1,021,615	13.95	13.95	0.00
Uncollectible Accounts	118,609	134,208	361,190	120,100	75,000	1.64	1.02	(0.62)
Net Allocation to Mutuals	780,998	1,059,401	1,162,127	1,371,057	1,214,238	18.72	16.61	(2.11)
Total Expenses	\$18,805,831	\$20,453,642	\$20,433,327	\$21,084,519	\$21,936,049	\$287.95	\$299.58	\$11.63
RESERVE CONTRIBUTIONS								
Replacement Fund	\$9,885,240	\$9,885,240	\$10,251,360	\$10,690,704	\$10,690,704	\$146.00	\$146.00	\$0.00
Elevator Replacement Fund	366,120	366,120	439,344	366,120	366,120	5.00	5.00	0.00
Laundry Replacement Fund	0	0	0	73,224	73,224	1.00	1.00	0.00
Disaster Fund	2,196,720	2,028,305	2,028,305	1,133,508	1,830,600	15.48	25.00	9.52
Unappropriated Exp. Fund	805,464	732,240	585,792	585,792	585,792	8.00	8.00	0.00
Total Reserve Contribution	\$13,253,544	\$13,011,905	\$13,304,801	\$12,849,348	\$13,546,440	\$175.48	\$185.00	\$9.52
TOTAL MUTUAL	\$31,124,702	\$31,637,574	\$31,655,406	\$32,702,455	\$34,167,886	\$446.62	\$466.62	\$20.00
GOLDEN RAIN FOUNDATION								
GRF Operating	\$12,420,562	\$13,075,237	\$13,460,408	\$13,297,161	\$13,663,283	\$181.60	\$186.60	\$5.00
GRF Reserve Contributions	1,757,376	1,464,480	1,391,256	1,757,376	1,391,256	24.00	19.00	(5.00)
Total GRF	\$14,177,938	\$14,539,717	\$14,851,664	\$15,054,537	\$15,054,539	\$205.60	\$205.60	\$0.00
TOTAL BASIC ASSESSMENTS	\$45,302,640	\$46,177,291	\$46,507,070	\$47,756,992	\$49,222,425	\$652.22	\$672.22	\$20.00
SURCHARGES <i>(unique to units with common laundry facilities, elevators, and/or Garden Villa Rec Rooms)</i>								
Laundry Revenue	(\$113,421)	(\$132,633)	(\$210,085)	(\$220,000)	(\$240,000)	(\$5.31)	(\$5.79)	(\$0.48)
Laundry Operating	267,167	154,818	210,085	220,007	240,000	5.31	5.79	0.48
Elevator Operating	328,855	332,359	363,183	374,555	346,374	16.91	15.63	(1.28)
Laundry Replacement Fund	82,896	82,896	73,224	0	0	0.00	0.00	0.00
Garden Villa Rec Room Fund	59,616	59,616	81,972	85,698	85,698	5.75	5.75	0.00
	\$625,114	\$497,056	\$518,379	\$460,260	\$432,072	\$22.66	\$21.38	(\$1.28)
TOTAL BUSINESS PLAN	\$45,927,753	\$46,674,347	\$47,025,449	\$48,217,252	\$49,654,497			

THIRD LAGUNA HILLS MUTUAL 2021 BUSINESS PLAN - BY DEPARTMENT

DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 PLAN	2021 PLAN	ASSESSMENT Per Manor Per Month		
						2020	2021	Change
OPERATING:								
Office of the CEO	\$202,818	\$280,554	\$300,423	\$413,153	\$306,603	\$5.64	\$4.19	(\$1.45)
Information Services	333,508	446,920	385,215	593,013	641,787	8.10	8.76	0.66
General Services	1,265,072	1,398,168	1,423,231	1,620,230	1,659,535	22.13	22.66	0.53
Financial Services	1,770,447	1,899,460	2,260,066	2,280,799	2,608,116	31.15	35.62	4.47
Security Services	78,634	147,684	189,761	176,324	147,863	2.41	2.02	(0.39)
Landscape Services	4,647,880	4,520,658	4,850,661	5,196,408	5,391,682	70.97	73.63	2.66
Human Resource Services	0	0	453	149,985	149,985	2.05	2.05	0.00
Maintenance & Construction	4,121,282	4,214,295	3,209,809	3,578,161	3,949,241	48.87	53.93	5.06
Non Work Center	5,451,517	5,717,930	5,730,986	5,845,034	5,766,634	79.82	78.76	(1.06)
Net Operating	\$17,871,158	\$18,625,669	\$18,350,605	\$19,853,107	\$20,621,446	\$271.14	\$281.62	\$10.48
RESERVE CONTRIBUTIONS								
Replacement Fund	\$9,885,240	\$9,885,240	\$10,251,360	\$10,690,704	\$10,690,704	\$146.00	\$146.00	\$0.00
Elevator Replacement Fund	366,120	366,120	439,344	366,120	366,120	5.00	5.00	0.00
Laundry Replacement Fund	0	0	0	73,224	73,224	1.00	1.00	0.00
Disaster Fund	2,196,720	2,028,305	2,028,305	1,133,508	1,830,600	15.48	25.00	9.52
Unappropriated Exp. Fund	805,464	732,240	585,792	585,792	585,792	8.00	8.00	0.00
Total Reserve Contribution	\$13,253,544	\$13,011,905	\$13,304,801	\$12,849,348	\$13,546,440	\$175.48	\$185.00	\$9.52
TOTAL MUTUAL	\$31,124,702	\$31,637,574	\$31,655,406	\$32,702,455	\$34,167,886	\$446.62	\$466.62	\$20.00
GOLDEN RAIN FOUNDATION								
GRF Operating	\$12,420,562	\$13,075,237	\$13,460,408	\$13,297,161	\$13,663,283	\$181.60	\$186.60	\$5.00
GRF Reserve Contributions	1,757,376	1,464,480	1,391,256	1,757,376	1,391,256	24.00	19.00	(5.00)
Total GRF	\$14,177,938	\$14,539,717	\$14,851,664	\$15,054,537	\$15,054,539	\$205.60	\$205.60	\$0.00
TOTAL BASIC ASSESSMENTS	\$45,302,640	\$46,177,291	\$46,507,070	\$47,756,992	\$49,222,425	\$652.22	\$672.22	\$20.00
SURCHARGES <i>(unique to units with common laundry facilities, elevators, and/or Garden Villa Rec Rooms)</i>								
Laundry Revenue	(\$113,421)	(\$132,633)	(\$210,085)	(\$220,000)	(\$240,000)	(\$5.31)	(\$5.79)	(\$0.48)
Laundry Operating	267,167	154,818	210,085	220,007	240,000	5.31	5.79	0.48
Elevator Operating	328,855	332,359	363,183	374,555	346,374	16.91	15.63	(1.28)
Laundry Replacement Fund	82,896	82,896	73,224	0	0	0.00	0.00	0.00
Garden Villa Rec Room Fund	59,616	59,616	81,972	85,698	85,698	5.75	5.75	0.00
	\$625,114	\$497,056	\$518,379	\$460,260	\$432,072	\$22.66	\$21.38	(\$1.28)
TOTAL BUSINESS PLAN	\$45,927,753	\$46,674,347	\$47,025,449	\$48,217,252	\$49,654,497			

**THIRD LAGUNA HILLS MUTUAL
2021 BUSINESS PLAN
MONTHLY ASSESSMENT BY MANOR TYPE**

MANOR TYPE	2020	2021	Increase/ (Decrease)
SINGLE FAMILY DETACHED HOMES			
BASIC ASSESSMENT	\$652.22	\$672.22	\$20.00
TOTAL ASSESSMENT	\$652.22	\$672.22	\$20.00
CONVENTIONAL MANORS			
BASIC ASSESSMENT	\$652.22	\$672.22	\$20.00
TOTAL ASSESSMENT	\$652.22	\$672.22	\$20.00
CONVENTIONAL W/COMMON LAUNDRIES			
BASIC ASSESSMENT	\$652.22	\$672.22	\$20.00
SURCHARGES:			
Laundry Operating Expenses (Net of Income)	0.00	0.00	0.00
TOTAL SURCHARGES	0.00	0.00	0.00
TOTAL ASSESSMENT	\$652.22	\$672.22	\$20.00
8 UNIT BUILDINGS (2294, 2295)			
BASIC ASSESSMENT	\$652.22	\$672.22	\$20.00
SURCHARGES:			
Laundry Operating Expenses (Net of Income)	0.00	0.00	0.00
Elevator Operating	16.91	15.63	(1.28)
TOTAL SURCHARGES	16.91	15.63	(1.28)
TOTAL ASSESSMENT	\$669.13	\$687.85	\$18.72
21 UNIT BUILDINGS			
BASIC ASSESSMENT	\$652.22	\$672.22	\$20.00
SURCHARGES:			
Laundry Operating Expenses (Net of Income)	0.00	0.00	0.00
Elevator Operating	16.91	15.63	(1.28)
TOTAL SURCHARGES	16.91	15.63	(1.28)
TOTAL ASSESSMENT	\$669.13	\$687.85	\$18.72
22 UNIT BUILDINGS			
BASIC ASSESSMENT	\$652.22	\$672.22	\$20.00
SURCHARGES:			
Laundry Operating Expenses (Net of Income)	0.00	0.00	0.00
Elevator Operating	16.91	15.63	(1.28)
Garden Villa Rec Room Fund	5.75	5.75	0.00
TOTAL SURCHARGES	22.66	21.38	(1.28)
TOTAL ASSESSMENT	\$674.88	\$693.60	\$18.72
24 UNIT BUILDINGS			
BASIC ASSESSMENT	\$652.22	\$672.22	\$20.00
SURCHARGES:			
Laundry Operating Expenses (Net of Income)	0.00	0.00	0.00
Elevator Operating	16.91	15.63	(1.28)
Garden Villa Rec Room Fund	5.75	5.75	0.00
TOTAL SURCHARGES	22.66	21.38	(1.28)
TOTAL ASSESSMENT	\$674.88	\$693.60	\$18.72



RESOLUTION 03-20-72

2021 BUSINESS PLAN RESOLUTION

RESOLVED, September 15, 2020, that the Business Plan of this Corporation for the year 2021 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 \$34,599,958 is required by the Corporation to meet the Third Laguna Hills Mutual operating expenses and reserve contributions for the year 2021. In addition, the sum of \$15,054,539 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 2021. Therefore, a total of \$49,654,497 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 \$15,800,455 of which \$12,056,321 is planned from the Replacement Fund, \$255,000 from the Elevator Replacement Fund, \$151,843 from the Laundry Replacement Fund, \$3,265,460 from the Disaster Fund, and \$71,831 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 2021 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 2021; 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.



RESOLUTION 03-20-73

2021 RESERVE FUNDING PLAN

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 15, 2020, that the Board hereby adopts the 30-Year Alternate Reserve Funding Plan (attached) prepared by Association ReservesTM for fiscal year 2021; 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
2021 BUSINESS PLAN
Programs Report**

DESCRIPTION		2017 ACTUALS	2018 ACTUALS	2019 ACTUALS	2020 BUDGET	2021 BUDGET	Increase/(Decrease) \$	%
OPERATING FUND - MAINTENANCE & CONSTRUCTION								
1	PLUMBING SERVICE	\$776,888	\$740,507	\$827,584	\$682,989	\$676,492	(\$6,497)	(1%)
2	PEST CONTROL	279,081	281,908	326,966	364,272	645,800	281,528	77%
3	CARPENTRY SERVICE	469,716	427,819	149,952	422,426	455,942	33,516	8%
4	ELECTRICAL SERVICE	115,399	93,736	99,796	133,883	135,290	1,407	1%
5	FIRE PROTECTION	72,010	87,961	86,599	131,252	133,931	2,679	2%
6	APPLIANCE REPAIRS	129,690	106,484	130,996	87,257	90,825	3,568	4%
7	MISCELLANEOUS REPAIRS BY OUTSIDE SERVICES	41,725	0	58,234	58,664	58,664	0	0%
8	SOLAR MAINTENANCE	0	15,911	28,149	25,000	25,000	0	0%
9	GUTTER CLEANING	132,148	132,890	132,957	0	0	0	0%
10	CURB CUTS	0	0	10,000	0	0	0	0%
11	GV MAILROOM RENOVATIONS	53,786	0	0	0	0	0	0%
12	BALCONY/BREEZEWAY RESURFACING	291,946	478,073	0	0	0	0	0%
13	BUILDING REHAB/DRY ROT	154,877	198,433	0	0	0	0	0%
14	ROOF REPAIRS	349,416	274,541	0	0	0	0	0%
15	PAINT- TOUCHUP	165,742	244,896	0	0	0	0	0%
	TOTAL	\$3,032,424	\$3,117,235	\$1,851,233	\$1,905,743	\$2,221,944	\$316,201	17%

Line 11 moved to reserves in 2018.

Lines 12 - 15 moved to reserves in 2019.

OPERATING FUND - GENERAL SERVICES

16	JANITORIAL SERVICE	\$701,593	\$874,334	\$882,450	\$943,316	\$962,945	\$19,629	2%
17	CONCRETE SERVICE	344,015	376,281	393,686	368,011	379,831	11,820	3%
18	GUTTER CLEANING	12,575	9,759	41,466	178,802	179,758	956	1%
19	WELDING	97,283	71,402	99,041	110,744	115,027	4,283	4%
20	TRAFFIC CONTROL	15,717	28,168	14,238	19,357	21,974	2,617	14%
21	PAVING MAINTENANCE & REPAIRS	84,634	48,602	0	0	0	0	0%
22	CARPENTRY SERVICE	143	0	0	0	0	0	0%
	TOTAL	\$1,255,960	\$1,408,547	\$1,430,881	\$1,620,230	\$1,659,535	\$39,305	2%

OPERATING FUND - LANDSCAPE

23	LANDSCAPE ADMINISTRATION	\$128,807	\$94,424	\$148,803	\$144,057	\$332,008	\$187,952	130%
24	NURSERY & COMPOSTING	248,971	257,078	257,239	243,431	290,340	46,909	19%
25	GROUNDS MAINTENANCE	2,902,897	2,808,720	2,912,356	3,224,508	3,173,855	(50,652)	(2%)
26	IRRIGATION	941,320	937,145	1,053,388	1,053,886	1,053,027	(859)	(0%)
27	SMALL EQUIPMENT REPAIR	191,985	204,148	204,044	216,279	226,338	10,059	5%
28	PEST CONTROL	230,346	227,888	291,533	314,248	316,113	1,865	1%
29	TREE MAINTENANCE	3,554	(8,745)	226,784	0	0	0	0%
	TOTAL	\$4,647,880	\$4,520,658	\$5,094,147	\$5,196,408	\$5,391,681	\$195,273	4%

Line 29 moved to reserves in 2020.

**THIRD LAGUNA HILLS MUTUAL
2021 RESERVES PLAN
Programs Report**

DESCRIPTION	2017 ACTUALS	2018 ACTUALS	2019 ACTUALS	2020 BUDGET	2021 BUDGET	Increase/(Decrease) \$ %
RESERVE FUNDS - MAINTENANCE & CONSTRUCTION						
BUILDING NUMBERS	\$4,196	\$32,797	\$33,961	\$30,000	\$30,000	\$0 0%
BUILDING STRUCTURES	1,588,675	2,084,453	2,534,260	2,787,028	3,599,789	812,761 29%
ELECTRICAL SYSTEMS	5,322	50,907	50,400	59,495	59,495	0 0%
ENERGY PROJECTS	5,157	7,997	27,491	10,000	0	(10,000) (100%)
EXTERIOR LIGHTING	112,857	302,074	59,319	75,000	75,000	0 0%
FENCING	107,210	21,576	123,758	54,703	58,920	4,217 8%
GARDEN VILLA LOBBY	36,751	114,664	111,162	112,500	112,500	0 0%
GARDEN VILLA MAILROOM	0	54,023	75,477	33,867	439	(33,428) (99%)
GARDEN VILLA RECESSED AREAS	36,350	71,111	40,436	65,000	65,000	0 0%
GARDEN VILLA REC ROOM HEAT PUMP/WATER HEATER	6,313	15,546	23,584	9,644	6,017	(3,627) (38%)
GUTTERS	272,815	136,466	39,017	98,289	76,206	(22,083) (22%)
MAILBOXES	13,490	6,701	29,282	50,000	51,899	1,899 4%
PAINT PROGRAM	1,703,787	1,482,768	2,031,797	2,055,556	1,506,039	(549,517) (27%)
PRIOR TO PAINT	637,050	1,538,859	1,228,861	1,470,323	1,071,350	(398,973) (27%)
PAVING/CONCRETE	296,129	518,479	693,336	775,112	694,149	(80,963) (10%)
ROOFS	1,210,590	1,576,174	1,550,899	1,415,904	1,439,294	23,390 2%
EXTERIOR WALLS	0	0	148,913	165,000	35,000	(130,000) (79%)
WASTE LINE REMEDIATION	750,596	723,670	741,873	1,000,000	1,000,000	0 0%
WATER LINES - COPPER PIPE REMEDIATION	109,199	104,547	199,817	500,000	500,000	0 0%
ELEVATORS	306,380	309,899	332,267	255,000	255,000	0 0%
LAUNDRY COUNTERTOP/FLOOR	32,872	50,380	51,423	59,912	58,888	(1,024) (2%)
LAUNDRY APPLIANCES	17,075	46,293	20,935	58,508	92,955	34,447 59%
TOTAL	\$7,252,814	\$9,249,385	\$10,148,267	\$11,140,841	\$10,787,940	(\$352,901) (3%)

Lines 31, 42 - 45 include major repairs moved from operations in 2019.

Line 31 includes the funds moved from Disaster fund in 2021.

Line 37 moved from operations to reserves in 2018.

RESERVE FUNDS - GENERAL SERVICES

PRIOR TO PAINT	\$3,410	\$1,184	\$3,735	\$11,405	\$11,856	\$451 4%
PAVING/CONCRETE	0	0	32,375	76,146	79,002	2,856 4%
EXTERIOR WALLS	15,375	50,000	0	49,147	49,147	0 0%
TOTAL	\$18,785	\$51,184	\$36,111	\$136,698	\$140,005	\$3,307 2%

Line 53 moved into Reserves Fund - General Services in 2019.

**THIRD LAGUNA HILLS MUTUAL
2021 RESERVES PLAN
Programs Report**

DESCRIPTION	2017 ACTUALS	2018 ACTUALS	2019 ACTUALS	2020 BUDGET	2021 BUDGET	Increase/(Decrease) \$	%
RESERVE FUNDS - LANDSCAPE							
55 LANDSCAPE MODERNIZATION	\$0	\$49,813	\$797,341	\$599,129	\$487,823	(\$111,306)	(19%)
56 IMPROVEMENT & RESTORATION	0	0	0	0	126,524	126,524	100%
57 TREE MAINTENANCE	738,686	828,245	228,647	853,812	920,872	67,060	8%
58 WASTE LINE REMEDIATION	204	0	0	0	0	0	0%
TOTAL	\$738,890	\$878,058	\$1,025,987	\$1,452,941	\$1,535,219	\$82,277	6%
DISASTER FUND - MAINTENANCE & CONSTRUCTION							
59 MOISTURE INTRUSION - RAIN LEAKS	\$451,593	\$208,073	\$873,957	\$475,025	\$237,513	(\$237,512)	(50%)
60 MOISTURE INTRUSION - PLUMBING LEAKS	617,676	796,702	882,146	650,000	400,000	(250,000)	(38%)
61 MOISTURE INTRUSION - PLUMBING STOPPAGES	119,932	153,986	208,893	100,000	50,000	(50,000)	(50%)
62 MOISTURE INTRUSION - MISCELLANEOUS	88,503	161,029	148,226	93,095	46,548	(46,547)	(50%)
63 DAMAGE RESTORATION SERVICES	72,251	337,753	108,912	369,812	220,370	(149,442)	(40%)
TOTAL	\$1,349,954	\$1,657,543	\$2,222,135	\$1,687,932	\$954,431	(\$733,501)	(43%)
Lines 59 – 63 funding for the construction portion of damage restoration was moved to Reserve Funds under the Building Structures line.							
DISASTER FUND - LANDSCAPE							
64 FIRE RISK MANAGEMENT	\$0	\$0	\$31,335	\$180,000	\$180,000	\$0	0%
TOTAL	\$0	\$0	\$31,335	\$180,000	\$180,000	\$0	0%
DISASTER FUND - FINANCIAL SERVICES							
65 INSURANCE PREMIUMS	\$0	\$0	\$0	\$0	\$2,131,029	\$2,131,029	100%
TOTAL	\$0	\$0	\$0	\$0	\$2,131,029	\$2,131,029	100%
Lines 65 - 2021 expenditures assumes insurance premium of \$2.1M to be paid from the Disaster Fund.							
GARDEN VILLA REC ROOM FUND - MAINTENANCE & CONSTRUCTION							
66 GARDEN VILLA RECREATION ROOMS	\$114,123	\$63,429	\$71,036	\$70,982	\$71,831	\$849	1%
TOTAL	\$114,123	\$63,429	\$71,036	\$70,982	\$71,831	\$849	1%



DEFINITION OF FUNDS

RESERVE FUNDS

REPLACEMENT RESERVE FUND

This fund was established at the original construction of the Mutual. The purpose of the Reserve Fund is to provide for repair, restoration, replacement, or maintenance of structural elements and mechanical equipment within the Mutual including, but not limited to, building structures, plumbing, roofs, paving, and walls.

<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>
	2020	\$ 13,824,460	\$ 250,998	\$ 10,690,704	\$ 146.00	\$ (11,020,002)	\$ 13,746,160
	2021	\$ 13,746,160	\$ 261,267	\$ 10,690,704	\$ 146.00	\$ (12,056,321)	\$ 12,641,809
	2022	\$ 12,641,809	\$ 306,061	\$ 11,276,496	\$ 154.00	\$ (12,075,245)	\$ 12,149,122
	2023	\$ 12,149,122	\$ 309,034	\$ 11,862,288	\$ 162.00	\$ (11,437,817)	\$ 12,882,627
	2024	\$ 12,882,627	\$ 330,968	\$ 12,448,080	\$ 170.00	\$ (11,735,900)	\$ 13,925,775
	2025	\$ 13,925,775	\$ 363,594	\$ 13,033,872	\$ 178.00	\$ (11,797,876)	\$ 15,525,365

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 repair, restoration, replacement, or maintenance of elevator components including, but not limited to, cab doors, buttons and refurbishment, controllers, hoistway doors, hydraulic cylinders, and pit water proofing.

<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>
2020	\$ 1,837,556	\$ 33,210	\$ 366,120	\$ 5.00	\$ (124,230)	\$ 2,112,656
2021	\$ 2,112,656	\$ 43,364	\$ 366,120	\$ 5.00	\$ (255,000)	\$ 2,267,140
2022	\$ 2,267,140	\$ 58,632	\$ 439,344	\$ 6.00	\$ (283,083)	\$ 2,482,033
2023	\$ 2,482,033	\$ 57,273	\$ 512,568	\$ 7.00	\$ (894,796)	\$ 2,157,078
2024	\$ 2,157,078	\$ 48,869	\$ 512,568	\$ 7.00	\$ (917,166)	\$ 1,801,349
2025	\$ 1,801,349	\$ 44,215	\$ 585,792	\$ 8.00	\$ (651,250)	\$ 1,780,106



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. As part of the 2019 Business Plan approval, this fund was changed from a surcharge to a shared cost for all members of the Mutual effective January 1, 2019. The purpose of this fund is to provide for repair, restoration, replacement, or maintenance of equipment in common laundry facilities including, but not limited to, washers, dryers, water heaters and plumbing fixtures.

Year	Beginning Balance	Interest	Contributions	Assessment PMPM	Planned Expenditures	ENDING BALANCE
2020	\$ 416,421	\$ 7,363	\$ 73,224	\$ 1.00	\$ (89,051)	\$ 407,957
2021	\$ 407,957	\$ 7,373	\$ 73,224	\$ 1.00	\$ (151,843)	\$ 336,711
2022	\$ 336,711	\$ 8,479	\$ 146,448	\$ 2.00	\$ (141,535)	\$ 350,104
2023	\$ 350,104	\$ 8,770	\$ 146,448	\$ 2.00	\$ (145,073)	\$ 360,248
2024	\$ 360,248	\$ 9,241	\$ 146,448	\$ 2.00	\$ (127,685)	\$ 388,253
2025	\$ 388,253	\$ 10,247	\$ 183,060	\$ 2.50	\$ (139,804)	\$ 441,755

OTHER FUNDS

DISASTER FUND

The Disaster Fund is used for the repair or replacement of mutual assets damaged by uninsured or unexpected disasters in addition to providing for certain insurance premiums as directed by the Board. 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.

Year	Beginning Balance	Interest	Contributions	Assessment PMPM	Planned Expenditures	ENDING BALANCE
2020	\$ 9,216,804	\$ 157,196	\$ 1,833,508	\$ 15.48	\$ (933,966)	\$ 10,273,542
2021	\$ 10,273,542	\$ 191,122	\$ 1,830,600	\$ 25.00	\$ (3,265,460)	\$ 9,029,804
2022	\$ 9,029,804	\$ 187,272	\$ 1,830,600	\$ 25.00	\$ (1,163,000)	\$ 9,884,676
2023	\$ 9,884,676	\$ 204,080	\$ 1,830,600	\$ 25.00	\$ (1,192,000)	\$ 10,727,356
2024	\$ 10,727,356	\$ 220,633	\$ 1,830,600	\$ 25.00	\$ (1,222,000)	\$ 11,556,589
2025	\$ 11,556,589	\$ 236,908	\$ 1,830,600	\$ 25.00	\$ (1,253,000)	\$ 12,371,097

2020 includes a \$700,000 transfer from operating surplus

2021 expenditures assumes insurance premium of \$2,131,029 to be paid from the Disaster Fund.



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 not included in the reserve plan calculations.

Year	Beginning Balance	Interest	Contributions	Assessment PMPM	Planned Expenditures	ENDING BALANCE
2020	\$ 3,212,980	\$ 65,094	\$ 585,792	\$ 8.00	\$ (200,000)	\$ 3,663,866
2021	\$ 3,663,866	\$ 75,135	\$ 585,792	\$ 8.00	\$ (400,000)	\$ 3,924,793
2022	\$ 3,924,793	\$ 80,254	\$ 585,792	\$ 8.00	\$ (410,000)	\$ 4,180,839
2023	\$ 4,180,839	\$ 85,275	\$ 585,792	\$ 8.00	\$ (420,000)	\$ 4,431,906
2024	\$ 4,431,906	\$ 90,186	\$ 585,792	\$ 8.00	\$ (431,000)	\$ 4,676,884
2025	\$ 4,676,884	\$ 94,976	\$ 585,792	\$ 8.00	\$ (442,000)	\$ 4,915,652

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 not included in the reserve plan calculations.

Year	Beginning Balance	Interest	Contributions	Assessment PMPM	Planned Expenditures	ENDING BALANCE
2020	\$ 61,299	\$ 1,304	\$ 85,698	\$ 5.75	\$ (70,982)	\$ 77,319
2021	\$ 77,319	\$ 1,685	\$ 85,698	\$ 5.75	\$ (71,831)	\$ 92,871
2022	\$ 92,871	\$ 2,016	\$ 89,424	\$ 6.00	\$ (73,600)	\$ 110,711
2023	\$ 110,711	\$ 2,354	\$ 89,424	\$ 6.00	\$ (75,400)	\$ 127,089
2024	\$ 127,089	\$ 2,700	\$ 93,150	\$ 6.25	\$ (77,300)	\$ 145,639
2025	\$ 145,639	\$ 3,052	\$ 93,150	\$ 6.25	\$ (79,200)	\$ 162,641

Note: Garden Villa Rec Room Fund surcharge applies only to manors within Garden Villa buildings.



2021 RESERVES PLAN

Summary & Disclosures

California Civil Code §5300 requires that homeowner associations maintain a reserve study, a plan by which the Mutual anticipates and prepares for inevitable future expenses of major components. Ideally, all such expenditures to repair, replace or restore will be covered by those funds set aside each year and accounted for separately as reserves. A summary of the reserves plan prepared by Association Reserves™ is included herein.

The study identifies estimated current replacement costs at about \$54.8 million. The fully funded balance (based on the formula defined in Civil Code §5570(b)(4)) is \$30.2 million as of January 1, 2021. Projected reserve fund balances are estimated to be just over \$16.3 million, or 53.8 percent funded. These figures shall not be construed to require the Board to fund reserves in accordance with this calculation.

The reserves receive monies through assessments and through interest earned on invested fund balances. In 2021, the basic monthly assessment for all Mutual reserve funds is set at \$152 per manor per month.

The full reserves study can be obtained by contacting the Financial Services Department at 949-597-4201.

Third Laguna Hills Mutual has no outstanding loans.

Assessment and Reserve Funding Disclosure Summary

Third Mutual - Laguna Woods Village, Laguna Woods

For Fiscal Year Beginning: 1/1/2021

of units: 6102

1) Budgeted Amounts:	Total	Average Per Unit*
Reserve Contributions:	\$11,130,048.00	\$1,824.00
Total Assessment Income:	\$49,222,425.00	\$8,066.61

per: Year

- 2) Additional assessments that have already been scheduled to be imposed or charged, regardless of the purpose, if they have been approved by the board and/or members:

Year	Total Amount Per Unit*	Purpose
Total: \$0.00		

- 3) Based on the most recent Reserve Study and other information available to the Board of Directors, at this point in time does it appear that currently projected Reserve account balances will be sufficient at the end of each year to meet the association's obligation for repair and/or replacement of major components during the next 30 years? **Yes**
- 4) If the answer to #3 is no, what additional assessments or other contributions/loans to Reserves would be necessary to ensure that sufficient Reserve Funds will be available each year during the next 30 years?

Approximate Fiscal Year Assessment Will Be Due	Average Total Amount Per Unit*

Total: \$0.00

- 5) All major components appropriate for Reserve Funding (components that are a common area maintenance responsibility with a limited life expectancy and predictable remaining useful life, above a minimum threshold cost of significance) are included in this Reserve Funding Plan: **Yes**

6) All computations/disclosures are based on the fiscal year start date of:	1/1/2021
Fully Funded Balance (based on formula defined in 5570(b)4):	\$30,248,308
Projected Reserve Fund Balance:	\$16,266,773
Percent Funded:	53.8 %
Reserve Deficit (surplus) on a mathematical avg-per-unit* basis:	\$2,291

From the 8/23/2020 Reserve Study by Association Reserves and any minor changes since that date.

* If assessments vary by the size or type of unit, allocate as noted within your Governing Documents.

- 7) See attached 30-yr Summary Table, showing the projected Reserve Funding Plan, Reserve Balance, Percent Funded, and assumptions for interest and inflation.

Prepared by: Sean Andersen

Date: 11/9/2020

The financial representations at the time of preparation are based on the Reserve Study for the fiscal year shown at the top of this page and the best estimates of the preparer. These estimates should be expected to change from year to year. Some information on this form has been provided to Association Reserves, and has not been independently verified.

30-Year Reserve Plan Summary (Alternate Funding Plan)

31071-1
NSV

Fiscal Year Start: 2021					Interest: 2.00 %		Inflation: 3.00 %		
Reserve Fund Strength Calculations: (All values of Fiscal Year Start Date)					Projected Reserve Balance Changes				
Year	Starting Reserve Balance	Fully Funded Balance	Percent Funded	Special Assmt Risk	Reserve Contrbns.	Loan or Special Assmts	Interest Income	Reserve Expenses	
2021	\$16,266,773	\$30,248,308	53.8 %	<div></div> Medium	\$11,130,048	\$0	\$298,341	\$14,101,950	
2022	\$13,593,212	\$32,231,703	42.2 %	<div></div> Medium	\$12,176,273	\$0	\$238,306	\$15,749,730	
2023	\$10,258,061	\$30,381,952	33.8 %	<div></div> Medium	\$13,320,842	\$0	\$205,196	\$13,504,780	
2024	\$10,279,320	\$31,181,030	33.0 %	<div></div> Medium	\$13,587,259	\$0	\$205,029	\$13,830,263	
2025	\$10,241,344	\$31,713,714	32.3 %	<div></div> Medium	\$13,859,004	\$0	\$211,465	\$13,388,377	
2026	\$10,923,436	\$32,767,581	33.3 %	<div></div> Medium	\$14,136,184	\$0	\$224,222	\$13,765,684	
2027	\$11,518,158	\$33,934,528	33.9 %	<div></div> Medium	\$14,418,908	\$0	\$231,014	\$14,564,811	
2028	\$11,603,268	\$34,014,866	34.1 %	<div></div> Medium	\$14,707,286	\$0	\$240,146	\$14,118,583	
2029	\$12,432,117	\$34,785,427	35.7 %	<div></div> Medium	\$15,001,432	\$0	\$259,433	\$14,159,323	
2030	\$13,533,660	\$36,539,064	37.0 %	<div></div> Medium	\$15,301,460	\$0	\$274,019	\$15,217,178	
2031	\$13,891,961	\$37,392,475	37.2 %	<div></div> Medium	\$15,607,490	\$0	\$276,979	\$15,946,509	
2032	\$13,829,920	\$37,922,369	36.5 %	<div></div> Medium	\$15,919,639	\$0	\$288,808	\$14,962,461	
2033	\$15,075,907	\$39,956,719	37.7 %	<div></div> Medium	\$16,238,032	\$0	\$317,080	\$14,971,416	
2034	\$16,659,604	\$42,675,299	39.0 %	<div></div> Medium	\$16,562,793	\$0	\$343,831	\$15,812,951	
2035	\$17,753,277	\$45,116,868	39.3 %	<div></div> Medium	\$16,894,049	\$0	\$365,316	\$16,202,710	
2036	\$18,809,931	\$47,367,628	39.7 %	<div></div> Medium	\$17,231,930	\$0	\$384,289	\$16,773,856	
2037	\$19,652,294	\$49,625,211	39.6 %	<div></div> Medium	\$17,576,568	\$0	\$395,725	\$17,670,064	
2038	\$19,954,523	\$51,214,647	39.0 %	<div></div> Medium	\$17,928,100	\$0	\$406,396	\$17,568,779	
2039	\$20,720,240	\$53,254,008	38.9 %	<div></div> Medium	\$18,286,662	\$0	\$411,062	\$18,996,429	
2040	\$20,421,534	\$54,117,633	37.7 %	<div></div> Medium	\$18,652,395	\$0	\$403,115	\$19,552,119	
2041	\$19,924,926	\$54,819,166	36.3 %	<div></div> Medium	\$19,025,443	\$0	\$383,247	\$20,900,680	
2042	\$18,432,934	\$54,729,226	33.7 %	<div></div> Medium	\$19,405,952	\$0	\$375,079	\$19,106,527	
2043	\$19,107,437	\$57,078,362	33.5 %	<div></div> Medium	\$19,794,071	\$0	\$391,055	\$19,260,576	
2044	\$20,031,988	\$59,950,911	33.4 %	<div></div> Medium	\$20,189,952	\$0	\$388,899	\$21,719,221	
2045	\$18,891,618	\$61,007,190	31.0 %	<div></div> Medium	\$20,593,751	\$0	\$359,708	\$22,734,769	
2046	\$17,110,308	\$61,697,999	27.7 %	<div></div> High	\$21,005,626	\$0	\$313,299	\$24,182,507	
2047	\$14,246,726	\$61,586,685	23.1 %	<div></div> High	\$21,425,739	\$0	\$263,026	\$23,856,860	
2048	\$12,078,630	\$62,313,674	19.4 %	<div></div> High	\$21,854,253	\$0	\$221,741	\$24,039,900	
2049	\$10,114,725	\$63,177,112	16.0 %	<div></div> High	\$22,291,339	\$0	\$186,447	\$24,046,349	
2050	\$8,546,162	\$64,772,465	13.2 %	<div></div> High	\$22,737,165	\$0	\$149,366	\$25,029,318	

Executive Summary

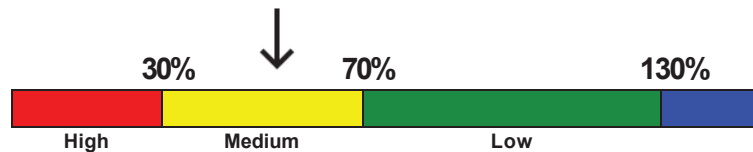
Association: Third Mutual - Laguna Woods Village
Location: Laguna Woods, CA
Report Period: January 1, 2021 through December 31, 2021

Assoc. #: 31071-1
of Units: 6,102

Findings/Recommendations as-of: January 1, 2021

Projected Starting Reserve Balance	\$16,266,773
Current Full Funding Reserve Balance	\$30,248,308
Average Reserve Deficit (Surplus) Per Unit	\$2,291
Percent Funded	53.8 %
Recommended 2021 "Annual Full Funding Contributions"	\$13,160,000
Alternate minimum contributions to keep Reserve above \$0	\$11,130,048
Most Recent Reserve Contribution Rate	\$11,130,048

Reserves % Funded: 53.8%



Special Assessment Risk:

Economic Assumptions:

Net Annual "After Tax" Interest Earnings Accruing to Reserves 2.00 %
Annual Inflation Rate 3.00 %

This is an Update "No-Site-Visit" Reserve Study, and is based on a prior Report prepared by Association Reserves for your 2020 Fiscal Year. No site inspection was performed as part of this Reserve Study. This Reserve Study was prepared by a credentialed Reserve Specialist, Sean Erik Andersen RS #68.

The Reserve Fund is between the 30% funded level and the 70% funded level at 53.8 % Funded, which is a fair position for the fund to be in. This means that the mutual's special assessment & deferred maintenance risk is currently medium. The objective of your multi-year Funding Plan is to Fully Fund Reserves and ultimately achieve a position of strength in the fund, where the Mutual will enjoy a low risk of Reserve cash flow problems.

Based on this starting point, your anticipated future expenses, and your historical Reserve contribution rate, our recommendation is to increase your Reserve contributions to \$13,160,000.

*The Alternative Contribution rate, also called Threshold Funding will keep the Reserve Funds above \$8,290,000. This figure for your association is \$11,130,048.

To receive a copy of the full Reserve Study, contact the Mutual.

Budget Summary

31071-1
NSV

	Useful Life		2021 Rem. Useful Life		Estimated Replacement Cost in 2021	2021 Expenditures	01/01/2021 Fully Funded Balance	Remaining Bal. to be Funded	2021 Contributions
	Min	Max	Min	Max					
Paved Surfaces	0	25	0	24	\$9,164,200	\$801,900	\$4,946,628	\$7,555,012	\$541,323
Roofing & Gutters	1	40	0	34	\$15,087,500	\$1,589,500	\$5,987,325	\$13,498,000	\$1,981,024
Building Structures	0	20	0	19	\$10,048,500	\$5,053,000	\$6,351,600	\$4,137,500	\$4,179,899
Decking Projects	1	1	0	5	\$665,000	\$475,000	\$475,000	\$190,000	\$476,707
Prior To Painting & Painting Projects	1	20	0	9	\$4,808,800	\$2,318,300	\$2,847,285	\$2,340,650	\$2,917,582
Elevators	1	30	0	29	\$8,545,300	\$255,500	\$5,571,850	\$8,007,305	\$217,658
Garden Villas	0	20	0	19	\$2,214,650	\$148,950	\$555,050	\$2,020,780	\$263,547
Lighting Replacement Projects	1	1	0	0	\$79,000	\$79,000	\$79,000	\$0	\$56,631
Walls, Fencing & Railings	1	1	0	0	\$253,700	\$253,700	\$253,700	\$0	\$181,866
Laundry Facilities	1	20	0	20	\$387,900	\$161,500	\$215,270	\$204,130	\$144,027
Sewer Lines, Water Lines & Elect	0	1	0	13	\$1,181,600	\$669,600	\$669,600	\$512,000	\$488,607
Grounds & Miscellaneous	1	1	0	0	\$27,000	\$27,000	\$27,000	\$0	\$19,355
Landscape Projects	0	1	0	1	\$2,379,000	\$2,269,000	\$2,269,000	\$110,000	\$1,691,774
					\$54,842,150	\$14,101,950	\$30,248,308	\$38,575,377	\$13,160,000
Percent Funded:								53.8%	

2021 BUSINESS PLAN

Golden Rain Foundation & Trust

Adopted September 1, 2020

BOARD OF DIRECTORS

BUNNY CARPENTER, President
EGON GARTHOFFNER, 1st Vice President
JAMES HOPKINS, 2nd Vice President
JOAN MILLIMAN, Secretary
JON PEARLSTONE, Treasurer
YVONNE HORTON
BERT MOLDOW
GAN MUKHOPADHYAY
LYN STANLEY
SUE STEPHENS
DON TIBBETTS

Prepared By:
VILLAGE MANAGEMENT SERVICES, Inc.

JEFF PARKER, CEO
BETTY PARKER, Chief Financial Officer



GOLDEN RAIN FOUNDATION & TRUST

2021 BUSINESS PLAN - BY ACCOUNT

DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 PLAN	2021 PLAN	ASSESSMENT		
						Per Manor Per Month		
						2020	2021	Change
REVENUES								
Golf Greens Fees	\$1,127,813	\$1,467,191	\$1,351,798	\$1,515,000	\$1,515,000	\$9.91	9.91	0.00
Golf Operations	294,894	289,809	231,543	249,450	252,450	1.63	1.65	(0.02)
Merchandise Sales	291,898	312,636	296,685	299,630	298,110	1.96	1.95	0.01
Clubhouse Rentals and Event Fees	603,271	646,842	720,099	675,001	593,442	4.42	3.88	0.54
Rentals	88,602	102,979	125,879	108,720	151,880	0.71	0.99	(0.28)
Broadband Services	4,381,905	4,907,714	4,797,354	5,118,670	5,215,900	33.49	34.14	(0.65)
Miscellaneous	907,421	1,119,142	1,112,421	1,172,949	1,110,455	7.67	7.27	0.40
Total Revenue	\$7,695,804	\$8,846,313	\$8,635,779	\$9,139,420	\$9,137,237	\$59.79	\$59.79	\$0.00
EXPENSES								
Employee Compensation	\$16,709,828	\$17,759,474	\$17,950,038	\$18,619,606	\$18,782,680	\$121.83	\$122.90	\$1.07
Expenses Related to Compensation	4,789,743	5,425,352	5,145,248	5,459,002	5,610,988	35.72	36.71	0.99
Material and Supplies	1,894,963	1,543,267	1,757,167	1,909,681	1,780,056	12.50	11.65	(0.85)
Cost of Merchandise Sold	202,658	211,310	196,903	191,310	192,215	1.25	1.26	0.01
Community Events	425,255	430,812	563,596	457,006	394,686	2.99	2.58	(0.41)
Electricity	973,888	868,997	875,691	904,700	861,852	5.92	5.64	(0.28)
Sewer	84,469	81,822	77,338	77,015	81,205	0.50	0.53	0.03
Water	711,535	694,692	605,107	699,158	699,700	4.57	4.58	0.01
Trash	174,076	188,688	220,868	196,178	207,499	1.28	1.36	0.08
Natural Gas	219,145	217,034	244,948	212,140	212,924	1.39	1.39	0.00
Telephone	251,088	247,588	284,506	263,008	330,343	1.72	2.16	0.44
Fuel & Oil for Vehicles	436,786	510,572	511,609	521,600	536,250	3.41	3.51	0.10
Legal Fees	339,953	506,476	994,184	347,530	347,530	2.27	2.27	0.00
Professional Fees	566,021	633,835	597,035	723,744	671,147	4.74	4.39	(0.35)
Equipment Rental	269,499	223,201	213,295	221,669	217,712	1.45	1.42	(0.03)
Outside Services	1,507,664	1,733,410	2,036,709	2,186,235	2,371,924	14.30	15.52	1.22
Repairs and Maintenance	691,047	803,550	660,523	820,524	886,851	5.37	5.80	0.43
Other Operating Expense	642,983	686,780	598,346	872,008	890,093	5.71	5.82	0.11
Interest	13,732	0	0	0	0	0.00	0.00	0.00
Income Taxes	(22,686)	(25,511)	32,003	25,000	2,000	0.16	0.01	(0.15)
Property and Sales Tax	115,858	100,000	125,556	104,710	23,015	0.69	0.15	(0.54)
Insurance	1,237,090	1,265,678	1,374,365	1,435,946	1,435,948	9.40	9.40	0.00
Cable TV Programming	4,774,945	5,084,489	5,127,580	3,858,648	4,039,088	25.25	26.43	1.18
Uncollectible Accounts	20,933	17,360	9,432	15,250	15,250	0.10	0.10	0.00
(Gain)/Loss on Sale Warehouse	(987)	133,344	(520)	(67,500)	(25,000)	(0.44)	(0.16)	0.28
Net Allocation to Mutuals	(2,153,622)	(2,472,224)	(2,547,224)	(3,161,122)	(2,910,926)	(20.69)	(19.03)	1.66
Total Expenses	\$34,875,865	\$36,869,996	\$37,654,303	\$36,893,046	\$37,655,030	\$241.39	\$246.39	\$5.00
(Surplus)/Deficit Recovery	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0.00	\$0.00
Net Operating	\$27,180,061	\$28,023,683	\$29,018,524	\$27,753,626	\$28,517,793	\$181.60	\$186.60	\$5.00
RESERVE CONTRIBUTIONS								
Reserve Funds	\$3,515,136	\$2,903,808	\$2,598,144	\$2,903,808	\$2,903,808	\$19.00	\$19.00	\$0.00
Contingency Fund	152,832	152,832	305,664	764,160	0	5.00	0.00	(5.00)
Total Reserve Contribution	\$3,667,968	\$3,056,640	\$2,903,808	\$3,667,968	\$2,903,808	\$24.00	\$19.00	(\$5.00)
TOTAL BASIC ASSESSMENTS	\$30,848,029	\$31,080,323	\$31,922,332	\$31,421,594	\$31,421,601	\$205.60	\$205.60	\$0.00

GOLDEN RAIN FOUNDATION & TRUST 2021 BUSINESS PLAN - BY DEPARTMENT

DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 PLAN	2021 PLAN	ASSESSMENT		
						Per Manor Per Month		
						2020	2021	Change
OPERATING:								
Office of the CEO	\$925,677	\$787,788	\$709,155	\$894,692	\$717,107	\$5.87	\$4.71	(\$1.16)
Media and Communications	167,059	54,576	321,688	69,258	721,386	0.45	4.72	4.27
Information Services	3,972,485	3,961,156	4,158,644	2,648,902	2,671,443	17.33	17.48	0.15
General Services	5,461,712	5,846,001	5,172,657	5,154,807	5,170,083	33.73	33.83	0.10
Financial Services	2,902,510	2,778,886	3,203,287	3,177,928	3,136,211	20.79	20.52	(0.27)
Security Services	5,018,163	5,470,496	5,524,260	6,241,401	6,347,775	40.84	41.53	0.69
Landscape Services	714,659	1,434,946	1,208,904	1,090,408	1,140,757	7.13	7.46	0.33
Recreation Services	6,424,814	6,133,945	6,308,209	6,312,192	6,180,237	41.30	40.44	(0.86)
Human Resource Services	319,982	388,271	996,759	326,668	329,078	2.14	2.15	0.01
Maintenance & Construction	1,231,272	1,146,976	1,411,103	1,837,370	2,105,766	12.02	13.77	1.75
Non Work Center	41,728	20,642	3,858	0	(2,050)	0.00	(0.01)	(0.01)
Net Operating	\$27,180,061	\$28,023,683	\$29,018,524	\$27,753,626	\$28,517,793	\$181.60	\$186.60	\$5.00
(Surplus)/Deficit Recovery	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0.00	\$0.00
Net Operating	\$27,180,061	\$28,023,683	\$29,018,524	\$27,753,626	\$28,517,793	\$181.60	\$186.60	\$5.00
RESERVE CONTRIBUTIONS								
Reserve Funds	\$3,515,136	\$2,903,808	\$2,598,144	\$2,903,808	\$2,903,808	\$19.00	\$19.00	\$0.00
Contingency Fund	152,832	152,832	305,664	764,160	0	5.00	0.00	(5.00)
Total Reserve Contribution	\$3,667,968	\$3,056,640	\$2,903,808	\$3,667,968	\$2,903,808	\$24.00	\$19.00	(\$5.00)
TOTAL BASIC ASSESSMENTS	\$30,848,029	\$31,080,323	\$31,922,332	\$31,421,594	\$31,421,601	\$205.60	\$205.60	\$0.00

RESOLUTION 90-20-43

2021 BUSINESS PLAN RESOLUTION

RESOLVED, September 1, 2020, that the Business Plan of this Corporation for the year 2021 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 \$37,655,030 will be required by the Corporation to meet its annual expenses of operation, from which \$9,137,237 will be deducted 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 \$31,421,601 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 \$205.60 per month per membership of said Corporation, for its share of the aforesaid net expenses and reserve contributions for the year 2021; 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.

RESOLUTION 90-20-44

2021 RESERVES FUNDING PLAN RESOLUTION

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 1, 2020, 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 \$7,400,000 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.

2021 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.

	2021 PLAN	PER MANOR PER MONTH	PERCENTAGE SHARED	PERCENTAGE FEES
Facility/Service <i>(Note)</i>				
Bus Service	\$ 1,784,715	\$ 11.68	100%	0%
Golf Courses	\$ 1,654,781	\$ 10.83	46%	54%
Aquatics	\$ 778,305	\$ 5.09	100%	0%
Fitness Centers	\$ 503,821	\$ 3.30	82%	18%
Recreation Administration	\$ 472,964	\$ 3.09	89%	11%
Performing Arts Center	\$ 434,529	\$ 2.84	58%	42%
Clubhouse 1	\$ 421,114	\$ 2.76	81%	19%
Clubhouse 5	\$ 418,540	\$ 2.74	80%	20%
Equestrian	\$ 407,236	\$ 2.66	78%	22%
Clubhouse 2	\$ 371,985	\$ 2.43	87%	13%
Clubhouse 4	\$ 295,275	\$ 1.93	98%	2%
Garden Centers	\$ 153,790	\$ 1.01	73%	27%
Clubhouse 7	\$ 133,369	\$ 0.87	60%	40%
Clubhouse 6	\$ 117,604	\$ 0.77	90%	10%
Library	\$ 25,401	\$ 0.17	100%	0%
Bar Services	\$ 6,266	\$ 0.04	9%	91%
Village Greens Café	\$ (14,744)	\$ (0.10)	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.

2021 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 study identifies total replacement costs estimated at just over \$157 million for all major components. The amount of reserve needed to be accumulated for a component at a given time is 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. Using this method of calculation, the reserves would require a balance of \$94 million as of January 1, 2021 to be fully funded. Projected replacement reserve balances are estimated to be about \$18.9 million, or 20 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 \$7.4 million. A summary of planned expenditures is shown on the 30-Year Funding Plan.

The reserves receive monies through assessments and through interest earned on invested fund balances. Additionally, the reserves receive periodic transfers, approved by the Board, from the Trust Facilities Fee Fund. This revenue is derived through a fee charged at the close of each escrow, where applicable, per resolution 90-18-48. In 2021, the basic monthly assessment for GRF reserves is set at \$19 per manor per month.

RESOLUTION 90-16-52

DEFINITION OF FUNDS RESOLUTION

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
2021 RESERVES PLAN
Five-Year Cash Flow Projections

<i>Fund</i>	<i>Year</i>	<i>Beginning Balance</i>	<i>Investment Income</i>	<i>Contributions</i>	<i>Assessment PMPM</i>	<i>Expenditures*</i>	<i>ENDING BALANCE</i>
RESERVE FUND	2020	\$ 21,302,012	\$ 358,769	\$ 6,559,308	\$ 19.00	\$ (9,298,888)	\$ 18,921,201
	2021	\$ 18,921,201	\$ 475,499	\$ 6,559,308	\$ 19.00	\$ (6,361,809)	\$ 19,594,199
	2022	\$ 19,594,199	\$ 414,005	\$ 7,524,468	\$ 24.00	\$ (13,592,499)	\$ 13,940,173
	2023	\$ 13,940,173	\$ 280,403	\$ 8,288,628	\$ 29.00	\$ (13,736,779)	\$ 8,772,425
	2024	\$ 8,772,425	\$ 224,364	\$ 9,052,788	\$ 34.00	\$ (8,648,556)	\$ 9,401,020
<i>Consolidated reporting of Equipment, Facilities, and Trust Facilities Fee Funds.</i>							
CONTINGENCY FUND	2020	\$ 593,579	\$ 10,043	\$ 2,764,160	\$ 5.00	\$ (492,572)	\$ 2,875,210
	2021	\$ 2,875,210	\$ 56,322	\$ 0	\$ 0.00	\$ (1,244,636)	\$ 1,686,896
	2022	\$ 1,686,896	\$ 40,845	\$ 152,832	\$ 1.00	\$ (259,000)	\$ 1,621,573
	2023	\$ 1,621,573	\$ 41,048	\$ 305,664	\$ 2.00	\$ (265,000)	\$ 1,703,285
	2024	\$ 1,703,285	\$ 44,913	\$ 458,496	\$ 3.00	\$ (272,000)	\$ 1,934,694
<i>2020 Includes a \$2MM transfer from operating surplus to fund a portion of unexpected property insurance premiums. 2021 expenditures assumes insurance premium of \$991,621 to be paid from the Contingency Fund.</i>							
TOTAL	2020	\$ 21,895,591	\$ 368,812	\$ 9,323,468	\$ 24.00	\$ (9,791,460)	\$ 21,796,411
	2021	\$ 21,796,411	\$ 531,821	\$ 6,559,308	\$ 19.00	\$ (7,606,445)	\$ 21,281,095
	2022	\$ 21,281,095	\$ 454,850	\$ 7,677,300	\$ 25.00	\$ (13,851,499)	\$ 15,561,746
	2023	\$ 15,561,746	\$ 321,451	\$ 8,594,292	\$ 31.00	\$ (14,001,779)	\$ 10,475,710
	2024	\$ 10,475,710	\$ 269,277	\$ 9,511,284	\$ 37.00	\$ (8,920,556)	\$ 11,335,715

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

GOLDEN RAIN FOUNDATION & TRUST
2021 RESERVES PLAN
Reserves 30-Year Funding Plan

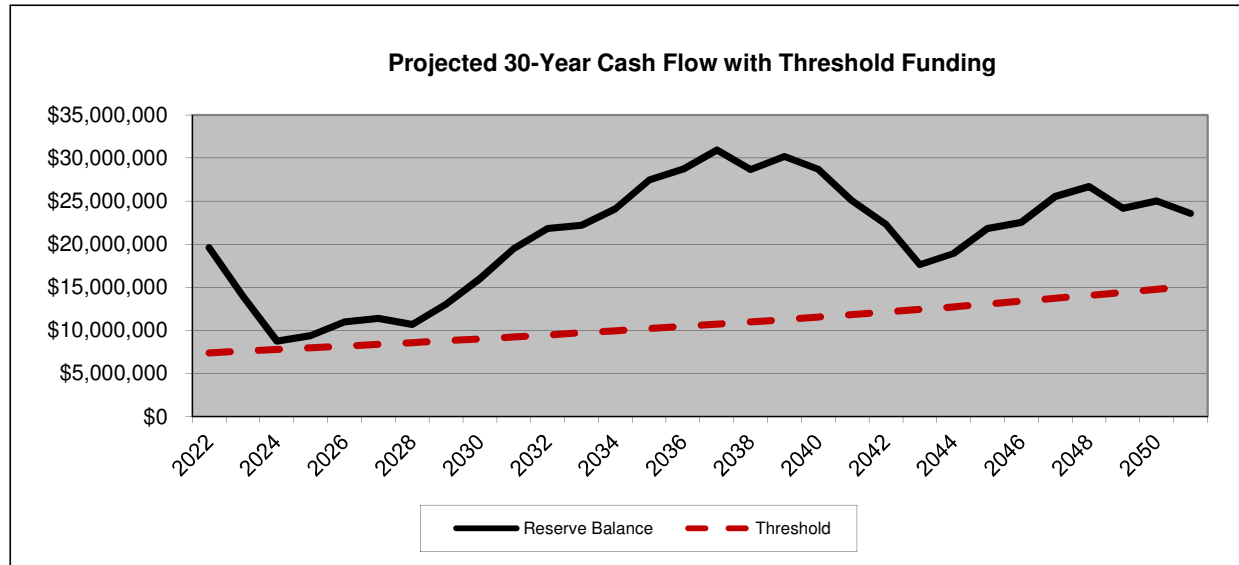
Threshold (Min Balance): \$7,400,000

Indexed for inflation

Year	Assessment		Investment Income	Facilities Fee ¹	Planned Expenditures ²	Reserve Balance
	Per Manor Per Month	Total Contributions				
2020	\$ 19.00	\$ 2,903,808	\$ 358,769	\$ 3,655,500	\$ (9,298,888)	\$ 18,921,201
2021	\$ 19.00	\$ 2,903,808	\$ 475,499	\$ 3,655,500	\$ (6,361,809)	\$ 19,594,199
2022	\$ 24.00	\$ 3,667,968	\$ 414,005	\$ 3,856,500	\$ (13,592,500)	\$ 13,940,172
2023	\$ 29.00	\$ 4,432,128	\$ 280,402	\$ 3,856,500	\$ (13,736,779)	\$ 8,772,423
2024	\$ 34.00	\$ 5,196,288	\$ 224,363	\$ 3,856,500	\$ (8,648,556)	\$ 9,401,018
2025	\$ 34.00	\$ 5,196,288	\$ 251,568	\$ 3,856,500	\$ (7,729,417)	\$ 10,975,957
2026	\$ 34.00	\$ 5,196,288	\$ 276,262	\$ 3,856,500	\$ (8,903,730)	\$ 11,401,277
2027	\$ 34.00	\$ 5,196,288	\$ 272,872	\$ 3,856,500	\$ (10,025,551)	\$ 10,701,386
2028	\$ 34.00	\$ 5,196,288	\$ 292,785	\$ 3,856,500	\$ (7,032,742)	\$ 13,014,217
2029	\$ 34.00	\$ 5,196,288	\$ 358,085	\$ 3,856,500	\$ (6,434,387)	\$ 15,990,703
2030	\$ 34.00	\$ 5,196,288	\$ 437,944	\$ 3,856,500	\$ (5,998,665)	\$ 19,482,770
2031	\$ 32.00	\$ 4,890,624	\$ 510,035	\$ 3,856,500	\$ (6,909,898)	\$ 21,830,031
2032	\$ 30.00	\$ 4,584,960	\$ 543,727	\$ 3,856,500	\$ (8,603,354)	\$ 22,211,864
2033	\$ 28.00	\$ 4,279,296	\$ 571,827	\$ 3,856,500	\$ (6,813,343)	\$ 24,106,144
2034	\$ 26.00	\$ 3,973,632	\$ 636,162	\$ 3,856,500	\$ (5,149,429)	\$ 27,423,009
2035	\$ 24.00	\$ 3,667,968	\$ 692,680	\$ 3,856,500	\$ (6,956,070)	\$ 28,684,087
2036	\$ 20.00	\$ 3,056,640	\$ 735,754	\$ 3,856,500	\$ (5,420,980)	\$ 30,912,001
2037	\$ 20.00	\$ 3,056,640	\$ 735,462	\$ 3,856,500	\$ (9,900,168)	\$ 28,660,435
2038	\$ 20.00	\$ 3,056,640	\$ 726,293	\$ 3,856,500	\$ (6,130,600)	\$ 30,169,268
2039	\$ 20.00	\$ 3,056,640	\$ 726,748	\$ 3,856,500	\$ (9,111,838)	\$ 28,697,318
2040	\$ 20.00	\$ 3,056,640	\$ 663,226	\$ 3,856,500	\$ (11,249,701)	\$ 25,023,983
2041	\$ 20.00	\$ 3,056,640	\$ 584,345	\$ 3,856,500	\$ (10,213,496)	\$ 22,307,972
2042	\$ 22.00	\$ 3,362,304	\$ 492,896	\$ 3,856,500	\$ (12,403,040)	\$ 17,616,632
2043	\$ 24.00	\$ 3,667,968	\$ 451,055	\$ 3,856,500	\$ (6,673,327)	\$ 18,918,828
2044	\$ 26.00	\$ 3,973,632	\$ 502,936	\$ 3,856,500	\$ (5,432,883)	\$ 21,819,013
2045	\$ 28.00	\$ 4,279,296	\$ 547,557	\$ 3,856,500	\$ (7,969,247)	\$ 22,533,119
2046	\$ 30.00	\$ 4,584,960	\$ 593,504	\$ 3,856,500	\$ (6,027,358)	\$ 25,540,725
2047	\$ 32.00	\$ 4,890,624	\$ 644,671	\$ 3,856,500	\$ (8,254,871)	\$ 26,677,649
2048	\$ 32.00	\$ 4,890,624	\$ 627,751	\$ 3,856,500	\$ (11,882,359)	\$ 24,170,165
2049	\$ 32.00	\$ 4,890,624	\$ 607,105	\$ 3,856,500	\$ (8,519,044)	\$ 25,005,350
2050	\$ 32.00	\$ 4,890,624	\$ 599,765	\$ 3,856,500	\$ (10,776,586)	\$ 23,575,653

¹ Assumes Transfer fee of \$5,000 on 731 units in 2021 and 771 thereafter.

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



GOLDEN RAIN FOUNDATION & TRUST
2021 RESERVES PLAN
Equipment Planned Expenditures

	Broadband				Golf				Other				Total
	Aquatics	Services	Clubhouses	Computers	Fitness	Facilities	Landscape	Equipment	Security	Vehicles			
2021	\$ 25,000	\$ 573,000	\$ 20,000	\$ 685,000	\$ 0	\$ 49,000	\$ 359,000	\$ 100,000	\$ 73,000	\$ 1,206,000	\$ 3,090,000	\$ 3,090,000	
2022	\$ 15,000	\$ 629,500	\$ 197,000	\$ 890,000	\$ 49,100	\$ 1,419,000	\$ 220,000	\$ 140,000	\$ 10,000	\$ 1,364,000	\$ 4,933,600	\$ 4,933,600	
2023	\$ 0	\$ 667,500	\$ 239,000	\$ 460,000	\$ 44,000	\$ 55,000	\$ 260,000	\$ 100,000	\$ 0	\$ 1,130,000	\$ 2,955,500	\$ 2,955,500	
2024	\$ 18,000	\$ 872,500	\$ 22,000	\$ 1,008,000	\$ 27,000	\$ 73,000	\$ 390,000	\$ 115,000	\$ 0	\$ 930,000	\$ 3,455,500	\$ 3,455,500	
2025	\$ 0	\$ 679,500	\$ 31,000	\$ 500,000	\$ 27,000	\$ 45,000	\$ 182,000	\$ 168,000	\$ 0	\$ 1,080,000	\$ 2,712,500	\$ 2,712,500	
2026	\$ 15,000	\$ 567,500	\$ 26,000	\$ 109,000	\$ 134,100	\$ 130,500	\$ 0	\$ 100,000	\$ 0	\$ 930,000	\$ 2,012,100	\$ 2,012,100	
2027	\$ 30,000	\$ 739,500	\$ 45,000	\$ 850,000	\$ 77,000	\$ 25,000	\$ 15,000	\$ 125,000	\$ 10,000	\$ 930,000	\$ 2,846,500	\$ 2,846,500	
2028	\$ 45,000	\$ 607,500	\$ 192,000	\$ 150,000	\$ 27,000	\$ 166,000	\$ 95,000	\$ 120,100	\$ 0	\$ 1,080,000	\$ 2,482,600	\$ 2,482,600	
2029	\$ 0	\$ 422,500	\$ 31,000	\$ 693,000	\$ 27,000	\$ 185,000	\$ 110,000	\$ 100,000	\$ 0	\$ 930,000	\$ 2,498,500	\$ 2,498,500	
2030	\$ 0	\$ 317,500	\$ 510,000	\$ 20,000	\$ 66,100	\$ 259,000	\$ 311,200	\$ 100,000	\$ 0	\$ 1,500,000	\$ 3,083,800	\$ 3,083,800	
2031	\$ 18,000	\$ 442,500	\$ 32,000	\$ 110,000	\$ 27,000	\$ 340,000	\$ 0	\$ 100,000	\$ 30,000	\$ 1,056,000	\$ 2,155,500	\$ 2,155,500	
2032	\$ 0	\$ 351,500	\$ 139,000	\$ 1,850,000	\$ 27,000	\$ 132,000	\$ 0	\$ 240,000	\$ 10,000	\$ 930,000	\$ 3,679,500	\$ 3,679,500	
2033	\$ 45,000	\$ 417,500	\$ 79,000	\$ 930,000	\$ 27,000	\$ 155,000	\$ 60,000	\$ 101,100	\$ 0	\$ 930,000	\$ 2,744,600	\$ 2,744,600	
2034	\$ 160,000	\$ 547,500	\$ 25,000	\$ 117,000	\$ 49,100	\$ 53,000	\$ 105,000	\$ 110,000	\$ 0	\$ 930,000	\$ 2,096,600	\$ 2,096,600	
2035	\$ 15,000	\$ 527,500	\$ 196,800	\$ 0	\$ 27,000	\$ 13,000	\$ 182,000	\$ 168,000	\$ 0	\$ 2,439,000	\$ 3,568,300	\$ 3,568,300	
2036	\$ 18,000	\$ 340,500	\$ 11,000	\$ 150,000	\$ 112,000	\$ 0	\$ 20,000	\$ 100,000	\$ 43,000	\$ 930,000	\$ 1,724,500	\$ 1,724,500	
2037	\$ 0	\$ 514,500	\$ 60,000	\$ 1,585,000	\$ 94,000	\$ 70,000	\$ 0	\$ 122,000	\$ 10,000	\$ 1,055,000	\$ 3,510,500	\$ 3,510,500	
2038	\$ 12,000	\$ 417,500	\$ 442,000	\$ 20,000	\$ 199,100	\$ 160,500	\$ 95,000	\$ 120,100	\$ 0	\$ 930,000	\$ 2,396,200	\$ 2,396,200	
2039	\$ 0	\$ 434,500	\$ 21,000	\$ 68,000	\$ 27,000	\$ 604,000	\$ 327,200	\$ 265,000	\$ 0	\$ 930,000	\$ 2,676,700	\$ 2,676,700	
2040	\$ 33,000	\$ 342,500	\$ 450,000	\$ 1,000,000	\$ 27,000	\$ 318,000	\$ 474,000	\$ 100,000	\$ 0	\$ 1,500,000	\$ 4,244,500	\$ 4,244,500	
2041	\$ 30,000	\$ 317,500	\$ 0	\$ 100,000	\$ 27,000	\$ 340,000	\$ 215,000	\$ 100,000	\$ 30,000	\$ 1,056,000	\$ 2,215,500	\$ 2,215,500	
2042	\$ 15,000	\$ 354,500	\$ 211,000	\$ 959,000	\$ 49,100	\$ 902,000	\$ 200,000	\$ 145,000	\$ 10,000	\$ 1,080,000	\$ 3,925,600	\$ 3,925,600	
2043	\$ 18,000	\$ 442,500	\$ 25,000	\$ 50,000	\$ 27,000	\$ 45,000	\$ 280,000	\$ 100,000	\$ 0	\$ 930,000	\$ 1,917,500	\$ 1,917,500	
2044	\$ 0	\$ 522,500	\$ 15,000	\$ 158,000	\$ 44,000	\$ 36,000	\$ 90,000	\$ 100,000	\$ 0	\$ 930,000	\$ 1,895,500	\$ 1,895,500	
2045	\$ 0	\$ 492,500	\$ 163,000	\$ 685,000	\$ 27,000	\$ 35,000	\$ 182,000	\$ 168,000	\$ 0	\$ 1,105,000	\$ 2,857,500	\$ 2,857,500	
2046	\$ 0	\$ 354,500	\$ 11,000	\$ 20,000	\$ 134,100	\$ 77,000	\$ 0	\$ 100,000	\$ 0	\$ 930,000	\$ 1,626,600	\$ 1,626,600	
2047	\$ 15,000	\$ 691,500	\$ 43,000	\$ 910,000	\$ 77,000	\$ 45,000	\$ 0	\$ 210,000	\$ 10,000	\$ 930,000	\$ 2,931,500	\$ 2,931,500	
2048	\$ 90,000	\$ 317,500	\$ 129,000	\$ 1,830,000	\$ 27,000	\$ 280,000	\$ 147,200	\$ 100,000	\$ 0	\$ 930,000	\$ 3,850,700	\$ 3,850,700	
2049	\$ 145,000	\$ 462,500	\$ 30,000	\$ 100,000	\$ 27,000	\$ 335,000	\$ 90,000	\$ 100,000	\$ 10,000	\$ 1,080,000	\$ 2,379,500	\$ 2,379,500	
2050	\$ 0	\$ 420,000	\$ 161,800	\$ 109,000	\$ 49,100	\$ 190,500	\$ 294,000	\$ 100,000	\$ 0	\$ 2,534,000	\$ 3,858,400	\$ 3,858,400	
Total	\$ 762,000	\$ 14,788,000	\$ 3,557,600	\$ 16,116,000	\$ 1,582,800	\$ 6,537,500	\$ 4,703,600	\$ 3,817,300	\$ 246,000	\$ 34,215,000	\$ 86,325,800	\$ 86,325,800	

Figures represent 2021 dollars and do not include inflation or carryover items, which are considered on the 30-year Funding Plan.

GOLDEN RAIN FOUNDATION & TRUST
2021 RESERVES PLAN
Facilities Planned Expenditures

	Aquatics	Clubhouses	Fitness	Golf Facilities	Other GRF Facilities	Paving	Security	Total
2021	\$ 0	\$ 30,000	\$ 0	\$ 0	\$ 1,063,000	\$ 879,069	\$ 35,000	\$ 2,007,069
2022	\$ 0	\$ 5,925,000	\$ 45,000	\$ 200,000	\$ 701,000	\$ 864,419	\$ 450,000	\$ 8,185,419
2023	\$ 310,000	\$ 4,790,500	\$ 0	\$ 0	\$ 4,197,300	\$ 786,564	\$ 35,000	\$ 10,119,364
2024	\$ 20,000	\$ 2,680,000	\$ 0	\$ 600,000	\$ 368,000	\$ 872,544	\$ 35,000	\$ 4,575,544
2025	\$ 55,000	\$ 2,336,000	\$ 100,000	\$ 20,000	\$ 408,000	\$ 870,970	\$ 500,000	\$ 4,289,970
2026	\$ 0	\$ 4,290,000	\$ 0	\$ 115,000	\$ 608,000	\$ 844,500	\$ 0	\$ 5,857,500
2027	\$ 80,000	\$ 2,016,000	\$ 120,000	\$ 0	\$ 2,738,001	\$ 844,500	\$ 0	\$ 5,798,501
2028	\$ 55,000	\$ 28,300	\$ 0	\$ 138,000	\$ 2,368,001	\$ 844,500	\$ 0	\$ 3,433,801
2029	\$ 30,000	\$ 1,140,000	\$ 0	\$ 0	\$ 768,001	\$ 844,500	\$ 0	\$ 2,782,501
2030	\$ 0	\$ 480,000	\$ 0	\$ 52,000	\$ 343,001	\$ 844,500	\$ 0	\$ 1,719,501
2031	\$ 0	\$ 2,070,000	\$ 0	\$ 0	\$ 328,001	\$ 844,500	\$ 0	\$ 3,242,501
2032	\$ 0	\$ 0	\$ 45,000	\$ 50,000	\$ 1,938,001	\$ 844,500	\$ 0	\$ 2,877,501
2033	\$ 0	\$ 772,000	\$ 0	\$ 0	\$ 280,001	\$ 844,500	\$ 425,000	\$ 2,321,501
2034	\$ 75,000	\$ 320,000	\$ 6,400	\$ 0	\$ 328,001	\$ 844,500	\$ 65,000	\$ 1,638,901
2035	\$ 0	\$ 119,200	\$ 45,000	\$ 0	\$ 346,000	\$ 844,500	\$ 0	\$ 1,354,700
2036	\$ 80,000	\$ 496,000	\$ 0	\$ 20,000	\$ 578,000	\$ 844,500	\$ 0	\$ 2,018,500
2037	\$ 55,000	\$ 1,631,000	\$ 0	\$ 0	\$ 628,000	\$ 844,500	\$ 0	\$ 3,158,500
2038	\$ 30,000	\$ 101,000	\$ 0	\$ 138,000	\$ 519,300	\$ 844,500	\$ 0	\$ 1,632,800
2039	\$ 0	\$ 1,388,000	\$ 0	\$ 600,000	\$ 333,000	\$ 844,500	\$ 0	\$ 3,165,500
2040	\$ 0	\$ 80,000	\$ 0	\$ 0	\$ 1,868,000	\$ 844,500	\$ 0	\$ 2,792,500
2041	\$ 0	\$ 2,005,000	\$ 0	\$ 115,000	\$ 628,000	\$ 844,500	\$ 425,000	\$ 4,017,500
2042	\$ 0	\$ 0	\$ 120,000	\$ 0	\$ 2,144,500	\$ 844,500	\$ 350,000	\$ 3,459,000
2043	\$ 55,000	\$ 361,300	\$ 0	\$ 0	\$ 635,000	\$ 844,500	\$ 63,000	\$ 1,958,800
2044	\$ 20,000	\$ 0	\$ 20,000	\$ 0	\$ 298,800	\$ 844,500	\$ 0	\$ 1,183,300
2045	\$ 80,000	\$ 356,000	\$ 0	\$ 0	\$ 268,000	\$ 844,500	\$ 0	\$ 1,548,500
2046	\$ 55,000	\$ 297,000	\$ 0	\$ 0	\$ 428,000	\$ 844,500	\$ 0	\$ 1,624,500
2047	\$ 30,000	\$ 31,000	\$ 25,000	\$ 20,000	\$ 462,000	\$ 844,500	\$ 0	\$ 1,412,500
2048	\$ 0	\$ 987,200	\$ 0	\$ 138,000	\$ 280,000	\$ 844,500	\$ 0	\$ 2,249,700
2049	\$ 0	\$ 0	\$ 0	\$ 0	\$ 768,000	\$ 694,500	\$ 425,000	\$ 1,887,500
2050	\$ 0	\$ 353,200	\$ 0	\$ 52,000	\$ 268,000	\$ 694,500	\$ 40,000	\$ 1,407,700
Total	\$ 1,030,000	\$ 35,083,700	\$ 526,400	\$ 2,258,000	\$ 26,888,908	\$ 25,086,066	\$ 2,848,000	\$ 93,721,074

Figures represent 2021 dollars and do not include inflation or carryover items, which are considered on the 30-year Funding Plan.

Golden Rain Foundation 2021 Reserves Plan
Component Schedule - Use of Replacement Factor

Component	Expenditures	Replacement Factor	\$ per SF	Explanation
EQUIPMENT				
Furniture & Equipment	Straight Line - Life	100%	n/a	Full Replacement over useful life
Computer Hardware	Straight Line - Life	100%	n/a	Full Replacement over useful life
Computer Software	Straight Line - Life	100%	n/a	Full Replacement over useful life
Vehicles	Straight Line - Life	100%	n/a	Full Replacement over useful life
Broadband Services				
Head-End Facility	Straight Line - Life	100%	\$280	Full replacement over 30 year life
Cable TV System	Straight Line - Life	100%	n/a	Full replacement over 30 year life
Clubhouses				
Clubhouse 1 Facility	Straight Line - Life	100%	\$330	Full replacement over 40 year life
Village Greens Building	Straight Line - Life	90%	\$330	Replacement Factor anticipated over 40 year life
Clubhouse 3 Facility	Straight Line - Life	100%	\$330	Full replacement over 40 year life
Clubhouse 4 Facility	Straight Line - Life	90%	\$330	Replacement Factor anticipated over 40 year life
Clubhouse 5 Facility	Straight Line - Life	90%	\$330	Replacement Factor anticipated over 40 year life
Clubhouse 6 Facility	Straight Line - Life	70%	\$330	Replacement Factor anticipated over 40 year life
Clubhouse 7 Facility	Straight Line - Life	80%	\$330	Replacement Factor anticipated over 40 year life
Equestrian				
Equestrian Facility	Straight Line - Life	100%	\$220	Full Replacement over 60 year life
Aquatics				
Refurbish Pools	Straight Line - Life	100%	n/a	Full Replacement over 40 year life
Replaster Pools	Straight Line - Life	100%	n/a	Full Replacement over 9 year life
Other				
Community Center Facility	Straight Line - Life	90%	\$360	Replacement Factor anticipated over 40 year life
Historical Society Facility	Straight Line - Life	90%	\$330	Replacement Factor anticipated over 40 year life
Library Facility	Straight Line - Life	100%	\$280	Full replacement over 40 year life
Perimeter Walls	Straight Line - Life	100%	n/a	Full replacement over 60 year life
Security/Landscape Facility	Straight Line - Life	100%	\$330	Full replacement over 40 year life
Slope Renovation	Straight Line - Life	100%	n/a	Full Replacement over useful life
Tennis Facility	Straight Line - Life	100%	\$330	Full replacement over 40 year life
Vehicle Maintenance Facility	Straight Line - Life	100%	\$220	Full replacement over 40 year life
Warehouse Facility	Straight Line - Life	100%	\$190	Full replacement over 40 year life

GOLDEN RAIN FOUNDATION & TRUST
2021 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>Remaining Life</i>	<i>TOTAL COST</i>	<i>FULLY FUNDED BALANCE *</i>
Equipment							
Equipment						\$ 39,766,335	\$ 29,901,945
Furniture & Equipment	3,481	EA	\$1 to \$752K	2 to 20	0 to 19	\$ 19,465,800	\$ 14,613,781
Computer Hardware	1,103	EA	\$20 to \$483K	3 to 10	0 to 6	\$ 4,990,934	\$ 4,383,640
Computer Software	160	EA	\$95 to \$1,081K	1 to 10	0 to 9	\$ 2,810,755	\$ 2,158,982
Vehicles	488	EA	\$246 to \$240K	1 to 15	0 to 14	\$ 12,498,846	\$ 8,745,542
Facilities							
Broadband Services						\$ 19,060,000	\$ 11,490,707
Head-End Facility	1	EA	\$ 1,260,000	30	12	\$ 1,260,000	\$ 798,840
Cable TV System	1	EA	\$ 17,800,000	30	13	\$ 17,800,000	\$ 10,691,867
Clubhouses						\$ 58,620,000	\$ 25,290,310
Clubhouse 1 Facility	1	EA	\$ 13,670,000	40	24	\$ 13,670,000	\$ 5,816,585
Clubhouse 2 Facility	1	EA	\$ 5,050,000	40	36	\$ 5,050,000	\$ 633,775
Village Greens Building	1	EA	\$ 6,000,000	40	30	\$ 6,000,000	\$ 1,653,000
Clubhouse 3 Facility	1	EA	\$ 9,600,000	40	20	\$ 9,600,000	\$ 5,044,800
Clubhouse 4 Facility	1	EA	\$ 10,700,000	40	20	\$ 10,700,000	\$ 5,622,850
Clubhouse 5 Facility	1	EA	\$ 7,100,000	40	21	\$ 7,100,000	\$ 3,553,550
Clubhouse 6 Facility	1	EA	\$ 1,600,000	40	19	\$ 1,600,000	\$ 880,800
Clubhouse 7 Facility	1	EA	\$ 4,900,000	40	24	\$ 4,900,000	\$ 2,084,950
Equestrian						\$ 2,000,000	\$ 1,767,333
Equestrian Facility	1	EA	\$ 2,000,000	60	8	\$ 2,000,000	\$ 1,767,333
Aquatics						\$ 2,350,000	\$ 1,616,222
Refurbish Pools	5	EA	\$ 400,000	40	13	\$ 2,000,000	\$ 1,421,000
Replaster Pools	5	EA	\$ 70,000	9	5	\$ 350,000	\$ 195,222
Other						\$ 35,520,000	\$ 23,501,190
Community Center Facility	1	EA	\$ 21,500,000	40	21	\$ 21,500,000	\$ 10,760,750
Historical Society Facility	1	EA	\$ 800,000	40	14	\$ 800,000	\$ 540,400
Library Facility	1	EA	\$ 1,590,000	40	3	\$ 1,590,000	\$ 1,511,295
Perimeter Walls	7,000	LF	\$ 200	60	13	\$ 1,400,000	\$ 1,120,467
Security/Landscape Facility	1	EA	\$ 1,881,000	40	0	\$ 1,881,000	\$ 1,928,966
Slope Renovation	1	EA	\$ 143,000	1	1	\$ 143,000	\$ 145,860
Tennis Facility	1	EA	\$ 253,000	40	20	\$ 253,000	\$ 132,952
Vehicle Maintenance Facility	1	EA	\$ 2,343,000	40	4	\$ 2,343,000	\$ 2,168,447
Warehouse Facility	1	EA	\$ 5,610,000	40	4	\$ 5,610,000	\$ 5,192,055
GRAND TOTAL						\$ 157,316,335	\$ 93,567,707

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

		Summary	
Projected Starting Reserve Balance:	\$	18,921,201	
Fully Funded Balance:	\$	93,567,707	
Percent Funded:		20%	
Projected Reserves Deficiency:	\$	74,646,506	
Deficiency Per Unit:	\$	5,861	

2021 BUSINESS PLAN

Golden Rain Foundation & Trust Capital Reserves Expenditures Plan

Adopted September 1, 2020

Prepared By:
VILLAGE MANAGEMENT SERVICES, Inc.

JEFF PARKER, President/CEO
BETTY PARKER, Chief Financial Officer



GOLDEN RAIN FOUNDATION
of **LAGUNA WOODS**



RESOLUTION 90-20-45

2021 CAPITAL PLAN RESOLUTION

RESOLVED, September 1, 2020, that the Capital Reserve Expenditures Plan of this Corporation for the year 2021 is hereby adopted and approved; and

RESOLVED FURTHER, that pursuant to said Business Plan, the sum of \$5,097,069 is hereby authorized to be expended in 2021 for the purposes provided therein, of which \$3,090,000 is designated from the Equipment Fund and \$2,007,069 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 the Facilities 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.

2021 CAPITAL PLAN ITEMS

	EQUIPMENT	FACILITIES	TOTAL
Aquatics			\$25,000
CH 2, 5, 6 Handicap Pool Access Chairs	25,000		25,000
Broadband Services			573,000
Set Top Boxes	300,000		300,000
Infrastructure	250,000		250,000
Flooring and Work Stations	23,000		23,000
Clubhouses			50,000
CH 2 Lawn Bowling Re-Roof		30,000	30,000
Active Net Integration Software	20,000		20,000
Computers			685,000
Phone System	370,000		370,000
Records Management System	315,000		315,000
Golf Facilities			49,000
Mower - Riding Greens	49,000		49,000
Landscape			359,000
Centralized Irrigation System	200,000		200,000
48" Lazer Lawn Mowers (5)	65,000		65,000
Mini Skid-Steer Loader (2)	50,000		50,000
Navigator Mowers - Walkers (2)	30,000		30,000
60" Lazer Lawn Mower	14,000		14,000
Other Equipment			100,000
Building Maintenance Equipment	50,000		50,000
Miscellaneous Equipment	50,000		50,000
Other GRF Facilities			1,063,000
Broadband HVAC System		300,000	300,000
Welding Shop Replacement		275,000	275,000
Slope Renovation		143,000	143,000
Miscellaneous Projects		125,000	125,000
Tennis Court Resurfacing		60,000	60,000
Building E Assessment and Design Development		50,000	50,000
Senate Bill 326 Load Bearing Component Inspections		50,000	50,000
Nursery Power and Data		35,000	35,000
Nursery Irrigation System		25,000	25,000
Paving			879,069
Asphalt Paving and Sealcoat Programs		679,069	679,069
Parkway Concrete Repairs		200,000	200,000
Security			108,000
Shepherd's Crook - Gate 3		35,000	35,000
Dispatch Center	43,000		43,000
Portable Radios	30,000		30,000
Vehicles			1,206,000
Misc Vehicle Purchases	200,000		200,000
Vans (4)	160,000		160,000
Bus	150,000		150,000
Security Vehicles (4)	140,000		140,000
F-250 Truck (4)	140,000		140,000
F-250 Crew Cab (3)	126,000		126,000
Pickup Trucks (5)	125,000		125,000
Utility Vehicles (8)	120,000		120,000
Add: Equipment Trailers (3)	45,000		45,000
TOTAL	\$3,090,000	\$2,007,069	\$5,097,069

STAFF REPORT

DATE: **October 19, 2020**
FOR: **Board of Directors**
SUBJECT: **2021 Capital Plan – Final**

RECOMMENDATION

Receive and file.

BACKGROUND

On September 1, 2020 the board of directors approved the attached 2021 Capital Plan.

DISCUSSION

The Capital Reserve Expenditures Plan (Capital Plan) of this corporation reflects the funding necessary to maintain, repair, replace or restore major common-area components with funding provided from various reserve funds.

- 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 Reserves fund is used for the acquisition, addition, repair, restoration, replacement, or maintenance 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.
- Trust Facilities Fee Fund accumulates fees 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 locations 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 approved in 2021.

Additionally, a Five-Year Capital Improvement Plan (CIP) with a summary of all the larger capital improvement projects and recommendations for funding for those projects is presented. The Five-Year CIP is reflected in Table 1 below. Funding for the CIP will occur each year as part of the business planning process.

Table 1

	Adopted 2021	Estimated 2022	Estimated 2023	Estimated 2024	Estimated 2025
CIP Total	\$5,097,069	\$13,119,019	\$13,074,864	\$8,031,044	\$7,002,470

FINANCIAL ANALYSIS

The reserve expenditures for 2021 total \$5,097,069, as summarized below. This report provides a brief description of each project approved in the upcoming budget year, divided into the categories commensurate with the location of the projects.

	Equipment	Facilities	Total
Aquatics			\$25,000
CH 2, 5, 6 Handicap Pool Access Chairs	\$25,000		\$25,000

- Funding of \$25,000 is approved to provide handicap access at the pools and spas at Clubhouses 2, 5 and 6. Those with disabilities cannot safely get in and out of the pool and/or spa. ADA compliance in the public sector requires all pools and spa to be accessible for those with disabilities. Laguna Woods Village is a private community however due to the demographics of the community many residents would benefit from the service.

	Equipment	Facilities	Total
Broadband Services			\$573,000
Set Top Boxes	\$300,000		\$300,000
Infrastructure	\$250,000		\$250,000
Flooring and Work Stations	\$23,000		\$23,000

- Funding of \$300,000 is approved for the purchase of approximately 1,000 Set Top Boxes in anticipation of the demand for digital services and replacement of failed units at the end of their useful lives.
- Funding of \$250,000 is approved to replace aging HD equipment at the Head End facility. In addition to replacing old equipment, additional HD equipment is needed to broadcast the remaining SD channels in high definition.
- Funding of \$23,000 is approved to replace flooring and work stations at the Head End facility. The Broadband office space has not had a remodel or flooring replaced in 15 years. The current state of the flooring and work stations have become a safety and trip hazard to staff and should be replaced in 2021.

	Equipment	Facilities	Total
Clubhouses			\$50,000
CH 2 Lawn Bowling Re-Roof *		\$30,000	\$30,000
Active Net Integration Software	\$20,000		\$20,000

- For Lawn Bowling, funding of \$30,000 is approved to replace the existing flat roof areas. Existing areas consist of hot tar built up roofing and will be replaced with a new PVC roof system. Existing roof will be 21 years old in 2021. Industry standards for useful life expectancy of hot tar built up roofing is 16 to 20 years. Leak issues will be addressed with the new PVC roof system.
- Funding of \$20,000 is approved to upgrade existing Active Net Integration Software. The recreation office conducts hundreds of onsite reservation transactions per month totalling 20,000 reservations annually. The office contains three workstations and two offices. Often there are up to 15 people in the small recreation room. Staff attempts to transition as many room reservations to online reservations as possible and new software improve capabilities.

	Equipment	Facilities	Total
Computers			\$685,000
Phone System	\$370,000		\$370,000
Records Management System	\$315,000		\$315,000

- Funding of \$370,000 is approved for the upgrade of the VoIP phone system installed in 2013. The software version that is currently in use will sunset this year and will no longer be supported. For that reason, staff is doing an emergency upgrade to the new version in June 2020 within the existing maintenance agreement. The vendor has agreed to support old software until it can be replaced in 2021. New features will provide a user friendly web-based interface.
- Funding of \$315,000 is approved for additional work on the Records Management System. Following the first steps taken to implement a corporate records retention policy, staff determined the current document imaging system (OnBase by Hyland Software) would be utilized to move the diverse paper and digital records into a single system of record for all corporate records as required by the boards and various regulations. To fully build the system to enable documents and other records to be moved easily into the document management system, additional licensing and professional services are required.

	Equipment	Facilities	Total
Golf Facilities			\$49,000
Mower - Riding Greens	\$49,000		\$49,000

- The 27-Hole Golf Course is one of the most widely used amenities at Laguna Woods Village. To maintain the aesthetic appeal and functionality of the golf courses and driving range, the golf maintenance crew relies on specialized equipment to address specific maintenance needs. Funding of \$49,000 is approved for the replacement of a Riding Greens Mower, which is 11 years old and has reached the end of its serviceable life.

	Equipment	Facilities	Total
Landscape			\$359,000
Centralized Irrigation System (Phase 2)	\$200,000		\$200,000
48" Lazer Lawn Mowers (5)	\$65,000		\$65,000
Mini Skid-Steer Loader (2)	\$50,000		\$50,000
Navigator Mowers - Walkers (2)	\$30,000		\$30,000
60" Lazer Lawn Mower	\$14,000		\$14,000

- The current centralized irrigation system was installed in 2001. The current system cannot be utilized to track problems in the field, requiring staff to physically visit every system to verify functionality. The Landscape Services Department is planning replacement of the system over the course of five years. Initial funding of \$100,000 was approved in 2020 and the next funding phase of \$200,000 is approved in 2021.
- Funding of \$159,000 is approved to replace a variety of mowers and miscellaneous landscaping equipment that requires replacement due to age.

	Equipment	Facilities	Total
Other Equipment			\$100,000
Building Maintenance Equipment	\$50,000		\$50,000
Miscellaneous Equipment	\$50,000		\$50,000

- Funding of \$50,000 is approved for building maintenance equipment. By including contingency funding in the Capital Plan, unforeseen maintenance tools and equipment can be purchased without deferring service requests or decreasing productivity.
- Funding of \$50,000 is approved for miscellaneous equipment. Contingency funds for equipment 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 purchases over \$25,000 must follow normal board approval process for supplemental appropriations.

	Equipment	Facilities	Total
Other GRF Facilities			\$1,063,000
Broadband HVAC System		\$300,000	\$300,000
Welding Shop Replacement		\$275,000	\$275,000
Slope Renovation		\$143,000	\$143,000
Miscellaneous Projects		\$125,000	\$125,000
Tennis Court Resurfacing		\$60,000	\$60,000
Building E Assessment and Design Development		\$50,000	\$50,000
SB 326 Load Bearing Component Inspections		\$50,000	\$50,000
Nursery Power and Data		\$35,000	\$35,000
Nursery Irrigation System		\$25,000	\$25,000

- Funding of \$300,000 is approved for replacement of the Broadband HVAC System. The current system is approximately 17 years old. The existing HVAC system was sized for an analog-type equipment housed in the head-end facility. With the new mobile technology, the current equipment footprint of the data center is only about 2/3 of the original setup requiring less energy and cooling output. Three out of the four units were out of service in 2020 and parts were not readily available. A new updated HVAC system tailored to the facility usage will be more energy efficient and require less maintenance.
- Funding of \$275,000 is approved for welding shop replacement. The current welding shop consists of a collection of shipping containers and pieced together roofs. It is open to the elements and the roof, although recently repaired, typically fails during the winter. This facility fabricates and repairs a wide range of items for the Village and the workforce. It constructs 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 divisions. The operation typically involves the use of electrical power tools and high voltage plasma and arc welders in an open-air environment. The goal is to construct an appropriate facility with a concrete floor, a pre-engineered metal building with adequate electrical circuits and safety equipment to perform the necessary functions of the welding shop. Air circulation, sky lights, roll-up doors or other specific additions would be included to ensure a safe, functional, efficient shop.
- Funding of \$143,000 is approved for Slope Renovation, previously budgeted in operations. A vendor will be contracted to renovate GRF slopes so in-house crews can continue to provide existing service levels.
- Funding of \$125,000 is approved for miscellaneous projects. By including contingency funding in the Capital Plan, unforeseen projects can be 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 \$60,000 is approved for tennis court resurfacing. Tennis courts receive approximately 20,000 users per year. The court surface deteriorates due to weather and use.
- Funding of \$50,000 is approved for Building E Assessment and Design Development. Building E is a one-story building with wooden frame and has an area of 5,300 SF. It contains staff offices for Landscape, Security, and Maintenance Departments. Building E was originally a warehouse building that consisted of concrete slab and corrugated sheet metal. In 1976, it was converted to a single-story wood-framed building atop the existing slab. It has potentially experienced structural movement.
- Funding of \$50,000 is approved for Senate Bill 326 Load Bearing Component Inspections. Buildings and facilities in the community were constructed from 1960-1980. The Davis-Stirling Common Interest Development Act, requires the association to maintain, repair, and replace the common area. The new requirement for balcony inspections to determine whether the exterior elevated elements are in a generally safe condition and performing in compliance with applicable standards.
- Funding of \$35,000 is approved for Nursery power and data connections. The nursery is a stand-alone facility without power or data connections. The current power used for lights comes from a nearby manor. All plant inventory updates, staff orders, plant health data and material orders are performed manually requiring inefficient trips back and forth to the maintenance center.
- Funding of \$25,000 is approved for Nursery Irrigation System. The current system is old and outdated. The existing system has an inefficient irrigation controller, inefficient sprinkler heads, bad coverage, leaking valves, leaking pipes, leaking lateral lines and drip irrigation system that is often damaged by rodents and rabbits. Hand watering is frequently required to supplement the automatic system. The current irrigation controller lacks the capability to adjust or be reprogramed. Staff will upgrade the system with a solar powered irrigation controller that is programmable and capable of meeting the needs of the nursery. The upgrade will also include replacing lateral lines/pipes, drip irrigation, valves, and overhead irrigation heads.

	Equipment	Facilities	Total
Paving			\$879,069
Asphalt Paving and Sealcoat Programs		\$679,069	\$679,069
Parkway Concrete 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 25 years. The approved asphalt paving and sealcoat budget is \$579,069 and sealcoat work for GRF pavement is completed on a five-year cycle, budgeted at \$100,000.
- In coordination with paving, Staff has identified concrete areas that require repair or replacement. With approved funding of \$200,000, the parkway concrete repairs

program is designed to repair damaged GRF curb/gutter, driveway aprons, and sidewalks adjacent to the planned paving overlay areas prior to asphalt paving work and add requisite Americans with Disabilities Act (ADA) accessibility ramps, as needed. The estimated quantity of concrete repair is approximately 2,550 linear feet (LF).

	Equipment	Facilities	Total
Security			\$108,000
Shepherds Crook - Gate 3		\$35,000	\$35,000
Dispatch Center	\$43,000		\$43,000
Portable Radios	\$30,000		\$30,000

- Funding of \$35,000 is approved for the installation of new Shepherds crook to replace existing barbed wire fencing along the Gate 3 entrance. The City of Laguna Woods discontinued the use of barbed wire in perimeter barriers in 2017.
- Funding of \$43,000 is approved for the dispatch center, in need of replacement because of age and technological advances. The current equipment is over 20 years old, obsolete, and replacement parts are no longer available. The new dispatch center equipment is expected to be serviceable for approximately 15 years as determined by industry standards.
- Funding of \$30,000 is approved for replacement and upgrade of existing 10 to 15-year old radio equipment. In 2020, 17 two-way portable radios that are both digital/analog were purchased. Funding will complete the purchase of 49 remaining units. Enhanced dispatch capabilities will provide dispatchers a visual map display showing each officer and location, which will assist in dispatching the closest unit to an incident. Additionally, the digital component of the radio will provide better clarity in receiving and transmitting information.

	Equipment	Facilities	Total
Vehicles			\$1,206,000
Misc Vehicle Purchases	\$200,000		\$200,000
Vans (4)	\$160,000		\$160,000
Bus	\$150,000		\$150,000
Security Vehicles (4)	\$140,000		\$140,000
F-250 Truck (4)	\$140,000		\$140,000
F-250 Crew Cab (3)	\$126,000		\$126,000
Pickup Trucks (5)	\$125,000		\$125,000
Utility Vehicles (8)	\$120,000		\$120,000
Subtotal			\$1,161,000
Additions:			
Equipment Trailers (3)	\$45,000		\$45,000
Subtotal			\$45,000

Vehicle Maintenance is responsible for maintenance and repair of the entire Laguna Woods Village vehicle and 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 approved funding of \$1,161,000 for the vehicle replacements noted above. These components of the fleet are used by various departments to transport crews and equipment to job sites and to perform work. Because the funding is appropriated well in advance of the actual purchase, General Services Fleet Maintenance personnel will reevaluate utilization and repair costs prior to purchase to ensure that the appropriate individual vehicle is selected for replacement.
- **ADDITION:** Funding of \$45,000 is approved for 3 equipment trailers.

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**GOLDEN RAIN FOUNDATION
5-YEAR CAPITAL IMPROVEMENT PLAN**

Category/Fund/Description	2021	2022	2023	2024	2025	Total
Aquatics						
Equipment Fund						
CH 5 Pool Heaters	\$ -	\$ -	\$ -	\$ 18,000	\$ -	\$ 18,000
CH2, CH5, CH6 - Handicap Pool Access Chairs	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
CH5 Pool Cover	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
Facility Fund						
CH 1 Pool & Spa Plastering	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
CH 2 Pool Deck	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000
CH 2 Pool Replastering	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ 55,000
Locker Room Ventilation System (Pools 1, 2, 4, 5)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pool Solar Heaters	\$ -	\$ -	\$ 210,000	\$ -	\$ -	\$ 210,000
Aquatics Total	\$ 25,000	\$ 15,000	\$ 310,000	\$ 38,000	\$ 55,000	\$ 443,000
Broadband Services						
Equipment Fund						
Board Room Cameras & Equipment	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
Broadband Fiber Network Calibration	\$ -	\$ -	\$ -	\$ 105,000	\$ -	\$ 105,000
Broadband Flooring and Work Stations	\$ 23,000	\$ -	\$ -	\$ -	\$ -	\$ 23,000
Broadband Infrastructure	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
Broadband Set Top Boxes	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
Broadband Signal Receivers and Transcoders	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ 50,000
Broadband Standby Satellite Dish	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ 12,000
Broadband UPS Battery for Power Supplies	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ 22,000
Control Room Digital Upgrade	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000
Encoder/Ad Insertion Equipment	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
ENG Camera	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
Remote Broadcast Cameras at CHs	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
Village Television Studio Equipment	\$ -	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 70,000
Broadband Services Total	\$ 573,000	\$ 629,500	\$ 667,500	\$ 872,500	\$ 679,500	\$ 3,422,000
Clubhouses						
Equipment Fund						
Active Net Integration Software	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
CH 1 Commercial Appliances	\$ -	\$ -	\$ 64,000	\$ -	\$ -	\$ 64,000
CH 1 Commercial Dishwasher and booster	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
CH 1 Fountain Equipment	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000
CH 1 Pool & Locker Rm Shower Heaters	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000

**GOLDEN RAIN FOUNDATION
5-YEAR CAPITAL IMPROVEMENT PLAN**

Category/Fund/Description	2021	2022	2023	2024	2025	Total
CH 2 Commercial Appliances	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
CH 2 Convection Oven	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000
CH 5 Commercial Pool Equipment/pumps	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
CH1 Clubhouse Tables	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
CH1 Drop in Lounge (Equipment)	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
CH1 Main Lounge Sound System	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
CH1 Mounted Projector - Main Lounge	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
CH5 Portable Stages	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
CH5 Projector (Ballroom)	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000
CH5 Screen (Ballroom)	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ 15,000
CH5 Sound Board	\$ -	\$ -	\$ -	\$ 7,000	\$ -	\$ 7,000
CH5 Stage Curtains (Ballroom)	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
CH5 Stage Lighting - Dimmer Rack	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
CH6 Sound System	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
CH7 Tables	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
PAC Pool Tables	\$ -	\$ -	\$ -	\$ -	\$ 16,000	\$ 16,000
Facility Fund						
CH 1 Assessment / Renovation	\$ -	\$ 5,500,000	\$ 2,500,000	\$ 2,500,000	\$ -	\$ 10,500,000
CH 1 Fountain Replaster & Tile	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
CH 2 Annex Building Assessment / Renovation	\$ -	\$ -	\$ 50,000	\$ 100,000	\$ 2,000,000	\$ 2,150,000
CH 2 Lawn Bowling Re-roof	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
CH 4 Assessment / Renovation	\$ -	\$ -	\$ -	\$ 80,000	\$ 200,000	\$ 280,000
CH 4 Expanded Community Gathering Area	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
CH 4 Lounge renovation	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
CH 5 Assessment / Renovation	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000
CH 5 Flooring	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000
CH 6 Assessment / Renovation	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000
CH 7 Coat/Storage remodel	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
CH 7 Flat Roof Replacement	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
CH 7 HVAC System	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ 175,000
CH4 Metal Raku Roof Cover	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
PAC Renovation	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 2,000,000
PAC Roof Replacement	\$ -	\$ -	\$ 225,500	\$ -	\$ -	\$ 225,500
Clubhouses Total	\$ 50,000	\$ 6,122,000	\$ 5,029,500	\$ 2,702,000	\$ 2,367,000	\$ 16,270,500
Computers						

**GOLDEN RAIN FOUNDATION
5-YEAR CAPITAL IMPROVEMENT PLAN**

Category/Fund/Description	2021	2022	2023	2024	2025	Total
Equipment Fund						
CAD Format Plotter	\$ -	\$ -	\$ -	\$ 8,000	\$ -	\$ 8,000
Community WiFi Hotspots - RUCKS	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
Financial Software	\$ -	\$ -	\$ 400,000	\$ 1,000,000	\$ 400,000	\$ 1,800,000
Fleet Management Software	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
HR Management and Payroll Software - Hosted	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
Network Server Hardware and Software	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
Network Switching, Routing, and Security Hardware	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ 350,000
Phone System	\$ 370,000	\$ -	\$ -	\$ -	\$ -	\$ 370,000
Records Management System	\$ 315,000	\$ -	\$ -	\$ -	\$ -	\$ 315,000
Vehicle Computers	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
Computers Total	\$ 685,000	\$ 890,000	\$ 460,000	\$ 1,008,000	\$ 500,000	\$ 3,543,000
Fitness						
Equipment Fund						
CH1 Elliptical Trainers	\$ -	\$ 22,100	\$ -	\$ -	\$ -	\$ 22,100
CH1 Recumbent Cross Trainer	\$ -	\$ -	\$ 17,000	\$ -	\$ -	\$ 17,000
CH1 Treadmills	\$ -	\$ 27,000	\$ 27,000	\$ 27,000	\$ 27,000	\$ 108,000
Facility Fund						
CH 1 Fitness Center HVAC	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
CH 1 Fitness Flooring	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ 45,000
Fitness Total	\$ -	\$ 94,100	\$ 44,000	\$ 27,000	\$ 127,000	\$ 292,100
Golf Facilities						
Equipment Fund						
Bowling Greens Roller	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
Chemical Sprayer	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ 55,000
Core Processor	\$ -	\$ 32,000	\$ -	\$ -	\$ -	\$ 32,000
Golf 9-Hole Patio Furniture	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
Irrigation Component; 250 Saddles	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000
Irrigation System Components; Heads	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ 175,000
Mower - Riding Greens	\$ 49,000	\$ -	\$ -	\$ -	\$ -	\$ 49,000
Mowers - Fairway	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000
Par Three Course Irrigation Renovation	\$ -	\$ 800,000	\$ -	\$ -	\$ -	\$ 800,000
Pond Aerator	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 10,000
Rough Mower, GM 3100	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ 45,000
Rough Mower; 72	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ 45,000

**GOLDEN RAIN FOUNDATION
5-YEAR CAPITAL IMPROVEMENT PLAN**

Category/Fund/Description	2021	2022	2023	2024	2025	Total
Rough Mower; ReelMaster7000, #2	\$ -	\$ 85,000	\$ -	\$ -	\$ -	\$ 85,000
Tow Behind Top Dresser	\$ -	\$ 27,000	\$ -	\$ -	\$ -	\$ 27,000
VG - Lounge Furniture	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 10,000
VG - Water and Ice Machine	\$ -	\$ -	\$ -	\$ 8,000	\$ -	\$ 8,000
Facility Fund						
Golf 27-Hole Restrooms	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000
Golf Course Starter Shacks	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000
VG - Renovation	\$ -	\$ -	\$ -	\$ 600,000	\$ -	\$ 600,000
Golf Facilities Total	\$ 49,000	\$ 1,619,000	\$ 55,000	\$ 673,000	\$ 65,000	\$ 2,461,000
Landscape						
Equipment Fund						
48" Laser Lawn Mowers w/Mulch Kits (5)	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000	\$ 130,000
60" Lazer Mower w/Mulch Kit	\$ 14,000	\$ -	\$ -	\$ -	\$ 14,000	\$ 28,000
Centralized Irrigation System	\$ 200,000	\$ 200,000	\$ 200,000	\$ 300,000	\$ -	\$ 900,000
Laser Lawn Mowers (10)	\$ -	\$ -	\$ -	\$ 90,000	\$ -	\$ 90,000
Laser Lawn Mowers (5)	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
Mini Skid Steer Trencher 07	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
Mini Skid Steer Trencher Dingo 2000	\$ -	\$ -	\$ -	\$ -	\$ 26,000	\$ 26,000
Mini Skid-Steer Loader (2) P2788 P2789 rblt 2013	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Navigator Mowers - Walkers (2)	\$ 30,000	\$ -	\$ -	\$ -	\$ 35,000	\$ 65,000
Utility Tractor (2) Kubotas '99 P2468, P2469	\$ -	\$ -	\$ -	\$ -	\$ 42,000	\$ 42,000
Landscape Total	\$ 359,000	\$ 220,000	\$ 260,000	\$ 390,000	\$ 182,000	\$ 1,411,000
Other Equipment						
Equipment Fund						
Building Maintenance Equipment	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
EQ Arena Groomer/Planer	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
EQ Hot Walker/Horse Conditioner	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ 15,000
EQ Sun Shades	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
Lawn Bowling Shade Covers	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
Misc Painting Equipment	\$ -	\$ -	\$ -	\$ -	\$ 61,000	\$ 61,000
Miscellaneous Equipment	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 57,000	\$ 257,000
Other Equipment Total	\$ 100,000	\$ 140,000	\$ 100,000	\$ 115,000	\$ 168,000	\$ 623,000
Other GRF Facilities						
Facility Fund						
Automatic Lighting Controls	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000

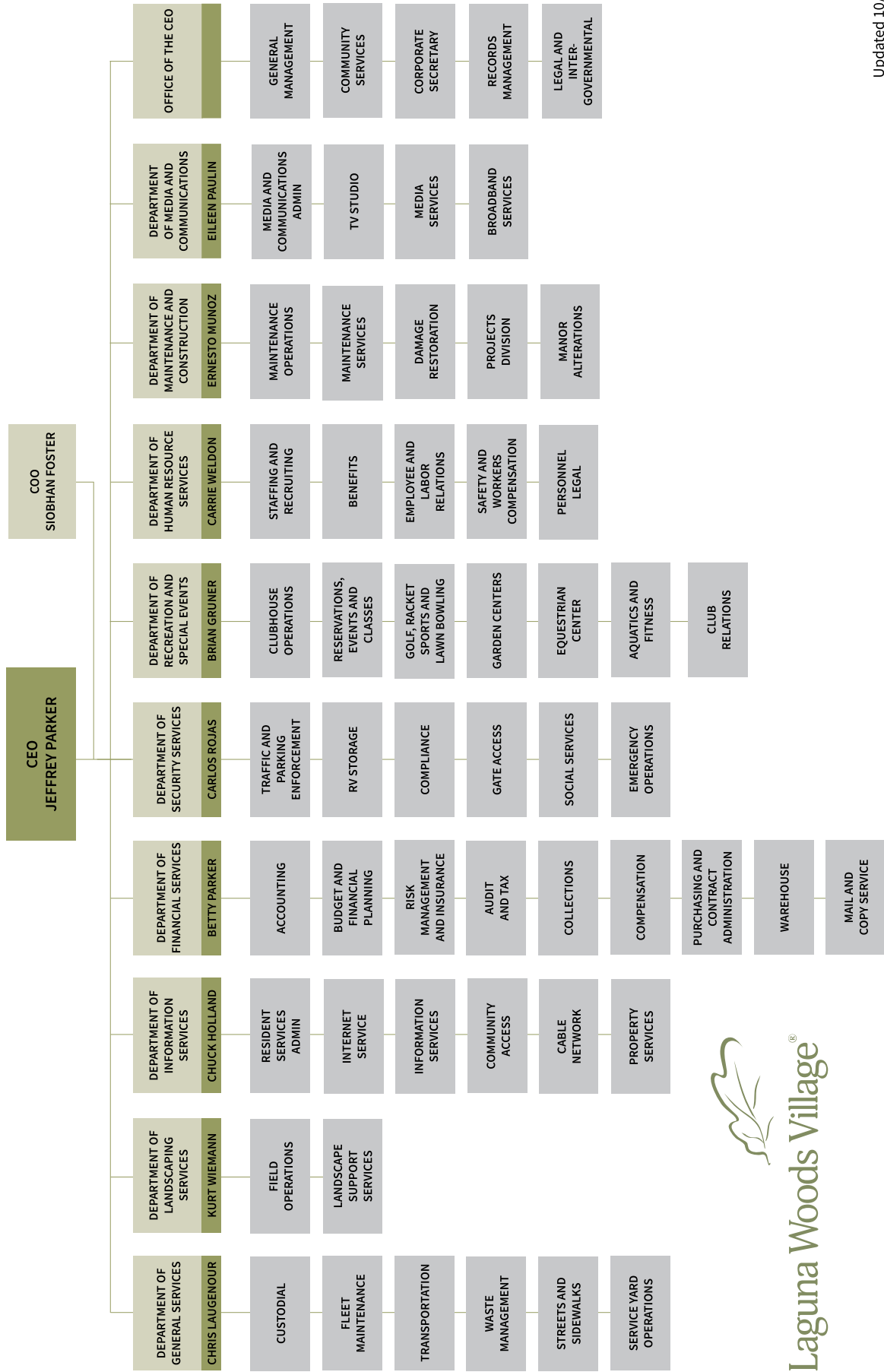
**GOLDEN RAIN FOUNDATION
5-YEAR CAPITAL IMPROVEMENT PLAN**

Category/Fund/Description	2021	2022	2023	2024	2025	Total
Broadband HVAC System	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Building D Assessment and Design Development	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000
Building E Assessment and Design Development	\$ 50,000	\$ 140,000	\$ 2,000,000	\$ -	\$ -	\$ 2,190,000
Community Center Building/Site Renovation	\$ -	\$ -	\$ 1,660,000	\$ -	\$ -	\$ 1,660,000
EMS System - Consultant Fee	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000
EQ Lighting Musco System	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
EQ Replacement and Painting of Wooden Aspects of Building	\$ -	\$ -	\$ 18,000	\$ -	\$ -	\$ 18,000
EQ Replacement of Large Arena Footing	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
EQ Siding/Enclosure of Hay Barn	\$ -	\$ 8,000	\$ -	\$ -	\$ -	\$ 8,000
EQ Trail System Renovation	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
EQ Wooden Fencing & Mounting Block Replacement	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
Equipment Covered Shelter-Landscape	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000
Garden Center 2 - Roofs (Off. Baths, other)	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
Gate 16 Pickle/Paddle	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 60,000
Historical Society Bldg/Site Renovate	\$ -	\$ -	\$ 80,700	\$ -	\$ -	\$ 80,700
Library Bldg/Site Renovation	\$ -	\$ -	\$ 170,600	\$ -	\$ -	\$ 170,600
Miscellaneous Projects	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 625,000
Nursery Irrigation System	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Power and Data for Nursery	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
Senate Bill 326 Load Bearing Component Inspectitons	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Slope Renovation	\$ 143,000	\$ 143,000	\$ 143,000	\$ 143,000	\$ 143,000	\$ 715,000
Tennis Court Resurfacing	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
Vehicle Maintenance HVAC	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000
Welding Shop Replacement	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000
Other GRF Facilities Total	\$ 1,063,000	\$ 701,000	\$ 4,197,300	\$ 368,000	\$ 408,000	\$ 6,737,300
Paving						
Facility Fund						
Asphalt Paving and Sealcoat Programs	\$ 679,069	\$ 714,419	\$ 636,564	\$ 722,544	\$ 720,970	\$ 3,473,566
Parkway Concrete Repairs	\$ 200,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 800,000
Paving Total	\$ 879,069	\$ 864,419	\$ 786,564	\$ 872,544	\$ 870,970	\$ 4,273,566
Security						
Equipment Fund						
Dispatch Center	\$ 43,000	\$ -	\$ -	\$ -	\$ -	\$ 43,000
Portable Radios	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Speedmindrs	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000

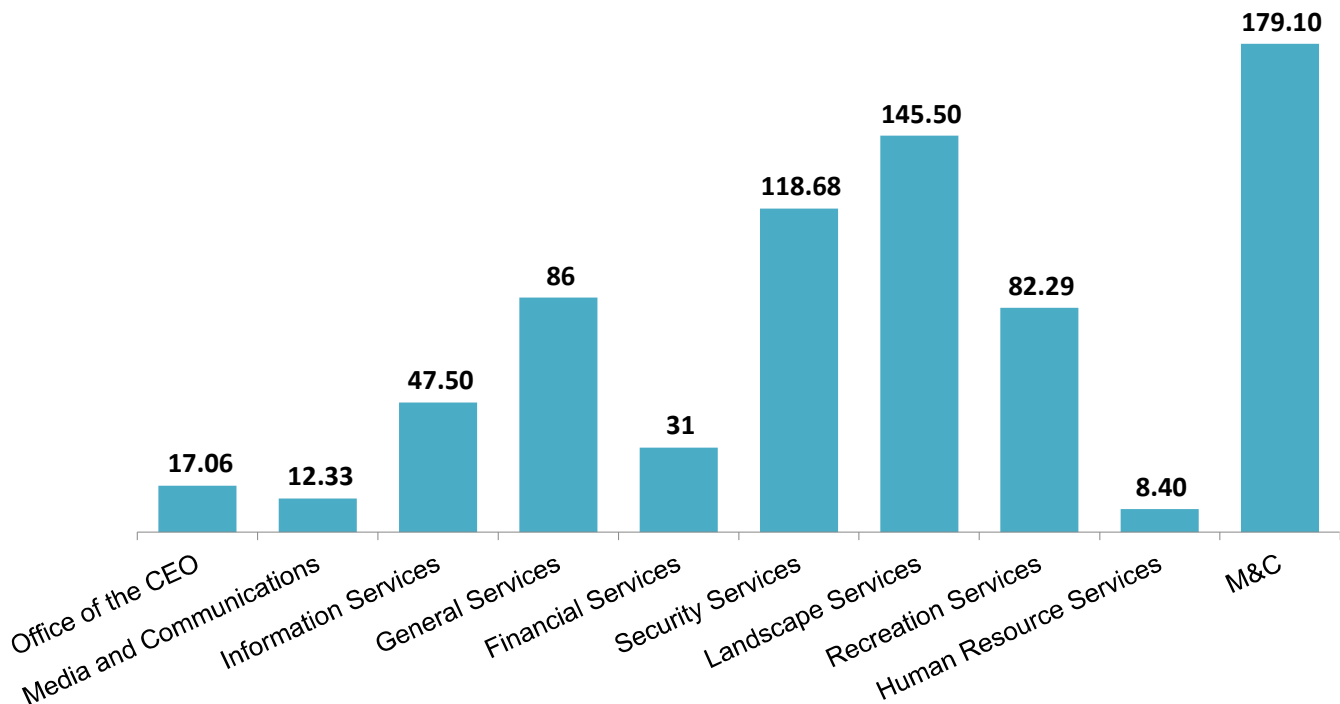
**GOLDEN RAIN FOUNDATION
5-YEAR CAPITAL IMPROVEMENT PLAN**

Category/Fund/Description	2021	2022	2023	2024	2025	Total
Facility Fund						
Camera Surveillance System	\$ -	\$ -	\$ -	\$ -	\$ 425,000	\$ 425,000
Community Center Emergency Generator	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ 350,000
Security Bldg HVAC System	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000
Security Bldg Roof Replacement	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000
Shepherds Crook	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 175,000
Security Total	\$ 108,000	\$ 460,000	\$ 35,000	\$ 35,000	\$ 500,000	\$ 1,138,000
Vehicles						
Equipment Fund						
F-250 Crew Cab (3)	\$ 126,000	\$ 84,000	\$ -	\$ -	\$ -	\$ 210,000
Electric/Hybrid Vehicles (4)	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000
Equipment Trailer	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 225,000
F-250 Truck (4)	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 700,000
F-650 Dump Truck	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ 125,000
Fleet/Fuel Management System	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 400,000
Ford Transit Work Van (4)	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 800,000
In-Car Video Surveillance Equipment	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Miscellaneous Vehicle Purchases	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Mule Utility Vehicles (8)	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 600,000
Security Vehicles (4)	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 700,000
Standard Pick up Truck (5)	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 625,000
Transportation Bus	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Vehicles Total	\$ 1,206,000	\$ 1,364,000	\$ 1,130,000	\$ 930,000	\$ 1,080,000	\$ 5,710,000
Grand Total	\$ 5,097,069	\$ 13,119,019	\$ 13,074,864	\$ 8,031,044	\$ 7,002,470	\$ 46,324,466

VMS INC. ORGANIZATION CHART BY DEPARTMENT



Laguna Woods Village Staffing Summary Full Time Equivalents



DEPARTMENT	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan
Office of the CEO	15.08	16.00	20.00	20.00	17.06
Department of Media and Communications	10.01	10.00	10.50	10.50	12.33
Department of Information Services	38.55	45.47	48.00	48.00	47.50
Department of General Services	93.98	94.57	93.07	91.57	86.00
Department of Financial Services	29.63	29.50	30.00	31.00	31.00
Department of Security Services	119.10	115.61	118.19	119.68	118.68
Department of Landscape Services	132.76	133.87	142.27	149.00	145.50
Department of Recreation Services	95.40	86.73	85.11	86.36	82.29
Department of Human Resource Services	9.40	9.40	8.40	8.40	8.40
Department of Maintenance & Construction	173.81	185.50	185.50	186.50	179.10
TOTAL:	717.72	726.65	741.04	751.01	727.86

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

	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	Increase (Decrease)
ALL DEPARTMENTS	717.72	726.65	741.04	751.01	727.86	(23.15)
Office of the CEO	15.08	16.00	20.00	20.00	17.06	(2.94)
100 Office of the CEO	6.50	7.00	9.00	10.00	7.00	(3.00)
240 Community Services	8.58	9.00	11.00	10.00	10.06	0.06
Department of Media and Communications	10.01	10.00	10.50	10.50	12.33	1.83
010 Media and Communications Admin	2.00	1.00	1.50	1.50	3.83	2.33
030 TV Studio	6.01	7.00	7.00	7.00	6.50	(0.50)
040 Media Services	2.00	2.00	2.00	2.00	2.00	-
Department of Information Services	38.55	45.47	48.00	48.00	47.50	(0.50)
200 Resident Services Admin	-	5.00	5.00	5.00	4.50	(0.50)
950 Property Services	15.01	18.00	20.00	20.00	20.00	-
020 Cable TV Network	12.50	10.47	11.50	11.50	11.70	0.20
050 Internet Service	1.00	1.00	1.00	1.00	1.00	-
360 Information Systems	10.04	11.00	10.50	10.50	10.30	(0.20)
Department of General Services	93.98	94.57	93.07	91.57	86.00	(5.57)
902 General Services Admin	5.00	6.00	4.50	4.00	4.00	-
935 Janitorial	36.26	18.00	19.00	18.00	18.00	-
936 Streets and Sidewalks	15.72	16.00	16.00	16.00	16.00	-
945 GRF Janitorial	-	20.00	20.00	20.00	17.00	(3.00)
960 Fleet Maintenance	14.29	13.00	13.00	12.00	12.00	-
970 Transportation	22.71	21.57	20.57	21.57	19.00	(2.57)
Department of Financial Services	29.63	29.50	30.00	31.00	31.00	-
300 Financial Services	18.58	18.50	19.00	20.00	20.00	-
241 Mail and Copy Service	3.02	3.00	3.00	3.00	3.00	-
311 Warehouse	3.02	3.00	3.00	3.00	3.00	-
370 Purchasing	5.01	5.00	5.00	5.00	5.00	-
Department of Security Services	119.10	115.61	118.19	119.68	118.68	(1.00)
400 Security Services	114.60	111.14	113.69	114.68	107.68	(7.00)
210 Compliance	-	-	-	-	6.00	6.00
220 Social Services	4.50	4.47	4.50	5.00	5.00	-

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

	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	Increase (Decrease)
Department of Landscape Services	132.76	133.87	142.27	149.00	145.50	(3.50)
500 Landscape Admin	4.00	9.00	8.50	10.00	11.00	1.00
510 Improvement/Restoration	-	-	-	-	5.00	5.00
511 Nursery/Composting	3.88	4.00	4.00	4.00	5.00	1.00
512 Composting	1.03	1.00	1.00	1.00	-	(1.00)
520 GRF Grounds Maintenance	-	-	6.90	8.00	8.00	-
530 Grounds Maintenance	84.98	79.65	79.65	83.50	82.50	(1.00)
540 Irrigation	17.55	16.50	16.50	17.00	17.00	-
550 Small Equipment Repair	3.00	4.00	4.00	4.00	4.00	-
560 Pest Control	4.84	5.00	5.00	5.00	5.00	-
570 Tree Maintenance	13.48	14.72	16.72	16.50	8.00	(8.50)
Department of Recreation Services	95.40	86.73	85.11	86.36	82.29	(4.07)
600 Recreation Admin	3.61	4.25	5.25	16.48	15.00	(1.48)
521 Garden Centers	0.50	1.00	1.00	2.00	2.00	-
580 Golf Maintenance 27-Hole	20.03	20.26	17.64	18.14	18.64	0.50
581 Golf Maintenance 9-Hole	2.02	2.00	2.00	2.00	2.00	-
602 Bar Services	0.60	0.60	0.60	0.60	0.60	-
610 Community Center Rec Rooms	0.75	0.75	0.75	-	-	-
611 Clubhouse 1	4.74	4.75	4.75	3.25	2.66	(0.59)
612 Clubhouse 2	4.50	4.29	4.29	2.70	2.36	(0.34)
613 Performing Arts Center	7.72	7.65	8.65	5.25	4.53	(0.72)
614 Clubhouse 4	3.32	3.96	3.96	3.00	2.66	(0.34)
615 Clubhouse 5	4.29	4.25	4.25	3.70	3.19	(0.51)
616 Clubhouse 6	1.85	1.95	1.95	0.20	0.20	-
617 Clubhouse 7	2.21	2.70	2.70	1.30	1.13	(0.17)
620 Equestrian	4.58	4.50	4.50	4.50	4.50	-
670 Golf Operations 27-Hole	14.13	12.96	12.96	11.38	12.28	0.90
680 Golf Operations 9-Hole	1.96	1.96	1.96	1.96	1.96	-
690 Aquatics	9.72	-	-	1.00	1.00	-
691 Fitness	8.87	8.90	7.90	8.90	7.58	(1.32)
Department of Human Resource Services	9.40	9.40	8.40	8.40	8.40	-
700 Human Resource Services	9.40	9.40	8.40	8.40	8.40	-

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

	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	Increase (Decrease)
Department of Maintenance & Construction	173.81	185.50	185.50	186.50	179.10	(7.40)
900 Maintenance Operations	5.00	7.00	7.00	6.00	6.00	-
904 Maintenance Services	3.00	4.00	4.00	7.00	7.00	-
909 Damage Restoration	-	6.00	7.00	7.00	8.00	1.00
910 Building Maintenance	13.03	9.00	9.00	10.00	10.00	-
911 Appliance	6.45	5.00	5.00	5.00	5.00	-
912 Carpentry	41.15	43.00	42.00	42.00	37.80	(4.20)
913 Electrical	8.14	10.00	10.00	10.00	10.00	-
914 Plumbing	23.82	24.00	24.00	24.00	23.80	(0.20)
917 Interior Components	8.72	9.00	9.00	8.00	7.00	(1.00)
918 Handyman Services	-	-	2.00	-	-	-
920 Construction/Project Management	8.00	8.00	8.00	8.00	8.00	-
925 Manor Alterations and Permits	7.03	9.00	9.00	11.00	12.00	1.00
926 Facilities Management	6.09	6.00	6.00	5.00	5.00	-
932 Paint	43.38	45.50	43.50	43.50	39.50	(4.00)

Laguna Woods Village Department Allocations

	2021 Plan	GRF	United	Third
OFFICE OF THE CEO	\$1,440,152	\$717,107	\$416,441	\$306,603
100 - OFFICE OF THE CEO	1,532,598	670,280	427,449	434,869
240 - COMMUNITY SERVICES	(92,446)	46,827	(11,007)	(128,265)
MEDIA AND COMMUNICATIONS	\$721,386	\$721,386	\$0	\$0
010 - MEDIA AND COMMUNICATIONS ADMIN	245,090	245,090	0	0
030 - TV STUDIO	698,616	698,616	0	0
040 - MEDIA SERVICES	(222,320)	(222,320)	0	0
DEPARTMENT OF INFORMATION SERVICES	\$4,337,106	\$2,671,443	\$1,023,876	\$641,787
200 - RESIDENT SERVICES ADMIN	372,709	14,091	221,825	136,792
950 - PROPERTY SERVICES	1,339,979	32,934	802,050	504,995
020 - CABLE TV NETWORK	2,807,410	2,807,410	0	0
050 - HIGH SPEED INTERNET	(1,235,518)	(1,235,518)	0	0
360 - INFORMATION SERVICES	1,052,527	1,052,527	0	0
DEPARTMENT OF GENERAL SERVICES	\$8,142,753	\$5,170,083	\$1,173,131	\$1,799,539
902 - GENERAL SERVICES ADMIN	54,160	54,160	0	0
320 - COMMUNITY CENTER FACILITY	1,019,124	1,019,124	0	0
935 - JANITORIAL	1,322,634	0	359,689	962,945
936 - STREETS & SIDEWALKS	2,080,077	430,040	813,443	836,595
940 - SERVICE CENTER	217,063	217,063	0	0
945 - GRF JANITORIAL	1,531,460	1,531,460	0	0
960 - FLEET MAINTENANCE	133,521	133,521	0	0
970 - TRANSPORTATION	1,784,715	1,784,715	0	0
DEPARTMENT OF FINANCIAL SERVICES	\$13,505,547	\$4,127,832	\$4,638,570	\$4,739,145
300 - FINANCIAL SERVICES	2,334,809	1,161,604	590,502	582,702
241 - MAIL AND COPY SERVICE	346,055	125,264	114,717	106,073
311 - WAREHOUSE	140,988	109,581	19,336	12,071
350 - INSURANCE	10,223,459	2,433,499	3,845,920	3,944,040
370 - PURCHASING	458,236	295,883	68,094	94,259
380 - TAXES	2,000	2,000	0	0
DEPARTMENT OF SECURITY SERVICES	\$6,659,312	\$6,347,775	\$163,674	\$147,863
400 - SECURITY SERVICES	5,785,406	5,440,706	179,770	164,930
210 - COMPLIANCE	427,857	461,020	(16,096)	(17,067)
220 - SOCIAL SERVICES	446,050	446,050	0	0
DEPARTMENT OF LANDSCAPE SERVICES	\$14,027,026	\$1,141,281	\$5,778,843	\$7,106,901
500 - LANDSCAPE ADMIN	716,259	149,409	234,842	332,008
510 - IMPROVEMENT/ RESTORATION	442,854	0	316,330	126,524
511 - NURSERY/COMPOSTING	515,648	37,949	187,358	290,341
520 - GRF GROUNDS MAINTENANCE	595,888	595,888	0	0
530 - GROUNDS MAINTENANCE	6,749,858	30,664	2,891,689	3,827,505
540 - IRRIGATION	2,001,098	153,543	780,355	1,067,200
550 - SMALL EQUIPMENT REPAIR	468,997	33,768	208,891	226,338
560 - PEST CONTROL	589,762	47,830	225,820	316,113
570 - TREE MAINTENANCE	1,946,661	92,230	933,558	920,872

Laguna Woods Village Department Allocations

	2021 Plan	GRF	United	Third
DEPARTMENT OF RECREATION SERVICES	\$6,180,236	\$6,180,236	\$0	\$0
600 - RECREATION ADMIN	472,963	472,963	0	0
521 - GARDEN CENTERS	153,791	153,791	0	0
580 - GOLF MAINT - 27 HOLE	778,668	778,668	0	0
581 - GOLF MAINTENANCE - 9 HOLE	127,909	127,909	0	0
602 - BAR SERVICES	6,266	6,266	0	0
603 - LIBRARY	25,401	25,401	0	0
611 - CLUBHOUSE 1	421,114	421,114	0	0
612 - CLUBHOUSE 2	371,986	371,986	0	0
613 - PERFORMING ARTS CENTER	434,529	434,529	0	0
614 - CLUBHOUSE 4	295,275	295,275	0	0
615 - CLUBHOUSE 5	418,538	418,538	0	0
616 - CLUBHOUSE 6	117,603	117,603	0	0
617 - CLUBHOUSE 7	133,370	133,370	0	0
620 - EQUESTRIAN	407,236	407,236	0	0
670 - GOLF OPERATIONS - 27 HOLE	656,032	656,032	0	0
672 - VILLAGE GREENS CAFÉ	(14,744)	(14,744)	0	0
680 - GOLF OPERATIONS - 9 HOLE	92,174	92,174	0	0
690 - AQUATICS	778,305	778,305	0	0
691 - FITNESS	503,821	503,821	0	0
DEPARTMENT OF HUMAN RESOURCE SERVICES	\$629,048	\$329,078	\$149,985	\$149,985
700 - HUMAN RESOURCE SERVICES	629,048	329,078	149,985	149,985
DEPARTMENT OF MAINTENANCE & CONSTRUCTION	\$36,857,491	\$2,125,052	\$18,873,065	\$15,859,374
900 - MAINTENANCE OPERATIONS	1,147,556	449,895	348,831	348,831
904 - MAINTENANCE SERVICES	3,986,374	93,119	2,579,532	1,313,723
909 - DAMAGE RESTORATION	3,787,140	53,988	1,673,349	2,059,803
910 - BUILDING MAINTENANCE	3,700,837	104,047	1,706,035	1,890,756
911 - APPLIANCE	1,186,290	7,606	1,026,471	152,213
912 - CARPENTRY	4,222,791	176,257	1,994,174	2,052,359
913 - ELECTRICAL	1,166,567	101,229	843,534	221,804
914 - PLUMBING	3,522,473	81,133	2,741,615	699,725
917 - INTERIOR COMPONENTS	1,252,671	114,708	1,084,812	53,151
920 - CONSTRUCTION/PROJECT MANAGEMENT	8,438,714	497,193	2,628,486	5,313,036
925 - MANOR ALTERATIONS AND PERMITS	446,445	600	229,340	216,505
926 - FACILITIES MANAGEMENT	199,111	182,710	0	16,401
932 - PAINT	3,800,521	262,569	2,016,886	1,521,067
NON WORK CENTER	\$17,290,391	(\$4,097,960)	\$15,964,848	\$5,423,504
TOTAL	\$109,790,449	\$25,433,314	\$48,182,433	\$36,174,702

2021 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY OF ALL UNITS

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Trust Facilities Fees	\$2,535,000	\$3,607,500	\$4,150,000	\$3,713,700	\$3,655,500	\$58,200	2%
Golf Green Fees	1,127,813	1,467,191	1,351,798	1,515,000	1,515,000	0	0%
Golf Operations	294,894	289,809	231,543	249,450	252,450	(3,000)	(1%)
Merchandise Sales	330,413	338,131	303,590	319,630	298,110	21,520	7%
Clubhouse Rentals and Event Fees	603,271	646,842	720,100	675,001	593,442	81,559	12%
Rentals	88,602	102,979	125,879	108,720	151,880	(43,160)	(40%)
Fees and Charges for Services to Residents	523,387	1,491,406	1,689,980	1,127,684	1,303,114	(175,430)	(16%)
Broadband Services	4,381,905	4,907,714	4,797,353	5,118,670	5,215,900	(97,230)	(2%)
Laundry	301,681	404,087	463,689	490,000	510,000	(20,000)	(4%)
Investment Income	1,078,217	1,404,115	1,650,649	1,358,470	928,800	429,670	32%
Unrealized Gain/(Loss) on AFS Investments	(237,923)	(589,342)	0	0	500,000	(500,000)	0%
Miscellaneous	2,032,548	2,566,893	2,662,491	2,394,899	2,291,516	103,383	4%
Total Non-Assessment Revenue	13,059,807	16,637,325	18,147,069	17,071,224	17,215,712	(144,488)	(1%)
Expenses:							
Employee Compensation	34,616,647	36,420,942	36,532,858	38,865,219	38,729,439	(135,780)	0%
Expenses Related to Employee Compensation	11,914,917	13,646,208	12,786,402	13,701,675	14,067,244	365,570	3%
Materials and Supplies	5,558,526	5,960,168	6,278,616	6,837,650	6,393,481	(444,169)	(6%)
Cost of Goods Sold	202,658	211,310	209,472	191,310	192,215	905	0%
Community Events	425,255	430,812	563,596	457,006	394,686	(62,320)	(14%)
Utilities and Telephone	11,985,571	12,025,635	11,644,013	12,220,463	12,437,216	216,753	2%
Fuel and Oil	436,786	510,572	511,609	521,600	536,250	14,650	3%
Legal Fees	864,393	1,536,404	1,959,561	1,197,500	1,197,500	0	0%
Professional Fees	785,876	949,730	926,347	990,483	937,083	(53,400)	(5%)
Equipment Rental	329,576	267,181	283,959	258,671	256,001	(2,669)	(1%)
Outside Services	15,085,218	19,546,118	23,557,444	22,484,439	22,722,628	238,188	1%
Repairs and Maintenance	1,003,664	1,192,206	1,062,279	1,247,750	1,287,982	40,232	3%
Other Operating Expense	1,007,126	1,021,662	927,742	1,272,472	1,288,674	16,202	1%
(Gain)/Loss on sale or trade warehouse	(3,146)	132,458	(578)	(75,000)	(25,000)	50,000	67%
Interest Expense	13,732	0	0	0	0	0	0%
Income Taxes	(2,827)	(396,668)	98,792	50,000	2,000	(48,000)	(96%)
Property and Sales Tax	10,178,482	10,865,612	11,500,681	11,216,704	12,181,015	964,311	9%
Insurance	3,539,477	3,773,816	4,369,427	4,456,631	10,201,459	5,744,828	129%
Cable Programming/Copyright/Franchise	4,774,945	5,084,489	5,127,580	3,858,648	4,039,088	180,440	5%
Investment Expense	125,928	126,350	98,214	125,000	46,950	(78,050)	(62%)
Uncollectible Accounts	166,036	196,353	403,233	194,950	120,250	(74,700)	(38%)
Mutual General Operating	(123,357)	(123,357)	(41,119)	0	0	0	0%
(Gain)/Loss on Sale or Trade Investments	(9)	33,900	883,699	0	0	0	0%
Total Expenses	102,885,473	113,411,900	119,683,826	120,073,171	127,006,161	6,932,990	6%
Net Cost (before allocations)	\$89,825,666	\$96,774,575	\$101,536,757	\$103,001,947	\$109,790,449	\$6,788,503	7%
Allocated To Departments	(7,971,524)	(6,687,103)	(6,389,122)	(7,053,047)	(7,245,705)	(192,658)	(3%)
Allocated From Departments	7,971,086	6,687,103	6,389,122	7,053,047	7,245,705	192,658	3%
Net Cost	\$89,825,228	\$96,774,575	\$101,536,757	\$103,001,947	\$109,790,449	\$6,788,503	7%

2021 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: NO WORK CENTER

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Trust Facilities Fees	\$2,535,000	\$3,607,500	\$4,150,000	\$3,713,700	\$3,655,500	\$58,200	2%
Merchandise Sales	417	0	0	0	0	0	0%
Rentals	(66)	0	0	0	0	0	0%
Fees and Charges for Services to Residents	7,888	3,312	140	0	0	0	0%
Laundry	301,681	404,087	463,689	490,000	510,000	(20,000)	(4%)
Investment Income	1,078,217	1,404,115	1,650,649	1,358,470	928,800	429,670	32%
Unrealized Gain/(Loss) on AFS Investments	(237,923)	(589,342)	0	0	500,000	(500,000)	0%
Miscellaneous	284,994	558,288	711,103	338,700	360,100	(21,400)	(6%)
Total Non-Assessment Revenue	3,970,208	5,387,960	6,975,581	5,900,870	5,954,400	(53,530)	(1%)
Expenses:							
Expenses Related to Employee Compensation	14,262	27,729	0	170,041	0	(170,041)	(100%)
Materials and Supplies	(755)	10,908	46	0	0	0	0%
Cost of Goods Sold	913	22	0	0	0	0	0%
Community Events	834	0	0	0	0	0	0%
Utilities and Telephone	9,524,668	9,678,144	9,308,162	9,839,426	10,013,092	173,666	2%
Legal Fees	444,737	667,260	963,970	550,000	550,000	0	0%
Professional Fees	12,000	42,056	47,715	0	0	0	0%
Outside Services	184	(14,836)	12,172	0	5,000	5,000	0%
Repairs and Maintenance	286,639	346,083	383,434	394,247	366,749	(27,498)	(7%)
Other Operating Expense	179	(367)	0	0	0	0	0%
(Gain)/Loss on sale or trade warehouse	22	17	0	0	0	0	0%
Income Taxes	0	(3,013)	0	25,000	0	(25,000)	(100%)
Property and Sales Tax	10,064,199	10,765,612	11,375,124	11,111,994	12,158,000	1,046,006	9%
Insurance	1,050	0	0	0	0	0	0%
Investment Expense	125,928	126,350	98,214	125,000	46,950	(78,050)	(62%)
Uncollectible Accounts	145,103	178,993	393,801	179,700	105,000	(74,700)	(42%)
(Gain)/Loss on Sale or Trade Investments	(9)	33,900	883,699	0	0	0	0%
Total Expenses	20,619,953	21,858,858	23,466,339	22,395,408	23,244,791	849,383	4%
Net Cost (before allocations)	\$16,649,745	\$16,470,898	\$16,490,758	\$16,494,538	\$17,290,391	\$795,853	5%
Net Cost	\$16,649,745	\$16,470,898	\$16,490,758	\$16,494,538	\$17,290,391	\$795,853	5%

Provides liaison with each of the corporation board of directors; directs 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; provides support to all boards of directors in matters pertaining to membership and occupancy; recommends changes in governing rules, policies, and membership qualifications to the corporations, as needed. Functions include executive management, corporate secretary, and community services.

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.



Community Services

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.

2021 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: OFFICE OF THE CEO

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Broadband Services	\$0	(\$100)	\$0	\$0	\$0	\$0	0%
Miscellaneous	761,796	731,484	825,469	849,000	826,066	22,934	3%
Total Non-Assessment Revenue	761,796	731,384	825,469	849,000	826,066	22,934	3%
Expenses:							
Employee Compensation	1,424,878	1,406,212	1,493,076	1,614,196	1,382,199	(231,997)	(14%)
Expenses Related to Employee Compensation	241,915	358,985	298,192	316,060	278,036	(38,024)	(12%)
Materials and Supplies	70,200	50,949	45,710	94,575	85,150	(9,425)	(10%)
Community Events	0	135	0	7,000	7,000	0	0%
Legal Fees	224,634	153,935	132,139	195,000	195,000	0	0%
Professional Fees	138,537	170,592	71,032	109,500	102,500	(7,000)	(6%)
Equipment Rental	40	0	0	82	0	(82)	(100%)
Outside Services	106,351	114,541	123,441	202,210	125,000	(77,210)	(38%)
Other Operating Expense	78,246	87,329	86,596	58,818	58,925	107	0%
Total Expenses	2,284,800	2,342,677	2,250,187	2,597,441	2,233,810	(363,630)	(14%)
Net Cost (before allocations)	\$1,523,004	\$1,611,293	\$1,424,718	\$1,748,441	\$1,407,744	(\$340,696)	(19%)
Allocated From Departments	45,482	23,280	21,939	181,108	32,407	(148,700)	(82%)
Net Cost	\$1,568,486	\$1,634,572	\$1,446,657	\$1,929,548	\$1,440,152	(\$489,397)	(25%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
100 - OFFICE OF THE CEO

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Miscellaneous	\$30	\$29	\$0	\$0	\$0	\$0	0%
Total Non-Assessment Revenue	30	29	0	0	0	0	0%
Expenses:							
Employee Compensation	945,708	956,285	1,022,458	1,119,927	877,531	(242,396)	(22%)
Expenses Related to Employee Compensation	146,220	254,595	199,431	194,253	148,084	(46,169)	(24%)
Materials and Supplies	23,702	32,771	17,152	32,400	28,000	(4,400)	(14%)
Community Events	0	135	0	7,000	7,000	0	0%
Legal Fees	224,634	153,935	132,139	195,000	195,000	0	0%
Professional Fees	136,262	106,641	70,847	109,500	102,500	(7,000)	(6%)
Outside Services	106,326	114,435	68,745	130,210	85,000	(45,210)	(35%)
Other Operating Expense	76,636	87,038	85,141	57,100	57,075	(25)	0%
Total Expenses	1,659,489	1,705,834	1,595,913	1,845,390	1,500,190	(345,200)	(19%)
Net Cost (before allocations)	\$1,659,459	\$1,705,805	\$1,595,913	\$1,845,390	\$1,500,190	(\$345,200)	(19%)
Allocated From Departments	23,890	23,280	21,939	48,183	32,407	(15,776)	(33%)
Net Cost	\$1,683,348	\$1,729,084	\$1,617,852	\$1,893,573	\$1,532,598	(\$360,975)	(19%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
240 - COMMUNITY SERVICES

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Broadband Services	\$0	(\$100)	\$0	\$0	\$0	\$0	0%
Miscellaneous	761,766	731,455	825,469	849,000	826,066	22,934	3%
Total Non-Assessment Revenue	761,766	731,355	825,469	849,000	826,066	22,934	3%
Expenses:							
Employee Compensation	479,170	449,928	470,619	494,268	504,668	10,400	2%
Expenses Related to Employee Compensation	95,695	104,390	98,761	121,807	129,952	8,145	7%
Materials and Supplies	46,498	18,177	28,558	62,175	57,150	(5,025)	(8%)
Professional Fees	2,275	63,951	185	0	0	0	0%
Equipment Rental	40	0	0	82	0	(82)	(100%)
Outside Services	25	106	54,696	72,000	40,000	(32,000)	(44%)
Other Operating Expense	1,609	291	1,455	1,718	1,850	132	8%
Total Expenses	625,312	636,843	654,274	752,051	733,620	(18,431)	(2%)
Net Cost (before allocations)	(\$136,454)	(\$94,512)	(\$171,195)	(\$96,949)	(\$92,446)	\$4,503	5%
Allocated From Departments	21,592	0	0	132,925	0	(132,925)	(100%)
Net Cost	(\$114,862)	(\$94,512)	(\$171,195)	\$35,975	(\$92,446)	(\$128,421)	(357%)

DEPARTMENT OF MEDIA AND COMMUNICATIONS

Department Head: Eileen Paulin



Laguna Woods Village®

The Department of Media and Communications consolidates responsibilities previously contained in the Office of the CEO, TV Studio, and Media Services. Provides management of media and communications, public relations, TV studio, and media services.

Media and Communications Administration – 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.

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.

2021 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF MEDIA AND COMMUNICATIONS

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Broadband Services	\$773,472	\$1,092,600	\$798,551	\$1,094,000	\$967,500	\$126,500	12%
Miscellaneous	0	0	396	0	0	0	0%
Total Non-Assessment Revenue	<u>773,472</u>	<u>1,092,600</u>	<u>798,947</u>	<u>1,094,000</u>	<u>967,500</u>	<u>126,500</u>	<u>12%</u>
Expenses:							
Employee Compensation	683,033	734,239	748,868	832,023	1,055,735	223,712	27%
Expenses Related to Employee Compensation	161,922	177,660	169,806	176,875	171,897	(4,978)	(3%)
Materials and Supplies	10,829	9,506	11,660	12,600	22,350	9,750	77%
Outside Services	94,439	100,540	93,162	116,450	271,850	155,400	133%
Repairs and Maintenance	203	2,120	59	1,600	1,750	150	9%
Other Operating Expense	10,286	9,597	11,524	11,825	19,925	8,100	68%
Property and Sales Tax	198	213	250	200	200	0	0%
Cable Programming/Copyright/Franchise	41,734	48,298	47,795	60,000	47,000	(13,000)	(22%)
Uncollectible Accounts	13,680	5,410	2,306	5,250	5,250	0	0%
Total Expenses	<u>1,016,325</u>	<u>1,087,583</u>	<u>1,085,429</u>	<u>1,216,823</u>	<u>1,595,957</u>	<u>379,134</u>	<u>31%</u>
Net Cost (before allocations)	<u>\$242,853</u>	<u>(\$5,017)</u>	<u>\$286,482</u>	<u>\$122,823</u>	<u>\$628,457</u>	<u>\$505,634</u>	<u>412%</u>
Allocated To Departments	(318,669)	(125,124)	(161,421)	(161,883)	(306,996)	(145,114)	(90%)
Allocated From Departments	243,859	184,911	196,655	108,317	399,925	291,608	269%
Net Cost	<u>\$168,043</u>	<u>\$54,770</u>	<u>\$321,716</u>	<u>\$69,258</u>	<u>\$721,386</u>	<u>\$652,129</u>	<u>942%</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
010 - MEDIA AND COMMUNICATIONS ADMIN

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Broadband Services	\$0	\$0	\$0	\$0	\$160,000	(\$160,000)	0%
Total Non-Assessment Revenue	0	0	0	0	160,000	(160,000)	0%
Expenses:							
Employee Compensation	113,466	97,410	129,762	133,711	366,037	232,326	174%
Expenses Related to Employee Compensation	17,112	18,530	29,162	27,172	60,456	33,284	122%
Materials and Supplies	318	149	61	0	11,000	11,000	0%
Outside Services	0	0	0	0	170,500	170,500	0%
Other Operating Expense	935	29	449	1,000	12,000	11,000	1100%
Property and Sales Tax	19	37	37	0	0	0	0%
Total Expenses	131,850	116,156	159,472	161,883	619,992	458,110	283%
Net Cost (before allocations)	\$131,850	\$116,156	\$159,472	\$161,883	\$459,992	\$298,110	184%
Allocated To Departments	(318,669)	(125,124)	(161,421)	(161,883)	(306,996)	(145,114)	(90%)
Allocated From Departments	209,686	134,218	131,490	43,149	92,094	48,945	113%
Net Cost	\$22,866	\$125,249	\$129,541	\$43,149	\$245,090	\$201,941	468%

2021 BUSINESS PLAN
Revenue and Expenditure Report
030 - TV STUDIO

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Broadband Services	\$106,489	\$107,382	\$122,038	\$109,000	\$107,500	\$1,500	1%
Total Non-Assessment Revenue	106,489	107,382	122,038	109,000	107,500	1,500	1%
Expenses:							
Employee Compensation	403,328	392,061	385,567	493,916	480,258	(13,658)	(3%)
Expenses Related to Employee Compensation	114,422	118,800	103,777	109,680	69,249	(40,431)	(37%)
Materials and Supplies	8,205	6,376	8,791	9,950	9,350	(600)	(6%)
Outside Services	77,982	85,423	75,333	97,800	84,500	(13,300)	(14%)
Repairs and Maintenance	10	1,740	0	750	1,000	250	33%
Other Operating Expense	2,165	2,217	2,669	725	975	250	34%
Property and Sales Tax	180	176	213	200	200	0	0%
Cable Programming/Copyright/Franchise	5,129	5,486	6,181	6,000	6,000	0	0%
Uncollectible Accounts	0	0	0	250	250	0	0%
Total Expenses	611,421	612,279	582,532	719,271	651,782	(67,488)	(9%)
Net Cost (before allocations)	\$504,932	\$504,897	\$460,494	\$610,271	\$544,282	(\$65,988)	(11%)
Allocated From Departments	34,173	50,694	65,165	65,169	154,334	89,165	137%
Net Cost	\$539,105	\$555,591	\$525,659	\$675,439	\$698,616	\$23,177	3%

2021 BUSINESS PLAN
Revenue and Expenditure Report
040 - MEDIA SERVICES

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Broadband Services	\$666,983	\$985,218	\$676,513	\$985,000	\$700,000	\$285,000	29%
Miscellaneous	0	0	396	0	0	0	0%
Total Non-Assessment Revenue	666,983	985,218	676,909	985,000	700,000	285,000	29%
Expenses:							
Employee Compensation	166,239	244,768	233,539	204,396	209,440	5,044	2%
Expenses Related to Employee Compensation	30,389	40,331	36,866	40,024	42,192	2,169	5%
Materials and Supplies	2,305	2,981	2,808	2,650	2,000	(650)	(25%)
Outside Services	16,457	15,117	17,828	18,650	16,850	(1,800)	(10%)
Repairs and Maintenance	193	379	59	850	750	(100)	(12%)
Other Operating Expense	7,187	7,351	8,406	10,100	6,950	(3,150)	(31%)
Cable Programming/Copyright/Franchise	36,605	42,812	41,614	54,000	41,000	(13,000)	(24%)
Uncollectible Accounts	13,680	5,410	2,306	5,000	5,000	0	0%
Total Expenses	273,054	359,148	343,426	335,670	324,182	(11,487)	(3%)
Net Cost (before allocations)	(\$393,928)	(\$626,070)	(\$333,484)	(\$649,330)	(\$375,818)	\$273,513	42%
Allocated From Departments	0	0	0	0	153,498	153,498	0%
Net Cost	(\$393,928)	(\$626,070)	(\$333,484)	(\$649,330)	(\$222,320)	\$427,011	66%

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; oversees all call center operations pertaining to resident maintenance service as well as receives, organizes and processes resident service requests; provides operation and maintenance of all broadband activities, including cable network operations and high speed internet.

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.

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.

Cable TV Network – 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.

Internet Service – 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.

DEPARTMENT OF INFORMATION SERVICES

Department Head: Chuck Holland



Laguna Woods Village®

Information Services – 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.

2021 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF INFORMATION SERVICES

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Merchandise Sales	\$16,710	\$30,055	\$28,196	\$31,300	\$31,000	\$300	1%
Clubhouse Rentals and Event Fees	0	988	942	0	0	0	0%
Broadband Services	3,608,433	3,815,214	3,998,802	4,024,670	4,248,400	(223,730)	(6%)
Miscellaneous	93,345	94,806	161,004	205,800	160,500	45,300	22%
Total Non-Assessment Revenue	<u>3,718,488</u>	<u>3,941,063</u>	<u>4,188,945</u>	<u>4,261,770</u>	<u>4,439,900</u>	<u>(178,130)</u>	<u>(4%)</u>
Expenses:							
Employee Compensation	2,529,027	2,639,523	2,668,041	2,792,207	2,858,969	66,761	2%
Expenses Related to Employee Compensation	541,024	631,688	588,775	707,907	747,535	39,628	6%
Materials and Supplies	239,696	175,217	300,396	330,015	320,220	(9,795)	(3%)
Cost of Goods Sold	435	0	0	0	0	0	0%
Utilities and Telephone	133,701	132,313	149,130	124,400	139,758	15,358	12%
Legal Fees	456	0	0	2,500	2,500	0	0%
Professional Fees	155,041	180,270	176,252	198,000	187,000	(11,000)	(6%)
Equipment Rental	12,848	0	0	0	0	0	0%
Outside Services	587,901	481,269	721,915	663,896	646,556	(17,340)	(3%)
Repairs and Maintenance	222,103	326,003	185,524	292,632	323,003	30,371	10%
Other Operating Expense	35,612	26,637	18,880	57,638	36,000	(21,638)	(38%)
Property and Sales Tax	1,202	2,162	2,028	0	0	0	0%
Cable Programming/Copyright/Franchise	4,732,686	5,036,191	5,079,785	3,798,648	3,992,088	193,440	5%
Uncollectible Accounts	7,253	11,950	6,417	10,000	10,000	0	0%
Total Expenses	<u>9,198,982</u>	<u>9,643,223</u>	<u>9,897,144</u>	<u>8,977,843</u>	<u>9,263,629</u>	<u>285,786</u>	<u>3%</u>
Net Cost (before allocations)	<u>\$5,480,494</u>	<u>\$5,702,160</u>	<u>\$5,708,199</u>	<u>\$4,716,073</u>	<u>\$4,823,729</u>	<u>\$107,656</u>	<u>2%</u>
Allocated To Departments	(470,978)	(532,250)	(527,623)	(1,027,217)	(1,271,101)	(243,885)	(24%)
Allocated From Departments	206,793	149,728	162,290	477,719	784,479	306,760	64%
Net Cost	<u>\$5,216,309</u>	<u>\$5,319,638</u>	<u>\$5,342,867</u>	<u>\$4,166,576</u>	<u>\$4,337,106</u>	<u>\$170,531</u>	<u>4%</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
360 - INFORMATION SERVICES

	<u>2017 Actuals</u>	<u>2018 Actuals</u>	<u>2019 Actuals</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>Increase/ (Decrease)</u>	<u>VAR %</u>
Non-Assessment Revenues:							
Miscellaneous	\$0	\$5	\$36	\$0	\$0	\$0	0%
Total Non-Assessment Revenue	<u>0</u>	<u>5</u>	<u>36</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
Expenses:							
Employee Compensation	743,564	793,090	833,168	878,145	855,356	(22,789)	(3%)
Expenses Related to Employee Compensation	159,208	194,556	182,439	182,240	185,350	3,110	2%
Materials and Supplies	148,391	77,982	120,470	180,450	178,350	(2,100)	(1%)
Cost of Goods Sold	435	0	0	0	0	0	0%
Utilities and Telephone	750	0	0	0	0	0	0%
Professional Fees	155,041	180,270	176,252	185,000	180,000	(5,000)	(3%)
Outside Services	153,371	23,903	30,974	25,800	31,000	5,200	20%
Repairs and Maintenance	199,190	272,158	177,597	259,000	289,200	30,200	12%
Other Operating Expense	23,532	20,986	10,079	20,950	19,000	(1,950)	(9%)
Total Expenses	<u>1,583,482</u>	<u>1,562,944</u>	<u>1,530,980</u>	<u>1,731,585</u>	<u>1,738,255</u>	<u>6,671</u>	<u>0%</u>
Net Cost (before allocations)	<u>\$1,583,482</u>	<u>\$1,562,939</u>	<u>\$1,530,944</u>	<u>\$1,731,585</u>	<u>\$1,738,255</u>	<u>\$6,671</u>	<u>0%</u>
Allocated To Departments	(470,978)	(532,250)	(527,623)	(761,367)	(685,729)	75,639	10%
Net Cost	<u>\$1,112,504</u>	<u>\$1,030,689</u>	<u>\$1,003,321</u>	<u>\$970,217</u>	<u>\$1,052,527</u>	<u>\$82,309</u>	<u>8%</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
200 - RESIDENT SERVICES ADMIN

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Expenses:							
Employee Compensation	\$202,593	\$275,879	\$379,903	\$378,515	\$345,905	(\$32,610)	(9%)
Expenses Related to Employee Compensation	33,096	58,146	72,307	82,086	77,754	(4,331)	(5%)
Materials and Supplies	523	5,399	2,293	3,500	3,500	0	0%
Professional Fees	0	0	0	7,000	7,000	0	0%
Outside Services	0	0	3,810	0	0	0	0%
Other Operating Expense	741	2,090	2,111	20,400	8,500	(11,900)	(58%)
Total Expenses	236,954	341,514	460,424	491,501	442,660	(48,841)	(10%)
 Net Cost (before allocations)	 236,954	 341,514	 460,424	 491,501	 442,660	 (48,841)	 (10%)
 Allocated To Departments	 0	 0	 0	 (265,849)	 (123,236)	 142,613	 54%
Allocated From Departments	0	52,557	44,465	42,197	53,285	11,088	26%
 Net Cost	 236,954	 394,071	 504,889	 267,849	 372,709	 104,860	 39%

2021 BUSINESS PLAN
Revenue and Expenditure Report
950 - PROPERTY SERVICES

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Miscellaneous	\$87,473	\$88,797	\$152,306	\$200,000	\$155,000	\$45,000	23%
Total Non-Assessment Revenue	<u>87,473</u>	<u>88,797</u>	<u>152,306</u>	<u>200,000</u>	<u>155,000</u>	<u>45,000</u>	<u>23%</u>
Expenses:							
Employee Compensation	971,586	1,007,832	857,740	832,871	895,411	62,540	8%
Expenses Related to Employee Compensation	187,164	227,325	188,087	243,089	261,710	18,620	8%
Materials and Supplies	49,142	61,628	143,652	111,000	91,870	(19,130)	(17%)
Professional Fees	0	0	0	6,000	0	(6,000)	(100%)
Outside Services	187,132	120,140	106,583	9,240	9,700	460	5%
Other Operating Expense	7,618	0	1,563	6,820	1,500	(5,320)	(78%)
Total Expenses	<u>1,402,643</u>	<u>1,416,925</u>	<u>1,297,624</u>	<u>1,209,020</u>	<u>1,260,191</u>	<u>51,171</u>	<u>4%</u>
Net Cost (before allocations)	<u>\$1,315,169</u>	<u>\$1,328,128</u>	<u>\$1,145,318</u>	<u>\$1,009,020</u>	<u>\$1,105,191</u>	<u>\$96,171</u>	<u>10%</u>
Allocated From Departments	25,786	0	0	315,505	234,788	(80,717)	(26%)
Net Cost	<u>\$1,340,955</u>	<u>\$1,328,128</u>	<u>\$1,145,318</u>	<u>\$1,324,525</u>	<u>\$1,339,979</u>	<u>\$15,454</u>	<u>1%</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
020 - CABLE TV NETWORK

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Merchandise Sales	\$16,710	\$30,055	\$28,196	\$31,300	\$31,000	\$300	1%
Clubhouse Rentals and Event Fees	0	988	942	0	0	0	0%
Broadband Services	2,129,626	2,256,921	2,382,945	2,424,670	2,490,000	(65,330)	(3%)
Miscellaneous	5,872	6,004	8,662	5,800	5,500	300	5%
Total Non-Assessment Revenue	<u>2,152,208</u>	<u>2,293,967</u>	<u>2,420,745</u>	<u>2,461,770</u>	<u>2,526,500</u>	<u>(64,730)</u>	<u>(3%)</u>
Expenses:							
Employee Compensation	600,240	562,722	597,230	659,350	717,873	58,523	9%
Expenses Related to Employee Compensation	155,339	151,661	145,942	185,492	206,400	20,908	11%
Materials and Supplies	42,707	30,209	33,980	35,065	46,500	11,435	33%
Utilities and Telephone	132,951	132,313	149,130	124,400	139,758	15,358	12%
Legal Fees	456	0	0	2,500	2,500	0	0%
Equipment Rental	12,848	0	0	0	0	0	0%
Outside Services	247,398	337,226	580,548	628,856	605,856	(23,000)	(4%)
Repairs and Maintenance	22,913	53,845	7,927	33,632	33,803	171	1%
Other Operating Expense	3,721	3,562	5,127	9,468	7,000	(2,468)	(26%)
Property and Sales Tax	1,202	2,162	2,028	0	0	0	0%
Cable Programming/Copyright/Franchise	4,732,686	5,036,191	5,079,785	3,798,648	3,992,088	193,440	5%
Uncollectible Accounts	7,253	11,950	6,417	10,000	10,000	0	0%
Total Expenses	<u>5,959,710</u>	<u>6,321,839</u>	<u>6,608,116</u>	<u>5,487,411</u>	<u>5,761,777</u>	<u>274,366</u>	<u>5%</u>
Net Cost (before allocations)	<u>\$3,807,502</u>	<u>\$4,027,872</u>	<u>\$4,187,370</u>	<u>\$3,025,641</u>	<u>\$3,235,277</u>	<u>\$209,636</u>	<u>7%</u>
Allocated To Departments	0	0	0	0	(462,136)	(462,136)	0%
Allocated From Departments	151,027	84,658	101,683	103,829	34,269	(69,560)	(67%)
Net Cost	<u>\$3,958,529</u>	<u>\$4,112,531</u>	<u>\$4,289,054</u>	<u>\$3,129,470</u>	<u>\$2,807,410</u>	<u>(\$322,060)</u>	<u>(10%)</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
050 - INTERNET SERVICE

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Broadband Services	\$1,478,807	\$1,558,294	\$1,615,858	\$1,600,000	\$1,758,400	(\$158,400)	(10%)
Total Non-Assessment Revenue	<u>1,478,807</u>	<u>1,558,294</u>	<u>1,615,858</u>	<u>1,600,000</u>	<u>1,758,400</u>	<u>(158,400)</u>	<u>(10%)</u>
Expenses:							
Employee Compensation	11,043	0	0	43,326	44,424	1,098	3%
Expenses Related to Employee Compensation	6,218	0	0	15,000	16,321	1,322	9%
Total Expenses	<u>17,261</u>	<u>0</u>	<u>0</u>	<u>58,326</u>	<u>60,745</u>	<u>2,419</u>	<u>4%</u>
Net Cost (before allocations)	<u>(\$1,461,546)</u>	<u>(\$1,558,294)</u>	<u>(\$1,615,858)</u>	<u>(\$1,541,674)</u>	<u>(\$1,697,655)</u>	<u>(\$155,981)</u>	<u>(10%)</u>
Allocated From Departments	29,980	12,512	16,142	16,188	462,136	445,948	2755%
Net Cost	<u>(\$1,431,566)</u>	<u>(\$1,545,781)</u>	<u>(\$1,599,715)</u>	<u>(\$1,525,486)</u>	<u>(\$1,235,518)</u>	<u>\$289,967</u>	<u>19%</u>

DEPARTMENT OF GENERAL SERVICES

Department Head: Chris Laugenour



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 Facility – 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.

Fleet 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.

2021 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF GENERAL SERVICES

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Rentals	\$6,320	\$4,320	\$26,920	\$4,320	\$42,320	(\$38,000)	(880%)
Fees and Charges for Services to Residents	1,917	6,299	1,547	8,201	8,513	(312)	(4%)
Miscellaneous	3,241	3,766	9,253	3,000	3,200	(200)	(7%)
Total Non-Assessment Revenue	11,478	14,386	37,719	15,521	54,033	(38,512)	(248%)
Expenses:							
Employee Compensation	4,125,349	4,372,179	4,023,026	4,104,144	3,954,592	(149,552)	(4%)
Expenses Related to Employee Compensation	1,694,920	1,916,053	1,730,071	1,789,162	1,862,826	73,664	4%
Materials and Supplies	797,114	743,620	660,163	801,350	777,951	(23,399)	(3%)
Cost of Goods Sold	5,506	426	465	500	500	0	0%
Community Events	(4,590)	0	0	0	0	0	0%
Utilities and Telephone	678,222	672,473	681,947	674,100	740,292	66,192	10%
Fuel and Oil	436,786	510,572	511,509	521,600	536,250	14,650	3%
Professional Fees	14,040	11,475	0	0	0	0	0%
Equipment Rental	124,885	138,676	129,517	133,300	124,500	(8,800)	(7%)
Outside Services	216,976	397,206	411,535	667,129	941,988	274,859	41%
Repairs and Maintenance	306,141	278,050	251,986	254,959	307,207	52,248	20%
Other Operating Expense	75,363	90,597	68,911	113,085	208,005	94,920	84%
(Gain)/Loss on sale or trade warehouse	0	141,295	0	0	0	0	0%
Interest Expense	13,732	0	0	0	0	0	0%
Property and Sales Tax	88,574	73,250	102,002	80,028	79	(79,949)	(100%)
Insurance	7,977	0	0	0	0	0	0%
Total Expenses	8,580,996	9,345,873	8,571,131	9,139,356	9,454,190	314,834	3%
Net Cost (before allocations)	\$8,569,518	\$9,331,487	\$8,533,412	\$9,123,835	\$9,400,157	\$276,322	3%
Allocated To Departments	(3,116,919)	(2,759,798)	(2,403,672)	(2,513,181)	(2,544,864)	(31,683)	(1%)
Allocated From Departments	2,083,085	1,778,963	1,470,689	1,436,396	1,287,461	(148,935)	(10%)
Net Cost	\$7,535,684	\$8,350,652	\$7,600,430	\$8,047,050	\$8,142,753	\$95,703	1%

2021 BUSINESS PLAN
Revenue and Expenditure Report
902 - GENERAL SERVICES ADMIN

	<u>2017 Actuals</u>	<u>2018 Actuals</u>	<u>2019 Actuals</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>Increase/ (Decrease)</u>	<u>VAR %</u>
Non-Assessment Revenues:							
Rentals	\$2,000	\$0	\$22,500	\$0	\$30,000	(\$30,000)	0%
Total Non-Assessment Revenue	<u>2,000</u>	<u>0</u>	<u>22,500</u>	<u>0</u>	<u>30,000</u>	<u>(30,000)</u>	<u>0%</u>
Expenses:							
Employee Compensation	386,654	438,067	287,225	266,039	305,038	38,999	15%
Expenses Related to Employee Compensation	52,812	95,418	59,680	73,741	84,235	10,494	14%
Materials and Supplies	2,171	2,375	3,046	0	11,200	11,200	0%
Professional Fees	0	11,475	0	0	0	0	0%
Outside Services	1,040	10,970	47,655	0	0	0	0%
Other Operating Expense	410	395	629	925	875	(50)	(5%)
Total Expenses	<u>443,089</u>	<u>558,700</u>	<u>398,235</u>	<u>340,705</u>	<u>401,348</u>	<u>60,643</u>	<u>18%</u>
Net Cost (before allocations)	<u>\$441,089</u>	<u>\$558,700</u>	<u>\$375,735</u>	<u>\$340,705</u>	<u>\$371,348</u>	<u>\$30,643</u>	<u>9%</u>
Allocated To Departments	(1,241,438)	(644,840)	(444,130)	(455,286)	(471,946)	(16,660)	(4%)
Allocated From Departments	907,148	254,703	213,295	195,850	154,757	(41,093)	(21%)
Net Cost	<u>\$106,799</u>	<u>\$168,562</u>	<u>\$144,900</u>	<u>\$81,270</u>	<u>\$54,160</u>	<u>(\$27,110)</u>	<u>(33%)</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
320 - COMMUNITY CENTER FACILITY

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Rentals	\$4,320	\$4,320	\$4,320	\$4,320	\$4,320	\$0	0%
Miscellaneous	3,241	3,084	3,043	3,000	3,200	(200)	(7%)
Total Non-Assessment Revenue	<u>7,561</u>	<u>7,404</u>	<u>7,363</u>	<u>7,320</u>	<u>7,520</u>	<u>(200)</u>	<u>(3%)</u>
Expenses:							
Materials and Supplies	44,600	29,474	42,629	49,300	44,300	(5,000)	(10%)
Utilities and Telephone	482,540	465,701	462,236	461,397	514,259	52,862	11%
Equipment Rental	111,378	114,523	120,280	115,000	115,000	0	0%
Outside Services	50,866	50,585	53,598	59,100	55,120	(3,980)	(7%)
Repairs and Maintenance	262,892	247,156	222,847	232,459	289,707	57,248	25%
Other Operating Expense	1,609	6,083	7,922	8,560	8,230	(330)	(4%)
Interest Expense	13,732	0	0	0	0	0	0%
Property and Sales Tax	14	28	28	28	28	0	0%
Total Expenses	<u>967,632</u>	<u>913,550</u>	<u>909,539</u>	<u>925,844</u>	<u>1,026,644</u>	<u>100,800</u>	<u>11%</u>
Net Cost (before allocations)	<u>\$960,070</u>	<u>\$906,146</u>	<u>\$902,176</u>	<u>\$918,524</u>	<u>\$1,019,124</u>	<u>\$100,600</u>	<u>11%</u>
Allocated From Departments	24,811	0	0	0	0	0	0%
Net Cost	<u>\$984,881</u>	<u>\$906,146</u>	<u>\$902,176</u>	<u>\$918,524</u>	<u>\$1,019,124</u>	<u>\$100,600</u>	<u>11%</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
935 - JANITORIAL

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Miscellaneous	\$0	\$202	\$60	\$0	\$0	\$0	0%
Total Non-Assessment Revenue	0	202	60	0	0	0	0%
Expenses:							
Employee Compensation	901,595	661,903	629,337	664,751	665,327	576	0%
Expenses Related to Employee Compensation	551,247	403,239	379,193	384,003	420,307	36,304	9%
Materials and Supplies	117,369	46,488	37,230	50,600	43,500	(7,100)	(14%)
Cost of Goods Sold	69	44	94	0	0	0	0%
Equipment Rental	0	3,541	2,859	0	0	0	0%
Outside Services	22	0	1,533	480	0	(480)	(100%)
Repairs and Maintenance	8,350	415	81	1,000	0	(1,000)	(100%)
Other Operating Expense	22,772	10,078	8,674	13,000	11,000	(2,000)	(15%)
Total Expenses	1,601,423	1,125,707	1,059,001	1,113,834	1,140,134	26,300	2%
Net Cost (before allocations)	\$1,601,423	\$1,125,506	\$1,058,941	\$1,113,834	\$1,140,134	\$26,300	2%
Allocated From Departments	94,793	170,617	125,760	174,497	182,499	8,002	5%
Net Cost	\$1,696,216	\$1,296,123	\$1,184,701	\$1,288,331	\$1,322,634	\$34,302	3%

2021 BUSINESS PLAN
Revenue and Expenditure Report
936 - STREETS & SIDEWALKS

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$1,917	\$6,299	\$1,547	\$8,201	\$8,513	(\$312)	(4%)
Miscellaneous	0	563	1,192	0	0	0	0%
Total Non-Assessment Revenue	<u>1,917</u>	<u>6,863</u>	<u>2,738</u>	<u>8,201</u>	<u>8,513</u>	<u>(312)</u>	<u>(4%)</u>
Expenses:							
Employee Compensation	705,847	792,524	795,907	803,972	807,106	3,134	0%
Expenses Related to Employee Compensation	352,456	398,092	378,675	371,481	404,666	33,185	9%
Materials and Supplies	242,228	254,365	193,606	250,350	260,350	10,000	4%
Cost of Goods Sold	49	27	663	500	500	0	0%
Professional Fees	14,040	0	0	0	0	0	0%
Equipment Rental	5,245	333	0	0	0	0	0%
Outside Services	1,117	66,999	37,271	369,513	369,548	35	0%
Repairs and Maintenance	0	596	103	2,500	2,500	0	0%
Other Operating Expense	16,952	9,973	11,369	13,500	13,000	(500)	(4%)
Property and Sales Tax	0	73	0	0	0	0	0%
Total Expenses	<u>1,337,935</u>	<u>1,522,981</u>	<u>1,417,593</u>	<u>1,811,816</u>	<u>1,857,670</u>	<u>45,854</u>	<u>3%</u>
Net Cost (before allocations)	<u>\$1,336,018</u>	<u>\$1,516,119</u>	<u>\$1,414,855</u>	<u>\$1,803,615</u>	<u>\$1,849,157</u>	<u>\$45,542</u>	<u>3%</u>
Allocated From Departments	155,593	117,365	109,205	218,246	230,920	12,674	6%
Net Cost	<u>\$1,491,611</u>	<u>\$1,633,484</u>	<u>\$1,524,059</u>	<u>\$2,021,861</u>	<u>\$2,080,077</u>	<u>\$58,216</u>	<u>3%</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
940 - SERVICE CENTER FAC

	<u>2017 Actuals</u>	<u>2018 Actuals</u>	<u>2019 Actuals</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>Increase/ (Decrease)</u>	<u>VAR %</u>
Non-Assessment Revenues:							
Rentals	\$0	\$0	\$0	\$0	\$8,000	(\$8,000)	0%
Total Non-Assessment Revenue	0	0	0	0	8,000	(8,000)	0%
Expenses:							
Materials and Supplies	4,963	402	1,975	0	0	0	0%
Utilities and Telephone	195,440	206,773	219,711	212,703	226,033	13,330	6%
Equipment Rental	976	825	984	0	1,000	1,000	0%
Outside Services	660	2,499	435	0	500	500	0%
Property and Sales Tax	25	51	51	0	51	51	0%
Total Expenses	202,064	210,550	223,155	212,703	227,584	14,881	7%
Net Cost (before allocations)	\$202,064	\$210,550	\$223,155	\$212,703	\$219,584	\$6,881	3%
Allocated To Departments	(7,339)	(2,818)	(4,613)	(2,408)	(2,521)	(113)	(5%)
Allocated From Departments	43,419	0	0	0	0	0	0%
Net Cost	\$238,144	\$207,731	\$218,542	\$210,295	\$217,063	\$6,768	3%

2021 BUSINESS PLAN
Revenue and Expenditure Report
945 - GRF JANITORIAL SVCS

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Miscellaneous	\$0	\$73	\$37	\$0	\$0	\$0	0%
Total Non-Assessment Revenue	0	73	37	0	0	0	0%
Expenses:							
Employee Compensation	405,418	724,862	634,903	739,036	638,655	(100,381)	(14%)
Expenses Related to Employee Compensation	221,115	437,293	389,705	426,469	397,511	(28,958)	(7%)
Materials and Supplies	72,028	133,457	145,849	140,000	130,000	(10,000)	(7%)
Cost of Goods Sold	100	328	488	0	0	0	0%
Outside Services	0	4,227	72,781	6,000	200,000	194,000	3233%
Repairs and Maintenance	3,570	17,887	16,399	1,000	1,000	0	0%
Other Operating Expense	897	10,705	10,812	11,000	11,000	0	0%
Total Expenses	703,128	1,328,759	1,270,937	1,323,505	1,378,166	54,661	4%
Net Cost (before allocations)	\$703,128	\$1,328,686	\$1,270,900	\$1,323,505	\$1,378,166	\$54,661	4%
Allocated From Departments	77,533	145,792	102,675	151,075	153,294	2,219	1%
Net Cost	\$780,662	\$1,474,478	\$1,373,576	\$1,474,580	\$1,531,460	\$56,880	4%

2021 BUSINESS PLAN
Revenue and Expenditure Report
960 - FLEET MAINTENANCE

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Miscellaneous	\$0	\$148	\$4,862	\$0	\$0	\$0	0%
Total Non-Assessment Revenue	0	148	4,862	0	0	0	0%
Expenses:							
Employee Compensation	700,624	709,345	687,500	718,560	718,251	(309)	0%
Expenses Related to Employee Compensation	289,798	311,591	293,703	279,700	302,417	22,717	8%
Materials and Supplies	293,973	266,723	227,606	296,000	281,501	(14,499)	(5%)
Cost of Goods Sold	5,289	28	(780)	0	0	0	0%
Utilities and Telephone	243	0	0	0	0	0	0%
Fuel and Oil	436,786	510,572	511,509	521,600	536,250	14,650	3%
Equipment Rental	6,513	19,454	5,396	15,000	7,500	(7,500)	(50%)
Outside Services	144,069	220,661	180,387	202,500	203,000	500	0%
Repairs and Maintenance	31,329	11,997	12,555	16,000	12,000	(4,000)	(25%)
Other Operating Expense	15,172	32,956	19,053	42,500	143,000	100,500	236%
Property and Sales Tax	88,535	73,099	101,923	80,000	0	(80,000)	(100%)
Insurance	7,977	0	0	0	0	0	0%
Total Expenses	2,020,307	2,156,423	2,038,852	2,171,860	2,203,919	32,059	1%
Net Cost (before allocations)	\$2,020,307	\$2,156,275	\$2,033,991	\$2,171,860	\$2,203,919	\$32,059	1%
Allocated To Departments	(1,868,141)	(2,112,140)	(1,954,928)	(2,055,487)	(2,070,398)	(14,911)	(1%)
Net Cost	\$152,166	\$44,136	\$79,062	\$116,372	\$133,521	\$17,149	15%

2021 BUSINESS PLAN
Revenue and Expenditure Report
970 - TRANSPORTATION

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Rentals	\$0	\$0	\$100	\$0	\$0	\$0	0%
Miscellaneous	0	(304)	60	0	0	0	0%
Total Non-Assessment Revenue	0	(304)	160	0	0	0	0%
Expenses:							
Employee Compensation	1,025,211	1,045,479	988,154	911,786	820,215	(91,571)	(10%)
Expenses Related to Employee Compensation	227,491	270,420	229,115	253,768	253,690	(77)	0%
Materials and Supplies	22,113	10,336	8,221	15,100	7,100	(8,000)	(53%)
Community Events	(4,590)	0	0	0	0	0	0%
Equipment Rental	773	0	0	3,300	1,000	(2,300)	(70%)
Outside Services	19,201	41,266	17,876	29,536	113,820	84,284	285%
Repairs and Maintenance	0	0	0	2,000	2,000	0	0%
Other Operating Expense	17,550	20,407	10,453	23,600	20,900	(2,700)	(11%)
(Gain)/Loss on sale or trade warehouse	0	141,295	0	0	0	0	0%
Total Expenses	1,307,749	1,529,202	1,253,819	1,239,089	1,218,725	(20,364)	(2%)
Net Cost (before allocations)	\$1,307,749	\$1,529,506	\$1,253,658	\$1,239,089	\$1,218,725	(\$20,364)	(2%)
Allocated From Departments	779,787	1,090,487	919,754	696,728	565,990	(130,738)	(19%)
Net Cost	\$2,087,537	\$2,619,993	\$2,173,412	\$1,935,817	\$1,784,715	(\$151,102)	(8%)

DEPARTMENT OF FINANCIAL SERVICES

Department Head: Betty Parker



Laguna Woods Village®

The Department of Financial Services provides administration, accounting, budget and financial planning, risk management and insurance, purchasing, mail and copy services, and warehouse functions for all entities. Coordinates and manages banking relationships, investments, audits, tax preparation, and collection services. Also provides compensation research and guidelines for VMS.

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.



DEPARTMENT OF FINANCIAL SERVICES

Department Head: Betty Parker

Laguna Woods Village®

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.

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.

2021 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF FINANCIAL SERVICES

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Merchandise Sales	\$38,515	\$25,495	\$27,182	\$20,000	\$21,000	(\$1,000)	(5%)
Miscellaneous	201,023	344,884	237,387	278,250	273,800	4,450	2%
Total Non-Assessment Revenue	239,538	370,379	264,569	298,250	294,800	3,450	1%
Expenses:							
Employee Compensation	1,897,924	2,026,669	2,095,014	2,262,817	2,271,074	8,257	0%
Expenses Related to Employee Compensation	445,062	526,696	520,643	515,988	544,691	28,703	6%
Materials and Supplies	97,918	75,384	141,757	95,500	87,750	(7,750)	(8%)
Cost of Goods Sold	(462)	154	11,988	5,000	10,000	5,000	100%
Fuel and Oil	0	0	100	0	0	0	0%
Legal Fees	698	1,470	725	0	0	0	0%
Professional Fees	313,642	269,883	321,932	359,000	340,000	(19,000)	(5%)
Equipment Rental	19,937	13,337	13,086	13,600	13,600	0	0%
Outside Services	155,097	131,627	202,411	167,000	189,000	22,000	13%
Repairs and Maintenance	11,028	20,164	23,025	22,900	21,600	(1,300)	(6%)
Other Operating Expense	110,865	138,954	120,448	135,050	131,805	(3,245)	(2%)
(Gain)/Loss on sale or trade warehouse	(15,874)	(8,854)	(578)	(75,000)	(25,000)	50,000	67%
Income Taxes	(2,827)	(393,655)	98,792	25,000	2,000	(23,000)	(92%)
Property and Sales Tax	3,083	1,387	465	2,500	500	(2,000)	(80%)
Insurance	3,530,450	3,773,816	4,369,427	4,456,631	10,201,459	5,744,828	129%
Cable Programming/Copyright/Franchise	526	0	0	0	0	0	0%
Total Expenses	6,567,067	6,577,032	7,919,235	7,985,986	13,788,479	5,802,493	73%
Net Cost (before allocations)	\$6,327,530	\$6,206,653	\$7,654,666	\$7,687,736	\$13,493,679	\$5,805,943	76%
Allocated To Departments	(102,138)	(111,992)	(108,585)	(107,815)	(111,371)	(3,556)	(3%)
Allocated From Departments	149,515	33,855	29,716	109,172	123,239	14,066	13%
Net Cost	\$6,374,907	\$6,128,516	\$7,575,797	\$7,689,093	\$13,505,547	\$5,816,454	76%

2021 BUSINESS PLAN
Revenue and Expenditure Report
300 - FINANCIAL SERVICES

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Miscellaneous	\$125,179	\$270,599	\$160,991	\$198,250	\$193,800	\$4,450	2%
Total Non-Assessment Revenue	125,179	270,599	160,991	198,250	193,800	4,450	2%
Expenses:							
Employee Compensation	1,280,650	1,397,046	1,450,393	1,607,126	1,597,749	(9,377)	(1%)
Expenses Related to Employee Compensation	280,367	324,338	337,010	334,079	349,302	15,222	5%
Materials and Supplies	19,514	31,709	18,936	32,100	22,100	(10,000)	(31%)
Legal Fees	698	1,470	725	0	0	0	0%
Professional Fees	312,867	269,883	321,932	349,000	335,000	(14,000)	(4%)
Outside Services	86,406	72,934	110,692	97,000	112,000	15,000	15%
Repairs and Maintenance	0	147	118	0	0	0	0%
Other Operating Expense	2,566	19,821	7,353	8,300	8,300	0	0%
(Gain)/Loss on sale or trade warehouse	(20,471)	(8,855)	(574)	(75,000)	0	75,000	100%
Property and Sales Tax	1,748	687	41	2,000	0	(2,000)	(100%)
Total Expenses	1,964,346	2,109,180	2,246,626	2,354,606	2,424,451	69,845	3%
Net Cost (before allocations)	\$1,839,167	\$1,838,581	\$2,085,636	\$2,156,356	\$2,230,651	\$74,295	3%
Allocated From Departments	31,478	33,855	29,716	96,395	104,158	7,764	8%
Net Cost	\$1,870,645	\$1,872,436	\$2,115,352	\$2,252,750	\$2,334,809	\$82,059	4%

2021 BUSINESS PLAN
Revenue and Expenditure Report
241 - MAIL AND COPY SERVICE

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Miscellaneous	\$75,844	\$74,276	\$76,396	\$80,000	\$80,000	\$0	0%
Total Non-Assessment Revenue	75,844	74,276	76,396	80,000	80,000	0	0%
Expenses:							
Employee Compensation	135,459	138,655	135,599	141,478	142,991	1,514	1%
Expenses Related to Employee Compensation	36,791	41,359	34,384	38,704	41,155	2,451	6%
Materials and Supplies	30,369	21,890	31,175	33,150	30,150	(3,000)	(9%)
Cost of Goods Sold	(16)	0	(696)	0	0	0	0%
Equipment Rental	19,937	13,337	13,086	13,600	13,600	0	0%
Outside Services	48,522	58,759	74,910	60,000	60,000	0	0%
Repairs and Maintenance	10,932	20,017	22,907	22,800	21,500	(1,300)	(6%)
Other Operating Expense	106,427	116,442	108,661	122,950	120,300	(2,650)	(2%)
Property and Sales Tax	0	325	0	0	0	0	0%
Total Expenses	388,422	410,785	420,026	432,681	429,696	(2,985)	(1%)
Net Cost (before allocations)	\$312,578	\$336,509	\$343,629	\$352,681	\$349,696	(\$2,985)	(1%)
Allocated To Departments	(16,427)	(17,234)	(17,054)	(17,688)	(17,618)	70	0%
Allocated From Departments	8,363	0	0	7,948	13,976	6,029	76%
Net Cost	\$304,514	\$319,275	\$326,575	\$342,941	\$346,055	\$3,113	1%

2021 BUSINESS PLAN
Revenue and Expenditure Report
311 - WAREHOUSE

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Merchandise Sales	\$38,515	\$25,495	\$27,182	\$20,000	\$21,000	(\$1,000)	(5%)
Miscellaneous	0	9	0	0	0	0	0%
Total Non-Assessment Revenue	38,515	25,505	27,182	20,000	21,000	(1,000)	(5%)
Expenses:							
Employee Compensation	149,126	155,658	161,416	161,145	164,409	3,264	2%
Expenses Related to Employee Compensation	62,010	71,125	67,272	64,173	69,973	5,799	9%
Materials and Supplies	38,766	16,580	83,230	22,250	28,500	6,250	28%
Cost of Goods Sold	(446)	154	12,683	5,000	10,000	5,000	100%
Outside Services	13,367	(13,367)	0	0	0	0	0%
Repairs and Maintenance	95	0	0	100	100	0	0%
Other Operating Expense	1,872	2,154	1,728	2,600	2,155	(445)	(17%)
(Gain)/Loss on sale or trade warehouse	4,597	1	(4)	0	(25,000)	(25,000)	0%
Property and Sales Tax	524	375	424	500	500	0	0%
Total Expenses	269,912	232,681	326,749	255,769	250,637	(5,132)	(2%)
Net Cost (before allocations)	\$231,397	\$207,176	\$299,567	\$235,769	\$229,637	(\$6,132)	(3%)
Allocated To Departments	(85,710)	(94,759)	(91,531)	(90,128)	(93,753)	(3,625)	(4%)
Allocated From Departments	60,052	0	0	4,830	5,104	274	6%
Net Cost	\$205,739	\$112,417	\$208,036	\$150,471	\$140,988	(\$9,483)	(6%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
350 - INSURANCE

	<u>2017 Actuals</u>	<u>2018 Actuals</u>	<u>2019 Actuals</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>Increase/ (Decrease)</u>	<u>VAR %</u>
Expenses:							
Professional Fees	\$775	\$0	\$0	\$10,000	\$5,000	(\$5,000)	(50%)
Outside Services	6,283	13,200	16,809	10,000	17,000	7,000	70%
Insurance	3,530,450	3,773,816	4,369,427	4,456,631	10,201,459	5,744,828	129%
Cable Programming/Copyright/Franchise	526	0	0	0	0	0	0%
Total Expenses	<u>3,538,034</u>	<u>3,787,016</u>	<u>4,386,236</u>	<u>4,476,631</u>	<u>10,223,459</u>	<u>5,746,828</u>	<u>128%</u>
 Net Cost (before allocations)	 <u>\$3,538,034</u>	 <u>\$3,787,016</u>	 <u>\$4,386,236</u>	 <u>\$4,476,631</u>	 <u>\$10,223,459</u>	 <u>\$5,746,828</u>	 <u>128%</u>
 Net Cost	 <u>\$3,538,034</u>	 <u>\$3,787,016</u>	 <u>\$4,386,236</u>	 <u>\$4,476,631</u>	 <u>\$10,223,459</u>	 <u>\$5,746,828</u>	 <u>128%</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
370 - PURCHASING

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Expenses:							
Employee Compensation	\$332,688	\$335,310	\$347,606	\$353,068	\$365,925	\$12,857	4%
Expenses Related to Employee Compensation	65,894	89,873	81,977	79,031	84,262	5,230	7%
Materials and Supplies	9,270	5,205	8,418	8,000	7,000	(1,000)	(13%)
Outside Services	518	100	0	0	0	0	0%
Other Operating Expense	0	538	0	1,200	1,050	(150)	(13%)
Total Expenses	<u>408,371</u>	<u>431,026</u>	<u>438,001</u>	<u>441,299</u>	<u>458,236</u>	<u>16,937</u>	<u>4%</u>
 Net Cost (before allocations)	 <u>\$408,371</u>	 <u>\$431,026</u>	 <u>\$438,001</u>	 <u>\$441,299</u>	 <u>\$458,236</u>	 <u>\$16,937</u>	 <u>4%</u>
 Allocated From Departments	 49,622	 0	 0	 0	 0	 0	 0%
Net Cost	<u>\$457,992</u>	<u>\$431,026</u>	<u>\$438,001</u>	<u>\$441,299</u>	<u>\$458,236</u>	<u>\$16,937</u>	<u>4%</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
380 - TAXES

	<u>2017 Actuals</u>	<u>2018 Actuals</u>	<u>2019 Actuals</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>Increase/ (Decrease)</u>	<u>VAR %</u>
Expenses:							
Fuel and Oil	\$0	\$0	\$100	\$0	\$0	\$0	0%
Other Operating Expense	0	0	2,705	0	0	0	0%
Income Taxes	(2,827)	(393,655)	98,792	25,000	2,000	(23,000)	(92%)
Property and Sales Tax	810	0	0	0	0	0	0%
Total Expenses	<u>(2,017)</u>	<u>(393,655)</u>	<u>101,598</u>	<u>25,000</u>	<u>2,000</u>	<u>(23,000)</u>	<u>(92%)</u>
 Net Cost (before allocations)	 <u>(\$2,017)</u>	 <u>(\$393,655)</u>	 <u>\$101,598</u>	 <u>\$25,000</u>	 <u>\$2,000</u>	 <u>(\$23,000)</u>	 <u>(92%)</u>
 Net Cost	 <u><u>(\$2,017)</u></u>	 <u><u>(\$393,655)</u></u>	 <u><u>\$101,598</u></u>	 <u><u>\$25,000</u></u>	 <u><u>\$2,000</u></u>	 <u><u>(\$23,000)</u></u>	 <u><u>(92%)</u></u>

DEPARTMENT OF SECURITY SERVICES

Department Head: Carlos Rojas



Laguna Woods Village®

The Department of Security Services provides oversight of all security operations, including: monitoring of gates, field supervision, routine motor patrol, maintaining a traffic control program and security dispatch center; assisting local law enforcement agencies and maintaining relations with OC Sheriff, OC Fire Authority and other outside agencies as necessary to achieve compliance within the community; and social services including individual and family counseling, facilitation of caregivers, bereavement and support groups, and referrals to community programs, agencies and services.

Security Services

- 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.

Compliance

- 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.

DEPARTMENT OF SECURITY SERVICES

Department Head: Carlos Rojas



Laguna Woods Village®

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.

2021 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF SECURITY SERVICES

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$108	\$295	\$548	\$0	\$0	\$0	0%
Miscellaneous	249,003	373,274	298,116	279,000	283,500	(4,500)	(2%)
Total Non-Assessment Revenue	249,111	373,569	298,664	279,000	283,500	(4,500)	(2%)
Expenses:							
Employee Compensation	4,015,514	4,307,038	4,472,975	4,723,758	4,936,549	212,791	5%
Expenses Related to Employee Compensation	829,827	997,325	970,300	1,177,226	1,201,907	24,681	2%
Materials and Supplies	53,267	85,171	78,888	74,908	69,300	(5,608)	(7%)
Cost of Goods Sold	16,475	10,712	14,106	15,000	15,000	0	0%
Utilities and Telephone	84,874	48,262	53,143	51,755	56,386	4,631	9%
Legal Fees	(7,230)	(175)	0	0	0	0	0%
Professional Fees	3,210	0	6,300	10,000	10,000	0	0%
Outside Services	52,285	76,604	61,173	63,500	5,000	(58,500)	(92%)
Repairs and Maintenance	20,454	26,849	13,953	27,200	27,200	0	0%
Other Operating Expense	67,389	54,122	50,076	57,279	59,404	2,125	4%
Property and Sales Tax	190	379	379	380	380	0	0%
Total Expenses	5,136,256	5,606,287	5,721,292	6,201,006	6,381,125	180,120	3%
Net Cost (before allocations)	\$4,887,144	\$5,232,718	\$5,422,629	\$5,922,006	\$6,097,625	\$175,620	3%
Allocated From Departments	335,005	487,905	434,240	636,212	561,687	(74,525)	(12%)
Net Cost	\$5,222,149	\$5,720,624	\$5,856,869	\$6,558,217	\$6,659,312	\$101,095	2%

2021 BUSINESS PLAN
Revenue and Expenditure Report
400 - SECURITY SERVICES

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$108	\$295	\$548	\$0	\$0	\$0	0%
Miscellaneous	131,820	373,274	298,116	279,000	223,500	55,500	20%
Total Non-Assessment Revenue	131,929	373,569	298,664	279,000	223,500	55,500	20%
Expenses:							
Employee Compensation	3,546,692	4,236,296	4,173,018	4,396,991	4,198,788	(198,203)	(5%)
Expenses Related to Employee Compensation	730,026	978,154	904,615	1,101,376	1,028,200	(73,176)	(7%)
Materials and Supplies	48,719	81,842	74,314	60,200	58,915	(1,285)	(2%)
Cost of Goods Sold	16,475	10,712	14,106	15,000	15,000	0	0%
Utilities and Telephone	84,874	48,262	53,143	51,755	56,386	4,631	9%
Legal Fees	0	(175)	0	0	0	0	0%
Professional Fees	3,210	0	6,300	10,000	10,000	0	0%
Outside Services	52,060	76,604	61,173	63,500	5,000	(58,500)	(92%)
Repairs and Maintenance	20,454	26,849	13,953	27,200	27,200	0	0%
Other Operating Expense	63,063	50,058	47,969	51,660	47,350	(4,310)	(8%)
Property and Sales Tax	190	379	379	380	380	0	0%
Total Expenses	4,565,763	5,508,980	5,348,971	5,778,062	5,447,219	(330,843)	(6%)
Net Cost (before allocations)	\$4,433,835	\$5,135,412	\$5,050,307	\$5,499,062	\$5,223,719	(\$275,343)	(5%)
Allocated From Departments	302,304	487,905	434,240	636,212	561,687	(74,525)	(12%)
Net Cost	\$4,736,139	\$5,623,317	\$5,484,548	\$6,135,274	\$5,785,406	(\$349,868)	(6%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
210 - COMPLIANCE

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Miscellaneous	\$117,183	\$0	\$0	\$0	\$60,000	(\$60,000)	0%
Total Non-Assessment Revenue	117,183	0	0	0	60,000	(60,000)	0%
Expenses:							
Employee Compensation	184,167	(4,852)	0	0	389,773	389,773	0%
Expenses Related to Employee Compensation	34,640	0	0	0	91,584	91,584	0%
Materials and Supplies	1,646	0	0	0	2,000	2,000	0%
Legal Fees	(7,230)	0	0	0	0	0	0%
Outside Services	225	0	0	0	0	0	0%
Other Operating Expense	760	0	0	0	4,500	4,500	0%
Total Expenses	214,208	(4,852)	0	0	487,857	487,857	0%
Net Cost (before allocations)	\$97,025	(\$4,852)	\$0	\$0	\$427,857	\$427,857	0%
Allocated From Departments	13,205	0	0	0	0	0	0%
Net Cost	\$110,230	(\$4,852)	\$0	\$0	\$427,857	\$427,857	0%

2021 BUSINESS PLAN
Revenue and Expenditure Report
220 - SOCIAL SERVICES

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Expenses:							
Employee Compensation	\$284,654	\$75,594	\$299,957	\$326,767	\$347,988	\$21,221	6%
Expenses Related to Employee Compensation	65,161	19,171	65,684	75,850	82,123	6,273	8%
Materials and Supplies	2,903	3,329	4,573	14,708	8,385	(6,323)	(43%)
Other Operating Expense	3,567	4,064	2,107	5,619	7,554	1,935	34%
Total Expenses	356,284	102,158	372,321	422,943	446,050	23,106	5%
Net Cost (before allocations)	356,284	102,158	372,321	422,943	446,050	23,106	5%
Allocated From Departments	19,495	0	0	0	0	0	0%
Net Cost	375,780	102,158	372,321	422,943	446,050	23,106	5%

DEPARTMENT OF LANDSCAPE SERVICES

Department Head: Kurt Wiemann



Laguna Woods Village®

The Department of Landscape Services 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.

Improvement /Restoration – Responsible for replacing aging and dead plantings as well as re-landscaping areas that are difficult to maintain and irrigate.

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 a 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 – 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.

Small 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.

2021 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF LANDSCAPE SERVICES

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Merchandise Sales	\$0	\$3,789	\$0	\$0	\$0	\$0	0%
Rentals	0	0	65	0	0	0	0%
Fees and Charges for Services to Residents	8,019	113,142	19,482	54,040	46,092	7,949	15%
Miscellaneous	0	357	237	0	0	0	0%
Total Non-Assessment Revenue	8,019	117,288	19,784	54,040	46,092	7,949	15%
Expenses:							
Employee Compensation	6,158,031	6,248,667	6,321,195	6,814,833	6,738,229	(76,603)	(1%)
Expenses Related to Employee Compensation	2,958,743	3,296,554	3,184,196	3,296,828	3,510,080	213,252	6%
Materials and Supplies	613,809	544,833	549,076	807,916	764,444	(43,472)	(5%)
Cost of Goods Sold	32	9	11	10	15	5	50%
Utilities and Telephone	9,437	36,276	28,230	11,740	9,330	(2,410)	(21%)
Professional Fees	12,585	0	23,991	20,000	30,000	10,000	50%
Outside Services	84,655	298,456	1,076,399	1,927,493	1,940,301	12,808	1%
Repairs and Maintenance	5,562	4,802	3,849	2,101	5,150	3,049	145%
Other Operating Expense	78,241	82,425	90,078	109,267	108,629	(638)	(1%)
Property and Sales Tax	115	230	230	86	230	144	168%
Mutual General Operating	(123,357)	(123,357)	(41,119)	0	0	0	0%
Total Expenses	9,797,853	10,388,895	11,236,136	12,990,274	13,106,409	116,135	1%
Net Cost (before allocations)	\$9,789,834	\$10,271,607	\$11,216,351	\$12,936,233	\$13,060,317	\$124,084	1%
Allocated To Departments	(1,084,575)	(587,978)	(947,439)	(904,469)	(723,388)	181,082	20%
Allocated From Departments	1,690,076	1,559,073	1,821,333	1,753,514	1,690,096	(63,417)	(4%)
Net Cost	\$10,395,334	\$11,242,702	\$12,090,246	\$13,785,277	\$14,027,026	\$241,748	2%

2021 BUSINESS PLAN
Revenue and Expenditure Report
500 - LANDSCAPE ADMIN

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Expenses:							
Employee Compensation	\$381,410	\$449,852	\$740,912	\$755,740	\$853,895	\$98,155	13%
Expenses Related to Employee Compensation	90,372	111,878	182,162	204,758	244,201	39,443	19%
Materials and Supplies	3,505	12,498	6,028	18,600	16,500	(2,100)	(11%)
Professional Fees	0	0	12,526	20,000	25,000	5,000	25%
Outside Services	16,251	15,885	15,367	16,500	16,500	0	0%
Repairs and Maintenance	0	0	0	1	0	(1)	(100%)
Other Operating Expense	428	1,017	7,194	12,660	16,160	3,500	28%
Property and Sales Tax	115	230	230	86	230	144	168%
Mutual General Operating	(7,254)	(7,254)	(2,418)	0	0	0	0%
Total Expenses	484,827	584,105	962,001	1,028,345	1,172,486	144,141	14%
Net Cost (before allocations)	484,827	584,105	962,001	1,028,345	1,172,486	144,141	14%
Allocated To Departments	(1,084,575)	(587,978)	(947,439)	(904,469)	(723,388)	181,082	20%
Allocated From Departments	882,927	398,500	352,142	245,905	267,161	21,256	9%
Net Cost	283,178	394,628	366,705	369,781	716,259	346,478	94%

2021 BUSINESS PLAN
Revenue and Expenditure Report
510 - IMPROVEMENT/RESTORATION

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Expenses:							
Employee Compensation	\$0	\$0	\$0	\$0	\$215,655	\$215,655	0%
Expenses Related to Employee Compensation	0	0	0	0	121,222	121,222	0%
Materials and Supplies	0	0	0	0	11,200	11,200	0%
Outside Services	0	0	0	0	2,000	2,000	0%
Other Operating Expense	0	0	0	0	2,725	2,725	0%
Total Expenses	0	0	0	0	352,802	352,802	0%
Net Cost (before allocations)	\$0	\$0	\$0	\$0	\$352,802	\$352,802	0%
Allocated From Departments	0	0	0	0	90,052	90,052	0%
Net Cost	\$0	\$0	\$0	\$0	\$442,854	\$442,854	0%

2021 BUSINESS PLAN
Revenue and Expenditure Report
511 - NURSERY/COMPOSTING

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Merchandise Sales	\$0	\$3,789	\$0	\$0	\$0	\$0	0%
Miscellaneous	0	104	93	0	0	0	0%
Total Non-Assessment Revenue	0	3,893	93	0	0	0	0%
Expenses:							
Employee Compensation	188,618	183,637	185,861	191,024	254,090	63,066	33%
Expenses Related to Employee Compensation	86,140	94,960	86,566	85,600	119,594	33,994	40%
Materials and Supplies	40,567	22,456	15,287	37,100	33,550	(3,550)	(10%)
Utilities and Telephone	314	0	0	0	2,500	2,500	0%
Outside Services	2,916	3,460	3,228	3,675	9,810	6,135	167%
Other Operating Expense	2,639	2,386	2,458	2,775	3,695	920	33%
Mutual General Operating	(13,447)	(13,447)	(4,482)	0	0	0	0%
Total Expenses	307,747	293,452	288,917	320,174	423,239	103,065	32%
Net Cost (before allocations)	\$307,747	\$289,559	\$288,825	\$320,174	\$423,239	\$103,065	32%
Allocated From Departments	19,180	19,552	28,054	27,086	92,409	65,323	241%
Net Cost	\$326,927	\$309,111	\$316,879	\$347,260	\$515,648	\$168,387	48%

2021 BUSINESS PLAN
Revenue and Expenditure Report
512 - COMPOSTING

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Expenses:							
Employee Compensation	\$48,217	\$47,980	\$55,089	\$52,504	\$0	(\$52,504)	(100%)
Expenses Related to Employee Compensation	22,259	25,390	24,369	23,169	0	(23,169)	(100%)
Materials and Supplies	243	633	0	2,250	0	(2,250)	(100%)
Utilities and Telephone	0	0	22,933	5,000	0	(5,000)	(100%)
Outside Services	2,552	33,546	4,943	1,950	0	(1,950)	(100%)
Other Operating Expense	1,008	566	1,145	1,175	0	(1,175)	(100%)
Mutual General Operating	(1,239)	(1,239)	(413)	0	0	0	0%
Total Expenses	73,041	106,877	108,065	86,048	0	(86,048)	(100%)
Net Cost (before allocations)	\$73,041	\$106,877	\$108,065	\$86,048	\$0	(\$86,048)	(100%)
Allocated From Departments	54,617	71,487	76,213	62,091	0	(62,091)	(100%)
Net Cost	\$127,658	\$178,364	\$184,279	\$148,139	\$0	(\$148,139)	(100%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
520 - GRF GROUNDS

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Rentals	\$0	\$0	\$65	\$0	\$0	\$0	0%
Miscellaneous	0	0	12	0	0	0	0%
Total Non-Assessment Revenue	0	0	77	0	0	0	0%
Expenses:							
Employee Compensation	0	290,374	259,393	298,107	299,687	1,580	1%
Expenses Related to Employee Compensation	0	143,142	158,047	171,229	187,378	16,149	9%
Materials and Supplies	0	4,330	2,440	10,256	10,300	44	0%
Professional Fees	0	0	5,732	0	5,000	5,000	0%
Outside Services	0	11,473	19,020	17,429	63,383	45,954	264%
Other Operating Expense	0	0	3,569	3,900	3,800	(100)	(3%)
Total Expenses	0	449,318	448,201	500,921	569,548	68,627	14%
Net Cost (before allocations)	\$0	\$449,318	\$448,124	\$500,921	\$569,548	\$68,627	14%
Allocated From Departments	0	0	0	54,713	26,340	(28,374)	(52%)
Net Cost	\$0	\$449,318	\$448,124	\$555,635	\$595,888	\$40,253	7%

2021 BUSINESS PLAN
Revenue and Expenditure Report
530 - GROUNDS MAINTENANCE

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$3,066	\$13,778	\$2,824	\$10,322	\$14,466	(\$4,145)	(40%)
Miscellaneous	0	234	74	0	0	0	0%
Total Non-Assessment Revenue	3,066	14,012	2,898	10,322	14,466	(4,145)	(40%)
Expenses:							
Employee Compensation	3,183,244	2,976,698	2,833,087	3,097,291	3,107,391	10,100	0%
Expenses Related to Employee Compensation	1,791,109	1,862,813	1,728,473	1,784,883	1,935,510	150,627	8%
Materials and Supplies	138,162	113,259	126,607	242,472	194,732	(47,740)	(20%)
Cost of Goods Sold	6	0	0	0	0	0	0%
Professional Fees	12,585	0	5,732	0	0	0	0%
Outside Services	36,001	179,855	954,921	1,554,057	819,718	(734,339)	(47%)
Repairs and Maintenance	1,759	559	0	0	800	800	0%
Other Operating Expense	43,051	47,360	45,516	51,562	50,550	(1,012)	(2%)
Mutual General Operating	(78,717)	(78,717)	(26,239)	0	0	0	0%
Total Expenses	5,127,200	5,101,826	5,668,096	6,730,265	6,108,701	(621,564)	(9%)
Net Cost (before allocations)	\$5,124,134	\$5,087,814	\$5,665,198	\$6,719,944	\$6,094,235	(\$625,709)	(9%)
Allocated From Departments	373,049	631,116	812,473	801,459	655,623	(145,836)	(18%)
Net Cost	\$5,497,184	\$5,718,930	\$6,477,670	\$7,521,403	\$6,749,858	(\$771,545)	(10%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
540 - IRRIGATION

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$4,421	\$84,957	\$11,572	\$30,160	\$18,273	\$11,887	39%
Miscellaneous	0	19	6	0	0	0	0%
Total Non-Assessment Revenue	4,421	84,976	11,578	30,160	18,273	11,887	39%
Expenses:							
Employee Compensation	1,019,944	962,605	939,631	979,301	983,374	4,074	0%
Expenses Related to Employee Compensation	420,881	447,349	417,007	412,266	448,441	36,175	9%
Materials and Supplies	275,253	244,586	223,264	278,643	282,742	4,099	1%
Cost of Goods Sold	26	9	11	0	15	15	0%
Utilities and Telephone	5,525	6,436	5,297	6,740	6,830	90	1%
Outside Services	11,024	14,820	71,013	19,500	17,000	(2,500)	(13%)
Repairs and Maintenance	3,513	2,771	3,849	2,000	4,000	2,000	100%
Other Operating Expense	11,415	12,003	10,279	14,750	13,950	(800)	(5%)
Mutual General Operating	(13,217)	(13,217)	(4,406)	0	0	0	0%
Total Expenses	1,734,364	1,677,362	1,665,945	1,713,200	1,756,352	43,153	3%
Net Cost (before allocations)	\$1,729,943	\$1,592,387	\$1,654,367	\$1,683,040	\$1,738,079	\$55,039	3%
Allocated From Departments	152,358	241,224	310,263	305,132	263,019	(42,113)	(14%)
Net Cost	\$1,882,301	\$1,833,611	\$1,964,631	\$1,988,172	\$2,001,098	\$12,926	1%

2021 BUSINESS PLAN
Revenue and Expenditure Report
550 - SMALL EQUIPMENT REPAIR

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Miscellaneous	\$0	\$0	\$35	\$0	\$0	\$0	0%
Total Non-Assessment Revenue	0	0	35	0	0	0	0%
Expenses:							
Employee Compensation	191,413	198,057	192,451	202,676	205,486	2,810	1%
Expenses Related to Employee Compensation	87,829	97,886	94,786	93,271	101,559	8,287	9%
Materials and Supplies	90,687	94,111	93,983	115,115	118,520	3,405	3%
Cost of Goods Sold	0	0	0	10	0	(10)	(100%)
Outside Services	803	1,359	916	800	900	100	13%
Repairs and Maintenance	0	1,472	0	100	100	0	0%
Other Operating Expense	3,042	3,195	2,894	2,814	3,400	586	21%
Mutual General Operating	(5,050)	(5,050)	(1,683)	0	0	0	0%
Total Expenses	368,724	391,029	383,346	414,786	429,964	15,178	4%
Net Cost (before allocations)	\$368,724	\$391,029	\$383,311	\$414,786	\$429,964	\$15,178	4%
Allocated From Departments	26,571	27,653	39,753	33,878	39,033	5,156	15%
Net Cost	\$395,295	\$418,682	\$423,065	\$448,664	\$468,997	\$20,334	5%

2021 BUSINESS PLAN
Revenue and Expenditure Report
560 - PEST CONTROL

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Expenses:							
Employee Compensation	\$288,688	\$280,544	\$294,758	\$298,897	\$300,370	\$1,473	0%
Expenses Related to Employee Compensation	117,349	127,256	123,908	122,740	133,428	10,688	9%
Materials and Supplies	57,105	44,073	66,815	88,430	88,200	(230)	0%
Outside Services	3,360	1,165	1,800	4,200	2,000	(2,200)	(52%)
Repairs and Maintenance	290	0	0	0	0	0	0%
Other Operating Expense	5,468	6,119	6,044	6,953	7,499	546	8%
Mutual General Operating	(4,433)	(4,433)	(1,478)	0	0	0	0%
Total Expenses	<u>467,827</u>	<u>454,724</u>	<u>491,847</u>	<u>521,220</u>	<u>531,497</u>	<u>10,277</u>	<u>2%</u>
 Net Cost (before allocations)	 <u>467,827</u>	 <u>454,724</u>	 <u>491,847</u>	 <u>521,220</u>	 <u>531,497</u>	 <u>10,277</u>	 <u>2%</u>
 Allocated From Departments	 32,200	 41,092	 55,086	 57,766	 58,266	 500	 1%
Net Cost	<u>500,027</u>	<u>495,816</u>	<u>546,934</u>	<u>578,986</u>	<u>589,762</u>	<u>10,776</u>	<u>2%</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
570 - TREE MAINTENANCE

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$533	\$14,407	\$5,086	\$13,559	\$13,352	\$206	2%
Miscellaneous	0	0	19	0	0	0	0%
Total Non-Assessment Revenue	533	14,407	5,105	13,559	13,352	206	2%
Expenses:							
Employee Compensation	856,496	858,921	820,013	939,292	518,281	(421,011)	(45%)
Expenses Related to Employee Compensation	342,804	385,880	368,878	398,911	218,748	(180,163)	(45%)
Materials and Supplies	8,285	8,889	14,652	15,050	8,700	(6,350)	(42%)
Utilities and Telephone	3,598	29,840	0	0	0	0	0%
Outside Services	11,749	36,893	5,193	309,382	1,008,990	699,608	226%
Repairs and Maintenance	0	0	0	0	250	250	0%
Other Operating Expense	11,190	9,780	10,981	12,678	6,850	(5,828)	(46%)
Total Expenses	1,234,123	1,330,202	1,219,716	1,675,313	1,761,819	86,506	5%
Net Cost (before allocations)	\$1,233,590	\$1,315,795	\$1,214,611	\$1,661,754	\$1,748,467	\$86,712	5%
Allocated From Departments	149,173	128,448	147,348	165,483	198,194	32,711	20%
Net Cost	\$1,382,763	\$1,444,244	\$1,361,960	\$1,827,237	\$1,946,661	\$119,424	7%

DEPARTMENT OF RECREATION SERVICES

Department Head: Brian Gruner



Laguna Woods Village®

The Department of Recreation and Special Events is responsible for the planning and execution of comprehensive recreation programs and events for all residents of Laguna Woods Village. Its mission is to ensure that Laguna Woods Village residents receive unparalleled opportunities to enjoy the utmost in active living.

The Recreation Department staff manages the following facilities and activities:

- Badminton Courts (3)
- Basketball, Half Court
- Billiard Rooms (2)
- Bocce Courts (3)
- Bridge Room
- Card Rooms (3)
- Classes
- Clubhouses (7)
- Computer Classroom and Workshop, PC
- Computer Learning Center, Mac
- Arts and Craft Workshops:
 - Art Studio, Lapidary, Ceramics, Jewelry
 - Slip Casting, Photography, Video, Glass
 - Metal Shop, Woodshop, Sewing
- Dance Programs
- Saddleback College Emeritus Programs
- Equestrian Center
- Fitness Centers (3)
- Garden Centers (2)
- Golf 27 Hole Course and Maintenance
- Golf Par 3 9 Hole Course and Maintenance
- Golf Driving Range
- Golf Pro Shop
- Mini Gymnasium
- Hot Pools (4)
- Lawn Bowling Greens
- Library
- Pickle/Paddle Ball Courts (7)
- Performing Arts Center, 814 Seats
- Shuffleboard Courts (6)
- Spin Bike and Classes
- Swimming Pools (5)
- Table Tennis Facility
- Tennis Courts (10) and Clubhouse
- Village Greens Clubhouse
- Village Greens Restaurant & Lounge
- Volleyball Court
- Yoga Studio

The Recreation Department plans over 250 special events and activities to improve resident enjoyment of recreational facilities. These include but are not limited to concerts, movies, dinners, theater events, fee-based classes and lessons, sporting events and the Saddleback College Emeritus Institute program.

2021 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF RECREATION SERVICES

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Golf Green Fees	\$1,127,813	\$1,467,191	\$1,351,798	\$1,515,000	\$1,515,000	\$0	0%
Golf Operations	294,894	289,809	231,543	249,450	252,450	(3,000)	(1%)
Merchandise Sales	274,771	278,792	248,212	268,330	246,110	22,220	8%
Clubhouse Rentals and Event Fees	603,281	645,854	719,158	675,001	593,442	81,559	12%
Rentals	82,348	98,659	98,894	104,400	109,560	(5,160)	(5%)
Miscellaneous	425,736	443,406	422,462	437,149	380,100	57,049	13%
Total Non-Assessment Revenue	<u>2,808,844</u>	<u>3,223,710</u>	<u>3,072,065</u>	<u>3,249,330</u>	<u>3,096,662</u>	<u>152,668</u>	<u>5%</u>
Expenses:							
Employee Compensation	3,558,450	3,697,642	3,806,864	3,910,791	3,893,544	(17,247)	0%
Expenses Related to Employee Compensation	1,165,406	1,299,484	1,197,472	1,227,266	1,272,583	45,317	4%
Materials and Supplies	595,188	500,271	540,407	610,237	553,391	(56,846)	(9%)
Cost of Goods Sold	183,527	196,418	169,103	170,800	165,900	(4,900)	(3%)
Community Events	429,011	430,677	563,596	450,006	387,686	(62,320)	(14%)
Utilities and Telephone	1,507,961	1,438,325	1,394,820	1,489,217	1,449,094	(40,123)	(3%)
Professional Fees	0	0	0	1,500	1,500	0	0%
Equipment Rental	65,002	73,863	72,370	70,189	76,401	6,212	9%
Outside Services	546,613	610,886	633,233	711,913	549,493	(162,421)	(23%)
Repairs and Maintenance	79,959	70,785	62,680	97,793	81,005	(16,788)	(17%)
Other Operating Expense	95,945	85,456	86,909	90,385	93,993	3,608	4%
Property and Sales Tax	20,921	22,378	20,202	21,516	21,626	110	1%
Uncollectible Accounts	0	0	710	0	0	0	0%
Total Expenses	<u>8,247,983</u>	<u>8,426,185</u>	<u>8,548,365</u>	<u>8,851,613</u>	<u>8,546,216</u>	<u>(305,397)</u>	<u>(3%)</u>
Net Cost (before allocations)	<u>\$5,439,139</u>	<u>\$5,202,475</u>	<u>\$5,476,300</u>	<u>\$5,602,283</u>	<u>\$5,449,554</u>	<u>(\$152,729)</u>	<u>(3%)</u>
Allocated To Departments	(486,894)	(485,316)	(476,038)	(661,150)	(626,150)	35,000	5%
Allocated From Departments	1,486,538	1,434,403	1,311,016	1,371,061	1,356,833	(14,228)	(1%)
Net Cost	<u>\$6,438,783</u>	<u>\$6,151,561</u>	<u>\$6,311,278</u>	<u>\$6,312,194</u>	<u>\$6,180,236</u>	<u>(\$131,958)</u>	<u>(2%)</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
600 - RECREATION ADMIN

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Clubhouse Rentals and Event Fees	\$4,956	\$4,338	\$6,169	\$4,200	\$5,785	(\$1,585)	(38%)
Miscellaneous	27,723	17,964	8,657	44,030	52,000	(7,970)	(18%)
Total Non-Assessment Revenue	32,679	22,302	14,826	48,230	57,785	(9,555)	(20%)
Expenses:							
Employee Compensation	294,196	339,666	374,222	687,128	672,928	(14,200)	(2%)
Expenses Related to Employee Compensation	78,998	132,763	132,005	124,021	124,384	363	0%
Materials and Supplies	4,160	2,077	1,949	3,700	1,950	(1,750)	(47%)
Community Events	17,543	17,676	41,361	32,850	17,850	(15,000)	(46%)
Utilities and Telephone	789	636	662	678	701	23	3%
Professional Fees	0	0	0	1,500	1,500	0	0%
Outside Services	15,646	25,214	12,170	19,000	19,000	0	0%
Other Operating Expense	31,202	29,733	35,551	36,300	37,850	1,550	4%
Property and Sales Tax	43	86	86	100	86	(14)	(14%)
Total Expenses	442,576	547,851	598,006	905,277	876,249	(29,028)	(3%)
Net Cost (before allocations)	\$409,898	\$525,549	\$583,180	\$857,047	\$818,464	(\$38,583)	(5%)
Allocated To Departments	(451,630)	(449,459)	(440,419)	(628,322)	(597,560)	30,762	5%
Allocated From Departments	187,626	268,613	234,101	267,156	252,059	(15,097)	(6%)
Net Cost	\$145,894	\$344,704	\$376,862	\$495,881	\$472,963	(\$22,918)	(5%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
521 - GARDEN CENTERS

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Rentals	\$37,398	\$44,753	\$44,894	\$50,400	\$55,560	(\$5,160)	(10%)
Miscellaneous	157	(544)	689	13,000	0	13,000	100%
Total Non-Assessment Revenue	<u>37,556</u>	<u>44,209</u>	<u>45,583</u>	<u>63,400</u>	<u>55,560</u>	<u>7,840</u>	<u>12%</u>
Expenses:							
Employee Compensation	44,856	45,500	54,405	76,880	87,789	10,909	14%
Expenses Related to Employee Compensation	15,447	23,162	25,229	35,554	38,393	2,838	8%
Materials and Supplies	10,325	(315)	4,658	3,000	4,000	1,000	33%
Utilities and Telephone	55,224	62,417	50,617	57,809	60,212	2,403	4%
Outside Services	948	12,471	1,590	15,000	10,000	(5,000)	(33%)
Repairs and Maintenance	421	0	0	0	0	0	0%
Other Operating Expense	121	416	667	100	200	100	100%
Property and Sales Tax	102	205	205	0	205	205	0%
Total Expenses	<u>127,444</u>	<u>143,855</u>	<u>137,371</u>	<u>188,343</u>	<u>200,798</u>	<u>12,455</u>	<u>7%</u>
Net Cost (before allocations)	<u>\$89,889</u>	<u>\$99,647</u>	<u>\$91,788</u>	<u>\$124,943</u>	<u>\$145,238</u>	<u>\$20,295</u>	<u>16%</u>
Allocated From Departments	69,723	31,499	39,044	5,919	8,553	2,634	44%
Net Cost	<u>\$159,612</u>	<u>\$131,145</u>	<u>\$130,833</u>	<u>\$130,862</u>	<u>\$153,791</u>	<u>\$22,929</u>	<u>18%</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
580 - GOLF MAINTENANCE - 27 HOLE

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Golf Green Fees	\$1,047,733	\$1,375,131	\$1,253,538	\$1,419,000	\$1,419,000	\$0	0%
Golf Operations	41,078	43,568	40,035	44,000	44,000	0	0%
Miscellaneous	0	8	43	0	0	0	0%
Total Non-Assessment Revenue	<u>1,088,811</u>	<u>1,418,707</u>	<u>1,293,616</u>	<u>1,463,000</u>	<u>1,463,000</u>	<u>0</u>	<u>0%</u>
Expenses:							
Employee Compensation	889,833	866,670	928,658	932,117	1,024,788	92,671	10%
Expenses Related to Employee Compensation	439,135	427,502	430,782	420,089	477,384	57,295	14%
Materials and Supplies	243,993	200,317	189,008	209,099	208,600	(499)	0%
Utilities and Telephone	437,161	415,370	352,157	418,015	417,807	(208)	0%
Outside Services	42,109	57,412	61,143	91,610	53,977	(37,633)	(41%)
Other Operating Expense	13,749	12,633	14,079	15,355	15,262	(93)	(1%)
Total Expenses	<u>2,065,981</u>	<u>1,979,904</u>	<u>1,975,826</u>	<u>2,086,285</u>	<u>2,197,818</u>	<u>111,533</u>	<u>5%</u>
Net Cost (before allocations)	<u>\$977,170</u>	<u>\$561,197</u>	<u>\$682,210</u>	<u>\$623,285</u>	<u>\$734,818</u>	<u>\$111,533</u>	<u>18%</u>
Allocated From Departments	257,952	36,724	34,214	36,482	43,850	7,368	20%
Net Cost	<u>\$1,235,122</u>	<u>\$597,922</u>	<u>\$716,424</u>	<u>\$659,767</u>	<u>\$778,668</u>	<u>\$118,901</u>	<u>18%</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
581 - GOLF MAINTENANCE - 9 HOLE

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Golf Green Fees	\$80,080	\$92,060	\$98,260	\$96,000	\$96,000	\$0	0%
Total Non-Assessment Revenue	80,080	92,060	98,260	96,000	96,000	0	0%
Expenses:							
Employee Compensation	75,946	101,468	97,877	89,358	90,374	1,015	1%
Expenses Related to Employee Compensation	39,991	50,042	47,925	44,818	48,939	4,121	9%
Materials and Supplies	22,593	32,035	26,991	30,625	30,110	(515)	(2%)
Utilities and Telephone	50,806	48,452	44,836	56,070	51,354	(4,716)	(8%)
Outside Services	0	0	4,285	1,000	2,000	1,000	100%
Other Operating Expense	905	1,011	295	1,132	1,132	0	0%
Total Expenses	190,240	233,008	222,209	223,003	223,909	905	0%
Net Cost (before allocations)	\$110,160	\$140,948	\$123,949	\$127,003	\$127,909	\$905	1%
Allocated From Departments	36,061	6,923	2,750	1,245	0	(1,245)	(100%)
Net Cost	\$146,221	\$147,871	\$126,699	\$128,249	\$127,909	(\$340)	0%

2021 BUSINESS PLAN
Revenue and Expenditure Report
602 - BAR SERVICES

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Merchandise Sales	\$81,816	\$76,127	\$64,989	\$72,000	\$65,000	\$7,000	10%
Miscellaneous	4,552	1,228	1,548	1,400	1,500	(100)	(7%)
Total Non-Assessment Revenue	86,368	77,355	66,537	73,400	66,500	6,900	9%
Expenses:							
Employee Compensation	28,687	19,196	20,362	21,848	22,901	1,053	5%
Expenses Related to Employee Compensation	6,845	5,608	5,342	4,248	4,529	281	7%
Materials and Supplies	127	141	60	500	275	(225)	(45%)
Cost of Goods Sold	30,025	24,729	25,859	24,800	25,900	1,100	4%
Community Events	0	0	0	1,000	500	(500)	(50%)
Outside Services	414	108	21	144	100	(44)	(31%)
Other Operating Expense	2,040	2,268	2,425	2,484	3,090	606	24%
Property and Sales Tax	5,827	5,374	4,820	5,000	4,800	(200)	(4%)
Total Expenses	73,966	57,425	58,889	60,024	62,095	2,071	3%
Net Cost (before allocations)	(\$12,402)	(\$19,931)	(\$7,648)	(\$13,376)	(\$4,405)	\$8,971	67%
Allocated From Departments	3,179	7,683	7,693	10,975	10,671	(304)	(3%)
Net Cost	(\$9,223)	(\$12,248)	\$45	(\$2,401)	\$6,266	\$8,667	361%

2021 BUSINESS PLAN
Revenue and Expenditure Report
603 - LIBRARY

	<u>2017 Actuals</u>	<u>2018 Actuals</u>	<u>2019 Actuals</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>Increase/ (Decrease)</u>	<u>VAR %</u>
Expenses:							
Materials and Supplies	\$736	\$9,679	\$9,523	\$10,000	\$10,000	\$0	0%
Community Events	10,200	0	0	0	0	0	0%
Utilities and Telephone	0	17,296	15,173	18,400	15,401	(2,999)	(16%)
Total Expenses	<u>10,936</u>	<u>26,974</u>	<u>24,696</u>	<u>28,400</u>	<u>25,401</u>	<u>(2,999)</u>	<u>(11%)</u>
 Net Cost (before allocations)	 <u>\$10,936</u>	 <u>\$26,974</u>	 <u>\$24,696</u>	 <u>\$28,400</u>	 <u>\$25,401</u>	 <u>(\$2,999)</u>	 <u>(11%)</u>
 Net Cost	 <u>\$10,936</u>	 <u>\$26,974</u>	 <u>\$24,696</u>	 <u>\$28,400</u>	 <u>\$25,401</u>	 <u>(\$2,999)</u>	 <u>(11%)</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
610 - COMMUNITY CENTER REC ROOMS

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Clubhouse Rentals and Event Fees	\$5,961	\$1,988	\$3,755	\$2,484	\$0	\$2,484	100%
Miscellaneous	0	(406)	(18)	0	0	0	0%
Total Non-Assessment Revenue	5,961	1,582	3,737	2,484	0	2,484	100%
Expenses:							
Employee Compensation	31,921	24,195	0	250	0	(250)	(100%)
Expenses Related to Employee Compensation	5,070	4,316	142	0	0	0	0%
Materials and Supplies	10,014	4,669	16,130	14,385	0	(14,385)	(100%)
Outside Services	122	157	184	150	0	(150)	(100%)
Other Operating Expense	1,710	102	0	0	0	0	0%
Total Expenses	48,837	33,437	16,456	14,785	0	(14,785)	(100%)
Net Cost (before allocations)	\$42,876	\$31,855	\$12,720	\$12,301	\$0	(\$12,301)	(100%)
Allocated From Departments	24,422	12,725	12,716	16,576	0	(16,576)	(100%)
Net Cost	\$67,298	\$44,580	\$25,436	\$28,877	\$0	(\$28,877)	(100%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
611 - CLUBHOUSE 1

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Clubhouse Rentals and Event Fees	\$66,160	\$73,421	\$117,601	\$108,500	\$91,558	\$16,942	16%
Miscellaneous	11,031	4,467	7,074	5,011	4,177	834	17%
Total Non-Assessment Revenue	<u>77,191</u>	<u>77,887</u>	<u>124,675</u>	<u>113,511</u>	<u>95,735</u>	<u>17,776</u>	<u>16%</u>
Expenses:							
Employee Compensation	135,778	146,489	180,902	155,768	110,144	(45,624)	(29%)
Expenses Related to Employee Compensation	35,452	40,996	43,729	51,263	41,096	(10,167)	(20%)
Materials and Supplies	30,705	24,247	32,248	33,250	27,296	(5,954)	(18%)
Community Events	37,062	34,281	70,275	65,000	55,352	(9,648)	(15%)
Utilities and Telephone	139,129	126,676	124,862	135,812	122,193	(13,619)	(10%)
Outside Services	8,182	10,396	11,963	9,600	8,780	(820)	(9%)
Repairs and Maintenance	4,667	2,545	5,000	4,710	4,027	(683)	(15%)
Other Operating Expense	4,635	3,745	2,390	4,200	3,003	(1,197)	(29%)
Property and Sales Tax	37	74	74	75	74	(1)	(1%)
Total Expenses	<u>395,648</u>	<u>389,450</u>	<u>471,443</u>	<u>459,678</u>	<u>371,965</u>	<u>(87,714)</u>	<u>(19%)</u>
Net Cost (before allocations)	<u>\$318,457</u>	<u>\$311,563</u>	<u>\$346,768</u>	<u>\$346,167</u>	<u>\$276,230</u>	<u>(\$69,938)</u>	<u>(20%)</u>
Allocated From Departments	122,225	151,235	138,746	142,646	144,885	2,239	2%
Net Cost	<u>\$440,682</u>	<u>\$462,797</u>	<u>\$485,515</u>	<u>\$488,813</u>	<u>\$421,114</u>	<u>(\$67,699)</u>	<u>(14%)</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
612 - CLUBHOUSE 2

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Clubhouse Rentals and Event Fees	\$58,659	\$64,423	\$56,618	\$54,169	\$49,698	\$4,471	8%
Miscellaneous	13,655	26,787	15,550	8,071	6,080	1,991	25%
Total Non-Assessment Revenue	<u>72,313</u>	<u>91,209</u>	<u>72,168</u>	<u>62,240</u>	<u>55,778</u>	<u>6,462</u>	<u>10%</u>
Expenses:							
Employee Compensation	161,847	147,086	148,915	126,778	115,130	(11,648)	(9%)
Expenses Related to Employee Compensation	41,845	40,425	36,608	41,741	39,326	(2,415)	(6%)
Materials and Supplies	7,411	4,692	7,138	10,925	6,704	(4,221)	(39%)
Community Events	44,546	59,916	54,004	53,000	38,200	(14,800)	(28%)
Utilities and Telephone	117,311	100,364	103,795	70,064	60,820	(9,244)	(13%)
Outside Services	3,537	7,859	5,470	7,811	4,866	(2,945)	(38%)
Repairs and Maintenance	3,206	2,207	874	200	200	0	0%
Other Operating Expense	2,976	2,450	3,629	2,198	4,221	2,023	92%
Property and Sales Tax	37	73	73	0	73	73	0%
Total Expenses	<u>382,717</u>	<u>365,071</u>	<u>360,507</u>	<u>312,717</u>	<u>269,541</u>	<u>(43,177)</u>	<u>(14%)</u>
Net Cost (before allocations)	<u>\$310,403</u>	<u>\$273,862</u>	<u>\$288,339</u>	<u>\$250,477</u>	<u>\$213,763</u>	<u>(\$36,715)</u>	<u>(15%)</u>
Allocated From Departments	116,155	160,839	148,363	156,364	158,223	1,859	1%
Net Cost	<u>\$426,559</u>	<u>\$434,701</u>	<u>\$436,702</u>	<u>\$406,842</u>	<u>\$371,986</u>	<u>(\$34,856)</u>	<u>(9%)</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
613 - PERFORMING ARTS CENTER

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Clubhouse Rentals and Event Fees	\$250,753	\$261,024	\$314,251	\$261,591	\$281,725	(\$20,134)	(8%)
Miscellaneous	37,764	42,333	39,951	36,361	30,303	6,058	17%
Total Non-Assessment Revenue	<u>288,517</u>	<u>303,357</u>	<u>354,202</u>	<u>297,952</u>	<u>312,028</u>	<u>(14,076)</u>	<u>(5%)</u>
Expenses:							
Employee Compensation	373,876	398,921	390,764	284,107	242,924	(41,183)	(14%)
Expenses Related to Employee Compensation	85,361	113,616	87,854	79,481	75,233	(4,248)	(5%)
Materials and Supplies	21,337	15,802	23,300	24,202	18,928	(5,274)	(22%)
Community Events	213,504	215,607	277,154	200,000	183,000	(17,000)	(9%)
Utilities and Telephone	107,419	89,167	89,954	90,926	86,261	(4,665)	(5%)
Equipment Rental	1,872	234	234	234	234	0	0%
Outside Services	13,467	16,692	19,715	18,170	15,181	(2,989)	(16%)
Repairs and Maintenance	4,968	6,604	6,185	12,806	5,374	(7,432)	(58%)
Other Operating Expense	7,558	3,129	2,849	3,399	3,104	(295)	(9%)
Property and Sales Tax	25	49	49	25	49	24	97%
Total Expenses	<u>829,386</u>	<u>859,822</u>	<u>898,059</u>	<u>713,349</u>	<u>630,288</u>	<u>(83,061)</u>	<u>(12%)</u>
Net Cost (before allocations)	<u>\$540,869</u>	<u>\$556,465</u>	<u>\$543,857</u>	<u>\$415,397</u>	<u>\$318,260</u>	<u>(\$97,137)</u>	<u>(23%)</u>
Allocated From Departments	111,368	130,106	117,591	112,464	116,268	3,804	3%
Net Cost	<u>\$652,237</u>	<u>\$686,572</u>	<u>\$661,448</u>	<u>\$527,862</u>	<u>\$434,529</u>	<u>(\$93,333)</u>	<u>(18%)</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
614 - CLUBHOUSE 4

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Clubhouse Rentals and Event Fees	\$760	\$2,073	\$1,780	\$790	\$1,000	(\$210)	(27%)
Rentals	(50)	0	0	0	0	0	0%
Miscellaneous	6,505	5,400	6,078	3,972	3,700	272	7%
Total Non-Assessment Revenue	7,215	7,473	7,858	4,762	4,700	62	1%
Expenses:							
Employee Compensation	147,904	151,229	168,582	144,862	131,355	(13,507)	(9%)
Expenses Related to Employee Compensation	55,739	60,393	52,154	54,393	44,273	(10,120)	(19%)
Materials and Supplies	43,354	28,200	47,768	63,719	22,785	(40,934)	(64%)
Community Events	3,167	1,812	3,214	3,290	3,250	(40)	(1%)
Utilities and Telephone	121,538	109,917	119,200	123,511	107,859	(15,652)	(13%)
Outside Services	411	1,995	2,050	9,852	4,526	(5,326)	(54%)
Repairs and Maintenance	9,358	9,427	1,609	9,870	10,714	844	9%
Other Operating Expense	3,994	4,439	2,773	3,160	2,752	(408)	(13%)
Property and Sales Tax	22	44	44	44	44	0	1%
Total Expenses	385,487	367,457	397,396	412,701	327,558	(85,143)	(21%)
Net Cost (before allocations)	\$378,273	\$359,984	\$389,538	\$407,939	\$322,858	(\$85,081)	(21%)
Allocated To Departments	(35,264)	(35,857)	(35,619)	(32,829)	(28,590)	4,238	13%
Allocated From Departments	93,263	3,396	3,074	1,507	1,008	(499)	(33%)
Net Cost	\$436,271	\$327,523	\$356,993	\$376,617	\$295,275	(\$81,342)	(22%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
615 - CLUBHOUSE 5

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Clubhouse Rentals and Event Fees	\$148,935	\$166,494	\$132,453	\$163,925	\$101,023	\$62,902	38%
Miscellaneous	12,958	10,253	25,239	5,820	4,934	886	15%
Total Non-Assessment Revenue	161,893	176,747	157,692	169,745	105,957	63,788	38%
Expenses:							
Employee Compensation	150,418	166,435	170,000	149,684	137,528	(12,156)	(8%)
Expenses Related to Employee Compensation	48,044	48,586	43,395	53,145	50,174	(2,971)	(6%)
Materials and Supplies	21,672	14,221	9,185	14,370	11,745	(2,625)	(18%)
Cost of Goods Sold	117	0	0	0	0	0	0%
Community Events	75,166	75,873	94,022	70,025	68,234	(1,791)	(3%)
Utilities and Telephone	116,078	106,414	122,138	121,220	113,871	(7,349)	(6%)
Equipment Rental	811	1,584	660	700	0	(700)	(100%)
Outside Services	7,910	9,168	7,903	8,800	4,012	(4,788)	(54%)
Repairs and Maintenance	6,740	2,300	4,110	5,240	4,862	(378)	(7%)
Other Operating Expense	3,443	2,958	3,794	1,325	1,694	369	28%
Property and Sales Tax	26	53	53	0	53	53	0%
Total Expenses	430,424	427,592	455,260	424,509	392,173	(32,337)	(8%)
Net Cost (before allocations)	\$268,531	\$250,845	\$297,567	\$254,764	\$286,216	\$31,451	12%
Allocated From Departments	118,993	144,908	132,148	131,264	132,323	1,059	1%
Net Cost	\$387,524	\$395,753	\$429,715	\$386,028	\$418,538	\$32,510	8%

2021 BUSINESS PLAN
Revenue and Expenditure Report
616 - CLUBHOUSE 6

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Clubhouse Rentals and Event Fees	\$13,281	\$14,680	\$20,938	\$15,230	\$12,622	\$2,608	17%
Miscellaneous	751	1,761	833	1,200	418	782	65%
Total Non-Assessment Revenue	14,032	16,441	21,771	16,430	13,040	3,390	21%
Expenses:							
Employee Compensation	62,689	66,332	85,654	13,575	14,418	842	6%
Expenses Related to Employee Compensation	5,868	14,948	17,006	3,852	4,102	250	7%
Materials and Supplies	5,127	5,696	5,195	4,950	3,962	(988)	(20%)
Utilities and Telephone	25,885	26,885	27,205	27,253	23,403	(3,850)	(14%)
Equipment Rental	0	432	288	0	0	0	0%
Outside Services	584	1,883	1,481	1,452	950	(502)	(35%)
Repairs and Maintenance	576	380	476	1,082	1,120	38	4%
Other Operating Expense	840	1,056	1,078	1,000	439	(561)	(56%)
Total Expenses	101,568	117,612	138,382	53,164	48,394	(4,770)	(9%)
Net Cost (before allocations)	\$87,536	\$101,172	\$116,611	\$36,734	\$35,354	(\$1,380)	(4%)
Allocated From Departments	41,391	68,010	65,785	83,447	82,249	(1,198)	(1%)
Net Cost	\$128,927	\$169,181	\$182,396	\$120,181	\$117,603	(\$2,578)	(2%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
617 - CLUBHOUSE 7

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Clubhouse Rentals and Event Fees	\$34,343	\$34,099	\$44,168	\$42,000	\$35,004	\$6,996	17%
Miscellaneous	67,842	64,594	59,349	64,755	53,965	10,790	17%
Total Non-Assessment Revenue	102,185	98,693	103,516	106,755	88,969	17,786	17%
Expenses:							
Employee Compensation	73,674	67,524	70,308	55,143	49,641	(5,502)	(10%)
Expenses Related to Employee Compensation	12,413	13,954	14,382	19,238	17,937	(1,301)	(7%)
Materials and Supplies	8,964	11,231	6,686	11,432	6,352	(5,080)	(44%)
Community Events	19,753	13,691	14,489	13,691	11,000	(2,691)	(20%)
Utilities and Telephone	57,783	50,629	54,803	57,365	53,962	(3,403)	(6%)
Outside Services	2,620	14,919	4,742	5,268	4,124	(1,144)	(22%)
Repairs and Maintenance	1,490	89	239	532	0	(532)	(100%)
Other Operating Expense	1,338	1,455	1,790	1,394	2,231	837	60%
Property and Sales Tax	89	179	179	179	179	(1)	0%
Total Expenses	178,123	173,670	167,618	164,242	145,425	(18,817)	(11%)
Net Cost (before allocations)	\$75,938	\$74,977	\$64,102	\$57,487	\$56,456	(\$1,031)	(2%)
Allocated From Departments	42,732	64,168	61,939	77,960	76,914	(1,046)	(1%)
Net Cost	\$118,671	\$139,145	\$126,041	\$135,446	\$133,370	(\$2,077)	(2%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
620 - EQUESTRIAN

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Clubhouse Rentals and Event Fees	\$9,976	\$8,272	\$7,662	\$8,450	\$5,145	\$3,305	39%
Rentals	0	(94)	0	0	0	0	0%
Miscellaneous	125,467	119,416	103,205	119,274	111,320	7,954	7%
Total Non-Assessment Revenue	135,443	127,594	110,867	127,724	116,465	11,259	9%
Expenses:							
Employee Compensation	168,301	185,957	175,259	188,741	194,496	5,755	3%
Expenses Related to Employee Compensation	53,478	50,490	44,883	61,119	65,728	4,609	8%
Materials and Supplies	88,143	71,145	90,356	100,480	94,764	(5,716)	(6%)
Community Events	5,948	8,365	6,914	7,150	6,800	(350)	(5%)
Utilities and Telephone	72,634	75,182	71,561	77,186	79,883	2,697	3%
Outside Services	4,976	5,355	4,042	5,344	8,100	2,756	52%
Repairs and Maintenance	9,843	12,447	11,804	20,000	16,000	(4,000)	(20%)
Other Operating Expense	2,633	2,333	1,917	2,315	2,589	274	12%
Property and Sales Tax	28	56	56	28	56	28	101%
Uncollectible Accounts	0	0	710	0	0	0	0%
Total Expenses	405,986	411,330	407,502	462,363	468,416	6,053	1%
Net Cost (before allocations)	\$270,542	\$283,736	\$296,635	\$334,639	\$351,951	\$17,312	5%
Allocated From Departments	30,048	50,069	47,257	57,186	55,285	(1,901)	(3%)
Net Cost	\$300,590	\$333,805	\$343,893	\$391,825	\$407,236	\$15,411	4%

2021 BUSINESS PLAN
Revenue and Expenditure Report
670 - GOLF OPERATIONS - 27 HOLE

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Golf Operations	\$249,729	\$235,283	\$189,786	\$195,400	\$198,400	(\$3,000)	(2%)
Merchandise Sales	191,429	201,529	182,296	195,000	180,000	15,000	8%
Clubhouse Rentals and Event Fees	8,269	13,349	9,933	12,200	8,400	3,800	31%
Rentals	0	4,500	0	0	0	0	0%
Miscellaneous	670	1,970	1,141	0	0	0	0%
Total Non-Assessment Revenue	450,098	456,631	383,156	402,600	386,800	15,800	4%
Expenses:							
Employee Compensation	472,356	505,897	509,301	450,403	495,147	44,744	10%
Expenses Related to Employee Compensation	107,715	119,190	97,679	104,840	115,770	10,930	10%
Materials and Supplies	44,068	41,677	48,917	51,150	44,650	(6,500)	(13%)
Cost of Goods Sold	153,385	171,689	143,244	146,000	140,000	(6,000)	(4%)
Community Events	839	2,300	0	2,000	1,500	(500)	(25%)
Utilities and Telephone	51,511	48,071	45,514	85,793	96,666	10,873	13%
Equipment Rental	47,988	47,045	46,621	45,255	51,600	6,345	14%
Outside Services	18,554	6,756	6,183	5,655	9,550	3,895	69%
Repairs and Maintenance	23,010	21,829	8,046	17,626	14,128	(3,498)	(20%)
Other Operating Expense	11,752	10,802	7,968	12,300	8,997	(3,303)	(27%)
Property and Sales Tax	14,511	15,978	14,370	16,000	15,881	(119)	(1%)
Total Expenses	945,688	991,233	927,841	937,022	993,889	56,866	6%
Net Cost (before allocations)	\$495,590	\$534,602	\$544,686	\$534,422	\$607,089	\$72,666	14%
Allocated From Departments	27,977	42,691	42,345	49,217	48,943	(275)	(1%)
Net Cost	\$523,567	\$577,293	\$587,030	\$583,640	\$656,032	\$72,392	12%

2021 BUSINESS PLAN
Revenue and Expenditure Report
672 - VILLAGE GREENS CAFÉ

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Rentals	\$45,000	\$49,500	\$54,000	\$54,000	\$54,000	\$0	0%
Miscellaneous	0	22	0	0	0	0	0%
Total Non-Assessment Revenue	45,000	49,522	54,000	54,000	54,000	0	0%
Expenses:							
Materials and Supplies	0	390	1,165	0	0	0	0%
Community Events	(839)	0	0	0	0	0	0%
Utilities and Telephone	14,054	15,535	14,125	16,236	17,117	881	5%
Repairs and Maintenance	886	0	8,751	10,000	10,000	0	0%
Other Operating Expense	919	89	1,106	1,800	1,468	(332)	(18%)
Total Expenses	15,020	16,013	25,147	28,036	28,585	549	2%
Net Cost (before allocations)	(\$29,980)	(\$33,508)	(\$28,853)	(\$25,964)	(\$25,415)	\$549	2%
Allocated From Departments	4,176	7,683	7,693	10,975	10,671	(304)	(3%)
Net Cost	(\$25,804)	(\$25,825)	(\$21,160)	(\$14,989)	(\$14,744)	\$245	2%

2021 BUSINESS PLAN
Revenue and Expenditure Report
680 - GOLF OPERATIONS - 9 HOLE

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Golf Operations	\$4,087	\$10,958	\$1,722	\$10,050	\$10,050	\$0	0%
Total Non-Assessment Revenue	4,087	10,958	1,722	10,050	10,050	0	0%
Expenses:							
Employee Compensation	45,262	36,186	40,182	53,224	56,966	3,741	7%
Expenses Related to Employee Compensation	8,476	7,605	7,065	8,258	8,900	642	8%
Materials and Supplies	2,625	228	42	850	850	0	0%
Utilities and Telephone	1,012	1,024	1,027	1,094	1,151	57	5%
Outside Services	10,860	0	127	0	0	0	0%
Other Operating Expense	0	1,244	0	0	0	0	0%
Property and Sales Tax	63	125	125	65	125	60	92%
Total Expenses	68,297	46,413	48,569	63,492	67,992	4,501	7%
Net Cost (before allocations)	\$64,210	\$35,455	\$46,847	\$53,442	\$57,942	\$4,501	8%
Allocated From Departments	19,894	33,436	31,167	34,060	34,231	172	1%
Net Cost	\$84,104	\$68,890	\$78,014	\$87,501	\$92,174	\$4,672	5%

2021 BUSINESS PLAN
Revenue and Expenditure Report
690 - AQUATICS

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Clubhouse Rentals and Event Fees	\$0	\$0	(\$24)	\$0	\$0	\$0	0%
Miscellaneous	6,045	4,349	555	1,600	0	1,600	100%
Total Non-Assessment Revenue	6,045	4,349	531	1,600	0	1,600	100%
Expenses:							
Employee Compensation	1,810	0	0	61,422	62,317	894	1%
Expenses Related to Employee Compensation	354	0	0	22,500	23,491	992	4%
Materials and Supplies	3,828	17,142	6,600	8,050	46,950	38,900	483%
Utilities and Telephone	139,627	144,291	157,190	131,785	140,433	8,648	7%
Outside Services	400,501	399,804	445,982	480,000	373,908	(106,093)	(22%)
Repairs and Maintenance	0	706	5	0	0	0	0%
Other Operating Expense	2,311	2,034	2,122	0	2,996	2,996	0%
Total Expenses	548,430	563,976	611,899	703,757	650,095	(53,663)	(8%)
Net Cost (before allocations)	\$542,385	\$559,628	\$611,368	\$702,157	\$650,095	(\$52,063)	(7%)
Allocated From Departments	140,885	161,947	142,967	122,149	128,210	6,062	5%
Net Cost	\$683,270	\$721,575	\$754,335	\$824,306	\$778,305	(\$46,001)	(6%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
691 - FITNESS

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Merchandise Sales	\$1,526	\$1,135	\$926	\$1,330	\$1,110	\$220	17%
Clubhouse Rentals and Event Fees	1,229	1,695	3,855	1,462	1,482	(20)	(1%)
Miscellaneous	110,615	143,806	152,567	132,655	111,703	20,952	16%
Total Non-Assessment Revenue	113,370	146,636	157,348	135,447	114,295	21,152	16%
Expenses:							
Employee Compensation	386,958	377,084	391,473	419,501	384,700	(34,801)	(8%)
Expenses Related to Employee Compensation	104,641	120,925	111,291	98,705	92,924	(5,781)	(6%)
Materials and Supplies	25,984	16,997	13,487	15,550	13,470	(2,080)	(13%)
Community Events	2,122	1,155	2,162	2,000	2,000	0	0%
Equipment Rental	14,331	24,567	24,567	24,000	24,567	567	2%
Outside Services	15,772	40,697	44,182	33,057	30,419	(2,638)	(8%)
Repairs and Maintenance	14,793	12,253	15,583	15,727	14,580	(1,147)	(7%)
Other Operating Expense	3,272	3,150	2,475	1,923	2,965	1,042	54%
Property and Sales Tax	110	82	67	0	0	0	0%
Total Expenses	567,983	596,909	605,288	610,463	565,625	(44,838)	(7%)
Net Cost (before allocations)	\$454,613	\$450,273	\$447,939	\$475,016	\$451,330	(\$23,686)	(5%)
Allocated From Departments	22,913	42,530	41,422	53,470	52,491	(979)	(2%)
Net Cost	\$477,526	\$492,803	\$489,361	\$528,486	\$503,821	(\$24,664)	(5%)

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 best practices 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

2021 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF HUMAN RESOURCE SERVICES

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Miscellaneous	\$1,902	\$6,552	\$3,385	\$0	\$250	(\$250)	0%
Total Non-Assessment Revenue	1,902	6,552	3,385	0	250	(250)	0%
Expenses:							
Employee Compensation	595,655	748,664	690,919	635,662	639,374	3,712	1%
Expenses Related to Employee Compensation	159,180	180,576	151,165	139,186	154,334	15,148	11%
Materials and Supplies	6,706	7,135	8,875	9,900	9,900	0	0%
Legal Fees	201,098	713,914	862,726	450,000	450,000	0	0%
Professional Fees	63,667	101,275	121,035	97,700	91,300	(6,400)	(7%)
Outside Services	29,470	21,611	9,854	46,176	46,176	0	0%
Other Operating Expense	300,159	319,589	275,714	379,442	334,005	(45,437)	(12%)
Total Expenses	1,355,935	2,092,763	2,120,290	1,758,066	1,725,089	(32,977)	(2%)
Net Cost (before allocations)	\$1,354,033	\$2,086,212	\$2,116,906	\$1,758,066	\$1,724,839	(\$33,227)	(2%)
Allocated To Departments	(1,052,566)	(1,368,620)	(1,139,505)	(1,162,933)	(1,114,992)	47,941	4%
Allocated From Departments	18,514	20,329	20,265	31,506	19,201	(12,305)	(39%)
Net Cost	\$319,982	\$737,921	\$997,666	\$626,638	\$629,048	\$2,410	0%

2021 BUSINESS PLAN
Revenue and Expenditure Report
700 - HUMAN RESOURCE SERVICES

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Miscellaneous	\$1,902	\$6,552	\$3,385	\$0	\$250	(\$250)	0%
Total Non-Assessment Revenue	1,902	6,552	3,385	0	250	(250)	0%
Expenses:							
Employee Compensation	595,655	748,664	690,919	635,662	639,374	3,712	1%
Expenses Related to Employee Compensation	159,180	180,576	151,165	139,186	154,334	15,148	11%
Materials and Supplies	6,706	7,135	8,875	9,900	9,900	0	0%
Legal Fees	201,098	713,914	862,726	450,000	450,000	0	0%
Professional Fees	63,667	101,275	121,035	97,700	91,300	(6,400)	(7%)
Outside Services	29,470	21,611	9,854	46,176	46,176	0	0%
Other Operating Expense	300,159	319,589	275,714	379,442	334,005	(45,437)	(12%)
Total Expenses	1,355,935	2,092,763	2,120,290	1,758,066	1,725,089	(32,977)	(2%)
Net Cost (before allocations)	\$1,354,033	\$2,086,212	\$2,116,906	\$1,758,066	\$1,724,839	(\$33,227)	(2%)
Allocated To Departments	(1,052,566)	(1,368,620)	(1,139,505)	(1,162,933)	(1,114,992)	47,941	4%
Allocated From Departments	18,514	20,329	20,265	31,506	19,201	(12,305)	(39%)
Net Cost	\$319,982	\$737,921	\$997,666	\$626,638	\$629,048	\$2,410	0%



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

Maintenance Operations – Includes the planning, organization, management and implementation of maintenance operations as well as provides Committee and Board support. Also serves as liaison with GRF and Mutual Boards of Directors, Committees, task forces, individual directors, and residents on normal and special maintenance activities. The department also reports to the Executive Hearing Committee regarding damages sustained from resident's alterations, negligence or vehicle accidents. Additionally, the Department studies, analyzes, reports and makes recommendations on wide-ranging maintenance subjects to improve maintenance of the Community and the effectiveness/efficiencies of Department operations.

Maintenance Services – Provides project management, supervision, and administrative support for Mutual components replacement programs, service requests, and maintenance projects, e.g. Waste Line Remediation. This oversight is provided to the following work centers; Appliance, Electrical, Plumbing, and Facility Services that also care for the heating and cooling units and pools at GRF facilities.

Building Maintenance – Provides management and oversight of building maintenance in areas of; interior carpentry, exterior general carpentry maintenance, dry rot, interior/exterior painting, and interior manor components, such as vinyl flooring, countertops, shower/bath enclosures, ceramic tile and low-flow toilets. Evaluates, plans, and coordinates annual maintenance programs for; Prior-to-Paint, Exterior Paint, Top Coat, Garden Villa Lobby and Mailroom Renovation, Garden Villa Recreation Room, and Full Structure Tenting. Responds to, inspects, assess, and coordinates member maintenance request for; pest control, broken glass, and interior component replacement. Additionally, proactively inspect all 81 three-story buildings three times a year to identify deficiencies and maintenance needs of both structural and non-structural issues at each facility, as well as follow up to ensure the maintenance issues are addressed in a timely manner.

Manor Alteration Permits & Inspections – Responsible for Mutual Consent (permit) applications and inspection services for the Community in the areas of: demolition and construction permits required by owners who wish to make an alteration to their manors; alteration variance requests; resale inspections, to evaluate the condition of property when a unit is listed for resale; unoccupied unit inspections, to evaluate the condition of property when a unit is left vacant for more than 180 days; rule enforcement, investigates and coordinates the containment, testing and cleanup of any damage to Mutual property. This division provides support and recommendations to the Architectural Control and Standards Committee.



Damage Restoration – Evaluates moisture intrusion events, assesses property damage, coordination of necessary restoration services with numerous vendors and in-house staff while following strict federal, state, and local regulations regarding hazardous materials such as asbestos, mold, lead, and bacteria.

Project Management – 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, monitor elevator, roofing, copper pipe remediation and asphalt contracts.

2021 BUSINESS PLAN
Revenue and Expenditure Report
SUMMARY: DEPARTMENT OF MAINTENANCE & CONSTRUCTION

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Clubhouse Rentals and Event Fees	(\$10)	\$0	\$0	\$0	\$0	\$0	0%
Fees and Charges for Services to Residents	505,454	1,368,358	1,668,263	1,065,443	1,248,510	(183,067)	(17%)
Miscellaneous	11,507	10,076	(6,321)	4,000	4,000	0	0%
Total Non-Assessment Revenue	516,951	1,378,434	1,661,942	1,069,443	1,252,510	(183,067)	(17%)
Expenses:							
Employee Compensation	9,628,786	10,240,109	10,212,879	11,174,790	10,999,174	(175,615)	(2%)
Expenses Related to Employee Compensation	3,702,655	4,233,460	3,975,784	4,185,137	4,323,355	138,218	3%
Materials and Supplies	3,074,555	3,757,173	3,941,636	4,000,649	3,703,025	(297,624)	(7%)
Cost of Goods Sold	(3,768)	3,568	13,800	0	800	800	0%
Utilities and Telephone	46,707	19,842	28,580	29,825	29,264	(561)	(2%)
Professional Fees	73,154	174,180	158,090	194,783	174,783	(20,000)	(10%)
Equipment Rental	106,864	41,305	68,986	41,500	41,500	0	0%
Outside Services	13,211,247	17,328,215	20,212,149	17,918,672	18,002,264	83,592	0%
Repairs and Maintenance	71,575	117,350	137,769	154,318	154,318	0	0%
Other Operating Expense	154,841	127,322	118,605	259,683	237,983	(21,700)	(8%)
(Gain)/Loss on sale or trade warehouse	12,706	0	0	0	0	0	0%
Total Expenses	30,079,323	36,042,523	38,868,278	37,959,357	37,666,466	(292,891)	(1%)
Net Cost (before allocations)	\$29,562,372	\$34,664,089	\$37,206,336	\$36,889,914	\$36,413,957	(\$475,957)	(1%)
Allocated To Departments	(1,338,785)	(716,024)	(624,839)	(514,399)	(546,843)	(32,443)	(6%)
Allocated From Departments	1,712,219	1,014,656	920,978	948,043	990,377	42,334	4%
Net Cost	\$29,935,806	\$34,962,721	\$37,502,475	\$37,323,558	\$36,857,491	(\$466,067)	(1%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
900 - MAINTENANCE OPERATIONS

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$0	\$528	\$0	\$0	\$0	\$0	0%
Miscellaneous	0	0	23	0	0	0	0%
Total Non-Assessment Revenue	0	528	23	0	0	0	0%
Expenses:							
Employee Compensation	331,745	461,825	464,283	533,940	542,639	8,698	2%
Expenses Related to Employee Compensation	71,964	119,627	115,158	103,326	109,065	5,739	6%
Materials and Supplies	5,671	3,110	4,328	3,540	3,540	0	0%
Outside Services	14,765	15,383	13,102	79,600	63,100	(16,500)	(21%)
Other Operating Expense	3,963	3,372	2,247	10,080	9,080	(1,000)	(10%)
Total Expenses	428,108	603,317	599,118	730,486	727,423	(3,063)	0%
Net Cost (before allocations)	\$428,108	\$602,789	\$599,094	\$730,486	\$727,423	(\$3,063)	0%
Allocated To Departments	(600,586)	0	0	0	0	0	0%
Allocated From Departments	844,539	435,960	382,012	331,709	420,133	88,424	27%
Net Cost	\$672,061	\$1,038,749	\$981,106	\$1,062,195	\$1,147,556	\$85,361	8%

2021 BUSINESS PLAN
Revenue and Expenditure Report
904 - MAINTENANCE SERVICES

	<u>2017 Actuals</u>	<u>2018 Actuals</u>	<u>2019 Actuals</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>Increase/ (Decrease)</u>	<u>VAR %</u>
Non-Assessment Revenues:							
Miscellaneous	\$0	\$9	\$0	\$0	\$0	\$0	0%
Total Non-Assessment Revenue	<u>0</u>	<u>9</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
Expenses:							
Employee Compensation	272,681	264,872	342,776	448,325	451,279	2,954	1%
Expenses Related to Employee Compensation	64,634	88,010	90,098	118,786	125,318	6,532	5%
Materials and Supplies	1,741	1,203	2,143	8,000	8,000	0	0%
Professional Fees	0	19,318	4,920	5,000	5,000	0	0%
Outside Services	708,014	1,748	0	3,363,500	3,518,640	155,140	5%
Other Operating Expense	5,212	113	1,476	14,500	11,500	(3,000)	(21%)
Total Expenses	<u>1,052,282</u>	<u>375,264</u>	<u>441,414</u>	<u>3,958,111</u>	<u>4,119,737</u>	<u>161,626</u>	<u>4%</u>
Net Cost (before allocations)	<u>\$1,052,282</u>	<u>\$375,256</u>	<u>\$441,414</u>	<u>\$3,958,111</u>	<u>\$4,119,737</u>	<u>\$161,626</u>	<u>4%</u>
Allocated To Departments	(97,441)	(112,366)	(109,852)	(131,286)	(133,518)	(2,232)	(2%)
Allocated From Departments	19,322	320	1,383	0	155	155	0%
Net Cost	<u>\$974,163</u>	<u>\$263,209</u>	<u>\$332,944</u>	<u>\$3,826,825</u>	<u>\$3,986,374</u>	<u>\$159,549</u>	<u>4%</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
909 - DAMAGE RESTORATION

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$0	\$216,742	\$762,521	\$222,000	\$360,000	(\$138,000)	(62%)
Miscellaneous	0	15	0	0	0	0	0%
Total Non-Assessment Revenue	0	216,756	762,521	222,000	360,000	(138,000)	(62%)
Expenses:							
Employee Compensation	0	282,238	400,534	396,726	488,259	91,533	23%
Expenses Related to Employee Compensation	0	53,006	81,361	116,938	148,065	31,126	27%
Materials and Supplies	0	9,852	8,378	10,850	10,850	0	0%
Utilities and Telephone	0	0	34	0	0	0	0%
Outside Services	0	3,150,237	5,409,857	2,788,222	3,483,224	695,002	25%
Other Operating Expense	0	10,251	7,394	15,500	15,500	0	0%
Total Expenses	0	3,505,583	5,907,558	3,328,236	4,145,898	817,661	25%
Net Cost (before allocations)	\$0	\$3,288,827	\$5,145,037	\$3,106,236	\$3,785,898	\$679,661	22%
Allocated To Departments	0	(3,350)	(4,608)	0	0	0	0%
Allocated From Departments	0	3,489	3,417	989	1,242	253	26%
Net Cost	\$0	\$3,288,966	\$5,143,847	\$3,107,225	\$3,787,140	\$679,915	22%

2021 BUSINESS PLAN
Revenue and Expenditure Report
910 - BUILDING MAINTENANCE

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$138,274	\$263,544	\$5,957	\$2,000	\$2,000	\$0	0%
Miscellaneous	0	109	96	0	0	0	0%
Total Non-Assessment Revenue	138,274	263,653	6,053	2,000	2,000	0	0%
Expenses:							
Employee Compensation	797,802	606,114	518,597	658,207	639,396	(18,810)	(3%)
Expenses Related to Employee Compensation	188,321	168,731	125,084	185,256	191,413	6,157	3%
Materials and Supplies	14,212	18,592	24,665	21,999	21,999	0	0%
Utilities and Telephone	1,500	16,850	0	0	0	0	0%
Professional Fees	20,991	20,285	44,057	53,783	53,783	0	0%
Outside Services	4,258,082	1,896,563	1,890,275	2,494,035	2,685,677	191,642	8%
Repairs and Maintenance	67,311	23,266	71,310	37,318	37,318	0	0%
Other Operating Expense	39,413	38,618	15,215	70,000	69,000	(1,000)	(1%)
Total Expenses	5,387,632	2,789,018	2,689,205	3,520,597	3,698,586	177,989	5%
Net Cost (before allocations)	\$5,249,358	\$2,525,365	\$2,683,152	\$3,518,597	\$3,696,586	\$177,989	5%
Allocated To Departments	(117,722)	(8,298)	0	0	0	0	0%
Allocated From Departments	33,634	5,125	5,034	4,987	4,251	(737)	(15%)
Net Cost	\$5,165,270	\$2,522,192	\$2,688,186	\$3,523,585	\$3,700,837	\$177,252	5%

2021 BUSINESS PLAN
Revenue and Expenditure Report
911 - APPLIANCE

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$2,151	\$34,015	\$34,934	\$120,366	\$30,386	\$89,980	75%
Miscellaneous	0	7	20	0	0	0	0%
Total Non-Assessment Revenue	<u>2,151</u>	<u>34,022</u>	<u>34,954</u>	<u>120,366</u>	<u>30,386</u>	<u>89,980</u>	<u>75%</u>
Expenses:							
Employee Compensation	351,695	327,285	315,478	284,648	296,970	12,322	4%
Expenses Related to Employee Compensation	138,654	151,569	138,336	121,148	131,797	10,649	9%
Materials and Supplies	452,846	417,194	438,263	665,509	606,649	(58,860)	(9%)
Cost of Goods Sold	819	382	59	0	0	0	0%
Outside Services	3,010	97,568	296,270	123,000	123,000	0	0%
Repairs and Maintenance	604	205	39	800	800	0	0%
Other Operating Expense	4,592	2,803	2,548	6,001	6,501	500	8%
Total Expenses	<u>952,221</u>	<u>997,006</u>	<u>1,190,994</u>	<u>1,201,106</u>	<u>1,165,717</u>	<u>(35,389)</u>	<u>(3%)</u>
Net Cost (before allocations)	<u>\$950,070</u>	<u>\$962,983</u>	<u>\$1,156,040</u>	<u>\$1,080,740</u>	<u>\$1,135,331</u>	<u>\$54,591</u>	<u>5%</u>
Allocated From Departments	36,842	43,313	38,600	48,233	50,959	2,726	6%
Net Cost	<u>\$986,912</u>	<u>\$1,006,296</u>	<u>\$1,194,640</u>	<u>\$1,128,973</u>	<u>\$1,186,290</u>	<u>\$57,317</u>	<u>5%</u>

2021 BUSINESS PLAN
Revenue and Expenditure Report
912 - CARPENTRY

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$6,446	\$26,974	\$16,301	\$0	\$95,379	(\$95,379)	0%
Miscellaneous	0	791	4,820	0	0	0	0%
Total Non-Assessment Revenue	6,446	27,765	21,121	0	95,379	(95,379)	0%
Expenses:							
Employee Compensation	2,358,090	2,278,221	2,141,604	2,436,416	2,244,270	(192,146)	(8%)
Expenses Related to Employee Compensation	994,609	1,052,451	957,710	1,023,409	1,004,811	(18,597)	(2%)
Materials and Supplies	708,376	747,237	735,771	977,152	858,815	(118,337)	(12%)
Cost of Goods Sold	114	1,844	(1,286)	0	0	0	0%
Utilities and Telephone	45,207	4,000	28,547	29,825	29,264	(561)	(2%)
Equipment Rental	4,148	15,913	31,227	15,000	15,000	0	0%
Outside Services	53,887	510,206	730	5,000	5,000	0	0%
Repairs and Maintenance	1,794	2,550	2,075	3,600	3,600	0	0%
Other Operating Expense	27,581	17,997	18,985	27,800	27,800	0	0%
(Gain)/Loss on sale or trade warehouse	1,386	0	0	0	0	0	0%
Total Expenses	4,195,192	4,630,418	3,915,361	4,518,202	4,188,560	(329,641)	(7%)
Net Cost (before allocations)	\$4,188,746	\$4,602,653	\$3,894,241	\$4,518,202	\$4,093,181	(\$425,021)	(9%)
Allocated From Departments	190,883	133,481	120,244	162,583	129,610	(32,973)	(20%)
Net Cost	\$4,379,629	\$4,736,135	\$4,014,485	\$4,680,785	\$4,222,791	(\$457,994)	(10%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
913 - ELECTRICAL

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$13,178	\$59,322	\$52,342	\$30,399	\$30,460	(\$62)	0%
Miscellaneous	0	179	465	0	0	0	0%
Total Non-Assessment Revenue	13,178	59,501	52,807	30,399	30,460	(62)	0%
Expenses:							
Employee Compensation	434,398	465,801	487,335	582,265	589,815	7,550	1%
Expenses Related to Employee Compensation	224,540	222,330	204,927	242,477	263,756	21,279	9%
Materials and Supplies	121,109	98,270	90,207	117,114	119,614	2,500	2%
Cost of Goods Sold	158	88	395	0	400	400	0%
Outside Services	48,191	37,506	116,736	120,000	145,000	25,000	21%
Repairs and Maintenance	315	162	0	400	400	0	0%
Other Operating Expense	8,590	4,971	4,451	8,001	8,001	0	0%
Total Expenses	837,303	829,129	904,052	1,070,257	1,126,987	56,729	5%
Net Cost (before allocations)	\$824,125	\$769,628	\$851,245	\$1,039,859	\$1,096,527	\$56,668	5%
Allocated From Departments	85,521	80,196	71,906	77,554	70,041	(7,513)	(10%)
Net Cost	\$909,646	\$849,824	\$923,151	\$1,117,413	\$1,166,567	\$49,155	4%

2021 BUSINESS PLAN
Revenue and Expenditure Report
914 - PLUMBING

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$56,905	\$304,301	\$260,961	\$127,211	\$126,669	\$542	0%
Miscellaneous	0	316	10	0	0	0	0%
Total Non-Assessment Revenue	56,905	304,617	260,971	127,211	126,669	542	0%
Expenses:							
Employee Compensation	1,225,968	1,287,294	1,280,824	1,445,841	1,448,591	2,750	0%
Expenses Related to Employee Compensation	497,921	575,998	539,821	584,300	629,575	45,275	8%
Materials and Supplies	436,428	1,013,301	1,309,875	800,283	796,393	(3,890)	0%
Cost of Goods Sold	472	1,145	13,432	0	400	400	0%
Professional Fees	0	0	1,250	0	0	0	0%
Outside Services	251,184	897,341	1,731,901	245,002	590,002	345,000	141%
Repairs and Maintenance	1,905	1,496	1,381	2,000	2,000	0	0%
Other Operating Expense	23,928	12,557	12,804	18,400	23,900	5,501	30%
Total Expenses	2,437,807	3,789,132	4,891,288	3,095,826	3,490,861	395,035	13%
Net Cost (before allocations)	\$2,380,902	\$3,484,514	\$4,630,316	\$2,968,615	\$3,364,192	\$395,577	13%
Allocated From Departments	195,705	157,856	160,103	162,816	158,281	(4,535)	(3%)
Net Cost	\$2,576,606	\$3,642,371	\$4,790,420	\$3,131,432	\$3,522,473	\$391,041	12%

2021 BUSINESS PLAN
Revenue and Expenditure Report
917 - INTERIOR COMPONENTS

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$145	\$919	(\$15)	\$61,939	\$59,093	\$2,846	5%
Miscellaneous	8	263	364	0	0	0	0%
Total Non-Assessment Revenue	153	1,183	349	61,939	59,093	2,846	5%
Expenses:							
Employee Compensation	420,925	505,615	476,889	461,510	428,168	(33,342)	(7%)
Expenses Related to Employee Compensation	185,845	226,959	204,329	192,848	186,147	(6,701)	(3%)
Materials and Supplies	571,808	642,416	566,825	676,354	675,223	(1,131)	0%
Cost of Goods Sold	258	109	608	0	0	0	0%
Outside Services	1,213	1,976	1,782	0	0	0	0%
Repairs and Maintenance	0	237	0	500	500	0	0%
Other Operating Expense	6,185	4,405	5,676	6,000	6,000	0	0%
(Gain)/Loss on sale or trade warehouse	1,646	0	0	0	0	0	0%
Total Expenses	1,187,879	1,381,718	1,256,110	1,337,212	1,296,038	(41,174)	(3%)
Net Cost (before allocations)	\$1,187,726	\$1,380,535	\$1,255,761	\$1,275,273	\$1,236,945	(\$38,328)	(3%)
Allocated From Departments	42,633	13,703	12,490	25,637	15,726	(9,911)	(39%)
Net Cost	\$1,230,359	\$1,394,238	\$1,268,250	\$1,300,910	\$1,252,671	(\$48,239)	(4%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
918 - HANDYMAN SERVICES

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$0	\$39,887	\$33,355	\$0	\$0	\$0	0%
Total Non-Assessment Revenue	0	39,887	33,355	0	0	0	0%
Expenses:							
Employee Compensation	0	57,189	45,143	0	0	0	0%
Expenses Related to Employee Compensation	0	20,966	23,728	0	0	0	0%
Materials and Supplies	0	7,627	363	0	0	0	0%
Other Operating Expense	0	0	697	0	0	0	0%
Total Expenses	0	85,781	69,932	0	0	0	0%
Net Cost (before allocations)	\$0	\$45,894	\$36,576	\$0	\$0	\$0	0%
Net Cost	\$0	\$45,894	\$36,576	\$0	\$0	\$0	0%

2021 BUSINESS PLAN
Revenue and Expenditure Report
920 - CONSTRUCTION/PROJECT MANAGEMENT

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$6,901	\$22,522	\$9,685	\$7,500	\$16,974	(\$9,474)	(126%)
Miscellaneous	0	25	(15,717)	0	0	0	0%
Total Non-Assessment Revenue	6,901	22,547	(6,032)	7,500	16,974	(9,474)	(126%)
Expenses:							
Employee Compensation	569,475	609,099	656,532	677,348	703,696	26,349	4%
Expenses Related to Employee Compensation	111,035	132,217	171,466	169,405	177,467	8,062	5%
Materials and Supplies	11,472	13,589	5,314	5,000	5,000	0	0%
Professional Fees	52,163	134,578	107,863	136,000	116,000	(20,000)	(15%)
Equipment Rental	4,100	0	0	2,500	2,500	0	0%
Outside Services	7,728,943	10,685,686	10,567,488	8,229,664	7,344,174	(885,490)	(11%)
Repairs and Maintenance	34,641	86,711	52,875	86,000	86,000	0	0%
Other Operating Expense	2,081	2,520	10,935	37,400	16,100	(21,300)	(57%)
Total Expenses	8,513,910	11,664,400	11,572,472	9,343,317	8,450,938	(892,380)	(10%)
Net Cost (before allocations)	\$8,507,009	\$11,641,852	\$11,578,504	\$9,335,817	\$8,433,964	(\$901,854)	(10%)
Allocated To Departments	(20,586)	0	0	0	0	0	0%
Allocated From Departments	23,433	5,901	5,474	4,990	4,751	(239)	(5%)
Net Cost	\$8,509,857	\$11,647,753	\$11,583,978	\$9,340,807	\$8,438,714	(\$902,092)	(10%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
925 - MANOR ALTERATIONS AND PERMITS

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Clubhouse Rentals and Event Fees	(\$10)	\$0	\$0	\$0	\$0	\$0	0%
Fees and Charges for Services to Residents	279,550	394,981	489,365	488,573	521,344	(32,771)	(7%)
Miscellaneous	11,510	7,950	3,368	4,000	4,000	0	0%
Total Non-Assessment Revenue	291,050	402,931	492,734	492,573	525,344	(32,771)	(7%)
Expenses:							
Employee Compensation	449,854	512,711	473,776	628,308	728,698	100,389	16%
Expenses Related to Employee Compensation	134,700	180,367	145,826	177,338	207,123	29,785	17%
Materials and Supplies	11,871	73,234	79,105	9,500	9,500	0	0%
Outside Services	75,899	(7,631)	162,671	385,000	10,000	(375,000)	(97%)
Other Operating Expense	0	1,065	7,002	8,500	7,100	(1,400)	(16%)
Total Expenses	672,325	759,746	868,381	1,208,646	962,420	(246,226)	(20%)
Net Cost (before allocations)	\$381,274	\$356,815	\$375,647	\$716,073	\$437,076	(\$278,997)	(39%)
Allocated From Departments	25,786	10,070	9,409	8,480	9,369	889	10%
Net Cost	\$407,061	\$366,885	\$385,056	\$724,553	\$446,445	(\$278,108)	(38%)

2021 BUSINESS PLAN
Revenue and Expenditure Report
926 - FACILITIES MANAGEMENT

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$0	\$0	\$500	\$0	\$0	\$0	0%
Miscellaneous	0	126	87	0	0	0	0%
Total Non-Assessment Revenue	0	126	587	0	0	0	0%
Expenses:							
Employee Compensation	315,367	375,844	379,349	324,633	329,105	4,472	1%
Expenses Related to Employee Compensation	123,900	158,865	153,253	125,306	136,100	10,794	9%
Materials and Supplies	117,620	157,169	129,087	24,900	54,900	30,000	120%
Equipment Rental	2,050	0	0	4,000	4,000	0	0%
Outside Services	51,109	37,224	16,749	25,000	25,000	0	0%
Repairs and Maintenance	11,194	0	4,782	15,700	15,700	0	0%
Other Operating Expense	4,282	3,135	3,015	7,501	7,501	0	0%
Total Expenses	625,523	732,236	686,235	527,040	572,306	45,266	9%
Net Cost (before allocations)	\$625,523	\$732,111	\$685,649	\$527,040	\$572,306	\$45,266	9%
Allocated To Departments	(502,450)	(592,010)	(510,379)	(383,113)	(413,325)	(30,211)	(8%)
Allocated From Departments	41,750	44,658	39,423	43,674	40,129	(3,545)	(8%)
Net Cost	\$164,823	\$184,759	\$214,693	\$187,601	\$199,111	\$11,510	6%

2021 BUSINESS PLAN
Revenue and Expenditure Report
932 - PAINT

	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget	Increase/ (Decrease)	VAR %
Non-Assessment Revenues:							
Fees and Charges for Services to Residents	\$1,904	\$4,622	\$2,356	\$5,456	\$6,205	(\$749)	(14%)
Miscellaneous	(11)	286	143	0	0	0	0%
Total Non-Assessment Revenue	1,893	4,908	2,499	5,456	6,205	(749)	(14%)
Expenses:							
Employee Compensation	2,100,786	2,206,000	2,229,759	2,296,622	2,108,288	(188,334)	(8%)
Expenses Related to Employee Compensation	966,531	1,082,365	1,024,686	1,024,600	1,012,719	(11,881)	(1%)
Materials and Supplies	621,401	554,380	547,311	680,448	532,542	(147,906)	(22%)
Cost of Goods Sold	(5,589)	0	591	0	0	0	0%
Utilities and Telephone	0	(1,008)	0	0	0	0	0%
Equipment Rental	96,566	25,392	37,759	20,000	20,000	0	0%
Outside Services	16,949	4,409	4,588	60,649	9,447	(51,202)	(84%)
Repairs and Maintenance	(46,191)	2,724	5,307	8,000	8,000	0	0%
Other Operating Expense	29,013	25,514	26,159	30,000	30,000	0	0%
(Gain)/Loss on sale or trade warehouse	9,674	0	0	0	0	0	0%
Total Expenses	3,789,141	3,899,777	3,876,159	4,120,319	3,720,996	(399,323)	(10%)
Net Cost (before allocations)	\$3,787,248	\$3,894,868	\$3,873,660	\$4,114,863	\$3,714,791	(\$400,072)	(10%)
Allocated From Departments	172,172	80,583	71,484	76,391	85,730	9,339	12%
Net Cost	\$3,959,421	\$3,975,451	\$3,945,144	\$4,191,255	\$3,800,521	(\$390,733)	(9%)