



SPECIAL MEETING OF THE BUSINESS PLANNING COMMITTEE

**Monday, July 9, 2018 – Immediately following All Boards All Directors Meeting
(Estimate 3:00 p.m.)
Laguna Woods Village Community Center Board Room
24351 El Toro Road**

AGENDA

1. Call to Order
2. Acknowledgment of Media
3. Approval of the Agenda
4. Chair Remarks
5. Member Comments (Items Not on the Agenda)

Items for Discussion and Consideration:

6. Review GRF 2019 Business Plan, Version 1

Concluding Business:

7. Committee Member Comments
8. Adjournment

STAFF REPORT

DATE: July 9, 2018
FOR: GRF Business Planning Committee
SUBJECT: 2019 Business Plan - Version 1

RECOMMENDATION

Staff recommends that the Golden Rain Foundation (GRF) Business Planning Committee review the Proposed 2019 Business Plan and make recommendations for Board consideration.

BACKGROUND

The attached documents present an overview of the first draft of the 2019 Plan for the GRF and reflect a net increase of \$348,646 or 1.1% when compared to current year.

The GRF Business Planning Committee will review this proposal on July 9, 2018, immediately following the Chief Executive Officer (CEO) presentation to All Boards All Directors. Recommendations for change from the GRF Business Planning Committee, if any, will be taken to the GRF Board review of its Business Plan on Wednesday, July 11, 2018, at 9:30 a.m. in the Board Room.

DISCUSSION

Brief notations for line items with significant change from current year are noted below as increases or (decreases) in the assessment, and listed in order of appearance on the proposed Business Plan (Attachment1):

- Line 1:** Non-Assessment Revenue is favorable by \$539,783 primarily due to more planned revenue in Broadband Services for Internet and equipment rental based on trends in subscribership. Further, increased revenue is anticipated for RFID stickers for gate entry and from increased sales at the Golf Pro Shop.
- Line 2:** Employee Compensation increased by \$362,410 or 2.1% due to increased staffing and the inclusion of planned wage adjustments. Staffing levels increased by 14 FTE (Full Time Equivalents) community-wide, some of which relate directly to GRF operations including: Department of Security Services to provide increased compliance and enforcement and Office of the CEO for enhanced communications and records management programs.
- Line 3:** Expenses Related to Compensation decreased by (\$90,295) primarily due to a lower budget for workers compensation insurance; partially offset by taxes and benefits on additional staffing and wage adjustments.
- Line 4:** Materials and Supplies increased by \$74,474 due to planned purchase of additional RFID stickers, previously unbudgeted, and increased supplies for Community Center janitorial, carpentry, and golf course pesticides.

- Line 5: **Cost of Goods Sold increased by \$25,385** for higher projected sales at the Pro Shop.
- Line 6: **Community Events increased by \$37,503** due to additional holiday lighting, village games, docent tours, and new resident orientations.
- Line 9: **Water increased by \$12,614** based on based on historical consumption at projected rates. Further, fixed water meter charges increased per El Toro Water budget that went into effect July 1, 2018.
- Line 11: **Natural Gas increased by \$19,997** due to increased costs associated with pool heating. This budget will be re-evaluated in light of recent solar heater installations.
- Line 12: **Telephone increased by \$66,001** primarily due to expanded services using tablets and data plans for mobile operations.
- Line 13: **Fuel and Oil increased by \$15,000** due to an upward trend in diesel and gas prices.
- Line 14: **Legal Fees increased by \$127,500** to account for increased use of mediation and legal counsel for upcoming union labor negotiations.
- Line 16: **Professional Fees decreased by (\$95,270)** primarily due to less use of consulting services for accounting, payroll and legacy software systems. Further, consultants for Mutual-specific projects are budgeted directly in United and Third.
- Line 18: **Outside Services increased by \$422,333** primarily due to line items moved from Cable Programming Fees, such as transmission costs and menu guides, to better categorize these as Outside Services. The increase was furthered by higher contract costs for lifeguarding services and an added contingency for unanticipated resident services.
- Line 19: **Repairs and Maintenance increased by \$132,111** due to higher service levels required for janitorial service and an increase in the contingency amount for repair of GRF buildings to reflect recent experience.
- Line 20: **Other Operating Expense increased by \$241,189** due to outsourcing of bee removal previously performed in-house by Landscape Services, a contingency for higher uniform and shoe requirements that are currently under management review, increased employee recruitment stemming from turnover, and higher safety costs to provide required asbestos training.
- Line 23: **Income Taxes decreased by (\$125,000)** due to a lower projected tax liability, based on recent filings.
- Line 26: **Cable TV Programming increased by \$72,200** to include a contingency for higher programming costs and related franchise and copyright fees. Increase was partially offset by a reclassification of certain line items, such as transmission costs and menu guides, moved to Outside Services.
- Line 28: **Cost Allocation to Mutuals**, the net result of inter-departmental allocations is lower in 2019 by \$94,494, providing less of an offset to the GRF Plan.
- Line 31: **GRF Reserve Fund Contribution** is budgeted to decrease from \$19.00 to \$15.00 per manor per month based on a revised 30-year expenditures plan.
- Line 32: **GRF Contingency Fund Contribution** is proposed to increase from \$1.00 to \$2.00 per manor per month 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 \$200.84 per manor per month (PMPM), an increase of \$2.27 PMPM or 1.1% when compared to current year.

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

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

ATTACHMENT(S)

ATT1: 2019 GRF Business Plan – Version 1
ATT2: 2019 Revenue and Expenditure Report
ATT3: 2019 Reserves Plan
ATT4: 2019 Capital Plan Proposals

**GOLDEN RAIN FOUNDATION & TRUST
2019 BUSINESS PLAN**

DESCRIPTION	2015 ACTUALS	2016 ACTUALS	2017 ACTUALS	2018 PLAN	2019 PLAN	Per Manor Per Month 2018 ASSESSMENT	2019	Assessment Increase/ (Decrease)
Revenues:								
1 Non Assessment Revenue	\$7,787,231	\$7,509,748	7,637,026	\$8,752,078	\$9,291,861	\$57.27	\$60.80	(\$3.53)
Total Revenue	\$7,787,231	\$7,509,748	\$7,637,026	\$8,752,078	\$9,291,861	\$57.27	\$60.80	(\$3.53)
Expenses:								
2 Employee Compensation	\$17,100,826	\$17,014,180	16,817,722	\$17,432,001	\$17,794,411	\$114.06	\$116.43	\$2.37
3 Exp. Related to Compensation	5,035,650	4,866,803	4,790,960	5,852,290	5,761,995	38.29	37.70	(0.59)
4 Materials and Supplies	1,803,159	1,717,137	1,941,717	1,767,551	1,842,025	11.57	12.05	0.48
5 Cost of Merchandise Sold	140,158	190,805	202,658	168,011	193,396	1.10	1.27	0.17
6 Community Events	275,533	336,348	425,255	385,442	422,945	2.52	2.77	0.25
7 Electricity	1,039,389	937,395	973,888	874,768	867,238	5.72	5.67	(0.05)
8 Sewer	73,563	85,212	84,469	84,487	85,025	0.55	0.56	0.01
9 Water	612,516	654,765	711,535	654,714	667,328	4.28	4.37	0.09
10 Trash	180,257	174,117	176,089	196,208	192,991	1.28	1.26	(0.02)
11 Natural Gas	160,239	179,211	219,145	168,683	188,680	1.10	1.23	0.13
12 Telephone	153,741	217,701	251,088	179,999	246,000	1.18	1.61	0.43
13 Fuel & Oil for Vehicles	516,987	443,229	436,786	425,000	440,000	2.78	2.88	0.10
14 Legal Fees	384,948	769,563	440,123	250,000	377,500	1.64	2.47	0.83
15 Management Fee	307,217	3,000	0	0	0	0.00	0.00	0.00
16 Professional Fees	1,384,821	121,476	566,021	801,637	706,367	5.25	4.62	(0.63)
17 Rentals	202,902	186,739	273,641	244,168	246,240	1.60	1.61	0.01
18 Outside Services	780,095	858,331	1,588,877	1,269,448	1,691,781	8.31	11.07	2.76
19 Repairs and Maintenance	849,195	695,915	694,089	798,998	931,109	5.23	6.09	0.86
20 Other Operating Expense	488,838	328,603	668,871	589,507	830,696	3.86	5.44	1.58
21 (Gain)/Loss on Sale Warehouse	(93,725)	(17,679)	(1,098)	(67,500)	(67,500)	(0.44)	(0.44)	0.00
22 Interest	81,298	47,229	13,732	0	0	0.00	0.00	0.00
23 Income Taxes	486,991	34,218	(22,686)	150,000	25,000	0.98	0.16	(0.82)
24 Property and Sales Tax	116,361	94,649	115,858	95,607	91,988	0.63	0.60	(0.03)
25 Insurance	1,195,800	1,193,427	1,237,090	1,331,694	1,330,896	8.71	8.71	0.00
26 Cable TV Programming	4,243,731	4,457,588	4,774,945	4,850,300	4,922,500	31.74	32.21	0.47
27 Uncollectible Accounts	14,391	16,397	20,933	33,500	25,250	0.22	0.17	(0.05)
28 Cost Allocation to Mutuals	(2,306,771)	(3,878,605)	(2,029,225)	(2,494,003)	(2,399,509)	(16.32)	(15.70)	0.62
Total Expenses	\$35,228,111	\$31,727,753	\$35,372,484	\$36,042,510	\$37,414,352	\$235.84	\$244.81	\$8.97
29 (Surplus)/Deficit Recovery				0	0	0.00	0.00	0.00
30 Net Operating	\$27,440,880	\$24,218,005	\$27,735,458	\$27,290,432	\$28,122,491	\$178.57	\$184.01	\$5.44
Fund Contributions:								
31 Reserve Funds	\$4,890,624	\$3,056,640	\$3,515,136	\$2,903,808	\$2,292,480	\$19.00	\$15.00	(\$4.00)
32 Contingency Fund	152,832	152,832	152,832	152,832	305,664	1.00	2.00	1.00
33 Total Fund Contributions	\$5,043,456	\$3,209,472	\$3,667,968	\$3,056,640	\$2,598,144	\$20.00	\$17.00	(\$3.00)
34 TOTAL BASIC ASSESSMENTS	\$32,484,336	\$27,427,477	\$31,403,426	\$30,347,072	\$30,720,635	\$198.57	\$201.01	\$2.44

ATTACHMENT 2

2019 BUSINESS PLAN
Revenue and Expenditure Report
GOLDEN RAIN FOUNDATION

	2018 Budget	2019 Budget	VAR\$ B/(W)	VAR %
Non-Assessment Revenues:				
Trust Facilities Fees				
41006500 - Trust Facilities Fees	\$4,141,356	\$4,452,750	\$311,394	8%
Total Trust Facilities Fees	4,141,356	4,452,750	311,394	8%
Golf Green Fees				
42001000 - Golf Green Fees - Residents	1,111,854	1,364,600	252,746	23%
42001500 - Golf Green Fees - Guests	483,007	253,112	(229,895)	(48%)
Total Golf Green Fees	1,594,861	1,617,712	22,851	1%
Golf Operations				
42002000 - Golf Driving Range Fees	103,300	107,000	3,700	4%
42003000 - Golf Cart Use Fees	169,971	169,165	(806)	0%
42004000 - Golf Lesson Fees	30,000	25,000	(5,000)	(17%)
42005000 - Golf Club Storage Fees		2,400	2,400	0%
42005500 - Golf Club Rental Fees		65	65	0%
Total Golf Operations	303,271	303,630	359	0%
Merchandise Sales				
41501000 - Merchandise Sales - Pro Shop	143,000	175,000	32,000	22%
41502500 - Merchandise Sales - Fitness	715	1,526	811	113%
41503500 - Merchandise Sales - Broadband	21,396	25,000	3,604	17%
41504500 - Merchandise Sales - Nursery	5,000		(5,000)	(100%)
41505000 - Bar Sales	83,000	85,000	2,000	2%
Total Merchandise Sales	253,111	286,526	33,415	13%
Clubhouse Rentals and Event Fees				
42501000 - Clubhouse Room Rentals - Residents	535,333	538,240	2,907	1%
42501500 - Clubhouse Room Rentals - Exception Rate	86,898	88,075	1,177	1%
42502000 - Clubhouse Event Fees - Residents	386,840	371,362	(15,478)	(4%)
42503000 - Village Greens Room Rentals - Residents		6,719	6,719	0%
42503500 - Village Greens Room Rentals - Non Residents		2,940	2,940	0%
Total Clubhouse Rentals and Event Fees	1,009,071	1,007,336	(1,735)	0%
Rentals				
43001000 - Garden Plot Rental	48,000	52,000	4,000	8%
45506500 - Rental Fee	4,320		(4,320)	(100%)
48001500 - Lease Revenue	49,320	45,000	(4,320)	(9%)
Total Rentals	101,640	97,000	(4,640)	(5%)
Fees and Charges for Services to Residents				
46501000 - Permit Fee	206		(206)	(100%)
Total Fees and Charges for Services to Residents	206		(206)	(100%)
Broadband Services				
45001000 - Ad Insertion	650,000	650,000		0%
45001500 - Premium Channel	550,000	500,000	(50,000)	(9%)
45002000 - Cable Service Call	90,000	150,000	60,000	67%
45002500 - Cable Commission	43,000	50,000	7,000	16%
45003000 - High Speed Internet	1,351,327	1,600,000	248,673	18%
45003500 - Equipment Rental	1,564,000	1,721,000	157,000	10%
45004000 - Video Production	65,000	55,000	(10,000)	(15%)
45004500 - Video Re-Production	3,250	2,500	(750)	(23%)
45005000 - Message Board	20,000	19,000	(1,000)	(5%)
45005500 - Advertising	50,000	42,500	(7,500)	(15%)
Total Broadband Services	4,386,577	4,790,000	403,423	9%

2019 BUSINESS PLAN
Revenue and Expenditure Report
GOLDEN RAIN FOUNDATION

	2018 Budget	2019 Budget	VAR\$ B/(W)	VAR %
Miscellaneous				
43501000 - Horse Boarding Fee	90,000	90,000		0%
43501500 - Horse Feed Fee	31,779	35,200	3,421	11%
43502000 - Horse Trailer Parking Fee	800	480	(320)	(40%)
43502500 - Horse Lesson Fee - Resident	28,130	30,500	2,370	8%
44001000 - Fitness Fee - Guests	530	800	270	51%
44001500 - Pool Fee - Guests	10,275	6,000	(4,275)	(42%)
44002000 - Bridge Room Fee - Guests	66,680	66,680		0%
44002500 - Parking Fees - Non Residents	58,110	60,000	1,890	3%
44003000 - Class Fees	124,000	126,990	2,990	2%
44003500 - Locker Rental Fee	4,787	5,034	247	5%
44004500 - Clubhouse Labor Fee	37,512	40,993	3,481	9%
44005000 - Clubhouse Equipment Fee	752		(752)	(100%)
44005500 - Clubhouse Catering Fee	28,097	26,880	(1,217)	(4%)
44006000 - Tickets Sales - Residents	15,100	1,050	(14,050)	(93%)
44006500 - Sponserhip Income	18,400	21,650	3,250	18%
46001000 - RV Storage Fee	100,000	100,000		0%
46002000 - Traffic Violation	62,400	57,000	(5,400)	(9%)
46003500 - Security Standby Fee	1,000	200	(800)	(80%)
46004000 - Estate Sale Fee		4,100	4,100	0%
46004500 - Resident Violations	10,000		(10,000)	(100%)
44501000 - Additional Occupant Fee	275,374	250,000	(25,374)	(9%)
44503500 - Resale Processing Fee	12,000	15,000	3,000	25%
44504000 - Resident Id Card Fee	26,824	28,000	1,176	4%
44504500 - Notary Fee	50	50		0%
44506000 - Photo Copy Fee	75,000	78,000	3,000	4%
44506500 - Auto Decal Fee	5,000	110,000	105,000	2100%
44507500 - Cartport Space Rental Fee		4,800	4,800	0%
47001500 - Late Fee Revenue	15,000	25,000	10,000	67%
46005500 - Disaster Task Force	4,000	4,000		0%
49009000 - Miscellaneous Revenue	1,741	1,250	(491)	(28%)
Total Miscellaneous	1,103,341	1,189,657	86,316	8%
Total Non-Assessment Revenue	12,893,434	13,744,611	851,177	7%
Expenses:				
51011000 - Salaries & Wages - Regular	12,434,448	12,901,119	(466,672)	(4%)
51021000 - Union Wages - Regular	3,659,275	3,699,627	(40,351)	(1%)
51041000 - Wages - Overtime	169,190	63,955	105,234	62%
51051000 - Union Wages - Overtime	64,430	58,804	5,625	9%
51061000 - Holiday & Vacation	553,666	566,671	(13,004)	(2%)
51071000 - Sick	451,676	462,284	(10,608)	(2%)
51081000 - Sick - Part Time	66,247	2,439	63,808	96%
51091000 - Missed Meal Penalty	13,628	9,648	3,980	29%
51101000 - Temporary Help	9,244	24,601	(15,357)	(166%)
51981000 - Compensation Accrual	10,197	5,263	4,934	48%
Total Employee Compensation	17,432,001	17,794,411	(362,410)	(2%)
52411000 - F.I.C.A.	1,294,929	1,337,440	(42,511)	(3%)
52421000 - F.U.I.	27,263	33,814	(6,551)	(24%)
52431000 - S.U.I.	134,935	140,576	(5,641)	(4%)
52441000 - Union Medical	1,278,476	1,243,793	34,683	3%
52451000 - Workers' Compensation Insurance	1,238,689	1,095,737	142,952	12%
52461000 - Non Union Medical & Life Insurance	1,235,007	1,261,089	(26,082)	(2%)
52471000 - Union Retirement Plan	208,933	203,265	5,668	3%
52481000 - Non-Union Retirement Plan	432,432	444,190	(11,758)	(3%)
52981000 - Compensation Related Accrual	1,626	2,091	(465)	(29%)

2019 BUSINESS PLAN
Revenue and Expenditure Report
GOLDEN RAIN FOUNDATION

	2018 Budget	2019 Budget	VAR\$ B/(W)	VAR %
Total Expenses Related to Employee Compensation	5,852,290	5,761,994	90,296	2%
Materials and Supplies				
53001000 - Materials & Supplies	1,314,709	1,352,074	(37,364)	(3%)
53002500 - Printed Membership Materials	92	92	92	100%
53003500 - Materials Direct - Grf	423,391	450,766	(27,376)	(6%)
53004000 - Freight	29,359	39,185	(9,826)	(33%)
Total Materials and Supplies	1,767,551	1,842,024	(74,474)	(4%)
Cost of Goods Sold				
53101000 - Cost Of Sales - Warehouse	20,636	16,396	4,240	21%
53101500 - Cost Of Sales - Pro Shop	113,375	140,000	(26,625)	(23%)
53102000 - Cost Of Sales - Alcohol	20,000	22,000	(2,000)	(10%)
53103500 - Earthquake Materials	14,000	15,000	(1,000)	(7%)
Total Cost of Goods Sold	168,011	193,396	(25,385)	(15%)
Community Events				
53201000 - Community Events	385,442	422,945	(37,503)	(10%)
Total Community Events	385,442	422,945	(37,503)	(10%)
Utilities and Telephone				
53301000 - Electricity	874,768	867,238	7,530	1%
53301500 - Sewer	84,487	85,025	(538)	(1%)
53302000 - Water	654,714	667,328	(12,614)	(2%)
53302500 - Trash	196,208	192,991	3,216	2%
53303500 - Gas	168,683	188,680	(19,997)	(12%)
53304000 - Telephone	179,999	246,000	(66,001)	(37%)
Total Utilities and Telephone	2,158,858	2,247,262	(88,404)	(4%)
Fuel and Oil				
53304500 - Fuel & Oil For Vehicles	425,000	440,000	(15,000)	(4%)
Total Fuel and Oil	425,000	440,000	(15,000)	(4%)
Legal Fees				
53401500 - Legal Fees	250,000	377,500	(127,500)	(51%)
Total Legal Fees	250,000	377,500	(127,500)	(51%)
Professional Fees				
53402000 - Audit & Tax Preparation Fees	144,000	130,000	14,000	10%
53402500 - Payroll System Fees	168,150	147,000	21,150	13%
53403500 - Consulting Fees	486,487	424,367	62,120	13%
53404500 - Fees	3,000	5,000	(2,000)	(67%)
Total Professional Fees	801,637	706,367	95,270	12%
Equipment Rental				
53501000 - Space, Rent/Lease	800	800		0%
53501500 - Equipment Rental/Lease Fees	243,368	245,440	(2,072)	(1%)
Total Equipment Rental	244,168	246,240	(2,072)	(1%)
Outside Services				
53601000 - Bank Fees	87,000	87,000		0%
53601500 - Credit Card Transaction Fees	62,435	121,695	(59,260)	(95%)
53602000 - Merchant Account Fees	10,383	15,748	(5,365)	(52%)
53602500 - Licensing Fees	106,230	5,900	100,330	94%
53603000 - Permit Fees	3,500	7,000	(3,500)	(100%)
53603500 - Inspection Fees	280	280		0%
53704000 - Outside Services	949,620	1,449,158	(499,538)	(53%)

Version 1

2019 BUSINESS PLAN
Revenue and Expenditure Report
GOLDEN RAIN FOUNDATION

	2018 Budget	2019 Budget	VAR\$ B/(W)	VAR %
54603500 - Outside Services CC	50,000	5,000	45,000	90%
Total Outside Services	1,269,448	1,691,781	(422,333)	(33%)
Repairs and Maintenance				
53701000 - Equipment Repair & Maint	516,493	553,112	(36,620)	(7%)
53702000 - Street Repair & Maint	400	1,000	(600)	(150%)
53702500 - Building Repair & Maint	267,170	361,945	(94,775)	(35%)
53703000 - Elevator /Lift Maintenance	10,261	10,742	(481)	(5%)
53703500 - Water Softener	4,674	4,310	364	8%
Total Repairs and Maintenance	798,998	931,109	(132,112)	(17%)
Other Operating Expense				
53604000 - Pest Control Fees	4,728	55,687	(50,959)	(1078%)
53801000 - Mileage & Meal Allowance	20,254	17,140	3,115	15%
53801500 - Travel & Lodging	18,160	14,914	3,246	18%
53802000 - Uniforms	99,963	155,584	(55,620)	(56%)
53802500 - Dues & Memberships	18,707	15,404	3,303	18%
53803000 - Subscriptions & Books	12,620	9,409	3,211	25%
53803500 - Training & Education	85,095	92,269	(7,173)	(8%)
53804000 - Staff Support	50,000	51,858	(1,858)	(4%)
53901000 - Benefit Administrative Fees	4,000	4,000		0%
53901500 - Volunteer Support	17,289	16,149	1,140	7%
53902000 - Physical Examinations	34,190	41,120	(6,930)	(20%)
53902500 - Recruiting Fees	30,000	115,000	(85,000)	(283%)
53903000 - Safety	52,926	111,632	(58,706)	(111%)
54001000 - Board Relations	5,501	29,667	(24,167)	(439%)
54001500 - Public Relations	80,000	28,500	51,500	64%
54002000 - Postage	19,405	32,889	(13,484)	(69%)
54002500 - Filing Fees / Permits	33,169	35,974	(2,804)	(8%)
54502500 - Cable Promotions	3,500	3,500		0%
Total Other Operating Expense	589,508	830,695	(241,187)	(41%)
(Gain)/Loss on Sale or Trade Warehouse				
54101000 - (Gain)/Loss - Warehouse Sales	(67,500)	(67,500)		0%
Total (Gain)/Loss on Sale or Trade Warehouse	(67,500)	(67,500)		0%
Income Taxes				
54301000 - State & Federal Income Taxes	150,000	25,000	125,000	83%
Total Income Taxes	150,000	25,000	125,000	83%
Property and Sales Tax				
54301500 - State & Local Taxes	92,801	89,850	2,951	3%
54302000 - Property Taxes	2,806	2,138	668	24%
Total Property and Sales Tax	95,607	91,988	3,619	4%
Insurance				
54401000 - Hazard & Liability Insurance	1,164,404	1,167,946	(3,542)	0%
54401500 - D&O Liability	58,783	59,159	(376)	(1%)
54402000 - Property Insurance	71,907	77,191	(5,284)	(7%)
54402500 - Auto Liability Insurance	13,000	13,000		0%
54403000 - General Liability Insurance	3,600	3,600		0%
54403500 - Property Damage	20,000	10,000	10,000	50%
Total Insurance	1,331,694	1,330,896	797	0%
Cable Programming/Copyright/Franchise				
54501000 - Cable - Programming Fees	4,600,000	4,600,000		0%
54501500 - Cable - Copyright Fees	40,000	55,000	(15,000)	(38%)

2019 BUSINESS PLAN
Revenue and Expenditure Report
GOLDEN RAIN FOUNDATION

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>VAR\$ B/(W)</u>	<u>VAR %</u>
54502000 - Cable - Orange County Franchise Fees	<u>210,300</u>	<u>267,500</u>	<u>(57,200)</u>	<u>(27%)</u>
Total Cable Programming/Copyright/Franchise	<u>4,850,300</u>	<u>4,922,500</u>	<u>(72,200)</u>	<u>(1%)</u>
Uncollectible Accounts				
54602000 - Bad Debt Expense	<u>33,500</u>	<u>25,250</u>	<u>8,250</u>	<u>25%</u>
Total Uncollectible Accounts	<u>33,500</u>	<u>25,250</u>	<u>8,250</u>	<u>25%</u>
Total Expenses	<u>38,536,513</u>	<u>39,813,859</u>	<u>(1,277,346)</u>	<u>(3%)</u>
Unallocated Revenue / (Expense)	<u>(\$25,643,080)</u>	<u>(\$26,069,248)</u>	<u>(\$426,168)</u>	<u>(2%)</u>
Allocated Expenses				
Allocated To Departments	<u>(6,371,107)</u>	<u>(6,185,408)</u>	<u>(185,699)</u>	<u>(3%)</u>
Allocated From Departments	<u>3,877,104</u>	<u>3,785,899</u>	<u>91,205</u>	<u>2%</u>
Total Allocated Expenses	<u>(2,494,003)</u>	<u>(2,399,509)</u>	<u>(94,494)</u>	<u>(4%)</u>
Net Revenue / (Expense)	<u>(\$23,149,076)</u>	<u>(\$23,669,739)</u>	<u>(\$520,662)</u>	<u>(2%)</u>

ATTACHMENT 3
GOLDEN RAIN FOUNDATION & TRUST
2019 RESERVES PLAN
Fund Balances

<i>Fund</i>	<i>Year</i>	<i>Beginning Balance</i>	<i>Interest</i>	<i>Contributions</i>	<i>Assessment PMPM</i>	<i>Expenditures*</i>	<i>ENDING BALANCE</i>
RESERVE FUNDS	2018	\$ 21,229,782	\$ 252,817	\$ 6,951,808	\$ 19.00	\$ (13,294,737)	\$ 15,139,670
	2019	\$ 15,139,670	\$ 190,822	\$ 6,745,230	\$ 15.00	\$ (9,764,467)	\$ 12,311,255
	2020	\$ 12,311,255	\$ 237,977	\$ 7,050,894	\$ 17.00	\$ (4,475,957)	\$ 15,124,170
	2021	\$ 15,124,170	\$ 256,661	\$ 7,356,558	\$ 19.00	\$ (8,272,306)	\$ 14,465,083
	2022	\$ 14,465,083	\$ 277,150	\$ 7,509,390	\$ 20.00	\$ (4,765,241)	\$ 17,486,381
CONTINGENCY FUND	2018	\$ 732,821	\$ 9,562	\$ 152,832	\$ 1.00	\$ (252,460)	\$ 642,755
	2019	\$ 642,755	\$ 7,638	\$ 305,664	\$ 2.00	\$ (500,000)	\$ 456,057
	2020	\$ 456,057	\$ 7,504	\$ 458,496	\$ 3.00	\$ (513,000)	\$ 409,057
	2021	\$ 409,057	\$ 7,905	\$ 611,328	\$ 4.00	\$ (526,000)	\$ 502,290
	2022	\$ 502,290	\$ 10,760	\$ 764,160	\$ 5.00	\$ (539,000)	\$ 738,210
TOTAL	2018	\$ 21,962,603	\$ 262,379	\$ 7,104,640	\$ 20.00	\$ (13,547,197)	\$ 15,782,425
	2019	\$ 15,782,425	\$ 198,460	\$ 7,050,894	\$ 17.00	\$ (10,264,467)	\$ 12,767,312
	2020	\$ 12,767,312	\$ 245,481	\$ 7,509,390	\$ 20.00	\$ (4,988,957)	\$ 15,533,227
	2021	\$ 15,533,227	\$ 264,566	\$ 7,967,886	\$ 23.00	\$ (8,798,306)	\$ 14,967,373
	2022	\$ 14,967,373	\$ 287,910	\$ 8,273,550	\$ 25.00	\$ (5,304,241)	\$ 18,224,592

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

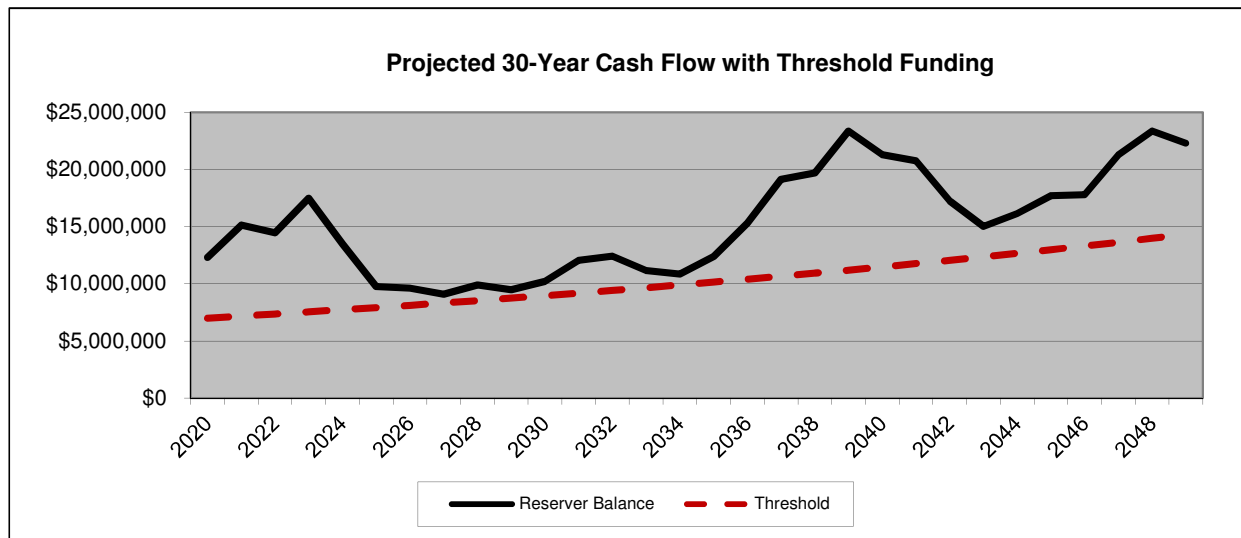
GOLDEN RAIN FOUNDATION & TRUST
2019 RESERVES PLAN
Reserves 30-Year Funding Plan

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

Year	Assessment		Interest Earnings	Facilities Fee ¹	Planned Expenditures ²	Reserve Balance
	Per Manor Per Month	Total Contributions				
2018	\$ 19.00	\$ 2,903,808	\$ 252,816	\$ 4,048,000	\$ (13,294,737)	\$ 15,139,669
2019	\$ 15.00	\$ 2,292,480	\$ 190,821	\$ 4,452,750	\$ (9,764,467)	\$ 12,311,253
2020	\$ 17.00	\$ 2,598,144	\$ 237,978	\$ 4,452,750	\$ (4,475,957)	\$ 15,124,168
2021	\$ 19.00	\$ 2,903,808	\$ 256,660	\$ 4,452,750	\$ (8,272,306)	\$ 14,465,080
2022	\$ 20.00	\$ 3,056,640	\$ 277,150	\$ 4,452,750	\$ (4,765,241)	\$ 17,486,379
2023	\$ 20.00	\$ 3,056,640	\$ 268,613	\$ 4,452,750	\$ (11,783,534)	\$ 13,480,848
2024	\$ 20.00	\$ 3,056,640	\$ 201,535	\$ 4,452,750	\$ (11,438,537)	\$ 9,753,236
2025	\$ 20.00	\$ 3,056,640	\$ 168,009	\$ 4,452,750	\$ (7,814,826)	\$ 9,615,809
2026	\$ 20.00	\$ 3,056,640	\$ 162,212	\$ 4,452,750	\$ (8,202,526)	\$ 9,084,885
2027	\$ 20.00	\$ 3,056,640	\$ 164,692	\$ 4,452,750	\$ (6,857,172)	\$ 9,901,795
2028	\$ 20.00	\$ 3,056,640	\$ 168,135	\$ 4,452,750	\$ (8,097,503)	\$ 9,481,817
2029	\$ 20.00	\$ 3,056,640	\$ 170,880	\$ 4,452,750	\$ (6,943,883)	\$ 10,218,204
2030	\$ 20.00	\$ 3,056,640	\$ 193,070	\$ 4,452,750	\$ (5,880,641)	\$ 12,040,023
2031	\$ 20.00	\$ 3,056,640	\$ 212,238	\$ 4,452,750	\$ (7,333,679)	\$ 12,427,972
2032	\$ 20.00	\$ 3,056,640	\$ 204,501	\$ 4,452,750	\$ (8,993,820)	\$ 11,148,043
2033	\$ 20.00	\$ 3,056,640	\$ 190,841	\$ 4,452,750	\$ (7,995,030)	\$ 10,853,244
2034	\$ 20.00	\$ 3,056,640	\$ 201,509	\$ 4,452,750	\$ (6,186,261)	\$ 12,377,882
2035	\$ 20.00	\$ 3,056,640	\$ 239,940	\$ 4,452,750	\$ (4,843,496)	\$ 15,283,716
2036	\$ 20.00	\$ 3,056,640	\$ 298,409	\$ 4,452,750	\$ (3,972,945)	\$ 19,118,570
2037	\$ 20.00	\$ 3,056,640	\$ 336,728	\$ 4,452,750	\$ (7,263,331)	\$ 19,701,357
2038	\$ 20.00	\$ 3,056,640	\$ 373,456	\$ 4,452,750	\$ (4,231,467)	\$ 23,352,736
2039	\$ 20.00	\$ 3,056,640	\$ 387,176	\$ 4,452,750	\$ (9,966,147)	\$ 21,283,155
2040	\$ 20.00	\$ 3,056,640	\$ 364,656	\$ 4,452,750	\$ (8,400,765)	\$ 20,756,436
2041	\$ 20.00	\$ 3,056,640	\$ 329,584	\$ 4,452,750	\$ (11,355,485)	\$ 17,239,925
2042	\$ 20.00	\$ 3,056,640	\$ 279,689	\$ 4,452,750	\$ (10,024,753)	\$ 15,004,251
2043	\$ 20.00	\$ 3,056,640	\$ 270,004	\$ 4,452,750	\$ (6,660,272)	\$ 16,123,373
2044	\$ 20.00	\$ 3,056,640	\$ 293,380	\$ 4,452,750	\$ (6,227,027)	\$ 17,699,116
2045	\$ 20.00	\$ 3,056,640	\$ 307,930	\$ 4,452,750	\$ (7,715,568)	\$ 17,800,868
2046	\$ 20.00	\$ 3,056,640	\$ 339,122	\$ 4,452,750	\$ (4,354,307)	\$ 21,295,073
2047	\$ 20.00	\$ 3,056,640	\$ 387,238	\$ 4,452,750	\$ (5,843,741)	\$ 23,347,960
2048	\$ 20.00	\$ 3,056,640	\$ 395,864	\$ 4,452,750	\$ (8,963,674)	\$ 22,289,540

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

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



GOLDEN RAIN FOUNDATION & TRUST
2019 RESERVES PLAN
Equipment Planned Expenditures

	Aquatics	Broadband Services	Clubhouses	Fitness	Golf Facilities	Computers	Landscape	Other Equipment	Vehicles	Total
2019	\$ 166,000	\$ 325,000	\$ 77,000	\$ 0	\$ 510,500	\$ 60,000	\$ 0	\$ 355,000	\$ 1,497,550	\$ 2,991,050
2020	\$ 0	\$ 350,000	\$ 246,887	\$ 0	\$ 136,500	\$ 0	\$ 178,200	\$ 105,000	\$ 1,522,000	\$ 2,538,587
2021	\$ 6,500	\$ 300,000	\$ 203,000	\$ 27,000	\$ 141,000	\$ 728,000	\$ 37,200	\$ 110,000	\$ 1,444,000	\$ 2,996,700
2022	\$ 0	\$ 322,000	\$ 15,000	\$ 27,000	\$ 230,000	\$ 500,000	\$ 0	\$ 130,000	\$ 1,333,000	\$ 2,557,000
2023	\$ 0	\$ 400,000	\$ 60,000	\$ 44,000	\$ 40,000	\$ 80,000	\$ 260,000	\$ 100,000	\$ 1,275,000	\$ 2,259,000
2024	\$ 18,000	\$ 300,000	\$ 0	\$ 27,000	\$ 72,000	\$ 1,008,000	\$ 200,000	\$ 100,000	\$ 1,230,000	\$ 2,955,000
2025	\$ 0	\$ 652,000	\$ 15,000	\$ 34,300	\$ 45,000	\$ 100,000	\$ 329,200	\$ 173,000	\$ 1,268,000	\$ 2,616,500
2026	\$ 18,000	\$ 300,000	\$ 76,000	\$ 112,000	\$ 130,500	\$ 439,000	\$ 200,000	\$ 100,000	\$ 0	\$ 1,375,500
2027	\$ 0	\$ 537,000	\$ 59,000	\$ 77,000	\$ 25,000	\$ 500,000	\$ 228,000	\$ 125,000	\$ 0	\$ 1,551,000
2028	\$ 36,500	\$ 300,000	\$ 292,000	\$ 27,000	\$ 172,000	\$ 20,000	\$ 95,000	\$ 120,100	\$ 0	\$ 1,062,600
2029	\$ 11,000	\$ 325,000	\$ 16,000	\$ 27,000	\$ 297,000	\$ 378,000	\$ 0	\$ 100,000	\$ 1,497,550	\$ 2,651,550
2030	\$ 0	\$ 395,000	\$ 440,000	\$ 44,000	\$ 259,500	\$ 0	\$ 229,400	\$ 105,000	\$ 1,522,000	\$ 2,994,900
2031	\$ 18,000	\$ 300,000	\$ 39,000	\$ 27,000	\$ 0	\$ 580,000	\$ 0	\$ 100,000	\$ 1,444,000	\$ 2,508,000
2032	\$ 0	\$ 536,000	\$ 53,000	\$ 34,300	\$ 55,000	\$ 1,500,000	\$ 0	\$ 230,000	\$ 1,383,000	\$ 3,791,300
2033	\$ 48,000	\$ 500,000	\$ 129,000	\$ 27,000	\$ 154,000	\$ 950,000	\$ 60,000	\$ 101,100	\$ 1,225,000	\$ 3,194,100
2034	\$ 130,000	\$ 315,000	\$ 15,000	\$ 27,000	\$ 53,000	\$ 97,000	\$ 28,000	\$ 110,000	\$ 1,230,000	\$ 2,005,000
2035	\$ 6,500	\$ 390,000	\$ 195,000	\$ 27,000	\$ 13,000	\$ 0	\$ 129,200	\$ 173,000	\$ 1,268,000	\$ 2,201,700
2036	\$ 18,000	\$ 300,000	\$ 113,000	\$ 112,000	\$ 32,000	\$ 470,000	\$ 0	\$ 100,000	\$ 0	\$ 1,145,000
2037	\$ 0	\$ 522,000	\$ 45,000	\$ 94,000	\$ 220,000	\$ 920,000	\$ 0	\$ 122,000	\$ 0	\$ 1,923,000
2038	\$ 12,000	\$ 300,000	\$ 320,000	\$ 177,000	\$ 102,500	\$ 20,000	\$ 95,000	\$ 120,100	\$ 0	\$ 1,146,600
2039	\$ 0	\$ 337,000	\$ 6,000	\$ 34,300	\$ 787,000	\$ 68,000	\$ 237,200	\$ 250,000	\$ 1,497,550	\$ 3,217,050
2040	\$ 36,000	\$ 395,000	\$ 380,000	\$ 27,000	\$ 114,500	\$ 1,000,000	\$ 392,200	\$ 105,000	\$ 1,522,000	\$ 3,971,700
2041	\$ 11,000	\$ 315,000	\$ 6,000	\$ 27,000	\$ 150,000	\$ 570,000	\$ 228,000	\$ 100,000	\$ 1,494,000	\$ 2,901,000
2042	\$ 6,500	\$ 322,000	\$ 45,000	\$ 27,000	\$ 59,000	\$ 589,000	\$ 200,000	\$ 135,000	\$ 1,333,000	\$ 2,716,500
2043	\$ 18,000	\$ 400,000	\$ 25,000	\$ 27,000	\$ 45,000	\$ 70,000	\$ 260,000	\$ 100,000	\$ 1,225,000	\$ 2,170,000
2044	\$ 0	\$ 300,000	\$ 40,000	\$ 44,000	\$ 68,000	\$ 8,000	\$ 0	\$ 100,000	\$ 1,230,000	\$ 1,790,000
2045	\$ 0	\$ 390,000	\$ 112,000	\$ 27,000	\$ 35,000	\$ 370,000	\$ 129,200	\$ 173,000	\$ 1,268,000	\$ 2,504,200
2046	\$ 0	\$ 312,000	\$ 61,000	\$ 119,300	\$ 45,000	\$ 470,000	\$ 0	\$ 100,000	\$ 0	\$ 1,107,300
2047	\$ 18,000	\$ 724,000	\$ 38,000	\$ 77,000	\$ 25,000	\$ 560,000	\$ 0	\$ 210,000	\$ 0	\$ 1,652,000
2048	\$ 30,000	\$ 415,000	\$ 169,000	\$ 27,000	\$ 325,000	\$ 1,830,000	\$ 160,200	\$ 100,000	\$ 0	\$ 3,056,200
Total	\$ 608,000	\$ 11,579,000	\$ 3,290,887	\$ 1,408,200	\$ 4,342,000	\$ 13,885,000	\$ 3,676,000	\$ 4,052,300	\$ 28,708,650	\$ 71,550,037

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

GOLDEN RAIN FOUNDATION & TRUST
2019 RESERVES PLAN
Facilities Planned Expenditures

	Aquatics	Clubhouses	Fitness	Golf Facilities	Other GRF Facilities	Paving	Security	Total
2019	\$ 0	\$ 2,025,000	\$ 0	\$ 650,000	\$ 1,490,000	\$ 1,040,000	\$ 0	\$ 5,205,000
2020	\$ 105,000	\$ 158,200	\$ 0	\$ 0	\$ 875,000	\$ 650,000	\$ 40,000	\$ 1,828,200
2021	\$ 55,000	\$ 2,810,000	\$ 65,000	\$ 30,000	\$ 1,267,000	\$ 650,000	\$ 0	\$ 4,877,000
2022	\$ 0	\$ 125,000	\$ 0	\$ 200,000	\$ 828,000	\$ 650,000	\$ 65,000	\$ 1,868,000
2023	\$ 210,000	\$ 5,145,000	\$ 0	\$ 0	\$ 2,411,300	\$ 650,000	\$ 0	\$ 8,416,300
2024	\$ 20,000	\$ 5,180,000	\$ 0	\$ 600,000	\$ 705,000	\$ 650,000	\$ 0	\$ 7,155,000
2025	\$ 55,000	\$ 2,482,200	\$ 0	\$ 20,000	\$ 590,000	\$ 650,000	\$ 325,000	\$ 4,122,200
2026	\$ 0	\$ 4,210,000	\$ 0	\$ 115,000	\$ 550,000	\$ 650,000	\$ 0	\$ 5,525,000
2027	\$ 80,000	\$ 2,016,000	\$ 120,000	\$ 0	\$ 1,211,000	\$ 650,000	\$ 0	\$ 4,077,000
2028	\$ 0	\$ 28,300	\$ 5,000	\$ 138,000	\$ 4,600,000	\$ 650,000	\$ 0	\$ 5,421,300
2029	\$ 105,000	\$ 1,140,000	\$ 0	\$ 0	\$ 878,000	\$ 650,000	\$ 0	\$ 2,773,000
2030	\$ 55,000	\$ 380,000	\$ 0	\$ 52,000	\$ 350,000	\$ 650,000	\$ 0	\$ 1,487,000
2031	\$ 0	\$ 2,020,000	\$ 0	\$ 0	\$ 275,000	\$ 650,000	\$ 0	\$ 2,945,000
2032	\$ 0	\$ 50,000	\$ 45,000	\$ 50,000	\$ 1,938,000	\$ 650,000	\$ 0	\$ 2,733,000
2033	\$ 0	\$ 740,200	\$ 0	\$ 0	\$ 749,000	\$ 650,000	\$ 325,000	\$ 2,464,200
2034	\$ 75,000	\$ 495,000	\$ 6,400	\$ 0	\$ 975,000	\$ 650,000	\$ 65,000	\$ 2,266,400
2035	\$ 0	\$ 56,000	\$ 45,000	\$ 0	\$ 310,000	\$ 650,000	\$ 0	\$ 1,061,000
2036	\$ 80,000	\$ 416,000	\$ 0	\$ 20,000	\$ 300,000	\$ 650,000	\$ 0	\$ 1,466,000
2037	\$ 0	\$ 1,456,000	\$ 0	\$ 0	\$ 628,000	\$ 650,000	\$ 0	\$ 2,734,000
2038	\$ 105,000	\$ 101,000	\$ 5,000	\$ 138,000	\$ 501,300	\$ 650,000	\$ 0	\$ 1,500,300
2039	\$ 55,000	\$ 1,140,000	\$ 0	\$ 600,000	\$ 420,000	\$ 650,000	\$ 0	\$ 2,865,000
2040	\$ 0	\$ 80,000	\$ 0	\$ 0	\$ 300,000	\$ 650,000	\$ 0	\$ 1,030,000
2041	\$ 0	\$ 2,005,000	\$ 0	\$ 115,000	\$ 600,000	\$ 650,000	\$ 325,000	\$ 3,695,000
2042	\$ 0	\$ 50,000	\$ 120,000	\$ 0	\$ 2,144,500	\$ 650,000	\$ 0	\$ 2,964,500
2043	\$ 55,000	\$ 289,300	\$ 0	\$ 0	\$ 455,000	\$ 650,000	\$ 63,000	\$ 1,512,300
2044	\$ 20,000	\$ 0	\$ 20,000	\$ 0	\$ 878,800	\$ 650,000	\$ 0	\$ 1,568,800
2045	\$ 80,000	\$ 536,000	\$ 0	\$ 0	\$ 250,000	\$ 650,000	\$ 40,000	\$ 1,556,000
2046	\$ 0	\$ 128,200	\$ 0	\$ 0	\$ 350,000	\$ 650,000	\$ 0	\$ 1,128,200
2047	\$ 105,000	\$ 31,000	\$ 25,000	\$ 20,000	\$ 444,000	\$ 650,000	\$ 0	\$ 1,275,000
2048	\$ 55,000	\$ 714,000	\$ 5,000	\$ 138,000	\$ 262,000	\$ 150,000	\$ 0	\$ 1,324,000
Total	\$ 1,315,000	\$ 36,007,400	\$ 461,400	\$ 2,886,000	\$ 27,535,900	\$ 19,390,000	\$ 1,248,000	\$ 88,843,700

Figures represent 2018 dollars and do not include inflation or carryover items, which are considered on the 30-year Funding Plan.



STAFF REPORT

DATE: July 11, 2018
FOR: GRF Board of Directors
SUBJECT: 2019 Capital Plan Proposals

RECOMMENDATION

In June, the Golden Rain Foundation (GRF) Board was presented with capital requirements as part of the 2019 business planning process. Staff recommends that the Board review and prioritize the proposed equipment and project concepts identified below.

BACKGROUND

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

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

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

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

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

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

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

On June 11, 2018, Staff presented an updated Five-Year CIP totaling \$10,746,050 and recommendations for funding those projects. Based on input received at the Capital Review Meeting and subsequent discussions, Staff refined the CIP as reflected in this report.

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

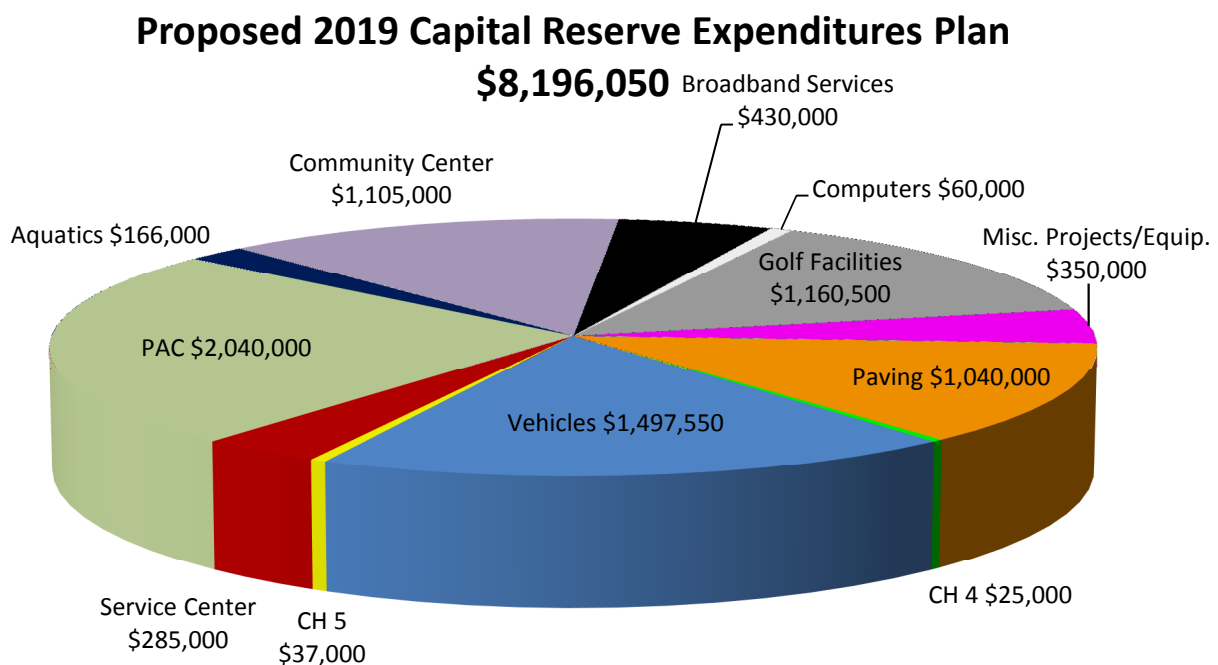
Table 1

	Approved 2018	Proposed 2019	Estimated 2020	Estimated 2021	Estimated 2022
Capital Reserve Expenditure Plan	\$8,337,000	\$8,196,050	\$8,130,137	\$6,133,700	\$4,625,000

DISCUSSION

The proposed 2019 Capital Reserve Expenditures Plan totals \$8,196,050 and anticipates funding of \$2,991,050 from the Equipment Fund and \$5,202,000 from the Facilities Fund. The categories of the proposed expenditures are shown in Chart 1.

Chart 1



The proposed funding is \$3,484,166 less than the \$11,680,216 (with inflation) projected in the current year reserves plan, primarily attributable to deferral of Clubhouse 1 improvements to reflect a more realistic timeline.

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

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

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

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

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

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

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

The base design estimate includes:

1. Main Theater; stage extension, renovation of stage and rigging systems, curtains, audio controls, lighting controls, and video and audio system upgrades.
2. Support spaces; reprogramming Rehearsal Room to costume/prop storage, workshop, and conversion of billiards room into dressing rooms and restrooms.

3. Minor remodel of the existing public restrooms; replacement of plumbing fixtures, partitions, finishes and flooring.
4. New mechanical equipment (HVAC) – the removal and replacement of the rooftop units, and the separations of conditioned spaces for maximum efficiency, including the addition of an energy management system.
5. Lobby remodel; furnishings, finishes, flooring, lighting fixtures, and stairwell.
6. Life/safety, and ADA accessibility; seating, plumbing fixtures, assistive listening devices, and signage.
7. Upgrade and reconfiguration of seating areas (wider seats).
8. Addition of sound and light locks at entry doors to theater.
9. New Green Room converted from billiards room.
10. North Dining Hall; replace finishes and flooring.
11. Code compliance; occupancy sensors, LED lighting, daylight harvesting.
12. New roof installation.

The original recommended project phasing included:

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

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

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

Industry standards for live sound mixing specify an independent mix position on stage for the purpose of controlling the monitor sound which the artist hears during the performances. The monitor sound is vital to the quality of the artists' performances. Currently the PAC does not provide an independent mixer which limits the types of performances that can be held at the

PAC. It also compromises the sound quality for all live musical performances. Funding for a sound mixer is recommended at \$25,000.

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

Description	Equipment	Facilities	Total
Vehicles			\$1,497,550
Replacement:			
Transit Cargo Vans (7)	\$301,800	--	\$301,800
Pickups (9)	\$370,800	--	\$370,800
Bus - ADA (2)	\$220,000	--	\$220,000
Utility Vehicles (9)	\$150,750	--	\$150,750
Transit Passenger Van	\$43,200	--	\$43,200
Subtotal			\$1,086,550
Additions:			
Transit Passenger Vans (4)	\$172,400	--	\$172,400
Pickups (2)	\$82,400	--	\$82,400
Telescopic Boom Lift	\$90,000	--	\$90,000
Flat Bed Truck	\$66,200	--	\$66,200
Subtotal			\$411,000

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

REPLACEMENTS: Staff evaluated the fleet and recommends funding of \$1,086,550 for the list of vehicle replacements noted above. The replacement vans, pickups, and utility vehicles are used by Recreation, Landscape and Maintenance to transport crews and equipment to job sites. The replacement buses will accommodate seven passengers and two wheelchairs, and the smaller size allows for service in the cul-de-sacs.

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

ADDITIONS: Funding of \$411,000 is proposed for new vehicles to support improved service levels in the paint program, carpentry, and landscape operations.

Description	Equipment	Facilities	Total
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Community Center Phase 3			\$1,105,000
Security Operations/Dispatch/EOC	--	\$1,000,000	\$1,000,000
Security Equipment	\$105,000	--	\$105,000

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

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

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

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

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

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

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

amenity for residents. The proposed improvements would enhance service to residents and enhance operational efficiency.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

approximately 1,000 set top boxes in anticipation of the demand for digital services and replacement of failed set top boxes.

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

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

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

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

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

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

Replacement of the existing Welding Shop is recommended with funding of \$100,000 to construct a concrete floor, install a metal pre-engineered metal building, and provide adequate electrical circuits and safety equipment. The welding shop fabricates and repairs a wide range of items for the Village, including fences, gates, railings, stair risers, and works on a variety of equipment as needed, when the welding or fabrication is beyond the capabilities of other work

centers. The operation involves the use of electrical power tools and high voltage plasma and arc welders in an open air environment, as the current welding shop is a collection of shipping containers and pieced together roofs. The shop is open to the elements and the roof, although recently repaired, typically fails during the winter.

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

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

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

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

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

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

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

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

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

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

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

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

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

Prepared By: Executive Staff

Reviewed By: Brad Hudson, CEO

Attachment(s):

ATT1 – Proposed 2019 Capital Plan Items

ATT2 – GRF 5 Year Capital Improvement Plan

PROPOSED 2019 CAPITAL PLAN ITEMS

Golden Rain Foundation

ATTACHMENT 1

LOCATION/DESCRIPTION	EQUIPMENT	FACILITIES	TOTAL
Performing Arts Center			\$ 2,040,000
PAC Renovation - Phase 1	-	2,000,000	2,000,000
PAC Sound Mixer	25,000		25,000
PAC Wireless Communications	15,000		15,000
Vehicles			1,497,550
Transit Cargo Vans (7)	301,800	-	301,800
Pickups (9)	370,800	-	370,800
Bus - ADA (2)	220,000	-	220,000
Utility Vehicles (9)	150,750	-	150,750
Transit Passenger Van	43,200	-	43,200
Add: Transit Passenger Vans (4)	172,400	-	172,400
Add: Pickups (2)	82,400	-	82,400
Add: Telescopic Boom Lift	90,000	-	90,000
Add: Flat Bed Truck	66,200	-	66,200
Community Center Phase 3			1,105,000
Security Operations/Dispatch/EOC	-	1,000,000	1,000,000
Security Equipment	105,000	-	105,000
Golf Facilities			1,160,500
Gate 16 Driving Range Improvements	-	500,000	500,000
Irrigation Head Replacement	275,000	-	275,000
Golf Facility Renovation	-	150,000	150,000
Rough Mower (2)	127,000	-	127,000
Fairway Mower	85,000	-	85,000
Golf Course Yardage Markers	15,000	-	15,000
Golf Course Tee Signs	8,500	-	8,500
Paving			1,040,000
Asphalt Paving Overlay	-	723,000	723,000
Sealcoat Program	-	117,000	117,000
Asphalt Paving Repairs	-	200,000	200,000
Broadband Services			430,000
Fiber Network Calibration	-	105,000	105,000
Set Top Boxes	300,000	-	300,000
Signal Receivers and Transcoders	25,000	-	25,000
Miscellaneous Projects/Equipment			350,000
Miscellaneous Projects	-	250,000	250,000
Miscellaneous Equipment	100,000	-	100,000
Service Center			285,000
Service Center Generator	150,000	-	150,000
Replace Welding Shop	-	100,000	100,000
Dumping Area Ramp Modifications	-	35,000	35,000
Aquatics			166,000
CH2, 4, 5 and 6 Pool Furniture	130,000	-	130,000
CH2 Pool and Spa Heaters	18,000	-	18,000
Pool Covers for Pools 1, 2, 5 and 6	18,000	-	18,000
Computers			60,000
Records Management System	60,000	-	60,000
Clubhouse 5			37,000
CH5 Commercial Appliances	25,000	-	25,000
CH5 Piano Refinishing	12,000	-	12,000
Clubhouse 4			25,000
CH4 Jewelry Room Flooring	-	25,000	25,000
	\$2,991,050	\$5,205,000	\$8,196,050

Golden Rain Foundation						
5 Year Capital Improvement Plan						
Category / Fund / Description	2018	2019	2020	2021	2022	\$ Total
Aquatics						
Facility Fund						
CH 1 Pool & Spa Plastering			\$105,000			\$105,000
CH 2 Spa Boiler and Domestic Heater			\$15,000			\$15,000
CH 5 Pool Replastering				\$55,000		\$55,000
Equipment Fund						
CH 1 Pool Furniture	\$50,000					\$50,000
CH 2 Pool & Locker Rm Shower Heaters			\$12,000			\$12,000
CH 2 Pool 2 Blanket				\$6,500		\$6,500
CH 2 Pool and Spa Heaters		\$18,000				\$18,000
CH 2, 4, 5 and 6 Pool Furniture		\$130,000				\$130,000
Pool Covers for Pools 1, 2, 5 and 6		\$18,000				\$18,000
Aquatics Total	\$50,000	\$166,000	\$132,000	\$61,500		\$409,500
Broadband Services						
Facility Fund						
Broadband HVAC System					\$90,000	\$90,000
Fiber Network Calibration		\$105,000				\$105,000
Signal Receivers and Transcoders		\$25,000				\$25,000
Broadband Infrastructure			\$250,000	\$250,000	\$250,000	\$750,000
Equipment Fund						
Broadband Cable Inspection & Infrastructure Repairs	\$100,000					\$100,000
ENG Camera			\$15,000			\$15,000
MAC-PRO Video Editing Systems			\$35,000			\$35,000
Set Top Boxes	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
UPS Batteries					\$22,000	\$22,000
Broadband Services Total	\$400,000	\$430,000	\$600,000	\$550,000	\$662,000	\$2,642,000
Clubhouse 1 Facilities						
Facility Fund						
CH 1 HVAC Replacement	\$350,000					\$350,000
CH 1 Maintenance	\$50,000					\$50,000
CH 1 Renovation Assessment	\$80,000					\$80,000
Clubhouse 1,3,5 Energy Management System	\$150,000					\$150,000
CH 1 Renovation/Replacement Design				\$500,000		\$500,000
Equipment Fund						
CH 1 Chairs	\$40,000					\$40,000
CH 1 Commercial Appliances				\$64,000		\$64,000
CH 1 Commercial Dishwasher and booster			\$15,000			\$15,000
CH 1 Convection Oven			\$15,000			\$15,000
CH 1 Fountain Equipment				\$6,000		\$6,000
CH 1 Main Lounge Sound System			\$40,000			\$40,000

Golden Rain Foundation

5 Year Capital Improvement Plan

Category / Fund / Description	2018	2019	2020	2021	2022	\$ Total
CH 1 Pool & Locker Rm Shower Heaters				\$100,000		\$100,000
CH 1 Shower boiler	\$12,000					\$12,000
Clubhouse 1 Facilities Total	\$682,000		\$70,000	\$670,000		\$1,422,000
Clubhouse 2 Facilities						
Facility Fund						
CH 2 HVAC Equipment				\$50,000		\$50,000
Equipment Fund						
CH 2 Video room			\$10,000			\$10,000
Clubhouse 2 Facilities Total			\$10,000	\$50,000		\$60,000
Clubhouse 3 Facilities						
Facility Fund						
PAC Renovation		\$2,000,000		\$2,000,000		\$4,000,000
PAC Wireless Communications		\$15,000				\$15,000
Equipment Fund						
CH 3 Auditorium Video Projector	\$60,000					\$60,000
CH 3 Outdoor Concert Support System	\$80,000					\$80,000
CH 3 Stage Footlight Repair/Replace				\$20,000		\$20,000
PAC Sound Mixer		\$25,000				\$25,000
Clubhouse 3 Facilities Total	\$140,000	\$2,040,000		\$2,020,000		\$4,200,000
Clubhouse 4 Facilities						
Facility Fund						
CH 4 Lounge renovation					\$75,000	\$75,000
CH 4 Maintenance	\$91,000					\$91,000
CH 4 Roof Replacement	\$100,000					\$100,000
CH 4 Sewing Room Flooring			\$13,200			\$13,200
CH 4 Upper rooftop pool deck rebuild	\$62,000					\$62,000
CH 4 Jewelry Room Flooring		\$25,000				\$25,000
CH 4 Pool 4 pump room restoration			\$100,000			\$100,000
Equipment Fund						
CH 4 2 Gas Kilns	\$100,000					\$100,000
CH 4 Bench Lathe			\$5,437			\$5,437
CH 4 Hot Water Heater	\$10,000					\$10,000
CH 4 Knee Type Milling Machine Model # 100-1527	\$7,000					\$7,000
CH 4 Replacement of vacuum system gates.			\$40,000			\$40,000
CH 4 Wood Lathe	\$6,000			\$8,000		\$14,000
Chairs for ceramic and sewing room			\$5,450			\$5,450
Clubhouse 4 Facilities Total	\$376,000	\$25,000	\$164,087	\$8,000	\$75,000	\$648,087
Clubhouse 5 Facilities						
Facility Fund						
CH 5 Maintenance	\$32,000					\$32,000
CH 5 Building Update-Multipurpose Room	\$75,000					\$75,000

Golden Rain Foundation

5 Year Capital Improvement Plan

Category / Fund / Description	2018	2019	2020	2021	2022	\$ Total
Equipment Fund						
CH 5 Chairs Main Lounge	\$75,000					\$75,000
CH 5 Commercial Appliances		\$25,000				\$25,000
CH 5 Portable Stages				\$5,000		\$5,000
CH 5 Projector & screen					\$15,000	\$15,000
CH 5 Refinish piano		\$12,000				\$12,000
CH 5 Kitchen Equipment - Conveyer belt			\$10,000			\$10,000
Clubhouse 5 Facilities Total	\$182,000	\$37,000	\$10,000	\$5,000	\$15,000	\$249,000
Clubhouse 6 Facilities						
Facility Fund						
CH 6 Assessment / Renovation					\$50,000	\$50,000
CH 6 Video Projector Installation			\$30,000			\$30,000
Equipment Fund						
CH 6 Commercial Dishwasher			\$7,000			\$7,000
CH 6 Tables & Chairs (was billiards)	\$50,000		\$5,000			\$55,000
Clubhouse 6 Facilities Total	\$50,000		\$42,000		\$50,000	\$142,000
Clubhouse 7 Facilities						
Facility Fund						
CH 7 Boiler	\$10,000					\$10,000
CH 7 HVAC System				\$175,000		\$175,000
CH 7 Kitchen Modifications	\$130,000					\$130,000
CH 7 Tennis Center Interior Renovation				\$50,000		\$50,000
CH 7 Coat/Storage remodel				\$35,000		\$35,000
Equipment Fund						
CH 7 Chairs	\$20,000					\$20,000
CH 7 Commercial Appliances			\$25,000			\$25,000
CH 7 Commercial Dishwasher			\$7,000			\$7,000
CH 7 Domestic water heater	\$7,000					\$7,000
CH 7 Furniture			\$50,000			\$50,000
Clubhouse 7 Facilities Total	\$167,000		\$82,000	\$260,000		\$509,000
Community Center						
Facility Fund						
Community Center Building Exterior Painting					\$150,000	\$150,000
Community Center HVAC and Controls Replacement	\$450,000					\$450,000
Community Center Remodel	\$750,000					\$750,000
Community Center Roof Replacement	\$155,000					\$155,000
Community Center Tile Carpet Replacement				\$220,000		\$220,000
Community Center Emergency Generator			\$350,000			\$350,000
Security Operations/Dispatch/EOC		\$1,000,000				\$1,000,000
Equipment Fund						
Security Equipment		\$105,000				\$105,000

Golden Rain Foundation

5 Year Capital Improvement Plan

Category / Fund / Description	2018	2019	2020	2021	2022	\$ Total
Community Center Total	\$1,355,000	\$1,105,000	\$350,000	\$220,000	\$150,000	\$3,180,000
Computers						
Equipment Fund						
Access Control System Refresh ID Cards	\$89,000					\$89,000
CAD Format Plotter				\$8,000		\$8,000
Gate: Gate Access System Technology	\$700,000					\$700,000
Microsoft AX 2012 License	\$130,000					\$130,000
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
Vehicle Computers	\$30,000					\$30,000
Records Management System		\$60,000				\$60,000
Computers Total	\$949,000	\$60,000		\$728,000	\$500,000	\$2,237,000
Fitness						
Facility Fund						
CH 1 Fitness Center HVAC				\$20,000		\$20,000
CH 1 Fitness Flooring				\$45,000		\$45,000
CH 1 Shade Canopies: Bocce Courts	\$5,000					\$5,000
Clubhouse 1 Gymnasium Wall Padding			\$25,000			\$25,000
CH 1 Mini-gym ducting and equipment	\$15,000					\$15,000
Equipment Fund						
CH 1 Elliptical Trainers	\$8,000					\$8,000
CH 1 Fitness Center Upgrade	\$150,000					\$150,000
CH 1 Treadmills	\$27,000			\$27,000	\$27,000	\$81,000
Fitness Total	\$205,000		\$25,000	\$92,000	\$27,000	\$349,000
Golf Facilities						
Facility Fund						
Golf Netting at Garden Center 1	\$138,000					\$138,000
VG - HVAC System				\$30,000		\$30,000
Golf Course Starter Shacks					\$200,000	\$200,000
Gate 16 Driving Range Improvements		\$500,000				\$500,000
Golf Facility Upgrade		\$150,000				\$150,000
Equipment Fund						
Bowling Greens Roller				\$12,000		\$12,000
Collection Mower			\$13,500			\$13,500
Core Processor			\$32,000			\$32,000
Fairway Aerator	\$28,000					\$28,000
Golf Patio Furniture					\$5,000	\$5,000
Greens Aerator			\$30,000			\$30,000
Irrigation Component; 250 Saddles					\$110,000	\$110,000
Irrigation Head Replacement, (FWY)		\$275,000				\$275,000

Golden Rain Foundation

5 Year Capital Improvement Plan

Category / Fund / Description	2018	2019	2020	2021	2022	\$ Total
Irrigation System Components: Gate Valves	\$100,000					\$100,000
Irrigation System Components; Heads					\$115,000	\$115,000
Mower - Riding Greens - 27-hole	\$35,000					\$35,000
Mower - Riding Tee			\$35,000			\$35,000
Rough Mower GM 3100		\$45,000				\$45,000
Rough Mower GM 4000		\$82,000				\$82,000
Rough Mower; ReelMaster7000, #2				\$80,000		\$80,000
Tow Behind Top Dresser			\$18,000			\$18,000
Tow-Behind Spreader			\$8,000			\$8,000
Walking Greens Mower	\$32,000					\$32,000
Walking Greens Mower BG				\$9,000		\$9,000
Mowers - Fairway		\$85,000		\$40,000		\$125,000
Golf Course Tee Signs		\$8,500				\$8,500
Golf Course Yardage Markers		\$15,000				\$15,000
Golf Facilities Total	\$333,000	\$1,160,500	\$136,500	\$171,000	\$430,000	\$2,231,000
Landscape						
Equipment Fund						
Laser Lawn Mowers (5)	\$60,000					\$60,000
Mini Skid Steer Trencher 07			\$20,000			\$20,000
Mini Skid Steer Trencher FAM001085 '04			\$20,000			\$20,000
Mini Skid-Steer Loader (2) P2788 P2789 rblt 2013				\$37,200		\$37,200
Mini Skid-Steer Loaders (2) 09			\$37,200			\$37,200
Root Cutter (Dosco)* P2476 '99			\$11,000			\$11,000
Small Brush Chipper PO2867			\$10,000			\$10,000
Spray Trailer-Pump P2460 '98			\$10,000			\$10,000
Toro Dingo w/Attachment (2)	\$35,000					\$35,000
Toro Self Propelled Sprayer '08			\$28,000			\$28,000
Utility Tractor w/backhoe F90702307 '94			\$21,000			\$21,000
Utility Tractor w/loader P2532			\$21,000			\$21,000
Landscape Total	\$95,000		\$178,200	\$37,200		\$310,400
Miscellaneous Projects/Equipment						
Facility Fund						
Miscellaneous Projects	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Equipment Fund						
Miscellaneous Building Equipment	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Miscellaneous Projects/Equipment Total	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Other Equipment						
Equipment Fund						
Lawn Bowling Patio Furniture				\$10,000		\$10,000
Lawn Bowling Shade Covers					\$30,000	\$30,000
Misc Equipment	\$30,000					\$30,000

Golden Rain Foundation

5 Year Capital Improvement Plan

Category / Fund / Description	2018	2019	2020	2021	2022	\$ Total
Portable Radios			\$5,000			\$5,000
Welding Machine MIG type	\$3,000					\$3,000
Welding Machine TIG Type	\$7,000					\$7,000
Other Equipment Total	\$40,000		\$5,000	\$10,000	\$30,000	\$85,000
Other GRF Facilities						
Facility Fund						
Building E Renovation				\$187,000		\$187,000
Garden Center 2 Renovation				\$200,000		\$200,000
Head End Building HVAC Unit	\$12,000					\$12,000
Tennis court resurfacing					\$28,000	\$28,000
Other GRF Facilities Total	\$12,000			\$387,000	\$28,000	\$427,000
Paving						
Facility Fund						
Asphalt Paving and Sealcoat Programs	\$805,000	\$840,000	\$500,000	\$500,000	\$500,000	\$3,145,000
Concrete Repairs	\$150,000	\$200,000	\$150,000	\$150,000	\$150,000	\$800,000
Paving Total	\$955,000	\$1,040,000	\$650,000	\$650,000	\$650,000	\$3,945,000
Security						
Facility Fund						
Gate Access 1-4 including civil work	\$440,000					\$440,000
Gate Access 7-10 including civil work	\$440,000					\$440,000
Gatehouse 12 Design (also includes 10 & 11)	\$60,000					\$60,000
Security Bldg HVAC System					\$65,000	\$65,000
Security Bldg Roof Replacement			\$40,000			\$40,000
Security Total	\$940,000		\$40,000		\$65,000	\$1,045,000
Service Center						
Facility Fund						
Equipment Covered Shelter				\$80,000		\$80,000
Equipment Covered Shelter-Landscape				\$80,000		\$80,000
Maintenance Building Radiant heaters	\$50,000					\$50,000
Replace Welding Shop		\$100,000				\$100,000
Vehicle Maintenance HVAC					\$60,000	\$60,000
Dumping Area Ramp Modifications		\$35,000				\$35,000
Equipment Fund						
Service Center Generator		\$150,000				\$150,000
Service Center Total	\$50,000	\$285,000		\$160,000	\$60,000	\$555,000
Vehicles						
Equipment Fund						
(1) 2018 Nissan Frontier	\$25,000					\$25,000
(1) Ford Box Van (add on) WC 910	\$35,000					\$35,000
(2) 2018 Ford F250 Regular Cab Pickup	\$37,000					\$37,000
(2) Ford/F-350 Flat bed truck (add on) WC910	\$70,000					\$70,000

Golden Rain Foundation						
5 Year Capital Improvement Plan						
Category / Fund / Description	2018	2019	2020	2021	2022	\$ Total
Bus (Low Floor)	\$200,000					\$200,000
In-Car Video Surveillance Equipment			\$25,000			\$25,000
Manlift - Scissor Lift	\$35,000					\$35,000
Manlift - Telescopic Boom JLG 400S	\$75,000					\$75,000
Tractor	\$195,000					\$195,000
Utility Van - Other	\$80,000					\$80,000
Utility Vehicles	\$78,000					\$78,000
Van - Cargo	\$176,000					\$176,000
Phase 1 Vehicle Replacements		\$1,497,550				\$1,497,550
Phase 2 Vehicle Replacements			\$1,497,000			\$1,497,000
Phase 3 Vehicle Replacements				\$1,444,000		\$1,444,000
Phase 4 Vehicle Replacements					\$1,333,000	\$1,333,000
Vehicles Total	\$1,006,000	\$1,497,550	\$1,522,000	\$1,444,000	\$1,333,000	\$6,802,550
Grand Total	\$8,337,000	\$8,196,050	\$4,366,787	\$7,873,700	\$4,425,000	\$33,198,537