

**SPECIAL OPEN MEETING OF THE BOARD OF DIRECTORS OF
THE GOLDEN RAIN FOUNDATION OF LAGUNA WOODS
A CALIFORNIA NON-PROFIT MUTUAL BENEFIT CORPORATION**

**Wednesday, May 29, 2024, 1:30 p.m.
24351 El Toro Road, Laguna Woods, California
Board Room/Virtual Meeting**

Laguna Woods Village owners/residents are welcome to participate in all open meetings in-person and virtually. To submit comments or questions virtually for meetings, please use one of the following options:

1. Join the meeting via Zoom by clicking this link: <https://us06web.zoom.us/j/92081839160> or by calling 1-669-900-6833, Webinar ID: 92081839160.
2. Via email to meeting@vmsinc.org any time before the meeting is scheduled to begin or during the meeting. Please use the name of the meeting in the subject line of the email. Name and unit number must be included.

NOTICE OF MEETING AND AGENDA

This Meeting May Be Recorded

The purpose of this meeting is to review the proposed 2025 Business Plan – Version 1

1. Call Meeting to Order / Establish Quorum – Treasurer William Cowen
2. State Purpose of Meeting – Treasurer Cowen
3. Approval of the Agenda
4. Chair Remarks
5. Open Forum (Three Minutes per Speaker)
6. Responses to Open Forum Speakers
7. Review of the Proposed 2025 Business Plan – Version 1
8. Adjournment

STAFF REPORT

DATE: May 29, 2024
FOR: Board of Directors
SUBJECT: 2025 Department Review – Version 1

RECOMMENDATION

Staff recommends the Board review the Proposed 2025 Business Plan and provide direction for adjustment or revision at the meeting on May 29, 2024.

BACKGROUND

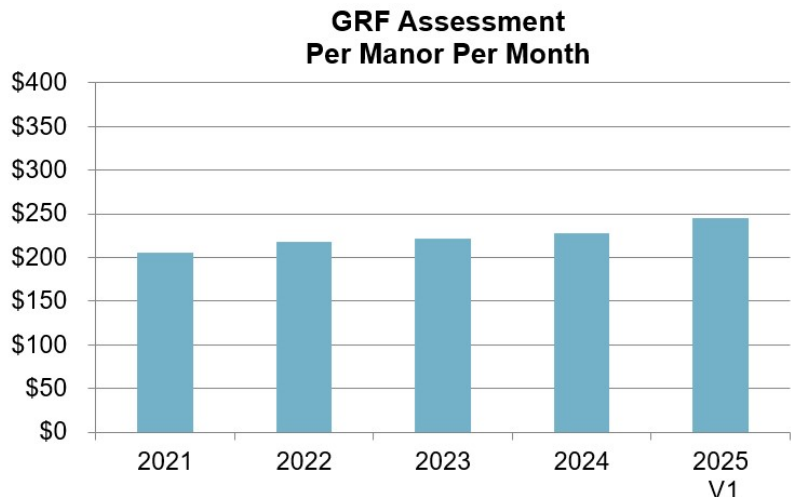
On May 29, 2024, the GRF Board is scheduled to meet and review Version 1 of the 2025 budget. Recommendations for changes will be incorporated in the next version of the budget and will be presented to the Board for consideration at their meeting on July 10, 2024.

DISCUSSION

BUSINESS PLAN SUMMARY

These documents present an overview of the proposed 2025 Business Plan – Version 1 and reflect a net increase of \$2,563,539 in the Total Basic Assessment, \$16.77 Per Manor Per Month (PMPM) or 7.3% when compared to current year.

Year	Assessment
2021	\$205.60
2022	\$217.50
2023	\$221.31
2024	\$228.22
2025 V1	\$244.99



BUSINESS PLAN BY DEPARTMENT

Brief notations for line items with significant change from the current year are noted below as increases or (decreases) in the assessment, and listed in order of appearance on the proposed Business Plan (Attachment 1). The business plan is presented by department with a brief synopsis of each area of operation and change from current year, listed in order of appearance.

Office of the CEO

Scope: Liaise with each corporation's board of directors; directs services, programs and operations, ensuring 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, media and communications/public relations, and community services.

Staffing:

2021 Funded	2022 Funded	2023 Funded	2024 Funded	2025 Funded
17.06	19.50	18.50	22.50	21.55

**Full-Time Equivalents for all Corporations*

Budget: The GRF net cost of this department is \$1,065,946, all of which is included in the operating assessment. This budget decreases the assessment by (\$53,337) primarily due to an increase in additional occupant fee revenue within the department beginning in 2025. Additional occupant fee revenue was previously shared across departments; an offset to this change is found in Financial Services.

Department of Information Services

Scope: Coordinate and manage 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. Oversee all call-center operations pertaining to resident maintenance service as well as receive, organize and process resident service requests.

Staffing:

2021 Funded	2022 Funded	2023 Funded	2024 Funded	2025 Funded
47.50	36.00	36.00	34.00	34.00

**Full-Time Equivalents for all Corporations*

Budget: The GRF net cost of this department is \$2,470,590, all of which is included in the operating assessment. This budget increases the assessment by \$74,963 due to the increase in software licensing costs for cyber security and employee operated applications to improve efficiency.

Department of General Services

Scope: Responsible for operating, maintaining, repairing, and replacing the community physical assets or resources, with the following major areas of operation: community center facility, janitorial, streets and sidewalks, service center facility, fleet maintenance and transportation. Provides management of TV studio, and media services. Provides operation and maintenance cable network operations and high-speed internet.

Staffing:

2021 Funded	2022 Funded	2023 Funded	2024 Funded	2025 Funded
86.00	87.00	87.00	95.10	95.10

**Full-Time Equivalents for all Corporations*

Budget: The GRF net cost of this department is \$7,542,169, all of which is included in the operating assessment. This budget increases the assessment by \$569,534 primarily due to a decrease in ad insertion revenue, as advertising historically decreases during non-election years. In addition, a planned increase in administrative positions led to an overall increase to GRF; overall staffing in General Services remained level.

Department of Financial Services

Scope: Provides administration, accounting, budget and financial planning, purchasing, mail and copy services, and warehouse functions for all entities. Coordinate and manage banking relationships, investments, audits, tax preparation and collection services. Provides compensation research and guidelines for VMS.

Staffing:

2021 Funded	2022 Funded	2023 Funded	2024 Funded	2025 Funded
31.00	31.00	30.50	30.50	30.50

**Full-Time Equivalents for all Corporations*

Budget: The GRF net cost of this department is \$1,953,823, all of which is included in the operating assessment. This budget increases the assessment by \$259,224 due to the aforementioned transfer of additional occupant fee revenue to the Office of the CEO department. The overall GRF budget is not affected by this transfer. Additionally, funding for consulting fees increased due to the on-site visit for the

2026 Business Plan Reserve Study, which will be conducted by GRF's reserve specialist in 2025. An onsite visit is conducted once every three years.

Department of Security Services

Scope: Provides oversight of all security operations to include field supervision, routine security patrols, traffic enforcement and education, 24/7 multi-point security dispatch center, secure gate access and video monitoring, and taking all reports to assist Compliance Investigations. Assist local law enforcement agencies and maintain relations with Orange County Sheriff, Orange County Fire Authority and other outside agencies as necessary to enhance public safety and achieve compliance within the community. Provide social services, including individual and family counseling, caregiver facilitation, bereavement and support groups, and referrals to community programs, agencies and long-term services.

Staffing:

2021 Funded	2022 Funded	2023 Funded	2024 Funded	2025 Funded
118.68	117.55	115.03	107.96	107.96

**Full-Time Equivalents for all Corporations*

Budget: The GRF net cost of this department is \$6,746,172, all of which is included in the operating assessment. This budget increases the assessment by \$360,811 due to planned wage adjustments and anticipated increases in workers' compensation rates to reflect recent trend.

Department of Landscape Services

Scope: Provide the following major functions: nursery, composting, grounds maintenance, irrigation, small equipment repair, pest control, and tree maintenance.

Staffing:

2021 Funded	2022 Funded	2023 Funded	2024 Funded	2025 Funded
145.50	146.50	146.50	146.50	146.50

**Full-Time Equivalents for all Corporations*

Budget: The GRF net cost of this department is \$1,580,429, all of which is included in the operating assessment. This budget increases the assessment by \$99,869 due to an addition of an Assistant Landscape Manager position, which led to an overall increase to GRF; overall staffing in General Services remained level.

Department of Recreation and Special Events

Scope: Plan and execute comprehensive recreation programs and events for Laguna Woods Village residents. Ensures Village residents receive unparalleled opportunities to enjoy the utmost in active living by providing superior services and programs through excellence in customer service and innovation that will enhance the residents' quality of life.

Staffing:

2021 Funded	2022 Funded	2023 Funded	2024 Funded	2025 Funded
82.29	84.79	84.79	82.22	92.29

**Full-Time Equivalents for all Corporations*

Budget: The GRF net cost of this department is \$8,125,721, all of which is included in the operating assessment. This budget increases the assessment by \$791,618 primarily due to the correction of the turnover factors assumed as Recreation has been successful in filling open positions at a higher rate than what was previously anticipated. Staff reviewed each facility's actual operating hours and special events to ensure that staffing is adequate to be fully operational and consistent with pre-pandemic service levels. Corrections to the turnover factors were made in the Performing Arts Center (PAC), Clubhouse 1, Clubhouse 5 and Clubhouse 6. In addition, a Recreation Manager was added to improve efficiency and oversight of operations for the large recreation department and part-time Fitness Assistant positions were included to expand operating hours at Clubhouse 1 Fitness Center.

Department of Human Resource Services

Scope: Develop, administer and implement 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.

Staffing:

2021 Funded	2022 Funded	2023 Funded	2024 Funded	2025 Funded
8.40	9.40	9.40	9.40	8.40

**Full-Time Equivalents for all Corporations*

Budget: The GRF net cost of this Department is \$4,047,386 of which \$355,791 is included in the Human Resource Services line of the operating assessment and \$3,691,595 is included in the Insurance line of the operating assessment. The budget increases the basic assessment by \$455,231 primarily due to higher anticipated hazard & liability insurance premiums. To a lesser extent, staff

support increased due to an implementation of an employee recognition system to foster a positive, collaborative, and supportive work environment.

Department of Maintenance & Construction

Scope: Responsible for operating, maintaining, repairing, and replacing the community’s physical assets or resources, including maintenance operations, building maintenance, manor alterations and permits, damage restoration, facilities management, and construction and project management.

Staffing:

2021 Funded	2022 Funded	2023 Funded	2024 Funded	2025 Funded
179.10	179.10	172.60	169.10	169.10

**Full-Time Equivalents for all Corporations*

Budget: The GRF net cost of this department is \$2,076,640, all of which is included in the operating assessment. This budget increases the assessment by \$11,626 due to an increase in the contingency budget for damage restoration events occurring within GRF facilities to reflect recent experience. This is offset by a reduction in employee compensation and related compensation expense. Although headcount remains the same, turnover factors were increased for FTEs in positions that affect the GRF operating budget.

BUSINESS PLAN BY ACCOUNT

An alternative way to view the Business Plan is by account. Brief notations for account line items with significant change (±\$75,000), or (±\$0.50 PMPM) from the current year are noted below as increases or (decreases) to the assessment, and listed in order of appearance on the proposed Business Plan by Account – Version 1 (Attachment 2):

REVENUES

Line 1: Golf Greens Fees increased by \$454,900, decreasing the assessment by (\$2.98) PMPM, to reflect anticipated rate increases expected to take place for 2025 at the 27-Hole and 9-Hole golf courses.

Line 2: Golf Operations increased by \$78,100, decreasing the assessment by (\$0.51) PMPM, to reflect anticipated rate increases expected to take place for 2025 at the driving range and for golf cart rentals at the golf course.

Line 4: Clubhouses Rentals and Events increased by \$247,084, decreasing the assessment by (\$1.62) PMPM, due to an increasing trend in clubs renting out the PAC for events in addition to room rental rate increases effective 2024.

Line 6: Broadband Services decreased by (\$662,660) increasing the assessment by \$4.34 PMPM, due to the decreased ad insertion revenue as less advertising is expected during a non-

election year. In addition, less equipment rental and premium subscription revenue is anticipated as some users have moved to streaming platforms in recent years.

Line 7: Miscellaneous Revenue increased by \$172,776 decreasing the assessment by (\$1.13) PMPM, due to increased rates for electric vehicle charging stations at the community center, higher clubhouse labor fees at the PAC due to increases number of events, and increased class fee revenue to reflect recent trends.

EXPENSES

Line 8: Employee Compensation increased by \$918,609 or \$6.00 PMPM due to planned wage adjustments and a removal of turnover factors throughout the Recreation Services department, primarily at the PAC and clubhouses as work centers have returned to pre-Covid staffing levels.

Line 9: Expenses Related to Compensation increased by \$410,939 or \$2.67 PMPM due to an increase in workers' compensation claims to reflect recent actuals and an anticipated increase in non-union medical insurance costs.

Line 12: Community Events increased by \$150,709 or \$0.99 PMPM due to an anticipated increase in events held at the PAC in 2025 to reflect recent trends.

Line 13: Electricity increased by \$369,689 or \$2.42 PMPM based upon current consumption and anticipated rate increases averaging 15% over current year.

Lines 14-15: Sewer & Water increased by \$82,788 or \$0.54 PMPM based on recent years consumption and projected rate increases based on published proposed rates averaging between 3 and 6% increases over current year.

Line 21: Professional Fees increased by \$111,263 or \$0.73 PMPM due to funding for consulting fees for an on-site visit for the 2026 Business Plan Reserve Study that takes place every three years and an anticipated increase in audit fees.

Line 23: Outside Services increased by \$412,655 or \$2.70 PMPM due to an anticipated increase for contracted lifeguard services and an increased contingency for damage restoration services to reflect recent actuals.

Line 25: Other Operating Expense increased by \$85,887 or \$0.56 PMPM due to an increase in safety as a result of outsourcing safety training; offset found in employee compensation and compensation related. In addition, staff support increased due to an implementation of an employee recognition system to foster a positive, collaborative, and supportive work environment.

Line 27: Insurance increased by \$413,599 or \$2.70 PMPM due to an anticipated increased in hazard & liability insurance premiums at renewal.

Line 28: Cable TV Programming decreased by (\$223,360) or (\$1.46) PMPM due to a contract re-negotiation in the current year that assumes a lower number of billable households that is expected to continue through the 2025 budget year.

Line 31: Cost Allocations decreased by (\$109,440) or (\$0.69) PMPM, the net result of interdepartmental allocations lowered the assessment in 2025 by (\$109,440) or (\$0.69) PMPM to reflect anticipated service levels throughout the departments.

Line 32: (Surplus)/Deficit Recovery A prior year surplus of \$5.00 PMPM was planned for the 2024 Business Plan. The surplus/deficit projection for operating expenses in the current year is initially set to match last year's but will continue to be refined throughout the budget process. Staff will solidify a recommendation for inclusion in the 2025 Business Plan at the July 10 meeting.

Line 33: GRF Reserve Fund Contribution For Version 1, the Reserve Fund contributions are budgeted to remain at \$17.00 PMPM based on the existing 30-year funding plan. Reserves provide the funding necessary to maintain, repair, replace, or restore major common-area components. GRF anticipates these costs and prepares for future expenditures based on a 30-year reserves plan. A contracted reserve study is underway and staff will utilize information from the study, input from the Board, and projections of future expenditures to recommend a contribution amount for 2025 at the July 10 meeting. Contributions to the Reserve Funds are supplemented by the Transfer Fee of \$7,500 per eligible transfer.

Line 34: GRF Contingency Fund Contribution For Version 1, the Contingency Fund Contribution is proposed as no change. Staff will present projections and a recommendation at the July 10 meeting. This fund is used to replenish available funds for unexpected costs not included in the budget.

FINANCIAL ANALYSIS

The financial impact of this proposed business plan would be a GRF assessment of \$244.99 PMPM, an increase of \$16.77 or 7.3% when compared to current year.

Prepared By: Jose Campos, Assistant Director of Financial Services

Reviewed By: Steve Hormuth, Director of Financial Services

ATTACHMENT(S)

ATT1: 2025 GRF Business Plan by Department

ATT2: 2025 GRF Business Plan by Account

ATT3: 2025 Laguna Woods Village Departmental Staffing



2025 BUSINESS PLAN - BY DEPARTMENT

DESCRIPTION	2021 ACTUAL*	2022 ACTUAL	2023 ACTUAL	2024 PLAN	2025 PLAN	ASSESSMENT		
						Per Manor Per Month		
						2024	2025	Change
OPERATING								
Office of the CEO	\$540,277	\$505,971	\$751,184	\$1,119,283	\$1,065,946	\$7.32	\$6.97	(\$0.35)
Media and Communications**	2,215,674	1,075,422	364,780	0	0	0.00	0.00	0.00
Information Services	1,417,894	1,633,877	2,055,487	2,395,627	2,470,590	15.67	16.17	0.50
General Services	4,043,651	5,559,078	6,599,948	6,972,635	7,542,169	45.62	49.35	3.73
Financial Services	1,206,550	2,181,385	1,722,478	1,694,599	1,953,823	11.09	12.78	1.69
Security Services	5,783,930	6,494,103	6,475,096	6,385,361	6,746,172	41.78	44.14	2.36
Landscape Services	1,104,296	951,646	1,355,172	1,480,560	1,580,429	9.69	10.34	0.65
Recreation Services	5,827,936	6,948,068	7,747,100	7,334,103	8,125,721	47.99	53.17	5.18
Human Resource Services	235,489	244,649	212,814	320,625	355,791	2.10	2.33	0.23
Insurance	2,658,205	2,783,639	2,898,956	3,271,530	3,691,595	21.41	24.15	2.74
Maintenance & Construction	1,912,302	1,875,867	2,158,398	2,065,014	2,076,640	13.51	13.59	0.08
Non Work Center	608,067	63,967	(15,426)	6,000	0	0.04	0.00	(0.04)
Net Operating Expense	\$27,554,271	\$30,317,672	\$32,325,987	\$33,045,337	\$35,608,876	\$216.22	\$232.99	\$16.77
(Surplus)/Deficit Recovery	\$0	\$0	\$0	(\$764,160)	(\$764,160)	(\$5.00)	(\$5.00)	\$0.00
Total Operating Contributions	\$27,554,271	\$30,317,672	\$32,325,987	\$32,281,177	\$34,844,716	\$211.22	\$227.99	\$16.77
FUND CONTRIBUTIONS								
Reserve Funds	\$2,903,808	\$2,598,144	\$2,598,144	\$2,598,144	\$2,598,144	\$17.00	\$17.00	\$0.00
Contingency Fund	0	764,160	0	0	0	0.00	0.00	0.00
Total Fund Contribution	\$2,903,808	\$3,362,304	\$2,598,144	\$2,598,144	\$2,598,144	\$17.00	\$17.00	\$0.00
TOTAL BASIC ASSESSMENT	\$30,458,079	\$33,679,976	\$34,924,131	\$34,879,321	\$37,442,860	\$228.22	\$244.99	\$16.77

*2021 actuals were affected by COVID-19 Pandemic.

**Work centers within department were moved into Office of the CEO and General Services in 2024.



2025 BUSINESS PLAN - BY ACCOUNT

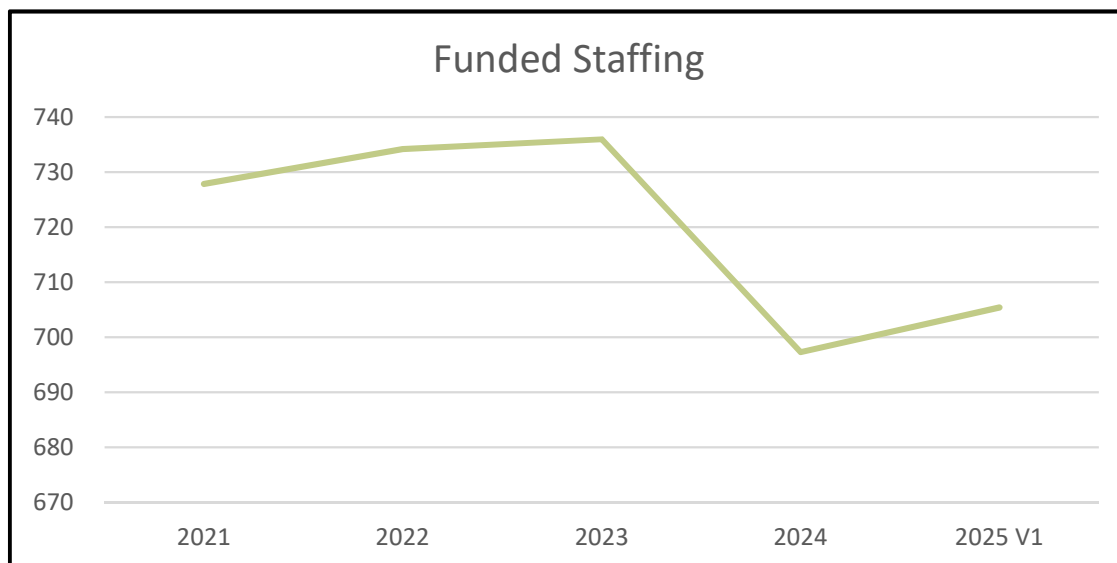
DESCRIPTION	2021 ACTUAL*	2022 ACTUAL	2023 ACTUAL	2024 PLAN	2025 PLAN	ASSESSMENT		
						Per Manor Per Month		
						2024	2025	Change
OPERATING REVENUES								
Golf Greens Fees	\$1,656,161	\$1,777,020	\$1,687,917	\$1,814,600	\$2,269,500	\$11.87	\$14.85	(\$2.98)
Golf Operations	318,827	363,750	249,558	377,400	455,500	2.47	2.98	(0.51)
Merchandise Sales	522,651	618,929	527,998	643,147	642,802	4.21	4.21	0.00
Clubhouse Rentals and Event Fees	113,331	565,790	749,973	695,493	942,577	4.55	6.17	(1.62)
Rentals	140,779	144,674	180,405	198,064	201,226	1.30	1.32	(0.02)
Broadband Services	5,038,208	5,277,634	5,433,370	6,423,300	5,760,640	42.03	37.69	4.34
Miscellaneous	659,087	1,021,743	1,286,011	1,171,790	1,344,566	7.67	8.80	(1.13)
Total Revenue	\$8,449,044	\$9,769,540	\$10,115,232	\$11,323,794	\$11,616,811	\$74.10	\$76.02	(\$1.92)
OPERATING EXPENSES								
Employee Compensation	\$17,060,816	\$18,221,733	\$19,505,281	\$20,108,764	\$21,027,373	\$131.58	\$137.58	\$6.00
Exp. Related to Compensation	5,058,750	5,405,108	6,007,299	5,965,952	6,376,891	39.05	41.72	2.67
Materials and Supplies	1,570,108	2,189,516	1,714,734	2,048,209	2,083,784	13.40	13.63	0.23
Cost of Merchandise Sold	431,568	477,382	499,613	467,066	472,840	3.06	3.09	0.03
Community Events	45,229	408,472	627,881	432,956	583,665	2.83	3.82	0.99
Electricity	881,645	1,161,822	1,205,325	1,015,216	1,384,905	6.64	9.06	2.42
Sewer	75,868	94,167	114,049	125,568	132,106	0.82	0.86	0.04
Water	762,448	783,105	580,194	709,660	785,910	4.64	5.14	0.50
Trash	128,609	86,161	96,295	139,544	167,036	0.91	1.09	0.18
Natural Gas	237,215	397,074	456,073	405,425	460,313	2.65	3.01	0.36
Telephone	308,599	281,881	377,362	303,338	361,488	1.98	2.37	0.39
Fuel & Oil for Vehicles	489,252	723,392	574,186	627,894	657,000	4.11	4.30	0.19
Legal Fees	737,723	92,364	233,489	248,350	231,680	1.62	1.52	(0.10)
Professional Fees	416,867	629,637	652,128	759,457	870,720	4.97	5.70	0.73
Rentals	258,816	272,854	277,566	328,042	348,840	2.15	2.28	0.13
Outside Services	2,829,913	2,886,946	3,402,362	3,216,787	3,629,442	21.05	23.75	2.70
Repairs and Maintenance	886,507	1,192,186	773,378	1,045,997	1,099,127	6.84	7.19	0.35
Other Operating Expense	647,885	734,620	753,382	1,036,567	1,122,454	6.78	7.34	0.56
Income, Property, and Sales Tax	(505,305)	35,300	29,807	37,892	35,357	0.25	0.23	(0.02)
Insurance	2,658,323	2,783,674	2,899,015	3,277,996	3,691,595	21.45	24.15	2.70
Cable TV Programming	3,966,508	4,196,413	4,476,120	5,143,360	4,920,000	33.65	32.19	(1.46)
Uncollectible Accounts	12,184	4,144	1,177	13,000	10,600	0.09	0.07	(0.02)
(Gain)/Loss on Sale or Trade	(180,899)	17,743	(34,769)	(810)	(30,900)	(0.01)	(0.20)	(0.19)
Cost Allocations	(2,775,314)	(2,988,482)	(2,780,728)	(3,087,099)	(3,196,539)	(20.19)	(20.88)	(0.69)
Total Expense	\$36,003,315	\$40,087,212	\$42,441,219	\$44,369,131	\$47,225,687	\$290.32	\$309.01	\$18.69
(Surplus)/Deficit Recovery	\$0	\$0	\$0	(\$764,160)	(\$764,160)	(\$5.00)	(\$5.00)	\$0.00
Net Operating	\$27,554,271	\$30,317,672	\$32,325,987	\$33,045,337	\$34,844,716	\$211.22	\$227.99	\$16.77
FUND CONTRIBUTIONS								
Reserve Funds	\$2,903,808	\$2,598,144	\$2,598,144	\$2,598,144	\$2,598,144	\$17.00	\$17.00	\$0.00
Contingency Fund	0	764,160	0	0	0	0.00	0.00	0.00
Total Fund Contribution	\$2,903,808	\$3,362,304	\$2,598,144	\$2,598,144	\$2,598,144	\$17.00	\$17.00	\$0.00
TOTAL BASIC ASSESSMENT	\$30,458,079	\$33,679,976	\$34,924,131	\$34,879,321	\$37,442,860	\$228.22	\$244.99	\$16.77

*2021 actuals were affected by COVID-19 Pandemic.

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

	2021 Funded	2022 Funded	2023 Funded	2024 Funded	2025 V1 Funded
ALL DEPARTMENTS	727.86	734.19	735.97	697.28	705.40
Office of the CEO	17.06	19.50	18.50	22.50	21.55
Department of Media and Communications*	12.33	23.35	23.15	-	-
Department of Information Services	47.50	36.00	38.00	34.00	34.00
Department of General Services	86.00	87.00	87.00	95.10	95.10
Department of Financial Services	31.00	31.00	30.50	30.50	30.50
Department of Security Services	118.68	117.55	118.03	107.96	107.96
Department of Landscape Services	145.50	146.50	147.50	146.50	146.50
Department of Recreation Services	82.29	84.79	84.79	82.22	92.29
Department of Human Resource Services	8.40	9.40	9.40	9.40	8.40
Department of Maintenance & Construction	179.10	179.10	179.10	169.10	169.10

*Work centers within department were moved into Office of the CEO and General Services in 2024.



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

	2021 Funded	2022 Funded	2023 Funded	2024 Funded	2025 Funded	2024 PLAN Funded	2025 PLAN Version 1 Funded	Variance to 2024 Plan Inc/(Dec) Total	Variance to 2024 Plan Inc/(Dec) Total %	2025		
										GRF	United	Third
ALL DEPARTMENTS	727.86	734.19	735.97	697.28	705.40	\$57,126,541	\$59,841,214	\$2,714,673	4.8%	\$27,404,264	\$16,872,947	\$15,564,003
Office of the CEO	17.06	19.50	18.50	22.50	21.55	\$2,399,142	\$2,382,699	(\$16,443)	-0.7%	\$865,870	\$744,581	\$772,248
100 Office of the CEO	7.00	9.00	7.50	7.50	7.50	1,114,480	1,181,380	66,899	6.0%	393,872	393,754	393,754
010 Media and Communications*	-	-	-	4.00	3.05	415,757	334,009	(81,748)	-19.7%	334,009	-	-
240 Community Services	10.06	10.50	11.00	11.00	11.00	868,905	867,310	(1,595)	-0.2%	137,989	350,827	378,494
Department of Media and Communications	12.33	23.35	23.15	-	-	\$0	\$0	\$0	0.0%	\$0	\$0	\$0
010 Media and Communications*	3.83	3.50	4.30	-	-	-	-	-	0.0%	-	-	-
020 Cable TV Network*	-	11.10	10.10	-	-	-	-	-	0.0%	-	-	-
030 TV Studio*	6.50	6.50	6.50	-	-	-	-	-	0.0%	-	-	-
040 Media Services*	2.00	2.25	2.25	-	-	-	-	-	0.0%	-	-	-
Department of Information Services	47.50	36.00	38.00	34.00	34.00	\$2,830,820	\$2,944,777	\$113,957	4.0%	\$1,872,668	\$656,776	\$415,333
360 Information Systems	10.30	11.00	11.00	11.00	11.00	1,325,151	1,377,712	52,561	4.0%	1,377,712	-	-
020 Cable TV Network*	11.70	-	-	-	-	-	-	-	0.0%	-	-	-
050 Internet Service*	1.00	-	-	-	-	-	-	-	0.0%	-	-	-
200 Resident Services Admin	4.50	5.00	4.00	4.00	4.00	376,013	404,191	28,178	7.5%	182,492	135,808	85,891
950 Property Services	20.00	20.00	23.00	19.00	19.00	1,129,656	1,162,874	33,218	2.9%	312,464	520,968	329,442
Department of General Services	86.00	87.00	87.00	95.10	95.10	\$7,533,415	\$7,869,357	\$335,941	4.5%	\$5,723,017	\$926,042	\$1,220,296
902 General Services Admin	4.00	4.00	4.00	4.50	6.00	492,231	630,927	138,696	28.2%	630,927	-	-
020 Cable TV Network*	-	-	-	8.60	8.60	839,517	887,958	48,441	5.8%	887,958	-	-
030 TV Studio*	-	-	-	5.75	5.75	505,854	517,775	11,921	2.4%	517,775	-	-
040 Media Services*	-	-	-	2.25	2.25	325,531	308,249	(17,281)	-5.3%	308,249	-	-
935 Janitorial	18.00	18.00	18.00	18.00	17.00	1,206,822	1,183,642	(23,180)	-1.9%	-	443,392	740,250
936 Streets and Sidewalks	16.00	17.00	17.00	15.00	15.00	1,251,401	1,302,349	50,947	4.1%	339,652	482,650	480,046
945 GRF Janitorial	17.00	17.00	17.00	14.00	14.00	950,047	985,538	35,491	3.7%	985,538	-	-
960 Fleet Maintenance	12.00	12.00	12.00	12.00	12.00	1,112,944	1,164,579	51,635	4.6%	1,164,579	-	-
970 Transportation	19.00	19.00	19.00	15.00	14.50	849,068	888,339	39,271	4.6%	888,339	-	-
Department of Financial Services	31.00	31.00	30.50	30.50	30.50	\$2,987,593	\$3,108,391	\$120,798	4.0%	\$1,615,784	\$794,574	\$698,031
300 Financial Services	20.00	20.00	19.50	19.50	19.50	2,002,670	2,091,752	89,082	4.4%	815,574	694,880	581,298
241 Mail and Copy Service	3.00	3.00	3.00	3.00	3.00	212,030	197,111	(14,920)	-7.0%	145,783	26,689	24,639
311 Warehouse	3.00	3.00	3.00	3.00	3.00	268,503	285,387	16,884	6.3%	247,145	23,544	14,697
370 Purchasing	5.00	5.00	5.00	5.00	5.00	504,390	534,141	29,751	5.9%	407,282	49,461	77,397

*Prior to 2024 work center was part of Media and Communications department.

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

	2021 Funded	2022 Funded	2023 Funded	2024 Funded	2025 Funded	2024 PLAN Funded	2025 PLAN Version 1 Funded	Variance to 2024 Plan Inc/(Dec) Total	Variance to 2024 Plan Inc/(Dec) Total %	2025		
										GRF	United	Third
ALL DEPARTMENTS	727.86	734.19	735.97	697.28	705.40	\$57,126,541	\$59,841,214	\$2,714,673	4.8%	\$27,404,264	\$16,872,947	\$15,564,003
Department of Security Services	118.68	117.55	118.03	107.96	107.96	\$6,715,178	\$7,078,707	\$363,529	5.4%	\$6,096,583	\$511,867	\$470,258
400 Security Services	107.68	105.55	104.03	94.96	93.96	5,484,420	5,709,922	225,502	4.1%	5,369,611	177,008	163,304
210 Compliance	6.00	7.00	8.00	7.00	8.00	644,425	744,130	99,705	15.5%	102,318	334,859	306,954
220 Social Services	5.00	5.00	6.00	6.00	6.00	586,333	624,654	38,321	6.5%	624,654	-	-
Department of Landscape Services	145.50	146.50	147.50	146.50	146.50	\$11,645,252	\$12,141,608	\$496,356	4.3%	\$1,687,049	\$4,741,640	\$5,712,919
500 Landscape Admin	11.00	11.00	12.00	12.00	13.00	1,243,673	1,398,991	155,318	12.5%	753,357	304,980	340,654
510 Improvement/Restoration	5.00	5.00	5.00	5.00	5.00	371,145	385,504	14,359	3.9%	-	192,752	192,752
511 Nursery/Composting	5.00	5.00	5.00	4.00	5.00	321,205	395,719	74,513	23.2%	28,927	159,356	207,436
520 GRF Grounds Maintenance	8.00	8.00	8.00	8.00	8.00	566,953	576,792	9,839	1.7%	576,792	-	-
530 Grounds Maintenance	82.50	82.50	81.50	83.50	80.50	5,912,841	5,949,681	36,840	0.6%	16,659	2,633,329	3,299,693
540 Irrigation	17.00	17.00	17.00	16.00	16.00	1,515,420	1,577,176	61,756	4.1%	72,866	681,813	822,497
550 Small Equipment Repair	4.00	4.00	4.00	4.00	4.00	342,200	356,181	13,981	4.1%	25,467	156,720	173,994
560 Pest Control	5.00	6.00	7.00	6.00	7.00	563,371	674,520	111,149	19.7%	60,639	275,339	338,542
570 Tree Maintenance	8.00	8.00	8.00	8.00	8.00	808,445	827,045	18,600	2.3%	152,342	337,351	337,351
Department of Recreation Services	82.29	84.79	84.79	82.22	92.29	\$5,783,689	\$6,625,096	\$841,407	14.5%	\$6,625,096	\$0	\$0
600 Recreation Admin	15.00	12.60	5.00	5.00	6.00	526,992	693,544	166,552	31.6%	693,544	-	-
521 Garden Centers	2.00	2.00	2.00	2.00	1.00	143,661	77,759	(65,902)	-45.9%	77,759	-	-
580 Golf Maintenance 27-Hole	18.64	17.64	17.64	16.64	16.64	1,386,170	1,452,475	66,305	4.8%	1,452,475	-	-
581 Golf Maintenance 9-Hole	2.00	2.00	2.00	2.00	2.00	154,540	160,688	6,148	4.0%	160,688	-	-
602 Bar Services	0.60	0.60	0.60	0.60	0.85	30,204	42,710	12,507	41.4%	42,710	-	-
611 Clubhouse 1	2.66	3.00	4.40	3.50	6.00	246,323	355,457	109,134	44.3%	355,457	-	-
612 Clubhouse 2	2.36	2.70	4.00	3.95	3.95	238,813	247,195	8,383	3.5%	247,195	-	-
613 Performing Arts Center	4.53	6.75	7.50	5.50	8.50	397,053	623,406	226,352	57.0%	623,406	-	-
614 Clubhouse 4	2.66	2.83	3.33	4.00	4.10	268,469	286,035	17,566	6.5%	286,035	-	-
615 Clubhouse 5	3.19	3.70	4.20	3.20	4.70	208,928	281,769	72,841	34.9%	281,769	-	-
616 Clubhouse 6	0.20	0.20	1.80	1.80	2.70	103,658	155,763	52,106	50.3%	155,763	-	-
617 Clubhouse 7	1.13	1.30	3.00	2.95	2.95	158,632	182,038	23,405	14.8%	182,038	-	-
620 Equestrian	4.50	5.33	5.58	7.40	7.50	510,185	518,159	7,974	1.6%	518,159	-	-
670 Golf Operations 27-Hole	12.28	12.28	12.64	14.05	14.05	770,314	792,985	22,670	2.9%	792,985	-	-
680 Golf Operations 9-Hole	1.96	1.96	2.10	1.10	1.10	43,444	45,798	2,354	5.4%	45,798	-	-
690 Aquatics	1.00	1.00	1.00	1.00	1.00	102,355	108,287	5,932	5.8%	108,287	-	-
691 Fitness	7.58	8.90	8.00	7.53	9.25	493,948	601,028	107,080	21.7%	601,028	-	-

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

	2021 Funded	2022 Funded	2023 Funded	2024 Funded	2025 Funded	2024 PLAN Funded	2025 PLAN Version 1 Funded	Variance to 2024 Plan Inc/(Dec) Total	Variance to 2024 Plan Inc/(Dec) Total %	2025		
										GRF	United	Third
ALL DEPARTMENTS	727.86	734.19	735.97	697.28	705.40	\$57,126,541	\$59,841,214	\$2,714,673	4.8%	\$27,404,264	\$16,872,947	\$15,564,003
Department of Human Resource Services	8.40	9.40	9.40	9.40	8.40	\$1,018,484	\$933,612	(\$84,872)	-8.3%	\$933,612	\$0	\$0
700 Human Resource Services	8.40	9.40	9.40	9.40	8.40	1,018,484	933,612	(84,872)	-8.3%	933,612	-	-
Department of Maintenance & Construction	179.10	179.10	179.10	169.10	169.10	\$16,212,967	\$16,756,968	\$544,000	3.4%	\$1,984,583	\$8,497,465	\$6,274,919
900 Maintenance Operations	6.00	7.00	7.00	7.00	7.00	877,574	920,600	43,025	4.9%	220,944	347,158	352,498
904 Maintenance Services	7.00	8.00	8.00	7.00	8.00	589,484	721,543	132,059	22.4%	193,879	302,182	225,482
909 Damage Restoration	8.00	10.00	10.00	9.00	10.00	1,061,639	933,607	(128,032)	-12.1%	14,938	457,467	461,202
910 Building Maintenance	10.00	10.00	10.00	9.00	10.00	845,817	980,925	135,108	16.0%	308,991	343,324	328,610
911 Appliance	5.00	5.00	5.00	5.00	5.00	464,413	488,416	24,004	5.2%	2,442	386,631	99,344
912 Carpentry	37.80	36.80	37.80	34.80	38.80	3,309,286	3,856,278	546,993	16.5%	241,017	1,705,246	1,910,015
913 Electrical	10.00	9.00	9.00	9.00	6.00	849,904	631,601	(218,303)	-25.7%	55,265	490,059	86,277
914 Plumbing	23.80	23.80	23.80	22.80	23.80	2,212,832	2,422,876	210,043	9.5%	66,871	1,718,788	637,216
917 Interior Components	7.00	7.00	7.00	7.00	6.00	674,139	610,932	(63,207)	-9.4%	59,077	533,344	18,511
920 Construction/Project Management	8.00	7.00	7.00	7.00	6.00	763,012	666,235	(96,777)	-12.7%	238,912	217,925	209,398
925 Manor Alterations and Permits	12.00	16.00	16.00	15.00	13.00	1,268,043	1,159,315	(108,728)	-8.6%	-	589,975	569,340
926 Facilities Management	5.00	5.00	5.00	5.00	4.00	510,251	433,128	(77,123)	-15.1%	420,134	-	12,994
932 Paint	39.50	34.50	33.50	31.50	31.50	2,786,574	2,931,511	144,937	5.2%	162,113	1,405,366	1,364,032

2025 DEPARTMENT REVIEW

Golden Rain Foundation - Version 1
May 29, 2024

DESCRIPTION	GRF Board	United Board	Third Board
Review of Existing (2024) Service Levels			
Department Workshops	Wed Mar 13 9:30 A.M.		
Landscape, Maintenance, and General Services Review		Mon Apr 8 9:30 A.M.	Wed Mar 27 1:30 P.M.
Internal Review			
Reserves / Capital	April / May		
Version 1			
Capital Review	Wed May 15 1:30 P.M.		
Operating Department Review	Wed May 29 1:30 P.M.		
Maintenance & General Services Review		Thu May 23 1:30 P.M.	Thu May 23 9:30 A.M.
Landscape Review		Mon Jun 3 9:30 A.M.	Mon Jun 3 1:30 P.M.
Capital Or Operating Review (if necessary)	Mon Jun 17 1:30 P.M.		
Version 2			
Business Plan Preparation	Deadline for Changes June 24, 2024 Issue Agendas Wednesday July 3, 2024		
Business Plan Review	Wed Jul 10 1:30 P.M.	Wed Jul 17 1:30 P.M.	Mon Jul 15 9:30 am
Version 3			
Business Plan Preparation	Deadline for Changes July 24, 2024 Issue Agendas Thursday August 1, 2024		
Business Plan Review (Televised)	Mon Aug 5 9:30 A.M.	Mon Aug 12 1:30 P.M.	Mon Aug 19 1:30 P.M.
Proposed Final			
Business Plan Adoption	Tue Sept 3 9:30 A.M.	Tue Sept 10 9:30 A.M.	Tue Sept 17 9:30 A.M.

Budget Development Process

- Each Department Head inputs line item budgets
- CEO reviews the budget, makes changes
- CEO conducted departmental budget reviews
- Version 1 – Starting Point

3

Examples of External Forces affecting Budgets

- Union/Non Union Wage adjustments
- Utility Rates
- Insurance
- Inflation

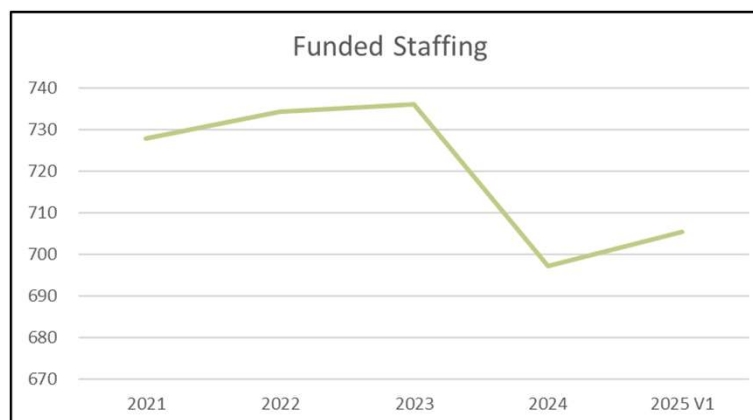
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5 Year Funded Staffing Trend

	2021 Funded	2022 Funded	2023 Funded	2024 Funded	2025 V1 Funded	Funded Inc/(Dec)
ALL DEPARTMENTS	727.86	734.19	735.97	697.28	705.40	8.12
Office of the CEO	17.06	19.50	18.50	22.50	21.55	(0.95)
Department of Media and Communications	12.33	23.35	23.15	-	-	-
Department of Information Services	47.50	36.00	38.00	34.00	34.00	-
Department of General Services	86.00	87.00	87.00	95.10	95.10	-
Department of Financial Services	31.00	31.00	30.50	30.50	30.50	-
Department of Security Services	118.68	117.55	118.03	107.96	107.96	-
Department of Landscape Services	145.50	146.50	147.50	146.50	146.50	-
Department of Recreation Services	82.29	84.79	84.79	82.22	92.29	10.07
Department of Human Resource Services	8.40	9.40	9.40	9.40	8.40	(1.00)
Department of Maintenance & Construction	179.10	179.10	179.10	169.10	169.10	-

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5 Year Funded Staffing Trend



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2025 BUSINESS PLAN - BY DEPARTMENT

DESCRIPTION	2024 PLAN	2025 PLAN	ASSESSMENT Per Manor Per Month		
			2024	2025	Change
OPERATING					
Office of the CEO	\$1,119,283	\$1,065,946	\$7.32	\$6.97	(\$0.35)
Information Services	2,395,627	2,470,590	15.67	16.17	0.50
General Services	6,972,635	7,542,169	45.62	49.35	3.73
Financial Services	1,694,599	1,953,823	11.09	12.78	1.69
Security Services	6,385,361	6,746,172	41.78	44.14	2.36
Landscape Services	1,480,560	1,580,429	9.69	10.34	0.65
Recreation Services	7,334,103	8,125,721	47.99	53.17	5.18
Human Resource Services	320,625	355,791	2.10	2.33	0.23
Insurance	3,271,530	3,691,595	21.41	24.15	2.74
Maintenance & Construction	2,065,014	2,076,640	13.51	13.59	0.08
Non Work Center	6,000	0	0.04	0.00	(0.04)
Net Operating Expense	\$33,045,337	\$35,608,876	\$216.22	\$232.99	\$16.77

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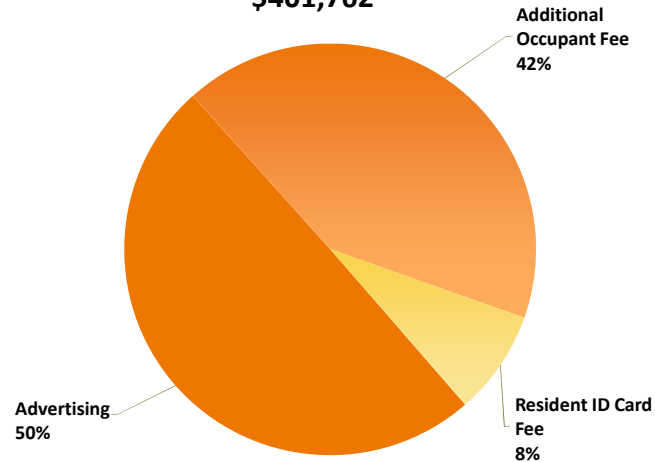
2025 BUSINESS PLAN - BY DEPARTMENT

DESCRIPTION	2024 PLAN	2025 PLAN	ASSESSMENT Per Manor Per Month		
			2024	2025	Change
OPERATING					
Office of the CEO	\$1,119,283	\$1,065,946	\$7.32	\$6.97	(\$0.35)
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Security Services	6,385,361	6,746,172	41.78	44.14	2.36
Landscape Services	1,480,560	1,580,429	9.69	10.34	0.65
Recreation Services	7,334,103	8,125,721	47.99	53.17	5.18
Human Resource Services	320,625	355,791	2.10	2.33	0.23
Insurance	3,271,530	3,691,595	21.41	24.15	2.74
Maintenance & Construction	2,065,014	2,076,640	13.51	13.59	0.08
Non Work Center	6,000	0	0.04	0.00	(0.04)
Net Operating Expense	\$33,045,337	\$35,608,876	\$216.22	\$232.99	\$16.77

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Office of the CEO Revenue Sources

**Total Non-Assessment Revenue
\$401,762**



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Office of the CEO Revenue

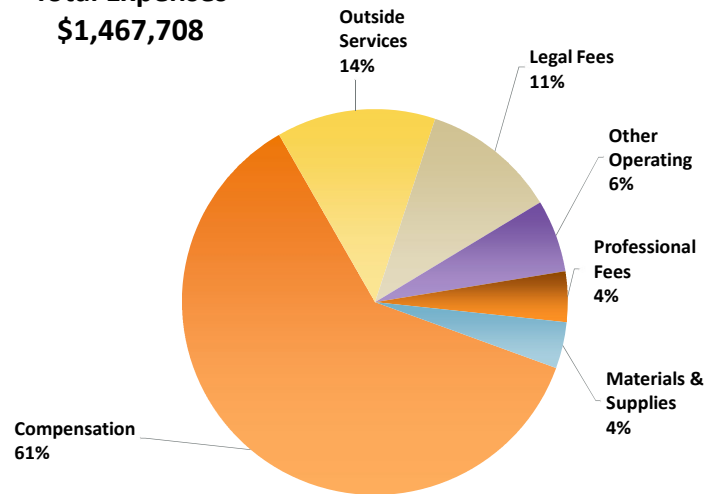
\$ in thousands

Revenue	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Advertising	\$153	\$148	\$159	\$450	\$200	\$250
Additional Occupant Fee	33	31	29	50	169	(\$119)
Resident ID Card Fee	10	12	21	11	33	(\$22)
Total Non- Assessment Revenue	\$196	\$192	\$209	\$511	\$402	\$109

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Office of the CEO Expense Sources

Total Expenses
\$1,467,708



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Office of the CEO Expenses

\$ in thousands

Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Employee Compensation	\$753	\$746	\$851	\$780	\$724	(\$56)
Compensation Related	163	166	184	160	142	(17)
Materials, Supplies	24	11	27	47	55	8
Legal	65	56	196	160	160	0
Professional Fees	(2)	8	13	41	60	19

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Office of the CEO Expenses

\$ in thousands

Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Outside Services	\$185	\$148	\$153	\$193	\$189	(\$5)
Other Operating Expense	36	46	55	131	86	(45)
Cost Allocations	(217)	(190)	87	118	52	(66)
Total Expenses	\$1,007	\$991	\$1,566	\$1,630	\$1,468	(\$163)

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2025 Priorities

- Executive Management
 - Perform operational division(s) review
 - Review of safety program underway
 - Foster strategic planning/interboard cooperation
 - Property insurance strategy
 - Client services meetings
 - Collaborate with Financial Services on process audit program
 - Implement operational enhancements in Manor Alterations
 - Coordinate legislative lobbying efforts via CAI or other means
 - Pursue grant/other external funding opportunities

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2025 Priorities

- Corporate Secretary
 - Promote/encourage paperless agendas
 - Strengthen board of director relations
 - Complete Community Associations Institute (CAI) courses
- Community Services
 - Enhance resales process via electronic submittal for buyers, escrow companies
 - Participate in website redesign to better serve customers
 - Make important forms, information, data readily available

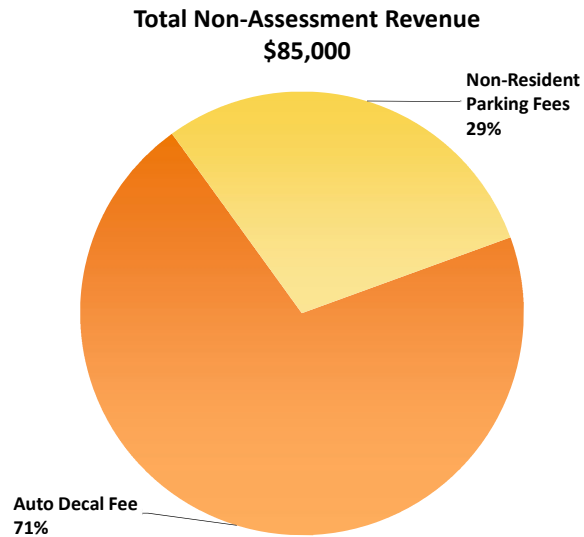
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2025 BUSINESS PLAN - BY DEPARTMENT

DESCRIPTION	2024 PLAN	2025 PLAN	ASSESSMENT Per Manor Per Month		
			2024	2025	Change
OPERATING					
Office of the CEO	\$1,119,283	\$1,065,946	\$7.32	\$6.97	(\$0.35)
Information Services	2,395,627	2,470,590	15.67	16.17	0.50
General Services	6,972,635	7,542,169	45.62	49.35	3.73
Financial Services	1,694,599	1,953,823	11.09	12.78	1.69
Security Services	6,385,361	6,746,172	41.78	44.14	2.36
Landscape Services	1,480,560	1,580,429	9.69	10.34	0.65
Recreation Services	7,334,103	8,125,721	47.99	53.17	5.18
Human Resource Services	320,625	355,791	2.10	2.33	0.23
Insurance	3,271,530	3,691,595	21.41	24.15	2.74
Maintenance & Construction	2,065,014	2,076,640	13.51	13.59	0.08
Non Work Center	6,000	0	0.04	0.00	(0.04)
Net Operating Expense	\$33,045,337	\$35,608,876	\$216.22	\$232.99	\$16.77

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Information Services Revenue Sources



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Information Services Revenue

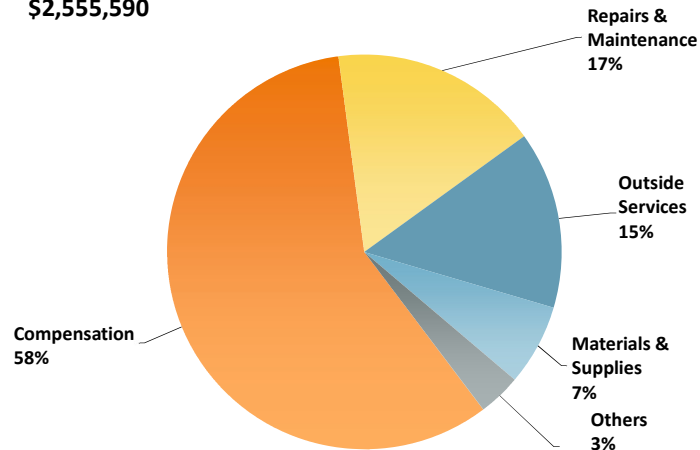
\$ in thousands

Revenue	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Non-Resident Parking Fees	\$0	\$9	\$20	\$20	\$25	(\$5)
Auto Decal Fee	53	52	64	60	60	0
Cash Discounts – Accounts Payable	0	14	39	0	0	0
Total Non-Assessment Revenue	\$53	\$75	\$124	\$80	\$85	(\$5)

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Information Services Expense Sources

Total Expenses
\$2,555,590



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Information Services Expenses

\$ in thousands

Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Employee Compensation	\$889	\$1,003	\$1,428	\$1,483	\$1,536	\$53
Compensation Related	184	228	303	322	337	14
Materials & Supplies	232	149	134	241	214	(26)
Professional Fees	0	108	219	223	221	(2)
Outside Services	378	203	390	450	468	18

20

Information Services Expenses

\$ in thousands



Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Repairs & Maintenance	\$495	\$734	\$398	\$473	\$552	\$79
Other Operating Expense	2	12	2	28	19	(8)
Cost Allocations	(709)	(729)	(696)	(744)	(792)	(48)
Total Expenses	\$1,471	\$1,709	\$2,179	\$2,476	\$2,556	\$80

21

2025 Priorities



Resident Services

- Call center excellence
- Customer service training
- Standard operating procedures

22

2025 Priorities

Information technology

- ERP Implementation
- Cyber Security Threat Deterrence
- Migration to Cloud Based Services

23

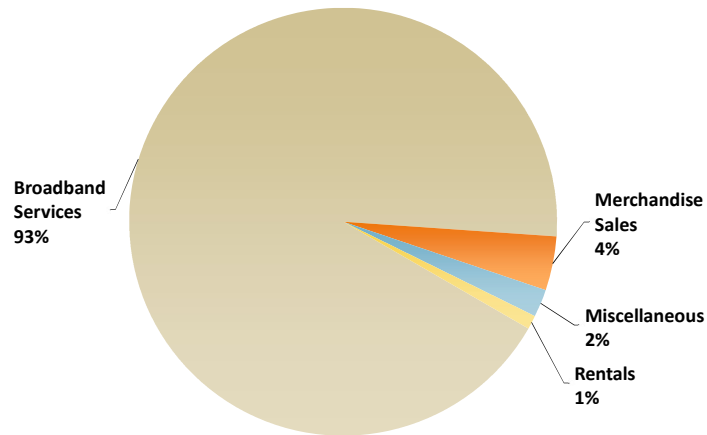
2025 BUSINESS PLAN - BY DEPARTMENT

DESCRIPTION	2024 PLAN	2025 PLAN	ASSESSMENT Per Manor Per Month		
			2024	2025	Change
OPERATING					
Office of the CEO	\$1,119,283	\$1,065,946	\$7.32	\$6.97	(\$0.35)
Information Services	2,395,627	2,470,590	15.67	16.17	0.50
General Services	6,972,635	7,542,169	45.62	49.35	3.73
Financial Services	1,694,599	1,953,823	11.09	12.78	1.69
Security Services	6,385,361	6,746,172	41.78	44.14	2.36
Landscape Services	1,480,560	1,580,429	9.69	10.34	0.65
Recreation Services	7,334,103	8,125,721	47.99	53.17	5.18
Human Resource Services	320,625	355,791	2.10	2.33	0.23
Insurance	3,271,530	3,691,595	21.41	24.15	2.74
Maintenance & Construction	2,065,014	2,076,640	13.51	13.59	0.08
Non Work Center	6,000	0	0.04	0.00	(0.04)
Net Operating Expense	\$33,045,337	\$35,608,876	\$216.22	\$232.99	\$16.77

24

General Services Revenue Sources

Total Non-Assessment Revenue
\$5,994,497



25

General Services Revenue

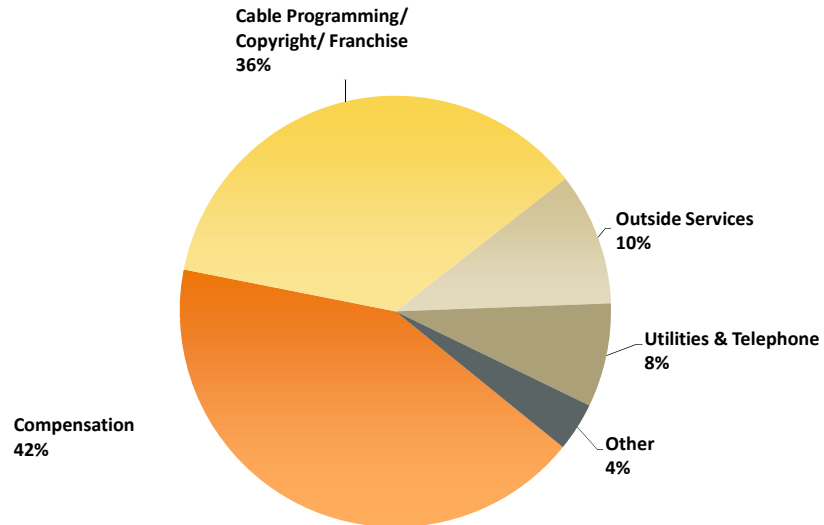
\$ in thousands

Revenue	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Merchandise Sales	\$191	\$233	\$246	\$243	\$245	(\$2)
Rentals	30	33	44	60	63	(3)
Broadband Services	4,885	5,129	5,274	5,964	5,560	404
Miscellaneous	46	70	107	60	126	(66)
Total Non-Assessment Revenue	\$5,152	\$5,465	\$5,671	\$6,327	\$5,994	\$333

26

General Services Expense Sources

Total Expenses
\$13,536,666



27

General Services Expenses

\$ in thousands

Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Employee Compensation	\$3,571	\$3,540	\$3,515	\$3,994	\$4,207	\$214
Compensation Related	1,229	1,283	1,353	1,424	1,515	91
Materials & Supplies	461	469	473	529	519	(10)
Cost of Goods Sold	161	208	226	230	191	(38)
Utilities & Telephone	874	899	945	863	1,053	191
Fuel and Oil	489	723	574	628	657	29

28

General Services Expenses

\$ in thousands



Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Equipment Rental	\$172	\$172	\$182	\$165	\$165	\$0
Outside Services	1,058	1,110	1,329	1,320	1,348	28
Repairs and Maint	268	324	244	360	322	(38)
Cable Programming/ Copyright/ Franchise	3,967	4,196	4,476	5,143	4,920	(223)
Cost Allocations	(1,132)	(1,282)	(1,453)	(1,581)	(1,588)	(7)
Others	23	164	166	225	228	3
Total Expenses	\$11,141	\$11,806	\$12,030	\$13,300	\$13,537	\$237

29

2025 Priorities



- **Administration**
 - Provide administrative support to Transportation, Fleet Maintenance and Operations to provide excellent customer service
 - Continue to work with the City and CR&R to enhance waste and recycling programs with an emphasis on customer service
- **Fleet Maintenance**
 - Continue to evaluate cost-savings opportunities
 - Ensure other departments have vehicles and equipment that are well maintained, support their operations, increase efficiency and save money

30

2025 Priorities

- **Transportation**
 - Continue to provide transportation services to residents with a focus on friendly customer service
- **Operations (Streets and Sidewalks, Janitorial)**
 - Complete 90% of janitorial service orders within 20 days
 - Complete 80 % of paving service orders within 20 days
 - Continue to provide these services to residents with a focus on work quality and customer service

31

2025 Priorities

- **Broadband**
 - Continue to maintain the existing hybrid fiber coaxial plant
 - Continue to evaluate the approved short-list of internet providers and develop a recommendation for GRF consideration

32

2025 Priorities

- Budget Item for Consideration: Quality Control Inspector - \$89,000
 - GRF: Inspections for clubhouse janitorial, Community Center janitorial, concrete work, vehicle washing contract
 - Third/United: Inspections for rain gutter cleaning, concrete work, lead abatement

33

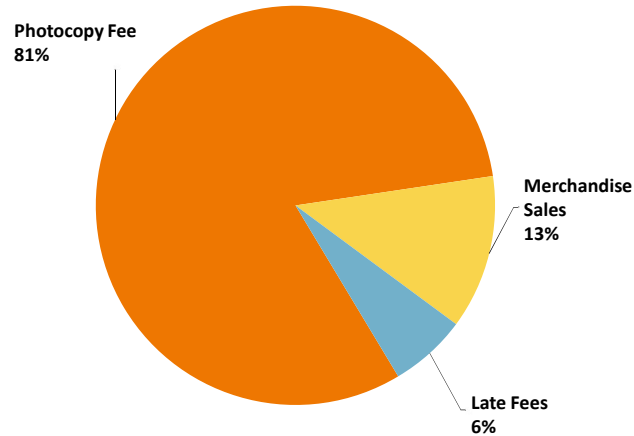
2025 BUSINESS PLAN - BY DEPARTMENT

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			Per Manor Per Month		
			2024	2025	Change
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Information Services	2,395,627	2,470,590	15.67	16.17	0.50
General Services	6,972,635	7,542,169	45.62	49.35	3.73
Financial Services	1,694,599	1,953,823	11.09	12.78	1.69
Security Services	6,385,361	6,746,172	41.78	44.14	2.36
Landscape Services	1,480,560	1,580,429	9.69	10.34	0.65
Recreation Services	7,334,103	8,125,721	47.99	53.17	5.18
Human Resource Services	320,625	355,791	2.10	2.33	0.23
Insurance	3,271,530	3,691,595	21.41	24.15	2.74
Maintenance & Construction	2,065,014	2,076,640	13.51	13.59	0.08
Non Work Center	6,000	0	0.04	0.00	(0.04)
Net Operating Expense	\$33,045,337	\$35,608,876	\$216.22	\$232.99	\$16.77

34

Revenue Sources Financial Services

**Total Non-Assessment Revenue
\$80,285**



35

Financial Services Revenue

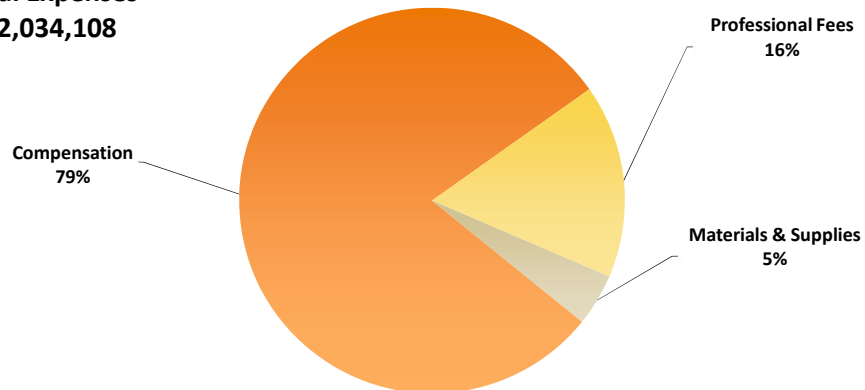
\$ in thousands

Revenue	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Merchandise Sales	\$11	\$16	\$13	\$17	\$10	\$7
Additional Occupant Fee	144	120	140	167	0	167
Photocopy Fee	22	51	65	65	65	0
Others	2	11	20	4	5	(1)
Total Non-Assessment Revenue	\$179	\$198	\$238	\$253	\$80	\$173

36

Expense Sources Financial Services

Total Expenses
\$2,034,108



37

Financial Services Expenses

\$ in thousands

Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Employee Compensation	\$1,189	\$1,281	\$1,348	\$1,279	\$1,288	\$9
Compensation Related	291	292	332	320	328	8
Materials & Supplies	79	414	(55)	89	90	1
Cost of Goods Sold	(5)	36	75	0	35	35
Professional Fees	279	277	251	261	331	70

38

Financial Services Expenses

\$ in thousands



Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Equipment Rentals	\$10	\$10	\$10	\$10	\$13	\$3
Outside Services	87	75	23	23	25	2
Other Operating Expense	20	21	21	22	24	2
Cost Allocations	(30)	(28)	(45)	(63)	(71)	(8)
Others	535	1	0	6	(29)	(35)
Total Expenses	\$1,385	\$2,379	\$1,960	\$1,947	\$2,034	\$87

39

2025 Priorities



- ERP Phase 1 Training
- ERP Phase 2 Integration
- Transition Vendors to ACH
- Increased ERP Reporting
- Fee Reviews Year 2

40

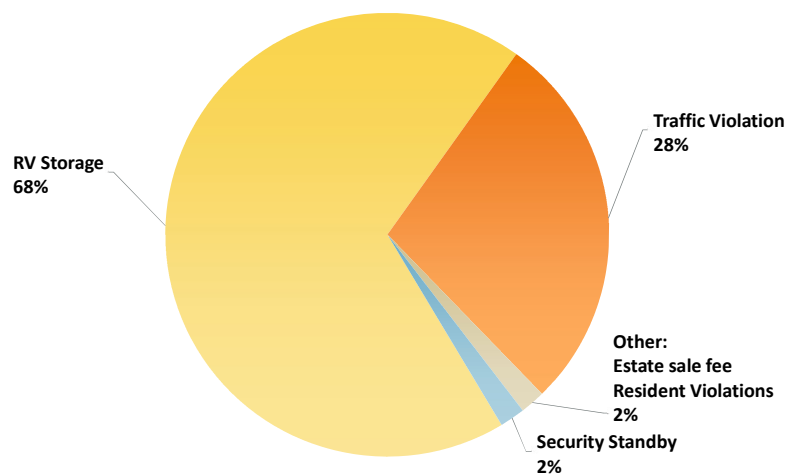
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Non Work Center	6,000	0	0.04	0.00	(0.04)
Net Operating Expense	\$33,045,337	\$35,608,876	\$216.22	\$232.99	\$16.77

41

Security Services Revenue Sources

Total Non-Assessment Revenue
\$221,858



42

Security Services Revenue

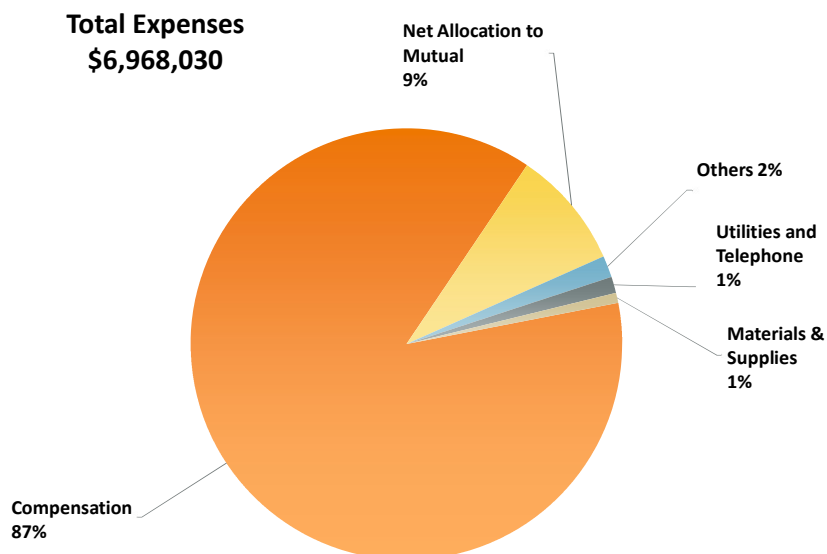
\$ in thousands



Revenue	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
RV Storage Fee	\$118	\$109	\$113	\$124	\$150	(\$26)
Traffic Violation	25	51	49	90	61	29
Other	4	11	12	12	11	1
Total Non-Assessment	\$147	\$171	\$174	\$226	\$222	\$4

43

Security Services Expense Sources



44

Security Services Expenses

\$ in thousands



Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Employee Compensation	\$4,243	\$4,728	\$4,617	\$4,733	\$4,875	\$142
Compensation Related	985	1,099	1,182	1,110	1,222	112
Materials & Supplies	48	49	60	58	53	(5)
Utilities and Telephone	59	74	69	69	86	17

45

Security Services Expenses

\$ in thousands



Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Repairs and Maint	\$31	\$13	\$5	\$10	\$13	\$3
Cost Allocations	493	638	651	539	619	80
Others	72	64	65	92	100	8
Total Expenses	\$5,931	\$6,665	\$6,649	6,611	6,968	\$357

46

2025 Priorities



- **Security Department (400)**

- Engage in more Traffic Engineering Consultant relationships to assist in scientific studies of identified areas of perceived traffic concerns.
- Continue engagement with Jacob Green Associates to develop a Gap Analysis between the Village and the City in terms of Disaster Preparedness Response, Recovery and Mitigation and Training
- Operational review of division, performance and management budget control practices
- Functional reorganization where appropriate to streamline access and responsiveness for security services
- Develop best practices for recruitment and retention
- Continue to identify cost efficient and effective ways to target harden Village perimeter and its assets

47

2025 Priorities



- **Compliance (210)**

- Identify a dedicated private office space to conduct interviews of complainants, witnesses, and respondents to maintain confidential matters
- Enhance educational outreach on role of Compliance and the complaint and subsequent investigative process and assisting Boards in the revisions of Governing Documents to reflect desired changes in these processes

- **Social Services (220)**

- Continue to seek out partnerships for funding and resources as appropriate
- Work with new Manager to secure 2 College Interns to assist our caseload and administrative details.
- Explore professional development training and opportunities for enhanced patient and customer service and leadership development for internal promotional processes in the future

48

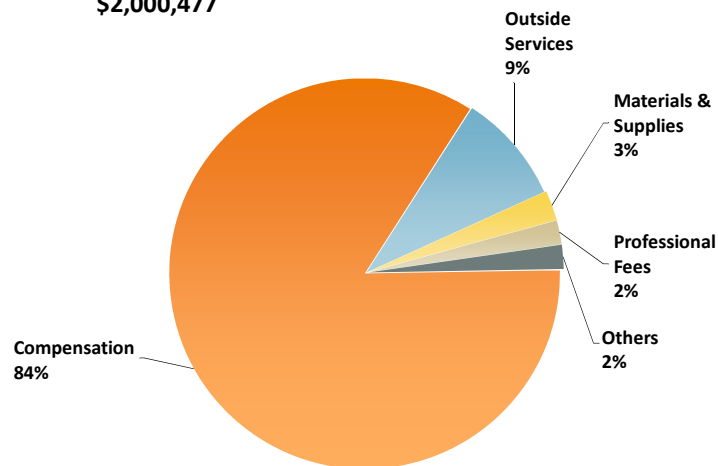
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DESCRIPTION	2024 PLAN	2025 PLAN	ASSESSMENT		
			Per Manor Per Month		
			2024	2025	Change
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Office of the CEO	\$1,119,283	\$1,065,946	\$7.32	\$6.97	(\$0.35)
Information Services	2,395,627	2,470,590	15.67	16.17	0.50
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Financial Services	1,694,599	1,953,823	11.09	12.78	1.69
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Landscape Services	1,480,560	1,580,429	9.69	10.34	0.65
Recreation Services	7,334,103	8,125,721	47.99	53.17	5.18
Human Resource Services	320,625	355,791	2.10	2.33	0.23
Insurance	3,271,530	3,691,595	21.41	24.15	2.74
Maintenance & Construction	2,065,014	2,076,640	13.51	13.59	0.08
Non Work Center	6,000	0	0.04	0.00	(0.04)
Net Operating Expense	\$33,045,337	\$35,608,876	\$216.22	\$232.99	\$16.77

49

Landscaping Expense Sources

Total Expenses Excluding
Net Allocation to Mutuals
\$2,000,477



50

Landscaping Expenses

\$ in thousands



Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Employee Compensation	\$991	\$924	\$1,009	\$1,124	\$1,205	\$81
Compensation Related	398	350	382	452	482	30
Materials & Supplies	65	74	50	60	50	(10)
Professional Fees	43	7	30	37	40	3

51

Landscaping Expenses

\$ in thousands



Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Outside Services	\$47	\$61	\$128	\$101	\$182	\$81
Other Expenses	16	23	37	45	41	(4)
Cost Allocations	(456)	(487)	(271)	(339)	(420)	(81)
Total Expenses	\$1,104	\$952	\$1,365	\$1,480	\$1,580	\$100

52

2025 Priorities

- Increase customer service satisfaction
- Increase communication with residents
- Long-term plan for water usage reduction
- Continue maintenance-cycle improvements
- Improve appearance of clubhouses
- Improve appearance of gates

53

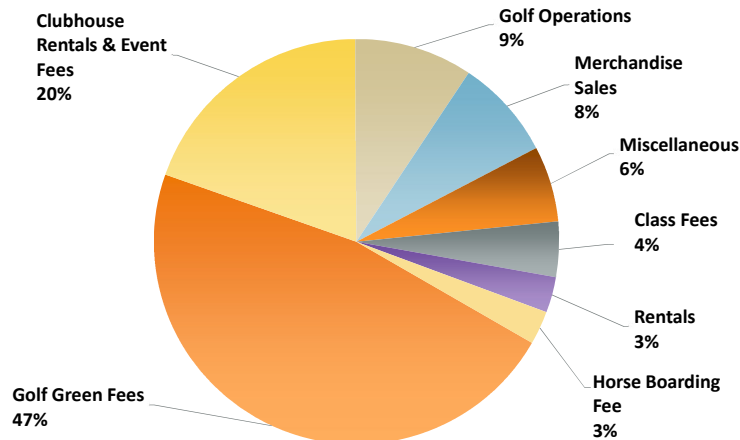
2025 BUSINESS PLAN - BY DEPARTMENT

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OPERATING					
Office of the CEO	\$1,119,283	\$1,065,946	\$7.32	\$6.97	(\$0.35)
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General Services	6,972,635	7,542,169	45.62	49.35	3.73
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Insurance	3,271,530	3,691,595	21.41	24.15	2.74
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Non Work Center	6,000	0	0.04	0.00	(0.04)
Net Operating Expense	\$33,045,337	\$35,608,876	\$216.22	\$232.99	\$16.77

54

Recreation Services Revenue Sources

Total Non-Assessment Revenue
\$4,827,909



55

Recreation Services Revenue

\$ in thousands

Revenue	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Golf Green Fees	\$1,656	\$1,777	\$1,688	\$1,815	\$2,270	(\$455)
CH Rentals, Event Fees	113	566	750	695	943	(247)
Golf Operations	319	364	250	377	455	(78)
Merchandise Sales	321	369	269	382	387	(5)
Class Fees	48	161	201	159	212	(53)

56

Recreation Services Revenue

\$ in thousands



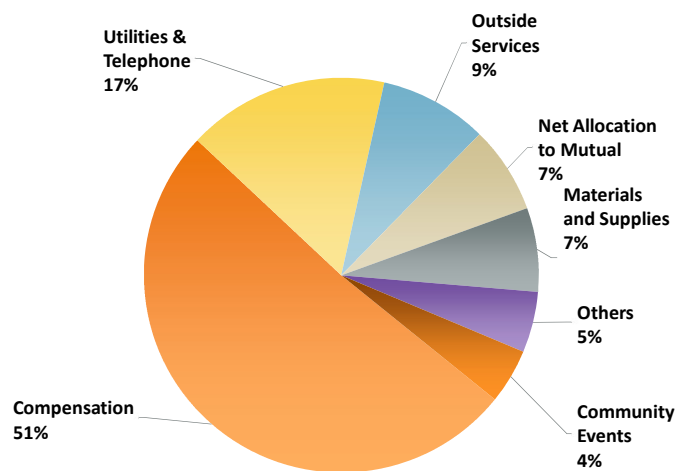
Revenue	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Rentals	\$111	\$112	\$137	\$138	\$138	\$0
Horse Boarding Fees	60	85	115	102	129	(27)
Others	92	223	265	253	294	(41)
Total Non-Assessment Revenue	\$2,720	\$3,657	\$3,675	\$3,922	\$4,828	(\$906)

57

Recreation Services Expense Sources



Total Expenses
\$12,953,630



58

Recreation Services Expenses

\$ in thousands



Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Employee Compensation	\$3,391	\$3,963	\$4,341	\$4,347	\$4,970	\$623
Compensation Related	1,189	1,345	1,509	1,437	1,655	218
Materials, Supplies	516	787	726	815	887	72
Community Events	45	408	628	431	582	151
Utilities, Telephone	1,451	1,823	1,803	1,759	2,142	383

59

Recreation Services Expenses

\$ in thousands



Expenses	2022 Actual	2023 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Outside Services	\$842	\$1,053	\$1,080	\$961	\$1,144	\$183
Cost Allocations	692	686	898	904	927	23
Other Expenses	421	540	437	602	646	44
Total Expenses	\$8,547	\$10,605	\$11,422	\$11,256	\$12,953	\$1,697

60

2025 Priorities

- Hire, train and retain qualified staff for all positions
- Operational review, staffing assessment and adjustments and budget monitoring
 - Expanded and efficient service levels
 - Identify and implement cost recovery methods
 - Create consistency with processes, procedures and policies
- Provide exemplary customer service
 - Continually monitor staff performance
 - Professional staff training and developmental opportunities
 - Increase and promote effective communication

61

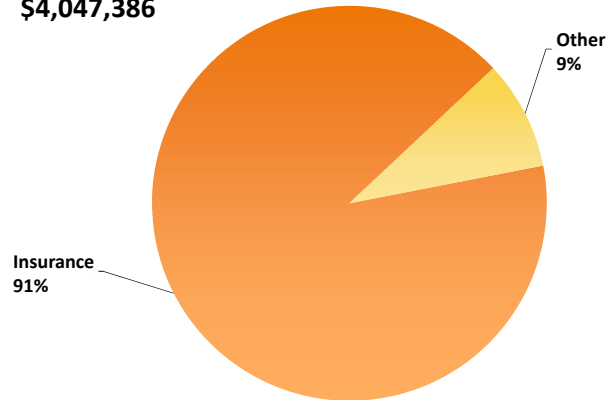
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Maintenance & Construction	2,065,014	2,076,640	13.51	13.59	0.08
Non Work Center	6,000	0	0.04	0.00	(0.04)
Net Operating Expense	\$33,045,337	\$35,608,876	\$216.22	\$232.99	\$16.77

62

Human Resource Services Expense Sources

Total Expenses
\$4,047,386



63

Human Resources Services Expenses

\$ in thousands

Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Employee Compensation	\$708	\$826	\$915	\$836	\$764	(\$72)
Compensation Related	156	194	186	183	170	(13)
Materials & Supplies	7	7	7	10	7	(3)
Legal Fees	73	35	42	83	67	(16)
Professional Fees	83	126	109	123	128	5

64

Human Resources Services Expenses

\$ in thousands



Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/ (Decrease)
Outside Services	\$54	\$52	\$23	\$45	\$58	\$13
Operating Expenses	267	336	309	391	523	132
Insurance	2,658	2,784	2,899	3,271	3,691	420
Cost Allocations	(1,108)	(1,326)	(1,373)	(1,350)	(1,361)	(11)
Total	\$2,898	\$3,034	\$3,117	\$3,592	\$4,047	\$455

65

2025 Priorities



- Training programs
 - Management training for all levels
 - Continue cultural sensitivity training for new hires
 - Harassment prevention training

66

2025 Priorities

- Employee events
 - Bright ideas program, employee recognition, employee service awards, events throughout the year.
- Recruitment strategy
 - Attract and retain staff to provide support to organization (401k, 9/80 program, compensation, Bucket List program, expanded job sourcing)

67

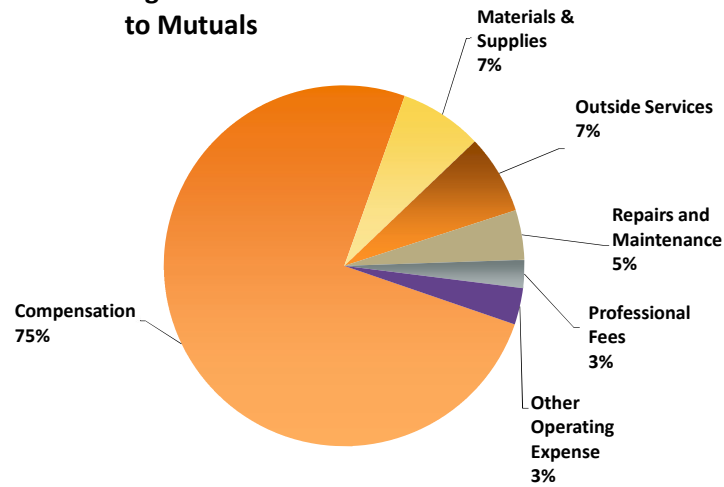
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68

M&C Expense Sources

Total Expenses \$2,640,507
Excluding Net Allocation
to Mutuals



69

M&C Expenses

\$ in thousands

Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/(Decrease)
Employee Compensation	\$1,326	\$1,211	\$1,481	\$1,533	\$1,459	(\$74)
Compensation Related	459	435	576	557	526	(31)
Materials & Supplies	138	228	293	198	197	(1)
Cost of Goods Sold	56	(13)	22	7	14	7
Utilities & Telephone	1	1	6	2	2	0
Professional Fees	15	54	18	64	66	2

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M&C Expenses

\$ in thousands

Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 V1 Plan	Assessment Increase/(Decrease)
Equipment Rental	\$6	\$3	\$6	\$10	\$10	\$0
Outside Services	153	173	253	102	188	86
Repairs and Maintenance	45	37	62	114	118	4
Other Operating Expense	21	17	20	50	61	11
Cost Allocations	(308)	(269)	(579)	(572)	(564)	8
Total Expenses	\$1,912	\$1,877	\$2,158	\$2,065	\$2,077	\$12

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2025 Priorities

- Implementation of Building E selected option
- CH2 pool surface replastering and deck pavers
- CH2 Annex building assessment, pool area roofs
- CH7 HVAC system replacement
- EMS system and automatic light controls
- Asphalt paving, seal coat and concrete repairs

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GRF Assessment History



Year	Assessment
2016	\$194.30
2017	\$193.61
2018	\$198.57
2019	\$202.83
2020	\$205.60
2021	\$205.60
2022	\$217.50
2023	\$221.31
2024	\$228.22
2025 Version 1	\$244.99



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GRF Business Plan

Per Manor per Month



SUMMARY	2024 Plan	2025 Plan V1	Assessment Increase/ (Decrease)
Total Non-Assessment Revenue	\$74.10	\$76.02	(\$1.92)
Total Expense	290.32	309.01	18.69
Net Operating	\$211.22	\$232.99	\$16.77
(Surplus)/Deficit Recovery	(5.00)	(5.00)	\$0.00
Reserve Funds	17.00	17.00	0.00
Contingency Fund	0.00	0.00	0.00
Total Basic Assessment	\$228.22	\$244.99	\$16.77

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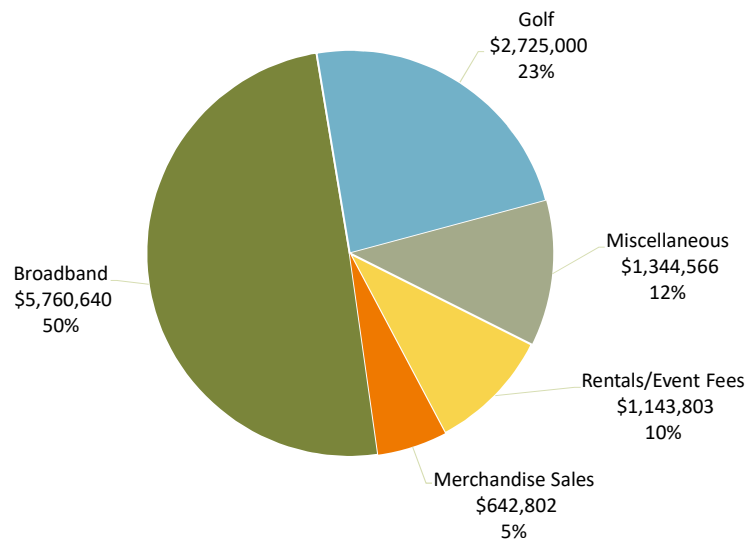
GRF Business Plan

Per Manor per Month

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Contingency Fund	0.00	0.00	0.00
Total Basic Assessment	\$228.22	\$244.99	\$16.77

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Non-Assessment Operating Revenue \$11.6 Million



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GRF Revenue by Category

\$ in thousands



Revenue	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan V1	Increase/ (Decrease)
Golf Greens Fees	\$1,656	\$1,777	\$1,688	\$1,815	\$2,270	(\$455)
Golf Operations	319	364	250	377	455	(78)
Merchandise Sales	523	619	528	643	642	1
Clubhouse Rentals and Event Fees	113	566	750	695	943	(248)

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GRF Revenue by Category

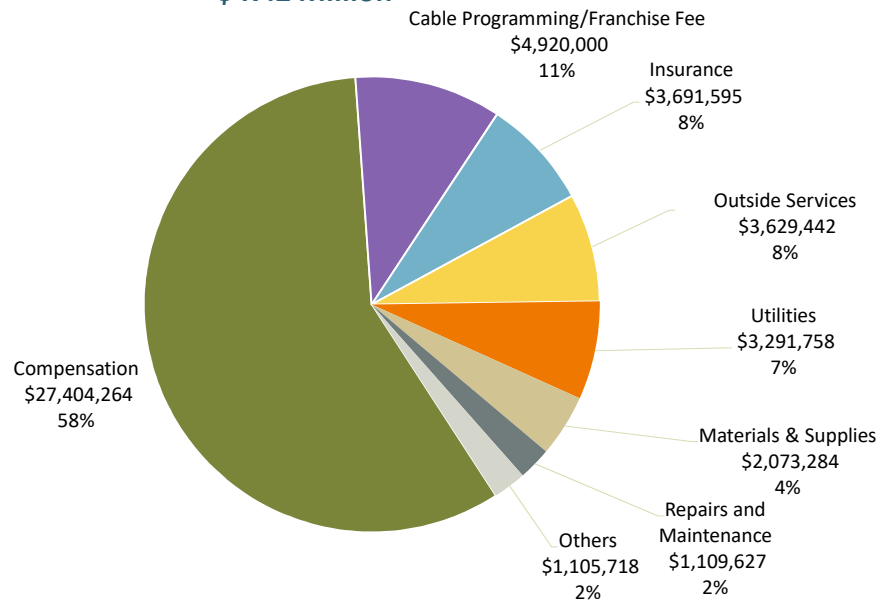
\$ in thousands



Revenue	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan V1	Increase/ (Decrease)
Rentals	\$141	\$145	\$180	\$198	\$201	(\$3)
Broadband Services	5,038	5,278	5,433	6,423	5,760	663
Miscellaneous	659	1,022	1,286	1,172	1,345	173
Total Revenue	\$8,449	\$9,770	\$10,115	\$11,324	\$11,617	(\$293)

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Total Operating Expenses \$47.2 Million



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GRF Expenditures by Category

\$ in thousands



EXPENSES	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan V1	Increase/ (Decrease)
Employee Compensation	\$17,061	\$18,222	\$19,505	\$20,108	\$21,027	\$919
Compensation Related	5,059	5,405	6,007	5,966	6,377	\$411

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GRF Expenditures by Category

\$ in thousands



EXPENSES	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan V1	Increase/ (Decrease)
Materials and Supplies	\$1,570	\$2,190	\$1,715	\$2,048	\$2,073	\$25
Cost of Goods Sold	432	477	500	467	473	6
Community Events	45	408	628	433	584	151

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GRF Expenditures by Category

\$ in thousands



Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan V1	Increase/ (Decrease)
Electricity	\$882	\$1,162	\$1,205	\$1,015	\$1,385	\$370
Sewer	76	94	114	126	132	6
Water	762	783	580	710	786	76
Trash	129	86	96	140	167	27
Natural Gas	237	397	456	405	460	55
Telephone	309	282	377	303	361	58
Fuel and Oil	489	723	574	628	657	29

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GRF Expenditures by Category

\$ in thousands



Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan V1	Increase/ (Decrease)
Legal	\$738	\$92	\$233	\$248	\$232	(\$16)
Professional Fees	417	629	652	759	871	112
Equipment Rental	259	273	278	328	349	21
Outside Services	2,830	2,887	3,402	3,217	3,629	412
Repairs and Maintenance	887	1,192	773	1,046	1,110	63

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GRF Expenditures by Category

\$ in thousands



Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan V1	Increase/ (Decrease)
Other Operating Expense	\$648	\$735	\$753	\$1,037	\$1,122	\$85
Income, Property and Sales Tax	(505)	35	30	38	35	(3)
Insurance	2,658	2,784	2,899	3,278	3,692	414
Cable Programming	3,967	4,196	4,476	5,143	4,920	(223)

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GRF Expenditures by Category

\$ in thousands



Expenses	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan V1	Increase/ (Decrease)
Uncollectible Accounts	\$12	\$4	\$1	\$13	\$10	(\$3)
(Gain)/Loss on Sales	(181)	18	(35)	(1)	(31)	(30)
Cost Allocations	(2,775)	(2,988)	(2,781)	(3,087)	(3,197)	(110)

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GRF Business Plan

Per Manor per Month



SUMMARY	2024 Plan	2025 Plan V1	Assessment Increase/ (Decrease)
Total Non-Assessment Revenue	\$74.10	\$76.02	(\$1.92)
Total Expense	290.32	309.01	18.69
Net Operating	\$211.22	\$232.99	\$16.77
(Surplus)/Deficit Recovery	(5.00)	(5.00)	0.00
Reserve Funds	17.00	17.00	0.00
Contingency Fund	0.00	0.00	0.00
Total Basic Assessment	\$228.22	\$244.99	\$16.77

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GRF Business Plan

Per Manor per Month

SUMMARY	2024 Plan	2025 Plan V1	Assessment Increase/ (Decrease)
Total Non-Assessment Revenue	\$74.10	\$76.02	(\$1.92)
Total Expense	290.32	309.01	18.69
Net Operating	\$211.22	\$232.99	\$16.77
(Surplus)/Deficit Recovery	(5.00)	(5.00)	0.00
Reserve Funds	17.00	17.00	0.00
Contingency Fund	0.00	0.00	0.00
Total Basic Assessment	\$228.22	\$244.99	\$16.77

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Reserve Fund - Projected Balances

Year	Contribution PMPM	Total	Transfer Fee Amount	Facilities Fee Contributions	Investment Income	Expenditures	Ending Balance
2024	\$17.00	\$2,598,144	\$7,500	\$6,101,856	\$813,994	\$14,794,900	\$29,954,924
2025	\$17.00	\$2,598,144	\$7,500	\$6,682,143	\$751,814	\$9,731,028	\$30,255,997
2026	\$17.00	\$2,598,144	\$7,500	\$7,302,430	\$679,767	\$16,651,462	\$24,184,876
2027	\$17.00	\$2,598,144	\$7,500	\$7,965,562	\$568,617	\$13,962,975	\$21,354,223

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GRF Business Plan

Per Manor per Month

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Total Expense	290.32	309.01	18.69
Net Operating	\$211.22	\$232.99	\$16.77
(Surplus)/Deficit Recovery	(5.00)	(5.00)	0.00
Reserve Funds	17.00	17.00	0.00
Contingency Fund	0.00	0.00	0.00
Total Basic Assessment	\$228.22	\$244.99	\$16.77

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Contingency Fund Historical Balances

Year	Amount
2018	\$429,000
2019	\$593,578
2020	\$997,171
2021	\$2,072,823
2022	\$3,962,761
2023	\$3,965,247

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Contingency Fund 2024 Projected Balances



Description	Amount
CNF Balance 4/30/24	\$4,000,000
2024 May to December Contributions	0
Interest Income	70,000
2023 Operating Deficit Recovery	(1,101,000)
Current Remaining Encumbrance	(47,000)
Contingency for Other Expenses	(105,000)
Projected 2024 Ending Balance	\$2,817,000

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Contingency Fund 2025 Projected Balances



Description	Amount
2024 Projected Beginning Balance	\$2,817,000
Contributions	0
Interest Income	50,000
Planned 2024 OPR Deficit	(764,000)
Projected 2025 Expenditures	(105,000)
Projected 2025 Ending Balance	\$1,998,000

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GRF Business Plan

Per Manor per Month

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Total Non-Assessment Revenue	\$74.10	\$76.02	(\$1.92)
Total Expense	290.32	309.01	18.69
Net Operating	\$211.22	\$232.99	\$16.77
(Surplus)/Deficit Recovery	(5.00)	(5.00)	0.00
Reserve Funds	17.00	17.00	0.00
Contingency Fund	0.00	0.00	0.00
Total Basic Assessment	\$228.22	\$244.99	\$16.77

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Questions

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