



**SPECIAL MEETING OF THE BOARD OF DIRECTORS**

**Monday, August 5, 2019 – 1:30 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 2020 Business Plan, Version 2
7. Board Member Comments
8. Member Comments

**Concluding Business:**

9. Date of Next Board Meeting – Tuesday, September 3, 2019 at 9:30 a.m.
10. Adjournment

## STAFF REPORT

DATE: August 5, 2019  
FOR: GRF Board of Directors  
SUBJECT: 2020 Business Plan - Version 2

### **RECOMMENDATION**

Staff recommends the Board review the Proposed 2020 Business Plan and provide direction for change or revision at the televised meeting on August 5, 2019. Resolutions to adopt the budget will be presented at the regular Board meeting on September 3, 2019.

### **BACKGROUND**

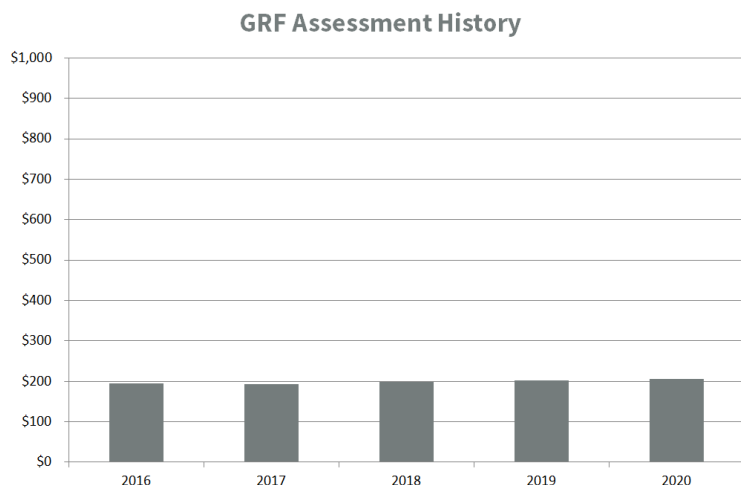
The proposed business plan for GRF was reviewed several times during June and July at special meetings of the Business Planning Committee and Board. Changes directed from these early budget meetings and subsequent discussions with Staff are included in Version 2.

### **DISCUSSION**

#### **BUSINESS PLAN SUMMARY**

The proposed budget for the 2020 plan year (Attachment 1), shows that the sum of \$36,892,973 will be required by the Corporation to meet its annual expenses of operation, from which will be deducted \$9,139,420 in various sources of non-assessment revenue. Additionally, \$3,667,968 is planned for reserve contributions. This version of the business plan estimates that the net sum of \$31,421,521 will be required to be paid by the Corporation members in accordance with the terms of that certain Trust Agreement dated March 2, 1964, as amended, and the bylaws of the Corporation. The proposal equates to a Total Basic Assessment of \$205.60 per manor per month, reflecting a net increase of \$2.77 or 1.4% when compared to current year.

YEAR	Assessment
2016	\$194.30
2017	\$193.61
2018	\$198.57
2019	\$202.83
2020 (Estimated)	\$205.60



## BUSINESS PLAN BY DEPARTMENT

The Business Plan is presented by Department with a brief synopsis of each area of operation and significant change from current year, listed in order of appearance (Attachment 2):

### Office of the CEO

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**Scope:** Provides liaison with each of the Corporation Board of Directors; direct services, programs, and operations, ensuring that all activities are within policy guidelines set by the Boards, the management agreement, the governing documents, and the business plans of each Corporation. Functions include executive management, corporate secretary and public relations.

Staffing:	2016	2017	2018	2019	2020
	Plan	Plan	Plan	Plan	Ver 2
	5.00	6.50	7.00	9.00	10.00

*\*Full-Time Equivalents for all Corporations*

**Budget:** The net cost of this Department is \$831,473 for the GRF portion, all of which is included in the operating assessment. This budget proposal lowered the assessment by (\$45,895) due to revised projections for GRF legal fees, consulting, and postage based on recent trends.

### Department of Resident Services

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**Scope:** Recommends changes in governing rules, policies, and membership qualifications to the corporations, as needed and oversees all call center operations pertaining to resident maintenance service. Functions include call center, membership and occupancy, community access, sales and leasing.

Staffing:	2016	2017	2018	2019	2020
	Plan	Plan	Plan	Plan	Ver 2
	21.83	23.59	32.00	36.00	35.00

*\*Full-Time Equivalents for all Corporations*

**Budget:** The net cost of this Department is \$137,921 for the GRF portion, all of which is included in the operating assessment. This budget proposal lowered the assessment by (\$387,730) with the elimination of an unfilled Supervisor position, more revenue anticipated from an increase in parking fees for Emeritus program, and a correction of Resident Services allocations, assigning more costs to the Mutuals based on services provided. This reduction was partially offset by a higher budget in materials for the purchase of security access cards and radio frequency vehicle decals used at the automated gates.

### Department of General Services

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**Scope:** Responsible for operating, maintaining, repairing, and replacing the community physical assets or resources, with the following major areas of operation: community center, janitorial, streets and sidewalks, service center facility, fleet maintenance and transportation.

**Staffing:**

2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Ver 2
105.43	93.98	94.57	93.07	91.57

*\*Full-Time Equivalents for all Corporations*

**Budget:** The net cost of this Department is \$5,154,806 for the GRF portion, all of which is included in the operating assessment. This budget proposal decreased the assessment by (\$170,133) due to increased allocation of fleet maintenance services to work centers that support the Mutuals and savings realized in union medical costs, negotiated lower than budgeted amounts, and a revised workers' compensation insurance program. Savings partially offset by increased fuel costs and use of outside services for fleet vehicle cleaning and maintenance of the fuel islands and generators.

### Department of Landscape Services

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

**Staffing:**

2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Ver 2
135.11	132.76	133.87	142.27	149.00

*\*Full-Time Equivalents for all Corporations*

**Budget:** The net cost of this Department is \$1,090,411 for the GRF portion, all of which is included in the operating assessment. This budget proposal decreased the assessment by (\$160,868) due to fewer in-house hours required for slope maintenance, partially offset by increased use of outside services and savings realized in union medical and workers' compensation Insurance.

### Department of Broadband Services

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**Scope:** Provides operation and maintenance of all broadband activities, including: cable network operations, TV studio, media services, and high speed internet.

**Staffing:**

2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Ver 2
22.27	23.51	21.47	23.00	23.00

*\*Full-Time Equivalents for all Corporations*

**Budget:** The net cost of this Department is \$1,673,242 for the GRF portion, all of which is included in the operating assessment. This budget proposal decreased the assessment by (\$1,279,846) reflecting a recent Board decision for non-renewal of the Fox Sports Network programming and increased advertising revenue anticipated during the 2020 election year, partially offset by increased programming costs anticipated for other channels.

### Department of Information Services

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**Scope:** Coordinates and manages the development, implementation, and maintenance of all automated and operational systems related to fiscal and management information activities, and maintenance of all automated and operational data network systems.

Staffing:	2016	2017	2018	2019	2020
	Plan	Plan	Plan	Plan	Ver 2
	11.00	10.04	11.00	10.50	10.50

*\*Full-Time Equivalents for all Corporations*

**Budget:** The net cost of this Department is \$970,217 for the GRF portion, all of which is included in the operating assessment. This budget proposal decreased the assessment by (\$137,441) due to increased allocation of technical services to other departments that support the Mutuals, partially offset by increased supplies budgeted for personal computer and monitor replacements.

### Department of Financial Services

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**Scope:** Provides accounting, budget and financial planning, risk management and insurance, purchasing, mail and copy services, and warehouse functions for all entities. Coordinates and manages banking relationships, investments, audits, tax preparation, and collection services. Also provides compensation research and guidelines for VMS.

Staffing:	2016	2017	2018	2019	2020
	Plan	Plan	Plan	Plan	Ver 2
	20.66	29.63	29.50	30.00	31.00

*\*Full-Time Equivalents for all Corporations*

**Budget:** The net cost of this Department is \$3,177,849 for the GRF portion, including \$1.4 Million for certain insurance programs, all of which is included in the operating assessment. This budget proposal increased the assessment by \$269,047 primarily due to higher insurance premiums anticipated in liability and property renewals, an added position to improve collections and internal controls, and lower projected revenue for additional occupants based on recent trends.

## Department of Security Services

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

**Staffing:**

2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Ver 2
125.33	119.10	115.61	118.19	119.68

*\*Full-Time Equivalents for all Corporations*

**Budget:** The net cost of this Department is \$6,241,402 for the GRF portion, all of which is included in the operating assessment. This budget proposal increased the assessment by \$542,519 due to increased staffing to cover scheduling needs, a higher wage adjustment pool to align certain positions to market wages, and a correction to the misstated overtime budget omitted in 2019. Further, a significant portion of the increase is due to higher allocations from support work centers including IT, Human Resources and Fleet Maintenance.

## Department of Recreation Services

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**Scope:** Responsible for the planning and execution of a comprehensive recreation program for all residents of Laguna Woods Village. Facilities and activities include: Library, clubhouses, performing arts center, equestrian center, golf courses, village greens clubhouse and restaurant & lounge, swimming pools, fitness centers, garden centers, bocce courts, pickleball courts, and special events to improve resident enjoyment.

**Staffing:**

2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Ver 2
97.18	95.40	86.73	85.11	86.36

*\*Full-Time Equivalents for all Corporations*

**Budget:** The net cost of this Department is \$6,312,193 for the GRF portion, all of which is included in the operating assessment. This budget proposal increased the assessment by \$923,657 primarily a correction of overstated revenue budgets in 2019 including golf greens fees, clubhouse rentals, and event fees. To a lesser extent, less revenue is anticipated during the driving range renovation project. Further, an increase in compensation is due to a Pool Specialist position moved from M&C, in utilities to reflect current usage and projected rates, and in outside services to account for a rate increase in the outsourced Aquatics operation.

### Department of Human Resource Services

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**Scope:** Responsible for the development, administration and implementation of all human resources and safety/environmental function, ensuring that programs and policies are designed to meet organizational goals and protect the Company, the Community and Staff in accordance with human resource and safety policies and governmental laws and regulations.

**Staffing:**

2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Ver 2
8.40	9.40	9.40	8.40	8.40

*\*Full-Time Equivalents for all Corporations*

**Budget:** The net cost of this Department is \$326,668 for the GRF portion, all of which is included in the operating assessment. This budget proposal increased the assessment by \$50,720 due to increased recruiting costs to address turnover and added staff support expenses.

### Department of Maintenance & Construction

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**Scope:** Responsible for operating, maintaining, repairing, and replacing the Community's physical assets or resources, including maintenance operations, building maintenance, manor alterations and permits, moisture intrusion, facilities management, and construction and project management.

**Staffing:**

2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Ver 2
172.08	173.81	185.50	185.50	186.50

*\*Full-Time Equivalents for all Corporations*

**Budget:** The net cost of this Department is \$1,837,371 for the GRF portion, all of which is included in the operating assessment. This budget proposal increased the assessment by \$55,394 due to a change in allocations from support departments and increased professional fees and permits to support projects; partially offset by lower materials anticipated in facilities management.

### Reserve Fund Contribution

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The contribution to reserve funds is proposed to increase from \$17.00 to \$19.00 per manor per month based on the projected 30-year expenditures plan.

### Contingency Fund Contribution

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The contribution to contingency funds is proposed to increase from \$2.00 to \$5.00 per manor per month to replenish available funds for unexpected costs not included in the operating budget, used heavily in 2018 and 2019 for unexpected legal expenses.

### **FINANCIAL ANALYSIS**

The financial impact of this proposed business plan would be a GRF assessment of \$205.60 per manor per month, an increase of \$2.77 or 1.4% when compared to current year.

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

**Reviewed By:** Jeff Parker, Chief Executive Officer

### **ATTACHMENT(S)**

ATT1: 2020 GRF Business Plan  
ATT2: 2020 GRF Business Plan by Department  
ATT3: 2020 Budget Comparison Report  
ATT4: 2020 Reserves Plan  
ATT5: 2020 Capital Plan Proposals



# GOLDEN RAIN FOUNDATION & TRUST

## 2020 BUSINESS PLAN

DESCRIPTION	2016 ACTUALS	2017 ACTUALS	2018 ACTUALS	2019 PLAN	2020 PLAN	Per Manor Per Month		
						2019 ASSESSMENT	2020	Increase/ (Decrease)
<b>Revenues:</b>								
1 Golf Greens Fees	\$1,141,850	\$1,127,813	\$1,467,191	\$1,617,712	\$1,515,000	\$10.58	\$9.91	\$0.67
2 Golf Operations	299,660	294,894	289,809	303,630	249,450	1.99	1.63	0.36
3 Merchandise Sales	253,293	291,898	312,636	286,526	299,630	1.87	1.96	(0.09)
4 Clubhouse Rentals and Event Fees	561,814	603,271	646,842	1,007,336	675,001	6.59	4.42	2.17
5 Rentals	111,398	88,602	102,979	97,000	108,720	0.63	0.71	(0.08)
6 Broadband Services	4,349,389	4,381,905	4,907,714	4,790,000	5,118,670	31.35	33.50	(2.15)
7 Miscellaneous	862,831	907,421	1,119,142	1,189,884	1,172,949	7.79	7.67	0.12
<b>Total Revenue</b>	<b>\$7,580,235</b>	<b>\$7,695,804</b>	<b>\$8,846,313</b>	<b>\$9,292,088</b>	<b>\$9,139,420</b>	<b>\$60.80</b>	<b>\$59.80</b>	<b>\$1.00</b>
<b>Expenses:</b>								
8 Employee Compensation	\$17,014,180	\$16,709,828	\$17,759,474	\$17,797,907	\$18,619,607	\$116.45	\$121.83	\$5.38
9 Exp. Related to Compensation	4,866,803	4,789,743	5,425,352	5,762,291	5,459,004	37.70	35.72	(1.98)
10 Materials and Supplies	1,717,132	1,894,963	1,543,267	1,845,524	1,909,681	12.08	12.50	0.42
11 Cost of Merchandise Sold	195,709	202,658	211,310	193,396	191,310	1.27	1.25	(0.02)
12 Community Events	336,348	425,255	430,812	422,945	457,006	2.77	2.99	0.22
13 Electricity	937,395	973,888	868,997	867,238	904,700	5.67	5.92	0.25
14 Sewer	85,212	84,469	81,822	85,025	77,015	0.56	0.50	(0.06)
15 Water	654,765	711,535	694,692	667,328	699,158	4.37	4.57	0.20
16 Trash	174,117	174,076	188,688	192,991	196,178	1.26	1.28	0.02
17 Natural Gas	179,211	219,145	217,034	188,680	212,140	1.23	1.39	0.16
18 Telephone	217,701	251,088	247,588	246,000	263,008	1.61	1.72	0.11
19 Fuel & Oil for Vehicles	443,229	436,786	510,572	440,000	521,600	2.88	3.41	0.53
20 Legal Fees	769,563	339,953	506,476	377,500	347,530	2.47	2.27	(0.20)
21 Professional Fees	896,639	566,021	633,835	706,367	723,744	4.62	4.74	0.12
22 Rentals	186,739	269,499	223,201	226,240	221,670	1.48	1.45	(0.03)
23 Outside Services	936,055	1,507,664	1,733,410	1,691,781	2,239,077	11.43	14.65	3.22
24 Repairs and Maintenance	681,134	691,047	803,550	931,109	820,524	6.09	5.37	(0.72)
25 Other Operating Expense	475,981	642,983	686,780	811,316	819,165	4.94	5.36	0.42
26 (Gain)/Loss on Sale Warehouse	(13,171)	(987)	133,344	(67,500)	(67,500)	(0.44)	(0.44)	0.00
27 Interest	47,229	13,732	0	0	0	0.00	0.00	0.00
28 Income Taxes	34,218	(22,686)	(25,511)	25,000	25,000	0.16	0.16	0.00
29 Property and Sales Tax	94,649	115,858	100,000	91,988	104,710	0.60	0.69	0.09
30 Insurance	1,193,427	1,237,090	1,265,678	1,324,865	1,435,869	8.67	9.40	0.73
31 Cable TV Programming	4,453,654	4,774,945	5,084,489	4,922,500	3,858,648	32.21	25.25	(6.96)
32 Uncollectible Accounts	16,397	20,933	17,360	25,250	15,250	0.17	0.10	(0.07)
33 Cost Allocation to Mutuals	(2,152,267)	(2,153,622)	(2,472,224)	(2,389,524)	(3,161,121)	(15.62)	(20.68)	(5.06)
<b>Total Expenses</b>	<b>\$34,442,048</b>	<b>\$34,875,865</b>	<b>\$36,869,996</b>	<b>\$37,386,217</b>	<b>\$36,892,973</b>	<b>\$244.63</b>	<b>\$241.40</b>	<b>(\$3.23)</b>
34 <b>(Surplus)/Deficit Recovery</b>	0	0	0	0	0	0.00	0.00	0.00
35 <b>Net Operating</b>	<b>\$26,861,813</b>	<b>\$27,180,061</b>	<b>\$28,023,683</b>	<b>\$28,094,356</b>	<b>\$27,753,553</b>	<b>\$183.83</b>	<b>\$181.60</b>	<b>(\$2.23)</b>
<b>Fund Contributions:</b>								
36 Reserve Funds	\$3,056,640	\$3,515,136	\$2,903,808	\$2,598,144	\$2,903,808	\$17.00	\$19.00	\$2.00
37 Contingency Fund	152,832	152,832	152,832	305,664	764,160	2.00	\$5.00	3.00
38 <b>Total Fund Contributions</b>	<b>\$3,209,472</b>	<b>\$3,667,968</b>	<b>\$3,056,640</b>	<b>\$2,903,808</b>	<b>\$3,667,968</b>	<b>\$19.00</b>	<b>\$24.00</b>	<b>\$5.00</b>
<b>39 TOTAL BASIC ASSESSMENTS</b>	<b>\$30,071,285</b>	<b>\$30,848,029</b>	<b>\$31,080,323</b>	<b>\$30,998,164</b>	<b>\$31,421,521</b>	<b>\$202.83</b>	<b>\$205.60</b>	<b>\$2.77</b>

## GOLDEN RAIN FOUNDATION & TRUST 2020 BUSINESS PLAN - BY DEPARTMENT

DESCRIPTION	2016 ACTUALS	2017 ACTUALS	2018 ACTUALS	2019 PLAN	2020 PLAN	Per Manor Per Month		
						2019 ASSESSMENT	2020	Increase/ (Decrease)
<b>Department</b>								
1 Non Work Center	\$102,480	\$41,728	\$20,642	\$0	\$0	\$0.00	\$0.00	0.00
2 Office of the CEO	952,917	797,604	780,111	877,368	831,473	5.74	5.44	(0.30)
3 Resident Services	350,504	606,693	418,754	525,651	137,921	3.44	0.90	(2.54)
4 General Services	5,375,275	5,461,712	5,846,001	5,324,939	5,154,806	34.84	33.73	(1.11)
5 Landscape Services	927,243	714,659	1,434,946	1,251,279	1,090,411	8.19	7.13	(1.06)
6 Broadband Services	2,734,873	2,691,972	2,619,989	2,953,088	1,673,242	19.32	10.95	(8.37)
7 Information Services	1,037,294	968,952	984,666	1,107,658	970,217	7.25	6.35	(0.90)
8 Financial Services	2,369,808	2,902,510	2,778,886	2,908,802	3,177,849	19.03	20.79	1.76
9 Security Services	5,024,980	5,018,163	5,470,496	5,698,883	6,241,402	37.29	40.85	3.56
10 Recreation Services	6,131,803	6,424,814	6,133,945	5,388,536	6,312,193	35.26	41.30	6.04
11 Human Resource Services	485,165	319,982	388,271	275,948	326,668	1.81	2.14	0.33
12 Maintenance & Construction	1,369,471	1,231,272	1,146,976	1,781,977	1,837,371	11.66	12.02	0.36
<b>Total Expenses</b>	<b>\$26,861,813</b>	<b>\$27,180,061</b>	<b>\$28,023,683</b>	<b>\$28,094,129</b>	<b>\$27,753,553</b>	<b>\$183.83</b>	<b>\$181.60</b>	<b>(\$2.23)</b>
13 <b>(Surplus)/Deficit Recovery</b>	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0.00	\$0.00
14 <b>Net Operating</b>	<b>\$26,861,813</b>	<b>\$27,180,061</b>	<b>\$28,023,683</b>	<b>\$28,094,129</b>	<b>\$27,753,553</b>	<b>\$183.83</b>	<b>\$181.60</b>	<b>(\$2.23)</b>
<b>Fund Contributions:</b>								
15 Reserve Funds	\$3,056,640	\$3,515,136	\$2,903,808	\$2,598,144	\$2,903,808	\$17.00	\$19.00	\$2.00
16 Contingency Fund	152,832	152,832	152,832	305,664	764,160	2.00	5.00	3.00
17 <b>Total Fund Contributions</b>	<b>\$3,209,472</b>	<b>\$3,667,968</b>	<b>\$3,056,640</b>	<b>\$2,903,808</b>	<b>\$3,667,968</b>	<b>\$19.00</b>	<b>\$24.00</b>	<b>\$5.00</b>
18 <b>TOTAL BASIC ASSESSMENTS</b>	<b>\$30,071,285</b>	<b>\$30,848,029</b>	<b>\$31,080,323</b>	<b>\$30,997,937</b>	<b>\$31,421,521</b>	<b>\$202.83</b>	<b>\$205.60</b>	<b>\$2.77</b>

**Golden Rain Foundation of Laguna Woods**  
**Budget Comparison Report by Account**  
**12/31/2020**  
 GOLDEN RAIN FOUNDATION

	<u>2016 Actuals</u>	<u>2017 Actuals</u>	<u>2018 Actuals</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>Increase/ (Decrease)</u>	<u>VAR %</u>
<b>Non-Assessment Revenues:</b>							
<b>Trust Facilities Fees</b>							
41006500 - Trust Facilities Fees	\$2,230,000	\$2,535,000	\$3,607,500	\$4,141,356	\$3,704,250	\$437,106	11%
<b>Total Trust Facilities Fees</b>	<b>2,230,000</b>	<b>2,535,000</b>	<b>3,607,500</b>	<b>4,141,356</b>	<b>3,704,250</b>	<b>437,106</b>	<b>11%</b>
<b>Golf Green Fees</b>							
42001000 - Golf Green Fees - Residents	944,501	920,154	1,225,612	1,364,600	1,269,000	95,600	7%
42001500 - Golf Green Fees - Guests	197,349	207,659	241,579	253,112	246,000	7,112	3%
<b>Total Golf Green Fees</b>	<b>1,141,850</b>	<b>1,127,813</b>	<b>1,467,191</b>	<b>1,617,712</b>	<b>1,515,000</b>	<b>102,712</b>	<b>6%</b>
<b>Golf Operations</b>							
42002000 - Golf Driving Range Fees	102,713	97,822	110,420	107,000	70,000	37,000	35%
42003000 - Golf Cart Use Fees	169,422	168,764	162,484	169,165	162,000	7,165	4%
42004000 - Golf Lesson Fees	27,525	25,835	15,985	25,000	15,000	10,000	40%
42005000 - Golf Club Storage Fees	0	2,395	920	2,400	2,400	0	0%
42005500 - Golf Club Rental Fees	0	78	0	65	50	15	23%
<b>Total Golf Operations</b>	<b>299,660</b>	<b>294,894</b>	<b>289,809</b>	<b>303,630</b>	<b>249,450</b>	<b>54,180</b>	<b>18%</b>
<b>Merchandise Sales</b>							
41501000 - Merchandise Sales - Pro Shop	144,288	191,429	201,529	175,000	195,000	(20,000)	(11%)
41502500 - Merchandise Sales - Fitness	231	1,526	1,135	1,526	1,330	196	13%
41503500 - Merchandise Sales - Broadband	24,481	16,710	30,055	25,000	31,300	(6,300)	(25%)
41504500 - Merchandise Sales - Nursery	1,607	0	3,789	0	0	0	0%
41505000 - Bar Sales	82,685	82,233	76,127	85,000	72,000	13,000	15%
<b>Total Merchandise Sales</b>	<b>253,293</b>	<b>291,898</b>	<b>312,636</b>	<b>286,526</b>	<b>299,630</b>	<b>(13,104)</b>	<b>(5%)</b>
<b>Clubhouse Rentals and Event Fees</b>							
42501000 - Clubhouse Room Rentals - Residents	291,906	249,898	323,965	538,240	326,755	211,485	39%
42501500 - Clubhouse Room Rentals - Exception Rate	4,282	55,141	63,419	88,075	66,356	21,719	25%
42502000 - Clubhouse Event Fees - Residents	263,114	291,027	252,622	371,362	276,690	94,672	25%
42502500 - Clubhouse Event Fees - Non Residents	0	0	988	0	0	0	0%
42503000 - Village Greens Room Rentals - Residents	1,642	5,899	5,068	6,719	4,200	2,519	37%
42503500 - Village Greens Room Rentals - Non Residents	870	1,307	780	2,940	1,000	1,940	66%
<b>Total Clubhouse Rentals and Event Fees</b>	<b>561,814</b>	<b>603,271</b>	<b>646,842</b>	<b>1,007,336</b>	<b>675,001</b>	<b>332,335</b>	<b>33%</b>
<b>Rentals</b>							
43001000 - Garden Plot Rental	43,098	36,945	44,299	52,000	50,000	2,000	4%
43001500 - Shade House Rental Space	0	338	360	0	400	(400)	0%
45506500 - Rental Fee	21,500	2,000	0	0	0	0	0%
48001500 - Lease Revenue	46,800	49,320	58,320	45,000	58,320	(13,320)	(30%)
<b>Total Rentals</b>	<b>111,398</b>	<b>88,602</b>	<b>102,979</b>	<b>97,000</b>	<b>108,720</b>	<b>(11,720)</b>	<b>(12%)</b>
<b>Fees and Charges for Services to Residents</b>							
46502000 - Resident Maintenance Fee	0	8,240	0	0	0	0	0%
<b>Total Fees and Charges for Services to Residents</b>	<b>0</b>	<b>8,240</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Broadband Services</b>							
45001000 - Ad Insertion	773,714	666,983	985,218	650,000	985,000	(335,000)	(52%)
45001500 - Premium Channel	562,551	408,621	390,250	500,000	400,000	100,000	20%
45002000 - Cable Service Call	72,676	60,930	95,835	150,000	99,670	50,330	34%
45002500 - Cable Commission	38,891	69,660	92,981	50,000	57,000	(7,000)	(14%)
45003000 - High Speed Internet	1,351,327	1,460,957	1,541,444	1,600,000	1,600,000	0	0%
45003500 - Equipment Rental	1,421,000	1,608,265	1,694,604	1,721,000	1,868,000	(147,000)	(9%)
45004000 - Video Production	63,799	51,289	46,795	55,000	50,000	5,000	9%
45004500 - Video Re-Production	2,977	2,497	2,443	2,500	2,000	500	20%
45005000 - Message Board	20,000	18,000	22,325	19,000	19,000	0	0%
45005500 - Advertising	42,455	34,704	35,819	42,500	38,000	4,500	11%
<b>Total Broadband Services</b>	<b>4,349,389</b>	<b>4,381,905</b>	<b>4,907,714</b>	<b>4,790,000</b>	<b>5,118,670</b>	<b>(328,670)</b>	<b>(7%)</b>
<b>Interest Income</b>							
49001000 - Interest Income - Treasury Notes	2,856	3,230	87,110	35,581	71,960	(36,379)	(102%)
49001100 - Interest Income - Other Nondiscretionary	0	0	1,216	1,534	1,005	530	35%
49001500 - Interest Income - Treasury Notes - Discretionary	231,435	247,126	297,958	105,680	246,243	(140,563)	(133%)
49002000 - Interest Income - Money Market	589	2,511	7,861	733	6,497	(5,764)	(786%)
49002500 - Interest Income - Gnm Securities - Discretionary	147,819	115,494	124,335	35,776	102,755	(66,979)	(187%)
49003000 - TFFF Interest From Financing	5,353	6,424	8,416	6,758	6,955	(198)	(3%)
<b>Total Interest Income</b>	<b>388,052</b>	<b>374,786</b>	<b>526,896</b>	<b>186,062</b>	<b>435,414</b>	<b>(249,352)</b>	<b>(134%)</b>
<b>Miscellaneous</b>							
43501000 - Horse Boarding Fee	73,007	66,700	63,493	90,000	64,584	25,416	28%
43501500 - Horse Feed Fee	28,547	29,716	28,764	35,200	28,700	6,500	18%
43502000 - Horse Trailer Parking Fee	1,106	720	480	480	480	0	0%
43502500 - Horse Lesson Fee - Resident	27,079	25,199	23,498	30,500	25,260	5,240	17%
44001000 - Fitness Fee - Guests	1,056	1,614	1,168	800	0	800	100%
44001500 - Pool Fee - Guests	13,534	3,978	2,399	6,000	0	6,000	100%
44002000 - Bridge Room Fee - Guests	66,680	64,851	62,193	66,680	62,193	4,487	7%
44002500 - Parking Fees - Non Residents	38,740	48,070	43,355	60,000	120,000	(60,000)	(100%)
44003000 - Class Fees	82,889	122,948	153,662	126,990	142,920	(15,930)	(13%)
44003500 - Locker Rental Fee	4,252	4,784	5,276	5,034	5,552	(518)	(10%)
44004500 - Clubhouse Labor Fee	41,976	41,624	39,740	40,993	38,800	2,193	5%

**Golden Rain Foundation of Laguna Woods  
Budget Comparison Report by Account**

**12/31/2020**

GOLDEN RAIN FOUNDATION

	<u>2016 Actuals</u>	<u>2017 Actuals</u>	<u>2018 Actuals</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>Increase/ (Decrease)</u>	<u>VAR %</u>
44005500 - Clubhouse Catering Fee	14,977	25,980	19,038	26,880	20,855	6,025	22%
44006000 - Tickets Sales - Residents	11,919	805	50	1,050	805	245	23%
44006500 - Sponsorship Income	45,469	34,027	40,585	21,650	34,000	(12,350)	(57%)
45507500 - Key Replacement Fee	(23)	0	0	0	0	0	0%
46001000 - RV Storage Fee	62,245	60,308	110,559	100,000	100,000	0	0%
46001500 - RV Lot Card Fee	0	(292)	0	0	0	0	0%
46002000 - Traffic Violation	58,789	56,828	89,606	57,000	60,000	(3,000)	(5%)
46002500 - Smoke Detector Installation & Repair	13	0	0	0	0	0	0%
46003500 - Security Standby Fee	3,631	200	4,500	200	4,500	(4,300)	(2150%)
46004000 - Estate Sale Fee	5,970	4,680	3,290	4,100	4,000	100	2%
46004500 - Resident Violations	4,220	3,468	3,388	0	0	0	0%
44501000 - Additional Occupant Fee	126,462	132,675	221,697	250,000	225,000	25,000	10%
44502000 - Variance Processing Fee	0	0	(36)	0	0	0	0%
44503500 - Resale Processing Fee	11,340	9,576	18,144	15,000	15,000	0	0%
44504000 - Resident Id Card Fee	25,700	22,920	20,570	28,000	25,000	3,000	11%
44504500 - Notary Fee	(29)	20	10	50	0	50	100%
44506000 - Photo Copy Fee	74,534	75,844	74,286	78,000	80,000	(2,000)	(3%)
44506500 - Auto Decal Fee	4,263	39,403	45,567	110,000	80,000	30,000	27%
44507000 - Golf Cart Electric Fee	124	(310)	0	0	0	0	0%
44507500 - Carport Space Rental Fee	0	0	0	4,800	0	4,800	100%
47001000 - Cash Discounts - Accounts Payable	629	432	19	0	0	0	0%
47001500 - Late Fee Revenue	6,198	8,398	8,966	25,000	29,050	(4,050)	(16%)
47002000 - Collection Administrative Fee	0	0	7,000	0	0	0	0%
48001000 - Legal Fee	135	30	0	0	0	0	0%
46005500 - Disaster Task Force	3,849	4,527	5,568	4,000	3,000	1,000	25%
49009000 - Miscellaneous Revenue	28,551	9,912	22,308	1,477	3,250	(1,773)	(120%)
<b>Total Miscellaneous</b>	<b>867,830</b>	<b>899,635</b>	<b>1,119,143</b>	<b>1,189,884</b>	<b>1,172,949</b>	<b>16,935</b>	<b>1%</b>
<b>Total Non-Assessment Revenue</b>	<b>10,203,287</b>	<b>10,606,044</b>	<b>12,980,709</b>	<b>13,619,506</b>	<b>13,279,084</b>	<b>340,422</b>	<b>2%</b>
<b>Expenses:</b>							
<b>Employee Compensation</b>							
51011000 - Salaries & Wages - Regular	11,082,836	11,830,970	11,756,692	12,487,916	13,245,310	757,395	6%
51021000 - Union Wages - Regular	3,429,434	3,234,350	3,393,625	3,549,284	3,410,136	(139,147)	(4%)
51041000 - Wages - Overtime	270,266	336,619	248,272	63,955	200,767	136,812	214%
51051000 - Union Wages - Overtime	81,523	85,899	63,835	58,804	56,538	(2,266)	(4%)
51061000 - Holiday & Vacation	1,267,378	583,261	1,496,487	1,133,606	1,163,987	30,381	3%
51071000 - Sick	282,326	335,113	402,238	462,393	474,784	12,391	3%
51081000 - Sick - Part Time	0	0	0	2,439	32,652	30,213	1239%
51091000 - Missed Meal Penalty	15,578	31,166	68,254	9,647	23,678	14,030	145%
51101000 - Temporary Help	391,403	416,015	111,705	24,601	11,754	(12,847)	(52%)
51981000 - Compensation Accrual	193,436	(35,670)	272,742	5,262	0	(5,262)	(100%)
<b>Total Employee Compensation</b>	<b>17,014,180</b>	<b>16,817,722</b>	<b>17,813,850</b>	<b>17,797,907</b>	<b>18,619,607</b>	<b>821,700</b>	<b>5%</b>
<b>Compensation Related</b>							
52411000 - F.I.C.A.	1,209,006	1,234,186	1,277,987	1,337,562	1,387,709	50,147	4%
52421000 - F.U.I.	102,654	107,112	24,526	33,814	20,849	(12,965)	(38%)
52431000 - S.U.I.	149,660	140,498	216,584	140,575	133,967	(6,608)	(5%)
52441000 - Union Medical	1,047,899	1,119,796	1,187,726	1,243,793	1,092,021	(151,772)	(12%)
52451000 - Workers' Compensation Insurance	891,673	741,513	1,167,493	1,095,771	847,838	(247,932)	(23%)
52461000 - Non Union Medical & Life Insurance	972,600	937,196	1,065,155	1,261,089	1,316,652	55,564	4%
52461500 - VUL Premium	0	0	20,372	0	0	0	0%
52461550 - VUL Interest	0	0	(643)	0	0	0	0%
52471000 - Union Retirement Plan	220,096	202,582	210,850	203,265	190,962	(12,302)	(6%)
52481000 - Non-Union Retirement Plan	173,704	304,234	258,491	444,331	469,004	24,673	6%
52491000 - Resident Staff Benefits	96,918	772	0	0	0	0	0%
52981000 - Compensation Related Accrual	2,593	3,072	18,681	2,091	0	(2,091)	(100%)
<b>Total Compensation Related</b>	<b>4,866,803</b>	<b>4,790,960</b>	<b>5,447,221</b>	<b>5,762,290</b>	<b>5,459,004</b>	<b>(303,287)</b>	<b>(5%)</b>
<b>Materials and Supplies</b>							
53001000 - Materials & Supplies	1,405,420	1,347,798	1,100,835	1,355,573	1,508,161	152,588	11%
53002000 - Expense To Fixed Assets	(113,895)	0	0	0	0	0	0%
53002500 - Printed Membership Materials	0	551	1,239	0	0	0	0%
53003000 - Materials Direct	217,248	277,229	(2,404)	0	0	0	0%
53003500 - Materials Direct - Grf	171,652	282,802	438,366	450,766	363,077	(87,689)	(19%)
53004000 - Freight	36,711	33,336	37,545	39,185	38,443	(742)	(2%)
<b>Total Materials and Supplies</b>	<b>1,717,137</b>	<b>1,941,717</b>	<b>1,575,580</b>	<b>1,845,524</b>	<b>1,909,681</b>	<b>64,157</b>	<b>3%</b>
<b>Cost of Goods Sold</b>							
53101000 - Cost Of Sales - Warehouse	51,151	2,467	9,373	16,396	10,310	(6,086)	(37%)
53101500 - Cost Of Sales - Pro Shop	120,401	153,385	171,689	140,000	146,000	6,000	4%
53102000 - Cost Of Sales - Alcohol	19,253	25,080	19,508	22,000	20,000	(2,000)	(9%)
53103500 - Earthquake Materials	4,056	16,477	10,712	15,000	15,000	0	0%
<b>Total Cost of Goods Sold</b>	<b>194,861</b>	<b>202,658</b>	<b>211,310</b>	<b>193,396</b>	<b>191,310</b>	<b>(2,086)</b>	<b>(1%)</b>
<b>Community Events</b>							
53201000 - Community Events	336,348	425,255	430,812	422,945	457,006	34,061	8%
<b>Total Community Events</b>	<b>336,348</b>	<b>425,255</b>	<b>430,812</b>	<b>422,945</b>	<b>457,006</b>	<b>34,061</b>	<b>8%</b>
<b>Utilities and Telephone</b>							
53301000 - Electricity	937,395	973,888	868,997	867,238	904,700	37,462	4%

**Golden Rain Foundation of Laguna Woods**  
**Budget Comparison Report by Account**  
**12/31/2020**  
GOLDEN RAIN FOUNDATION

Attachment 3

	<u>2016 Actuals</u>	<u>2017 Actuals</u>	<u>2018 Actuals</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>Increase/ (Decrease)</u>	<u>VAR %</u>
53301500 - Sewer	85,212	84,469	81,822	85,025	77,015	(8,010)	(9%)
53302000 - Water	654,765	711,535	694,692	667,328	699,158	31,830	5%
53302500 - Trash	174,117	176,089	188,688	192,991	196,178	3,187	2%
53303500 - Gas	179,211	219,145	217,034	188,680	212,140	23,460	12%
53304000 - Telephone	217,701	251,088	247,588	246,000	263,008	17,008	7%
<b>Total Utilities and Telephone</b>	<b>2,248,400</b>	<b>2,416,214</b>	<b>2,298,821</b>	<b>2,247,262</b>	<b>2,352,199</b>	<b>104,937</b>	<b>5%</b>
<b>Fuel and Oil</b>							
53304500 - Fuel & Oil For Vehicles	443,229	436,786	510,572	440,000	521,600	81,600	19%
<b>Total Fuel and Oil</b>	<b>443,229</b>	<b>436,786</b>	<b>510,572</b>	<b>440,000</b>	<b>521,600</b>	<b>81,600</b>	<b>19%</b>
<b>Legal Fees</b>							
53401500 - Legal Fees	769,563	440,123	856,126	377,500	347,530	(29,970)	(8%)
<b>Total Legal Fees</b>	<b>769,563</b>	<b>440,123</b>	<b>856,126</b>	<b>377,500</b>	<b>347,530</b>	<b>(29,970)</b>	<b>(8%)</b>
<b>Professional Fees</b>							
53402000 - Audit & Tax Preparation Fees	121,476	124,382	126,167	130,000	132,000	2,000	2%
53402500 - Payroll System Fees	120,124	119,761	150,359	147,000	150,000	3,000	2%
53403500 - Consulting Fees	652,039	316,877	370,334	424,367	435,744	11,377	3%
53404500 - Fees	3,000	5,000	5,400	5,000	6,000	1,000	20%
<b>Total Professional Fees</b>	<b>896,639</b>	<b>566,021</b>	<b>652,260</b>	<b>706,367</b>	<b>723,744</b>	<b>17,377</b>	<b>2%</b>
<b>Equipment Rental</b>							
53501000 - Space, Rent/Lease	788	0	239	800	0	(800)	(100%)
53501500 - Equipment Rental/Lease Fees	185,952	273,641	223,162	225,440	221,670	(3,770)	(2%)
<b>Total Equipment Rental</b>	<b>186,739</b>	<b>273,641</b>	<b>223,401</b>	<b>226,240</b>	<b>221,670</b>	<b>(4,570)</b>	<b>(2%)</b>
<b>Outside Services</b>							
53601000 - Bank Fees	236	38,160	32,245	87,000	44,500	(42,500)	(49%)
53601500 - Credit Card Transaction Fees	99,677	113,616	144,695	121,695	170,132	48,437	40%
53602000 - Merchant Account Fees	14,530	15,980	19,125	15,748	18,073	2,325	15%
53602500 - Licensing Fees	3,665	11,000	3,500	5,900	22,400	16,500	280%
53603000 - Permit Fees	3,643	14,960	15,755	7,000	7,000	0	0%
53603500 - Inspection Fees	279	0	0	280	0	(280)	(100%)
54603500 - Outside Services Direct	64,746	(16,891)	95,705	0	50,000	50,000	0%
53704000 - Outside Services	780,486	1,412,050	1,518,693	1,454,158	1,874,130	419,972	29%
<b>Total Outside Services</b>	<b>967,263</b>	<b>1,588,877</b>	<b>1,829,718</b>	<b>1,691,781</b>	<b>2,186,235</b>	<b>494,454</b>	<b>29%</b>
<b>Repairs and Maintenance</b>							
53701000 - Equipment Repair & Maint	422,148	311,338	457,099	553,112	454,356	(98,756)	(18%)
53702000 - Street Repair & Maint	608	0	0	1,000	1,000	0	0%
53702500 - Building Repair & Maint	258,087	368,752	336,958	361,945	350,448	(11,497)	(3%)
53703000 - Elevator /Lift Maintenance	11,532	10,739	7,324	10,742	11,098	356	3%
53703500 - Water Softener	3,540	3,260	2,174	4,310	3,622	(688)	(16%)
<b>Total Repairs and Maintenance</b>	<b>695,915</b>	<b>694,089</b>	<b>803,555</b>	<b>931,109</b>	<b>820,524</b>	<b>(110,585)</b>	<b>(12%)</b>
<b>Other Operating Expense</b>							
53604000 - Pest Control Fees	3,138	28,345	34,599	55,687	52,842	(2,845)	(5%)
53801000 - Mileage & Meal Allowance	12,702	8,745	8,273	16,140	14,152	(1,988)	(12%)
53801500 - Travel & Lodging	7,482	4,633	4,959	14,914	13,288	(1,626)	(11%)
53802000 - Uniforms	116,129	146,058	124,532	127,207	126,606	(601)	0%
53802500 - Dues & Memberships	11,401	5,912	11,228	15,404	13,804	(1,600)	(10%)
53803000 - Subscriptions & Books	7,618	8,235	7,549	9,408	14,209	4,801	51%
53803500 - Training & Education	46,863	59,690	58,431	92,267	105,915	13,647	15%
53804000 - Staff Support	41,384	45,350	40,987	61,858	96,010	34,152	55%
53901000 - Benefit Administrative Fees	3,906	2,298	33	4,000	4,000	0	0%
53901500 - Volunteer Support	15,565	14,612	4,364	16,149	16,129	(20)	0%
53902000 - Physical Examinations	34,985	58,852	43,252	41,120	41,120	0	0%
53902500 - Recruiting Fees	38,424	74,032	133,326	115,000	150,000	35,000	30%
53903000 - Safety	47,927	123,119	115,838	111,632	110,636	(996)	(1%)
54001000 - Board Relations	6,446	3,654	7,049	29,667	18,980	(10,687)	(36%)
54001500 - Public Relations	17,071	26,846	55,077	28,500	2,500	(26,000)	(91%)
54002000 - Postage	20,780	18,484	17,539	32,889	21,495	(11,394)	(35%)
54002500 - Filing Fees / Permits	40,727	36,145	48,093	35,974	66,821	30,847	86%
54502500 - Cable Promotions	3,934	3,859	4,208	3,500	3,500	0	0%
<b>Total Other Operating Expense</b>	<b>476,481</b>	<b>668,871</b>	<b>719,334</b>	<b>811,316</b>	<b>872,007</b>	<b>60,691</b>	<b>7%</b>
<b>Interest Expense</b>							
54201500 - Mortgage Interest Expense	47,229	13,732	0	0	0	0	0%
<b>Total Interest Expense</b>	<b>47,229</b>	<b>13,732</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Income Taxes</b>							
54301000 - State & Federal Income Taxes	34,218	(22,686)	(25,511)	25,000	25,000	0	0%
<b>Total Income Taxes</b>	<b>34,218</b>	<b>(22,686)</b>	<b>(25,511)</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>	<b>0%</b>
<b>Property and Sales Tax</b>							
54301500 - State & Local Taxes	91,498	112,707	96,849	89,850	102,200	12,350	14%
54302000 - Property Taxes	3,151	3,151	3,151	2,138	2,510	372	17%
<b>Total Property and Sales Tax</b>	<b>94,649</b>	<b>115,858</b>	<b>100,000</b>	<b>91,988</b>	<b>104,710</b>	<b>12,722</b>	<b>14%</b>
<b>Insurance</b>							

**Golden Rain Foundation of Laguna Woods**  
**Budget Comparison Report by Account**  
**12/31/2020**  
 GOLDEN RAIN FOUNDATION

	<u>2016 Actuals</u>	<u>2017 Actuals</u>	<u>2018 Actuals</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>Increase/ (Decrease)</u>	<u>VAR %</u>
54401000 - Hazard & Liability Insurance	974,155	1,044,271	1,127,724	1,167,946	1,254,252	86,306	7%
54401500 - D&O Liability	173,648	105,688	57,433	59,159	59,523	364	1%
54402000 - Property Insurance	76,395	67,029	72,443	71,160	95,494	24,334	34%
54402500 - Auto Liability Insurance	(12,076)	8,886	4,566	13,000	13,000	0	0%
54403000 - General Liability Insurance	(46,918)	3,240	3,511	3,600	3,600	0	0%
54403500 - Property Damage	1,320	0	0	10,000	10,000	0	0%
54404000 - Insurance Deductible	26,903	7,977	0	0	0	0	0%
<b>Total Insurance</b>	<b>1,193,427</b>	<b>1,237,090</b>	<b>1,265,678</b>	<b>1,324,866</b>	<b>1,435,869</b>	<b>111,004</b>	<b>8%</b>
<b>Cable Programming/Copyright/Franchise</b>							
54501000 - Cable - Programming Fees	4,168,907	4,450,577	4,736,006	4,600,000	3,500,000	(1,100,000)	(24%)
54501500 - Cable - Copyright Fees	40,629	45,863	66,222	55,000	67,000	12,000	22%
54502000 - Cable - City of Laguna Woods Franchise Fees	244,044	277,979	282,261	267,500	291,648	24,148	9%
54503000 - Production Fees	75	526	0	0	0	0	0%
<b>Total Cable Programming/Copyright/Franchise</b>	<b>4,453,654</b>	<b>4,774,945</b>	<b>5,084,489</b>	<b>4,922,500</b>	<b>3,858,648</b>	<b>(1,063,852)</b>	<b>(22%)</b>
<b>Investment Expense</b>							
54201000 - Investment Expense	47,014	47,375	47,516	41,287	41,287	0	0%
<b>Total Investment Expense</b>	<b>47,014</b>	<b>47,375</b>	<b>47,516</b>	<b>41,287</b>	<b>41,287</b>	<b>0</b>	<b>0%</b>
<b>Net Allocation to Mutuals</b>							
48501000 - Allocated To Grf Departments	(6,001,902)	(7,971,524)	(6,687,103)	(6,164,916)	(7,053,047)	(888,131)	(14%)
48502500 - Mutual General Operating	(28,969)	(123,357)	(123,357)	0	0	0	0%
54602500 - Allocated Expenses	3,878,605	5,942,298	4,340,029	3,775,392	3,891,926	116,534	3%
<b>Total Net Allocation To Mutuals</b>	<b>(2,152,267)</b>	<b>(2,152,582)</b>	<b>(2,470,431)</b>	<b>(2,389,525)</b>	<b>(3,161,121)</b>	<b>(771,597)</b>	<b>(32%)</b>
<b>Uncollectible Accounts</b>							
54602000 - Bad Debt Expense	16,397	20,933	17,360	25,250	15,250	(10,000)	(40%)
<b>Total Uncollectible Accounts</b>	<b>16,397</b>	<b>20,933</b>	<b>17,360</b>	<b>25,250</b>	<b>15,250</b>	<b>(10,000)</b>	<b>(40%)</b>
<b>(Gain)/Loss on Sale or Trade</b>							
54101000 - (Gain)/Loss - Warehouse Sales	(13,171)	(1,098)	133,344	(67,500)	(67,500)	0	0%
54101500 - (Gain)/Loss On Investments	(4,508)	30	17,492	0	0	0	0%
<b>Total (Gain)/Loss on Sale or Trade</b>	<b>(17,679)</b>	<b>(1,069)</b>	<b>150,835</b>	<b>(67,500)</b>	<b>(67,500)</b>	<b>0</b>	<b>0%</b>
<b>Total Expenses</b>	<b>34,530,199</b>	<b>35,296,531</b>	<b>37,542,495</b>	<b>37,427,503</b>	<b>36,934,260</b>	<b>(493,243)</b>	<b>(1%)</b>
<b>Excess of Revenues Over Expenses</b>	<b>(\$24,326,912)</b>	<b>(\$24,690,487)</b>	<b>(\$24,561,787)</b>	<b>(\$23,807,997)</b>	<b>(\$23,655,176)</b>	<b>(\$152,822)</b>	<b>(1%)</b>

**GOLDEN RAIN FOUNDATION & TRUST**  
**2020 RESERVES PLAN**  
**Projected Fund Balances**

Attachment 4

<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>
<b>RESERVE FUND</b>	2019	\$ 22,957,750	\$ 520,199	\$ 6,311,844	\$ 17.00	\$ (10,611,458)	\$ 19,178,335
	<b>2020</b>	<b>\$ 19,178,335</b>	<b>\$ 427,263</b>	<b>\$ 6,617,508</b>	<b>\$ 19.00</b>	<b>\$ (10,793,159)</b>	<b>\$ 15,429,947</b>
	2021	\$ 15,429,947	\$ 340,827	\$ 7,529,472	\$ 21.00	\$ (11,123,177)	\$ 12,177,070
	2022	\$ 12,177,070	\$ 325,360	\$ 7,835,136	\$ 23.00	\$ (6,160,445)	\$ 14,177,121
	2023	\$ 14,177,121	\$ 313,178	\$ 8,293,632	\$ 26.00	\$ (11,593,589)	\$ 11,190,340
<b>CONTINGENCY FUND</b>	2019	\$ 429,001	\$ 8,296	\$ 305,664	\$ 2.00	\$ (500,000)	\$ 242,961
	<b>2020</b>	<b>\$ 242,961</b>	<b>\$ 9,376</b>	<b>\$ 764,160</b>	<b>\$ 5.00</b>	<b>\$ (500,000)</b>	<b>\$ 516,497</b>
	2021	\$ 516,497	\$ 14,142	\$ 611,328	\$ 4.00	\$ (513,000)	\$ 628,967
	2022	\$ 628,967	\$ 16,791	\$ 611,328	\$ 4.00	\$ (526,000)	\$ 731,086
	2023	\$ 731,086	\$ 19,181	\$ 611,328	\$ 4.00	\$ (539,000)	\$ 822,595
<b>TOTAL</b>	2019	\$ 23,386,751	\$ 528,495	\$ 6,617,508	\$ 19.00	\$ (11,111,458)	\$ 19,421,296
	<b>2020</b>	<b>\$ 19,421,296</b>	<b>\$ 436,639</b>	<b>\$ 7,381,668</b>	<b>\$ 24.00</b>	<b>\$ (11,293,159)</b>	<b>\$ 15,946,444</b>
	2021	\$ 15,946,444	\$ 354,969	\$ 8,140,800	\$ 25.00	\$ (11,636,177)	\$ 12,806,037
	2022	\$ 12,806,037	\$ 342,151	\$ 8,446,464	\$ 27.00	\$ (6,686,445)	\$ 14,908,207
	2023	\$ 14,908,207	\$ 332,359	\$ 8,904,960	\$ 30.00	\$ (12,132,589)	\$ 12,012,936

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

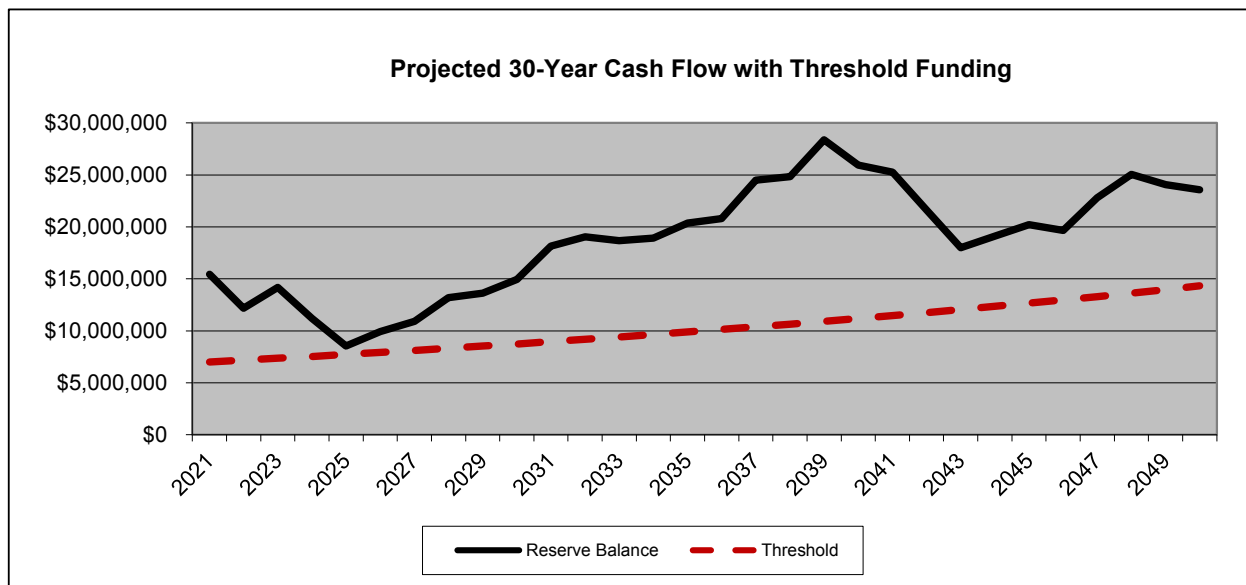


**2020 RESERVES PLAN**  
**Reserves 30-Year Funding Plan**

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

Year	Assessment		Interest Earnings	Facilities Fee	Planned Expenditures <sup>1</sup>	Reserve Balance
	Per Manor Per Month	Total Contributions				
2019	\$ 17.00	\$ 2,598,144	\$ 520,199	\$ 3,713,700	\$ (10,611,458)	\$ 19,178,335
2020	\$ 19.00	\$ 2,903,808	\$ 427,263	\$ 3,713,700	\$ (10,793,159)	\$ 15,429,947
2021	\$ 21.00	\$ 3,209,472	\$ 340,827	\$ 4,320,000	\$ (11,123,177)	\$ 12,177,069
2022	\$ 23.00	\$ 3,515,136	\$ 325,360	\$ 4,320,000	\$ (6,160,445)	\$ 14,177,120
2023	\$ 26.00	\$ 3,973,632	\$ 313,179	\$ 4,320,000	\$ (11,593,589)	\$ 11,190,342
2024	\$ 29.00	\$ 4,432,128	\$ 243,726	\$ 4,320,000	\$ (11,634,740)	\$ 8,551,456
2025	\$ 29.00	\$ 4,432,128	\$ 227,970	\$ 4,320,000	\$ (7,617,432)	\$ 9,914,122
2026	\$ 28.00	\$ 4,279,296	\$ 257,204	\$ 4,320,000	\$ (7,851,240)	\$ 10,919,382
2027	\$ 27.00	\$ 4,126,464	\$ 297,519	\$ 4,320,000	\$ (6,483,686)	\$ 13,179,679
2028	\$ 26.00	\$ 3,973,632	\$ 330,810	\$ 4,320,000	\$ (8,188,155)	\$ 13,615,966
2029	\$ 25.00	\$ 3,820,800	\$ 352,677	\$ 4,320,000	\$ (7,158,545)	\$ 14,950,898
2030	\$ 24.00	\$ 3,667,968	\$ 408,725	\$ 4,320,000	\$ (5,191,767)	\$ 18,155,824
2031	\$ 23.00	\$ 3,515,136	\$ 459,177	\$ 4,320,000	\$ (7,412,634)	\$ 19,037,503
2032	\$ 22.00	\$ 3,362,304	\$ 465,645	\$ 4,320,000	\$ (8,505,749)	\$ 18,679,703
2033	\$ 21.00	\$ 3,209,472	\$ 464,036	\$ 4,320,000	\$ (7,765,980)	\$ 18,907,231
2034	\$ 20.00	\$ 3,056,640	\$ 484,808	\$ 4,320,000	\$ (6,406,423)	\$ 20,362,256
2035	\$ 19.00	\$ 2,903,808	\$ 508,292	\$ 4,320,000	\$ (7,284,940)	\$ 20,809,416
2036	\$ 19.00	\$ 2,903,808	\$ 559,178	\$ 4,320,000	\$ (4,108,369)	\$ 24,484,033
2037	\$ 19.00	\$ 2,903,808	\$ 608,924	\$ 4,320,000	\$ (7,477,993)	\$ 24,838,772
2038	\$ 19.00	\$ 2,903,808	\$ 656,942	\$ 4,320,000	\$ (4,345,989)	\$ 28,373,533
2039	\$ 19.00	\$ 2,903,808	\$ 670,640	\$ 4,320,000	\$ (10,319,687)	\$ 25,948,294
2040	\$ 19.00	\$ 2,903,808	\$ 632,157	\$ 4,320,000	\$ (8,547,843)	\$ 25,256,416
2041	\$ 19.00	\$ 2,903,808	\$ 578,849	\$ 4,320,000	\$ (11,428,715)	\$ 21,630,358
2042	\$ 19.00	\$ 2,903,808	\$ 489,057	\$ 4,320,000	\$ (11,359,961)	\$ 17,983,262
2043	\$ 19.00	\$ 2,903,808	\$ 457,719	\$ 4,320,000	\$ (6,572,822)	\$ 19,091,967
2044	\$ 19.00	\$ 2,903,808	\$ 485,157	\$ 4,320,000	\$ (6,595,157)	\$ 20,205,775
2045	\$ 19.00	\$ 2,903,808	\$ 492,166	\$ 4,320,000	\$ (8,262,102)	\$ 19,659,647
2046	\$ 19.00	\$ 2,903,808	\$ 524,148	\$ 4,320,000	\$ (4,611,250)	\$ 22,796,353
2047	\$ 19.00	\$ 2,903,808	\$ 590,633	\$ 4,320,000	\$ (5,565,839)	\$ 25,044,955
2048	\$ 19.00	\$ 2,903,808	\$ 606,322	\$ 4,320,000	\$ (8,807,937)	\$ 24,067,148
2049	\$ 19.00	\$ 2,903,808	\$ 588,030	\$ 4,320,000	\$ (8,315,679)	\$ 23,563,307

<sup>1</sup> Planned Expenditures include Capital Plan, supplemental appropriations, and carryover items from prior years.





**GOLDEN RAIN FOUNDATION & TRUST  
2020 RESERVES PLAN  
Equipment Planned Expenditures**

	Broadband					Golf				Other		Service		Total
	Aquatics	Services	Clubhouses	Computers	Fitness	Facilities	Landscape	Equipment	Security	Center	Vehicles			
2020	\$ 0	\$ 420,000	\$ 152,900	\$ 166,000	\$ 0	\$ 128,000	\$ 347,000	\$ 60,000	\$ 195,000	\$ 0	\$ 2,109,000	\$ 3,577,900		
2021	\$ 6,500	\$ 588,000	\$ 298,000	\$ 928,000	\$ 27,000	\$ 177,000	\$ 237,200	\$ 105,000	\$ 5,000	\$ 0	\$ 1,444,000	\$ 3,815,700		
2022	\$ 0	\$ 614,500	\$ 15,000	\$ 720,000	\$ 49,100	\$ 1,179,000	\$ 220,000	\$ 135,000	\$ 0	\$ 0	\$ 1,333,000	\$ 4,265,600		
2023	\$ 0	\$ 667,500	\$ 60,000	\$ 60,000	\$ 44,000	\$ 55,000	\$ 260,000	\$ 100,000	\$ 10,000	\$ 0	\$ 1,225,000	\$ 2,481,500		
2024	\$ 18,000	\$ 872,500	\$ 7,000	\$ 1,008,000	\$ 27,000	\$ 73,000	\$ 390,000	\$ 115,000	\$ 0	\$ 0	\$ 1,230,000	\$ 3,740,500		
2025	\$ 0	\$ 679,500	\$ 31,000	\$ 100,000	\$ 27,000	\$ 45,000	\$ 182,000	\$ 168,000	\$ 10,000	\$ 0	\$ 1,538,000	\$ 2,780,500		
2026	\$ 18,000	\$ 567,500	\$ 76,000	\$ 459,000	\$ 134,100	\$ 130,500	\$ 0	\$ 100,000	\$ 10,000	\$ 0	\$ 0	\$ 1,495,100		
2027	\$ 0	\$ 739,500	\$ 40,000	\$ 500,000	\$ 77,000	\$ 25,000	\$ 15,000	\$ 125,000	\$ 0	\$ 0	\$ 96,000	\$ 1,617,500		
2028	\$ 36,500	\$ 607,500	\$ 292,000	\$ 150,000	\$ 27,000	\$ 166,000	\$ 95,000	\$ 120,100	\$ 0	\$ 0	\$ 0	\$ 1,494,100		
2029	\$ 11,000	\$ 422,500	\$ 16,000	\$ 378,000	\$ 27,000	\$ 300,000	\$ 110,000	\$ 100,000	\$ 10,000	\$ 0	\$ 1,787,550	\$ 3,162,050		
2030	\$ 0	\$ 317,500	\$ 455,000	\$ 20,000	\$ 66,100	\$ 375,000	\$ 311,200	\$ 100,000	\$ 10,000	\$ 0	\$ 854,000	\$ 2,508,800		
2031	\$ 18,000	\$ 442,500	\$ 38,000	\$ 580,000	\$ 27,000	\$ 0	\$ 0	\$ 105,000	\$ 0	\$ 0	\$ 1,444,000	\$ 2,654,500		
2032	\$ 0	\$ 351,500	\$ 28,000	\$ 1,500,000	\$ 27,000	\$ 97,000	\$ 0	\$ 235,000	\$ 10,000	\$ 0	\$ 1,333,000	\$ 3,581,500		
2033	\$ 48,000	\$ 417,500	\$ 134,000	\$ 930,000	\$ 27,000	\$ 155,000	\$ 60,000	\$ 101,100	\$ 0	\$ 0	\$ 1,225,000	\$ 3,097,600		
2034	\$ 130,000	\$ 547,500	\$ 25,000	\$ 117,000	\$ 49,100	\$ 53,000	\$ 105,000	\$ 110,000	\$ 0	\$ 0	\$ 1,326,000	\$ 2,462,600		
2035	\$ 6,500	\$ 527,500	\$ 271,800	\$ 0	\$ 27,000	\$ 13,000	\$ 182,000	\$ 168,000	\$ 20,000	\$ 0	\$ 2,722,000	\$ 3,937,800		
2036	\$ 18,000	\$ 340,500	\$ 91,000	\$ 620,000	\$ 112,000	\$ 0	\$ 20,000	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 1,301,500		
2037	\$ 0	\$ 514,500	\$ 45,000	\$ 920,000	\$ 94,000	\$ 220,000	\$ 0	\$ 122,000	\$ 0	\$ 0	\$ 0	\$ 1,915,500		
2038	\$ 12,000	\$ 417,500	\$ 327,000	\$ 20,000	\$ 199,100	\$ 160,500	\$ 95,000	\$ 120,100	\$ 10,000	\$ 0	\$ 0	\$ 1,361,200		
2039	\$ 0	\$ 434,500	\$ 6,000	\$ 68,000	\$ 27,000	\$ 835,000	\$ 327,200	\$ 265,000	\$ 0	\$ 0	\$ 1,787,550	\$ 3,750,250		
2040	\$ 36,000	\$ 342,500	\$ 400,000	\$ 1,000,000	\$ 27,000	\$ 153,000	\$ 474,000	\$ 100,000	\$ 10,000	\$ 0	\$ 854,000	\$ 3,396,500		
2041	\$ 11,000	\$ 317,500	\$ 74,000	\$ 570,000	\$ 27,000	\$ 165,000	\$ 215,000	\$ 105,000	\$ 10,000	\$ 0	\$ 1,540,000	\$ 3,034,500		
2042	\$ 6,500	\$ 354,500	\$ 45,000	\$ 609,000	\$ 49,100	\$ 887,000	\$ 200,000	\$ 140,000	\$ 0	\$ 0	\$ 1,333,000	\$ 3,624,100		
2043	\$ 18,000	\$ 442,500	\$ 25,000	\$ 50,000	\$ 27,000	\$ 45,000	\$ 280,000	\$ 100,000	\$ 0	\$ 0	\$ 1,225,000	\$ 2,212,500		
2044	\$ 0	\$ 522,500	\$ 15,000	\$ 158,000	\$ 44,000	\$ 36,000	\$ 90,000	\$ 100,000	\$ 10,000	\$ 0	\$ 1,230,000	\$ 2,205,500		
2045	\$ 0	\$ 492,500	\$ 138,000	\$ 370,000	\$ 27,000	\$ 35,000	\$ 182,000	\$ 168,000	\$ 10,000	\$ 0	\$ 1,538,000	\$ 2,960,500		
2046	\$ 0	\$ 354,500	\$ 61,000	\$ 490,000	\$ 134,100	\$ 77,000	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 1,216,600		
2047	\$ 18,000	\$ 691,500	\$ 38,000	\$ 560,000	\$ 77,000	\$ 25,000	\$ 0	\$ 210,000	\$ 10,000	\$ 0	\$ 0	\$ 1,629,500		
2048	\$ 60,000	\$ 317,500	\$ 169,000	\$ 1,830,000	\$ 27,000	\$ 396,000	\$ 147,200	\$ 100,000	\$ 0	\$ 0	\$ 96,000	\$ 3,142,700		
2049	\$ 136,500	\$ 462,500	\$ 15,000	\$ 100,000	\$ 27,000	\$ 170,000	\$ 90,000	\$ 100,000	\$ 0	\$ 0	\$ 1,787,550	\$ 2,888,550		
Total	\$ 608,500	\$ 14,788,000	\$ 3,388,700	\$ 14,981,000	\$ 1,560,700	\$ 6,176,000	\$ 4,634,800	\$ 3,777,300	\$ 340,000	\$ 0	\$ 31,057,650	\$ 81,312,650		

Attachment 4

Figures represent 2020 dollars and do not include inflation or carryover items, which are considered on the 30-year Funding Plan.

**GOLDEN RAIN FOUNDATION & TRUST**  
**2020 RESERVES PLAN**  
**Facilities Planned Expenditures**

	Aquatics	Broadband Services	Clubhouses	Fitness	Golf Facilities	Other GRF Facilities	Paving	Security	Service Center	Total
2020	\$ 30,000	\$ 0	\$ 153,200	\$ 0	\$ 0	\$ 940,000	\$ 1,011,700	\$ 240,000	\$ 0	\$ 2,374,900
2021	\$ 0	\$ 0	\$ 2,875,000	\$ 65,000	\$ 30,000	\$ 925,000	\$ 650,000	\$ 390,000	\$ 0	\$ 4,935,000
2022	\$ 0	\$ 0	\$ 125,000	\$ 0	\$ 200,000	\$ 558,000	\$ 650,000	\$ 65,000	\$ 0	\$ 1,598,000
2023	\$ 310,000	\$ 0	\$ 5,145,000	\$ 0	\$ 0	\$ 2,179,300	\$ 650,000	\$ 0	\$ 0	\$ 8,284,300
2024	\$ 20,000	\$ 0	\$ 5,180,000	\$ 0	\$ 600,000	\$ 350,000	\$ 650,000	\$ 0	\$ 0	\$ 6,800,000
2025	\$ 55,000	\$ 0	\$ 2,462,200	\$ 0	\$ 20,000	\$ 340,000	\$ 650,000	\$ 425,000	\$ 0	\$ 3,952,200
2026	\$ 0	\$ 0	\$ 4,210,000	\$ 0	\$ 115,000	\$ 300,000	\$ 650,000	\$ 0	\$ 0	\$ 5,275,000
2027	\$ 80,000	\$ 0	\$ 2,016,000	\$ 120,000	\$ 0	\$ 971,000	\$ 650,000	\$ 0	\$ 0	\$ 3,837,000
2028	\$ 55,000	\$ 0	\$ 28,300	\$ 5,000	\$ 138,000	\$ 4,350,000	\$ 650,000	\$ 0	\$ 0	\$ 5,226,300
2029	\$ 30,000	\$ 0	\$ 1,140,000	\$ 0	\$ 0	\$ 750,000	\$ 650,000	\$ 0	\$ 0	\$ 2,570,000
2030	\$ 0	\$ 0	\$ 495,000	\$ 0	\$ 52,000	\$ 350,000	\$ 650,000	\$ 0	\$ 0	\$ 1,547,000
2031	\$ 0	\$ 0	\$ 2,070,000	\$ 0	\$ 0	\$ 275,000	\$ 650,000	\$ 0	\$ 0	\$ 2,995,000
2032	\$ 0	\$ 0	\$ 50,000	\$ 45,000	\$ 50,000	\$ 1,948,000	\$ 650,000	\$ 0	\$ 0	\$ 2,743,000
2033	\$ 0	\$ 0	\$ 712,000	\$ 0	\$ 0	\$ 749,000	\$ 650,000	\$ 425,000	\$ 0	\$ 2,536,000
2034	\$ 75,000	\$ 0	\$ 495,000	\$ 6,400	\$ 0	\$ 780,000	\$ 650,000	\$ 65,000	\$ 0	\$ 2,071,400
2035	\$ 0	\$ 0	\$ 69,200	\$ 45,000	\$ 0	\$ 328,000	\$ 650,000	\$ 0	\$ 0	\$ 1,092,200
2036	\$ 80,000	\$ 0	\$ 416,000	\$ 0	\$ 20,000	\$ 300,000	\$ 650,000	\$ 0	\$ 0	\$ 1,466,000
2037	\$ 55,000	\$ 0	\$ 1,456,000	\$ 0	\$ 0	\$ 838,000	\$ 650,000	\$ 0	\$ 0	\$ 2,999,000
2038	\$ 30,000	\$ 0	\$ 101,000	\$ 5,000	\$ 138,000	\$ 501,300	\$ 650,000	\$ 0	\$ 0	\$ 1,425,300
2039	\$ 0	\$ 0	\$ 1,140,000	\$ 0	\$ 600,000	\$ 315,000	\$ 650,000	\$ 0	\$ 0	\$ 2,705,000
2040	\$ 0	\$ 0	\$ 95,000	\$ 0	\$ 0	\$ 1,075,000	\$ 650,000	\$ 0	\$ 0	\$ 1,820,000
2041	\$ 0	\$ 0	\$ 2,005,000	\$ 0	\$ 115,000	\$ 575,000	\$ 650,000	\$ 425,000	\$ 0	\$ 3,770,000
2042	\$ 0	\$ 0	\$ 50,000	\$ 120,000	\$ 0	\$ 2,154,500	\$ 650,000	\$ 0	\$ 0	\$ 2,974,500
2043	\$ 55,000	\$ 0	\$ 289,300	\$ 0	\$ 0	\$ 455,000	\$ 650,000	\$ 63,000	\$ 0	\$ 1,512,300
2044	\$ 20,000	\$ 0	\$ 0	\$ 20,000	\$ 0	\$ 750,800	\$ 650,000	\$ 0	\$ 0	\$ 1,440,800
2045	\$ 80,000	\$ 0	\$ 516,000	\$ 0	\$ 0	\$ 250,000	\$ 650,000	\$ 0	\$ 0	\$ 1,496,000
2046	\$ 55,000	\$ 0	\$ 115,000	\$ 0	\$ 0	\$ 350,000	\$ 650,000	\$ 40,000	\$ 0	\$ 1,210,000
2047	\$ 30,000	\$ 0	\$ 31,000	\$ 25,000	\$ 20,000	\$ 472,000	\$ 650,000	\$ 0	\$ 0	\$ 1,228,000
2048	\$ 0	\$ 0	\$ 714,000	\$ 5,000	\$ 138,000	\$ 262,000	\$ 150,000	\$ 0	\$ 0	\$ 1,269,000
2049	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 750,000	\$ 0	\$ 425,000	\$ 0	\$ 1,175,000
Total	\$ 1,060,000	\$ -	\$ 34,154,200	\$ 461,400	\$ 2,236,000	\$ 25,141,900	\$ 18,711,700	\$ 2,563,000	\$ -	\$ 84,328,200

*Figures represent 2020 dollars and do not include inflation or carryover items, which are considered on the 30-year Funding Plan.*

**STAFF REPORT**

DATE: August 5, 2019  
FOR: GRF Board of Directors  
SUBJECT: 2020 Capital Plan Proposals

**RECOMMENDATION**

Staff recommends the Board approve equipment and project concepts identified below as planned reserve expenditures for 2019.

**BACKGROUND**

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

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

The Five-Year Capital Improvement Plan (CIP) is reflected in Table 1 below. Funding for the CIP will occur each year as part of the business planning process.

Table 1

	Proposed 2020	Estimated 2021	Estimated 2022	Estimated 2023	Estimated 2024
CIP Total	\$5,952,800	\$8,750,700	\$5,863,600	\$10,765,800	\$10,540,500

## **DISCUSSION**

The proposed reserve expenditures for 2020 totals \$5,952,800 as summarized below. This report provides a brief description of each project proposed for funding in the upcoming budget year, divided into the categories commensurate with the location of the projects and presented in descending cost order.

Description	Equipment	Facilities	Total
<b>Vehicles</b>			<b>\$2,109,000</b>
Replacement:			
Tub Grinder	\$650,000	-	\$650,000
Pickups (9)	\$374,000	-	\$374,000
Telehandler Lifts (2)	\$210,000	-	\$210,000
Backhoe	\$120,000	-	\$120,000
Utility Vehicles (8)	\$120,000	-	\$120,000
Stake Bed Truck	\$110,000	-	\$110,000
Brush Grinder/Chipper	\$94,000	-	\$94,000
Security Vehicles (2)	\$64,000	-	\$64,000
Van	\$35,000	-	\$35,000
Steam Roller	\$10,000	-	\$10,000
Subtotal			\$1,787,000
Added:			
Add: Electric/Hybrid Vehicles (4)	\$150,000	-	\$150,000
Add: Telescopic Boom Lift	\$110,000	-	\$110,000
Add: Security Vehicle	\$32,000	-	\$32,000
Add: Van	\$30,000	-	\$30,000
Subtotal			\$322,000

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

REPLACEMENTS: Staff evaluated the fleet and recommends funding of \$1,787,000 for the vehicle replacements noted above. The equipment is used by various departments to transport crews and equipment to job sites and to perform work.

ADDITIONS: Funding of \$322,000 is proposed for new vehicles to support General Services, Maintenance and Construction, Recreation, and Security.

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

Description	Equipment	Facilities	Total
<b>Paving</b>			<b>\$1,011,700</b>
Asphalt Paving and Sealcoat Programs	-	\$811,700	\$811,700
Parkway Concrete Repairs	-	\$200,000	\$200,000

GRF streets and parking lots provide residents vehicular access to their manors and facilities within the Community. The anticipated serviceable life of the new pavement is estimated to be 25 years, determined by Staff. The proposed Asphalt Paving and Sealcoat budget is \$811,700 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 will provide for approximately 1.1 million SF of sealcoat.

In coordination with the paving, Staff has identified concrete areas that require repair or replacement. With proposed funding of \$200,000, the Parkway Concrete 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 requisite 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
<b>Lighting</b>			<b>\$500,000</b>
Maintenance Parking Lot Lighting	-	\$250,000	\$250,000
LED Walkway Lighting - CH 1,2,3,4 & 5	-	\$200,000	\$200,000
Tennis Court LED Lighting	-	\$50,000	\$50,000

Funding of \$500,000 is recommended for a variety of lighting projects, including replacement of temporary rental lighting in the Maintenance Parking Lot, replacement of existing Walkway Lighting around Clubhouses and improved efficiency of Tennis Court lighting.

Description	Equipment	Facilities	Total
<b>Security</b>			<b>\$435,000</b>
Shepherd's Crook - Gate 3	-	\$240,000	\$240,000
Transfer Switches for CH 4 & CH 6	\$100,000	-	\$100,000
Clubhouse Camera Installation	\$75,000	-	\$75,000
Portable Radios	\$10,000	-	\$10,000
Speed Monitoring Devices (2)	\$10,000	-	\$10,000

Funding of \$240,000 is recommended for the replacement of approximately 1,885 LF of new Shepherd's Crook to replace existing barbed wire fencing along Gate 3 entrance gate. The City of Laguna Woods discontinued the use of barbed wire in perimeter barriers in 2017.

Funding of \$100,000 is recommended for the installation of Transfer Switches located at Clubhouses 4 and 6, in anticipation of 2021 installation of Emergency Generators at those clubhouses as part of a comprehensive Disaster Preparedness Plan.

Funding of \$75,000 is recommended for the addition of Surveillance Cameras at various facilities including clubhouses, tennis center, pickleball, lawn bowling, archery, mini-gym, fitness storage rooms and building entries. Cameras would yield an improved service level by providing a safer clubhouse environment.

Funding of \$10,000 is recommended for replacement and upgrade of existing ten to 15-year old radio equipment. New two-way Portable Radios that are both digital/analog will provide increased efficiencies to the community. Enhanced dispatch capabilities will provide dispatchers a visual map display showing each officer's identify and location, which will assist in dispatching the closest unit to an incident. Additionally, the digital component of the radio will provide better clarity in receiving and transmitting information.

Funding of \$10,000 is recommended for the replacement of two Speed Monitoring Devices. The Security Division is down to one remaining device. These solar-powered units combine a police traffic radar unit with a 12" LED display panel that shows approaching drivers what their current speed is. They serve as a deterrent to speeding vehicles, reduce traffic collisions and promote safe driving.

Description	Equipment	Facilities	Total
<b>Broadband Services</b>			<b>\$420,000</b>
Set Top Boxes	\$300,000	-	\$300,000
Head End UPS and Power Conditioner	\$120,000	-	\$120,000

Funding is proposed annually for the purchase of set top boxes to support cable television services. To date, approximately 9,800 set top boxes have been installed, which generated approximately \$1,694,000 in rental revenue in 2018. Staff estimates additional subscribers because of the removal of analog services. 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.

Funding of \$120,000 is recommended to replace the Head End UPS and Power Conditioner. The current headend cable plant is approximately 20 years old. The current system has been at the end of its useful life for many years. With the recent advancement in battery technology, it is recommended that the existing system be replaced with a modernized system that will help reduce power consumption, increase battery backup time and drive down overall operating cost.

Description	Equipment	Facilities	Total
<b>Landscape</b>			<b>\$347,000</b>
Centralized Irrigation System	\$100,000	-	\$100,000
48" Lazer Lawn Mowers (5)	\$65,000	-	\$65,000
Mini Skid-Steer Loaders (2)	\$40,000	-	\$40,000
Utility Tractor w/ Loader (2)	\$36,000	-	\$36,000

Mowers w/ Catch Basket (2)	\$35,000	-	\$35,000
Mini Skid-Steer Trencher	\$26,000	-	\$26,000
Root Cutter	\$16,000	-	\$16,000
60" Lazer Lawn Mower	\$14,000	-	\$14,000
Hydraulic Sprayer	\$10,000	-	\$10,000
Gas Power Sprayer	\$5,000	-	\$5,000

The current Centralized Irrigation System was installed in 2001. The current system cannot be utilized to track problems in the field, requiring staff to physically visit every system to verify functionality. The Landscape Services Department is recommending replacement of the system over the course of five years, at \$100,000 funding in 2020 and the balance over the next four years beginning in 2021.

Funding of \$247,000 is included to replace a variety of mowers and miscellaneous landscaping equipment that requires rebuilding or replacement due to age.

Description	Equipment	Facilities	Total
<b>Other GRF Equipment &amp; Facilities</b>			<b>\$180,000</b>
Charging Stations	-	\$75,000	\$75,000
Equestrian Turf Renovation	-	\$50,000	\$50,000
Gymnasium Wall Padding	-	\$45,000	\$45,000
Lawn Bowling Patio Furniture	\$10,000	-	\$10,000

Funding of \$75,000 is recommended for five dual-pump Charging Stations at the Service Center. As GRF transitions toward the use of alternative fuel vehicles, a number of vehicles located in the Service Center require Electric Vehicle (EV) Charging Stations.

Funding of \$50,000 is recommended for renovation of Equestrian Turf. The age and condition of the existing turf has resulted in uneven and unsightly turf, which diminishes the appeal and safety of the facility regularly utilized for special events.

Funding of \$45,000 is recommended to replace and add safety padding in the Clubhouse 1 gymnasium to enhance conditions for activities such as pickleball, badminton and volleyball.

Funding of \$10,000 is recommended for replacement of existing tables, chairs and trash cans around the lawn bowling greens for a more uniform appearance.

Description	Equipment	Facilities	Total
<b>Miscellaneous Projects/Equipment</b>			<b>\$175,000</b>
Miscellaneous Projects	-	\$125,000	\$125,000
Miscellaneous Equipment	\$50,000	-	\$50,000

Funding of \$125,000 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 \$50,000 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
<b>Computers</b>			<b>\$166,000</b>
MS Office Productivity Suite	\$150,000	-	\$150,000
Dayforce - Benefits Open Enrollment Module Implement	\$9,000	-	\$9,000
Dayforce - Onboarding Module Implementation	\$7,000	-	\$7,000

Funding of \$150,000 is included for the upgrade of the Microsoft Office Productivity Suite. This will replace the MS Office 2010 licensing and will bring the suite of products in a more current state in order to have access to some of the newer features and security offered in the 2019 version. Microsoft support for Office 2010 is approaching End of Life in 2020.

Two Dayforce modules were purchased but not yet implemented as part of the HRIS system. Funding for Benefits Open Enrollment Module Implementation of \$9,000 will allow employees to have access to their current benefits and make appropriate year end changes without holding extensive employee meetings and printing unnecessary paper forms. Funding the Onboarding Module Implementation of \$7,000 will decrease administrative time during the recruitment and hiring process, foster a culture of engagement, and increase accuracy in transition from candidate to new hire.

Description	Equipment	Facilities	Total
<b>Community Center</b>			<b>\$145,000</b>
Community Center Stucco Flashing Replacement		\$120,000	\$120,000
Community Center Parking Study	-	\$25,000	\$25,000

The Laguna Woods Village Community Center is a 60,000 square foot commercial building constructed in 2001 and occupied by Laguna Woods Village board members, residents and Village Management Services staff. Funding of \$120,000 is recommended for replacement of the Stucco Flashing necessitated by continual rain leaks, which can be contributed to faulty flashing or a failing stucco system. The Maintenance Department has been treating moisture intrusion from rain for the past two years. Funding of \$25,000 is recommended to retain a consultant for a parking study to assist in future decisions related to the utilization of the Community Center.



Description	Equipment	Facilities	Total
<b>Clubhouse 4</b>			<b>\$141,000</b>
CH 4 Chairs Bench Top	\$35,600	-	\$35,600
CH 4 Lapidary Exhaust Vent	-	\$30,000	\$30,000
CH 4 Work Shop Chairs	\$26,800	-	\$26,800
CH 4 Metal Roof Cover	-	\$25,000	\$25,000
CH 7 Commercial Dishwasher	-	\$13,200	\$13,200
CH 7 Sound System	\$10,400	-	\$10,400

Clubhouse 4 is the arts and crafts center of the Village, with many specialty offerings including Saddleback College Emeritus classes.

Funding of \$35,600 is proposed for workshop bench height chairs, necessitated by the age of the current chairs.

Funding of \$30,000 is recommended for the addition of a Lapidary Exhaust Vent. There is no existing exhaust system in place.

Funding of \$26,800 is proposed for replacement of aging chairs at various workshops.

Funding of \$25,000 is recommended for roofing the Outside Raku firing area which currently is exposed to the elements. The funding will also cover removal of the dust collection equipment previously used for the old grinding room.

Funding of \$13,200 is included for replacement of old flooring in the sewing room. Replacement is necessitated by the water main break in 2017 and will include sealing of the concrete floor underneath to prevent continued bumps and residue coming to the surface.

Funding for \$10,400 is recommended for the replacement of 16 sewing machines with newer features that facilitate all sewing and quilting needs.

Description	Equipment	Facilities	Total
<b>Golf Facilities</b>			<b>\$128,000</b>
Mower - Riding Tee	\$40,000	-	\$40,000
Greens Aerator	\$30,000	-	\$30,000
Tow-Behind Spreader	\$18,000	-	\$18,000
Turbine Blower	\$15,000	-	\$15,000
Collection Mower	\$15,000	-	\$15,000
Golf Turf Equipment Lift	\$10,000	-	\$10,000

The 27-Hole Golf Course is one of the most widely used amenities at Laguna Woods Village, with approximately 130,000 rounds of golf played each year. To maintain the aesthetic appeal and functionality of the golf courses and driving range, the Golf Maintenance crew relies on specialized

equipment to address specific maintenance needs. Funding of \$118,000 is proposed for the replacement of mowers, aerators, spreader and blower which have exceeded their useful life.

Funding of \$10,000 is recommended for the addition of a Golf Equipment Lift. This machine allows the golf maintenance mechanic to work standing up, instead of sitting, stooping and laying on cold concrete, thus resulting in more expedient repairs.

Description	Equipment	Facilities	Total
<b>Clubhouse 7</b>			<b>\$78,100</b>
CH 7 Coat/Storage Remodel	-	\$25,000	\$25,000
CH 7 Lobby Furniture	\$15,000	-	\$15,000
CH 7 Commercial Appliances	\$15,000	-	\$15,000
CH 7 Patio Furniture	\$10,000	-	\$10,000
CH 7 Commercial Dishwasher	\$7,000	-	\$7,000
CH 7 Sound System	\$6,100	-	\$6,100

A large number of clubs are in need of storage for their equipment and supplies. Funding of \$25,000 is recommended to remodel the coat room to repurpose as a Storage Room to accommodate more cabinets similar to Clubhouse 2.

Clubhouse 7 includes a high traffic lobby area. The existing furniture is old and dated, and not appropriate for the size and usage of the facility. Funding of \$15,000 is recommended for Lobby Furniture replacement.

Clubhouse 7 commercial appliances including dishwasher have reached the end of their serviceable lives. Funding of \$15,000 is proposed for replacement of commercial appliances and funding of \$7,000 is recommended for replacement of commercial dishwasher.

Funding of \$10,000 is recommended for the replacement of existing Clubhouse 7 Patio Furniture, including tables and chairs. The current furniture was purchased over 13 years ago.

Funding of \$6,100 is proposed for replacement of the original Sound System in both the Ballroom and the Bridge Room to enhance the enjoyment and capabilities of the facility.

Description	Equipment	Facilities	Total
<b>Clubhouse 6</b>			<b>\$37,000</b>
CH 6 Video Projector Installation	-	\$30,000	\$30,000
CH 6 Commercial Dishwasher	\$7,000	-	\$7,000

Funding of \$30,000 is proposed for a built-in Video Projector at Clubhouse 6. This facility has experienced an increase in events requiring video projection. Currently staff will setup the portable projector in the middle of the room, which requires elimination of tables and power cords running across the floor.

Clubhouse 6 commercial dishwasher has reached the end of its serviceable life. Funding of \$7,000 is recommended for replacement.

Description	Equipment	Facilities	Total
<b>Aquatics</b>			<b>\$30,000</b>
CH 1 Pool & Spa Plastering	-	\$30,000	\$30,000

Re-plastering of Clubhouse 1 Pool and Spa is recommended with funding of \$30,000.

Description	Equipment	Facilities	Total
<b>Clubhouse 2</b>			<b>\$30,000</b>
CH 2 Lawn Bowling Roof	\$30,000	-	\$30,000

Funding of \$30,000 is recommended for the replacement of the Clubhouse 2 Lawn Bowling building. The Lawn Bowling Club hosts events and tournaments all throughout the year, with nearly 4,400 people attending functions in 2018. The current roof will be 20 years old in 2020; industry standard for useful life of this type of roof is 16-20 years.

Description	Equipment	Facilities	Total
<b>Clubhouse 5</b>			<b>\$20,000</b>
CH 5 Patio Furniture/Benches	\$20,000	-	\$20,000

The current patio furniture, benches, patio table, and chairs at Clubhouse 5 were purchased over 20 years ago and are in need of replacement. Funding of \$20,000 is recommended.

**Prepared By:** Jeff Parker, Chief Executive Officer

**Reviewed By:** Betty Parker, Chief Financial Officer  
Siobhan Foster, Chief Operating Officer

**Attachment(s):**

ATT1 – Proposed 2020 Capital Plan Items

ATT2 – GRF Five-Year Capital Improvement Plan

**PROPOSED 2020 CAPITAL PLAN ITEMS**

	EQUIPMENT	FACILITIES	TOTAL
<b>Vehicles</b>			<b>\$ 2,109,000</b>
Tub Grinder	650,000		650,000
Pickup Trucks (9)	374,000		374,000
Telehandler Lifts (2)	210,000		210,000
Backhoe	120,000		120,000
Utility Vehicles (8)	120,000		120,000
Stake Bed Truck	110,000		110,000
Brush Grinder/Chipper	94,000		94,000
Security Vehicles (2)	64,000		64,000
Van	35,000		35,000
Steam Roller	10,000		10,000
Add: Electric/Hybrid Vehicles (4)	150,000		150,000
Add: Telescopic Boom Lift	110,000		110,000
Add: Security Vehicle	32,000		32,000
Add: Van	30,000		30,000
<b>Paving</b>			<b>1,011,700</b>
Asphalt Paving and Sealcoat Programs		811,700	811,700
Parkway Concrete Repairs		200,000	200,000
<b>Lighting</b>			<b>500,000</b>
Maintenance Parking Lot Lighting		250,000	250,000
LED Walkway Lighting - CH 1,2,3,4 & 5		200,000	200,000
Tennis Court LED Lighting		50,000	50,000
<b>Security</b>			<b>435,000</b>
Shepherd's Crook - Gate 3	-	240,000	240,000
Transfer Switches for CH 4 & CH 6	100,000		100,000
Clubhouse Camera Installation	75,000		75,000
Portable Radios	10,000		10,000
Speed Monitoring Devices (2)	10,000		10,000
<b>Broadband Services</b>			<b>420,000</b>
Set Top Boxes	300,000		300,000
Head End UPS and Power Conditioner	120,000		120,000
<b>Landscape</b>			<b>347,000</b>
Centralized Irrigation System	100,000		100,000
48" Lazer Lawn Mowers (5)	65,000		65,000
Mini Skid-Steer Loaders (2)	40,000		40,000
Utility Tractor w/ Loader (2)	36,000		36,000
Mowers w/ Catch Basket (2)	35,000		35,000
Mini Skid-Steer Trencher	26,000		26,000
Root Cutter	16,000		16,000
60" Lazer Lawn Mower	14,000		14,000
Hydraulic Sprayer	10,000		10,000
Gas Power Sprayer	5,000		5,000
<b>Other GRF Equipment &amp; Facilities</b>			<b>180,000</b>
Charging Stations		75,000	75,000
Equestrian Turf Renovation		50,000	50,000
Gymnasium Wall Padding		45,000	45,000
Lawn Bowling Patio Furniture	10,000		10,000



## PROPOSED 2020 CAPITAL PLAN ITEMS

	EQUIPMENT	FACILITIES	TOTAL
<b>Miscellaneous Projects/Equipment</b>			<b>175,000</b>
Miscellaneous Projects		125,000	125,000
Miscellaneous Equipment	50,000		50,000
<b>Computers</b>			<b>166,000</b>
MS Office Productivity Suite	150,000		150,000
Dayforce - Open Enrollment Module	9,000		9,000
Dayforce - Onboarding Module	7,000		7,000
<b>Community Center</b>			<b>145,000</b>
Community Center Stucco Flashing		120,000	120,000
Community Center Parking Study		25,000	25,000
<b>Clubhouse 4</b>			<b>141,000</b>
CH 4 Bench Top Chairs	35,600		35,600
CH 4 Lapidary Exhaust Vent		30,000	30,000
CH 4 Workshop Chairs	26,800		26,800
CH 4 Metal Roof Cover		25,000	25,000
CH 4 Sewing Room Flooring		13,200	13,200
CH 4 Sewing Machines (16)	10,400		10,400
<b>Golf Facilities</b>			<b>128,000</b>
Mower - Riding Tee	40,000		40,000
Greens Aerator	30,000		30,000
Tow-Behind Spreader	18,000		18,000
Turbine Blower	15,000		15,000
Collection Mower	15,000		15,000
Turf Equipment Lift	10,000		10,000
<b>Clubhouse 7</b>			<b>78,100</b>
CH 7 Coat/Storage Remodel		25,000	25,000
CH 7 Lobby Furniture	15,000		15,000
CH 7 Commercial Appliances	15,000		15,000
CH 7 Patio Furniture	10,000		10,000
CH 7 Commercial Dishwasher	7,000		7,000
CH 7 Sound Systems	6,100		6,100
<b>Clubhouse 6</b>			<b>37,000</b>
CH 6 Video Projector Installation		30,000	30,000
CH 6 Commercial Dishwasher	7,000		7,000
<b>Aquatics</b>			<b>30,000</b>
CH 1 Pool & Spa Plastering		30,000	30,000
<b>Clubhouse 2</b>			<b>30,000</b>
CH 2 Lawn Bowling Roof		30,000	30,000
<b>Clubhouse 5</b>			<b>20,000</b>
CH 5 Patio Furniture/Benches	20,000		20,000
<b>TOTAL</b>	<b>\$3,577,900</b>	<b>\$2,374,900</b>	<b>\$5,952,800</b>

# GOLDEN RAIN FOUNDATION 5 YEAR CAPITAL IMPROVEMENT PLAN

Category/Fund/Description	2020	2021	2022	2023	2024	Total
<b>Aquatics</b>						
<b>Equipment Fund</b>						
CH 2 Pool 2 Blanket	\$	-	\$ 6,500	\$	-	\$ 6,500
CH 5 Pool Heaters	\$	-	\$	-	\$ 18,000	\$ 18,000
<b>Facility Fund</b>						
CH 1 Pool & Spa Plastering	\$	30,000	\$	-	\$ 100,000	\$ 130,000
CH 2 Pool Deck	\$	-	\$	-	\$ 20,000	\$ 20,000
Pool Solar Heaters	\$	-	\$	-	\$ 210,000	\$ 210,000
<b>Aquatics Total</b>	<b>\$</b>	<b>30,000</b>	<b>\$ 6,500</b>	<b>\$</b>	<b>310,000</b>	<b>\$ 384,500</b>
<b>Broadband Services</b>						
<b>Equipment Fund</b>						
Board Room Cameras & Equipment	\$	-	\$	-	\$ 100,000	\$ 100,000
Broadband Fiber Network Calibration	\$	-	\$	-	\$ 105,000	\$ 105,000
Broadband Flooring and Work Stations	\$	-	\$ 23,000	\$	-	\$ 23,000
Broadband Headend UPS & Power Conditioner	\$	120,000	\$	-	-	\$ 120,000
Broadband Infrastructure	\$	-	\$ 250,000	\$	250,000	\$ 1,000,000
Broadband Set Top Boxes	\$	300,000	\$	300,000	\$ 300,000	\$ 1,500,000
Broadband Signal Receivers and Transcoders	\$	-	\$	25,000	\$	\$ 25,000
Broadband UPS Battery for Power Supplies	\$	-	\$	22,000	\$	\$ 22,000
Encoder/Ad Insertion Equipment	\$	-	\$	100,000	\$	\$ 100,000
ENG Camera	\$	-	\$ 15,000	\$	-	\$ 15,000
Remote Broadcast Cameras at CHs	\$	-	\$	-	\$ 100,000	\$ 100,000
Village Television Studio Equipment	\$	-	\$ 17,500	\$	17,500	\$ 52,500
<b>Broadband Services Total</b>	<b>\$</b>	<b>420,000</b>	<b>\$ 588,000</b>	<b>\$ 614,500</b>	<b>\$ 872,500</b>	<b>\$ 3,162,500</b>
<b>Clubhouses</b>						
<b>Equipment Fund</b>						
Built in Projector For The Main Lounge	\$	-	\$ 20,000	\$	-	\$ 20,000
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 Drop in Lounge (Equipment)	\$	-	\$ 15,000	\$	-	\$ 15,000
CH 1 Fountain Equipment	\$	-	\$ 6,000	\$	-	\$ 6,000
CH 1 Main Lounge Sound System	\$	-	\$ 40,000	\$	-	\$ 40,000
CH 1 Pool & Locker Rm Shower Heaters	\$	-	\$ 100,000	\$	-	\$ 100,000
CH 2 Commercial Appliances	\$	-	\$	-	\$ 25,000	\$ 25,000
CH 4 16 sewing machines	\$	10,400	\$	-	\$	\$ 10,400
CH 4 Chairs bench top	\$	35,600	\$	-	\$	\$ 35,600
CH 4 Stackable Work Shop Chairs	\$	26,800	\$	-	\$	\$ 26,800
CH 4 Wood Lathe	\$	-	\$ 8,000	\$	-	\$ 8,000

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# GOLDEN RAIN FOUNDATION

	CH 5 Commercial Pool Equipment/pumps	\$ -	-	\$ -	-	\$ -	-	\$ 25,000	\$ -	\$ 25,000	
	CH 5 outside patio furniture / benches	\$ 20,000	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ 20,000	
	CH 5 Portable Stages	\$ -	\$ 5,000	\$ -	-	\$ -	-	\$ -	-	\$ 5,000	
	CH 5 Projector & screen	\$ -	\$ -	\$ 15,000	\$ -	\$ -	-	\$ -	-	\$ 15,000	
	CH 5 Sound Board	\$ -	\$ -	\$ -	-	\$ -	-	\$ -	\$ 7,000	\$ 7,000	
	CH 5 Stage Lighting - Dimmer Rack	\$ -	\$ 10,000	\$ -	-	\$ -	-	\$ -	-	\$ 10,000	
	CH 6 Commercial Dishwasher	\$ 7,000	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ 7,000	
	CH 6 Sound System	\$ -	\$ -	\$ -	-	\$ 10,000	\$ -	\$ -	-	\$ 10,000	
	CH 7 Lobby Furniture	\$ 15,000	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ 15,000	
	CH 7 Commercial Appliances	\$ 15,000	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ 15,000	
	CH 7 Commercial Dishwasher	\$ 7,000	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ 7,000	
	CH 7 Patio Furniture	\$ 10,000	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ 10,000	
	CH7 Sound System	\$ 6,100	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ 6,100	
	Clubhouse Camera Installation 1,2,5,6, 7 and Additiona Facilities	\$ 75,000	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ 75,000	
	Facility Fund										
	CH 1 Assessment / Renovation	\$ -	\$ 500,000	\$ -	-	\$ 5,000,000	\$ 5,000,000	\$ -	\$ 5,000,000	\$ 10,500,000	
	CH 1 Fountain Replaster & Tile	\$ -	\$ -	\$ -	-	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 15,000	
	CH 2 Annex Building Assessment / Renovation	\$ -	\$ -	\$ -	-	\$ 50,000	\$ 100,000	\$ 100,000	\$ -	\$ 150,000	
	CH 2 Lawn Bowling Re-roof	\$ 30,000	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ 30,000	
	CH 4 Assessment / Renovation	\$ -	\$ -	\$ -	-	\$ -	-	\$ 80,000	\$ 80,000	\$ 80,000	
	CH 4 Expanded Community Gathering Area	\$ -	\$ 100,000	\$ -	-	\$ -	-	\$ -	-	\$ 100,000	
	CH 4 Lapidary Exhaust Vent	\$ 30,000	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ 30,000	
	CH 4 Lounge renovation	\$ -	\$ -	\$ 75,000	\$ -	\$ -	-	\$ -	-	\$ 75,000	
	CH 4 Metal roof cover	\$ 25,000	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ 25,000	
	CH 4 Sewing Room Flooring	\$ 13,200	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ 13,200	
	CH 6 Assessment / Renovation	\$ -	\$ -	\$ 50,000	\$ -	\$ -	-	\$ -	-	\$ 50,000	
	CH 6 Video Projector & Installation	\$ 30,000	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ 30,000	
	CH 7 Assessment / Renovation	\$ -	\$ -	\$ -	-	\$ 80,000	\$ -	\$ -	-	\$ 80,000	
	CH 7 Coat/Storage remodel	\$ 25,000	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ 25,000	
	CH 7 HVAC System	\$ -	\$ 175,000	\$ -	-	\$ -	-	\$ -	-	\$ 175,000	
	CH 7 Tennis Center Interior Renovation	\$ -	\$ 50,000	\$ -	-	\$ -	-	\$ -	-	\$ 50,000	
	LED Walkway Lighting at CH 1,2,3,4 & 5	\$ 200,000	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ 200,000	
	Main Lounge Chandeliers	\$ -	\$ 50,000	\$ -	-	\$ -	-	\$ -	-	\$ 50,000	
	PAC Renovation	\$ -	\$ 2,000,000	\$ -	-	\$ -	-	\$ -	-	\$ 2,000,000	
	Clubhouses Total	\$ 581,100	\$ 3,173,000	\$ 140,000	\$ 5,205,000	\$ 5,187,000	\$ 5,187,000	\$ 14,286,100			
	Computers										
	Equipment Fund										
	CAD Format Plotter	\$ -	\$ 8,000	\$ -	-	\$ -	-	\$ 8,000	\$ 8,000	\$ 16,000	
	Community WIFI Hotspots - RUCKS	\$ -	\$ -	\$ -	-	\$ 60,000	\$ -	\$ -	-	\$ 60,000	
	Day Force - Benefits Open Enrollment Module Implementation	\$ 9,000	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ 9,000	

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

Day Force - Onboarding Module Implementation	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000
Financial Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
Fleet Management Software	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Microsoft Office Productivity Suite	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
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	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
<b>Computers Total</b>	<b>\$ 166,000</b>	<b>\$ 928,000</b>	<b>\$ 720,000</b>	<b>\$ 60,000</b>	<b>\$ 1,008,000</b>	<b>\$ 2,882,000</b>			
<b>Fitness</b>									
<b>Equipment Fund</b>									
CH 1 Elliptical Trainers	\$ -	\$ -	\$ 22,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,100
CH 1 Recumbent Cross Trainer	\$ -	\$ -	\$ -	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000
CH 1 Treadmills	\$ -	\$ 27,000	\$ 27,000	\$ 27,000	\$ -	\$ -	\$ -	\$ 27,000	\$ 108,000
<b>Facility Fund</b>									
CH 1 Fitness Center HVAC	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
CH 1 Fitness Flooring	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
<b>Fitness Total</b>	<b>\$ -</b>	<b>\$ 92,000</b>	<b>\$ 49,100</b>	<b>\$ 44,000</b>	<b>\$ 27,000</b>	<b>\$ 212,100</b>			
<b>Golf Facilities</b>									
<b>Equipment Fund</b>									
Bowling Greens Roller	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000
Buffalo Turbine Blower	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
Chemical Sprayer	\$ -	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
Collection Mower	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
Core Processor	\$ -	\$ -	\$ 32,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,000
Golf Patio Furniture	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Golf Turf Equipment Lift	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Greens Aerator	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Irrigation Component; 250 Saddles	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Irrigation System Components; Heads	\$ -	\$ -	\$ 115,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 115,000
Mower - Riding Greens	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Mower - Riding Tee	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Mowers - Fairway	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Par Three Course Irrigation Renovation	\$ -	\$ -	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000
Pond Aerator	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000	\$ 10,000
Rough Mower, GM 3100	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000	\$ 45,000
Rough Mower; ReelMaster7000, #2	\$ -	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85,000
Tow Behind Top Dresser	\$ -	\$ -	\$ 27,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,000
Tow-Behind Spreader	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,000
VG - Lounge Furniture	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000	\$ 10,000

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# GOLDEN RAIN FOUNDATION

# 5 YEAR CAPITAL IMPROVEMENT PLAN

VG - Water and Ice Machine	\$	-	\$	-	\$	-	\$	-	\$	-	\$	8,000
Facility Fund												
Golf Course Starter Shacks	\$	-	\$	-	\$	200,000	\$	-	\$	-	\$	200,000
VG - HVAC System	\$	-	\$	30,000	\$	-	\$	-	\$	-	\$	30,000
VG - Renovation	\$	-	\$	-	\$	-	\$	-	\$	-	\$	600,000
Golf Facilities Total	\$	128,000	\$	207,000	\$	1,379,000	\$	55,000	\$	673,000	\$	2,442,000
Landscape												
Equipment Fund												
48" Laser Lawn Mowers w/Mulch Kits (5)	\$	65,000	\$	-	\$	-	\$	-	\$	-	\$	65,000
60" Lazer Mower w/Mulch Kit	\$	14,000	\$	-	\$	-	\$	-	\$	-	\$	14,000
Centralized Irrigation System	\$	100,000	\$	200,000	\$	200,000	\$	200,000	\$	300,000	\$	1,000,000
Gas Power Sprayer Honda	\$	5,000	\$	-	\$	-	\$	-	\$	-	\$	5,000
Hydraulic Sprayer John Bean	\$	10,000	\$	-	\$	-	\$	-	\$	-	\$	10,000
Laser Lawn Mowers (10)	\$	-	\$	-	\$	-	\$	-	\$	90,000	\$	90,000
Laser Lawn Mowers (5)	\$	-	\$	-	\$	-	\$	60,000	\$	-	\$	60,000
Mini Skid Steer Trencher 07	\$	-	\$	-	\$	20,000	\$	-	\$	-	\$	20,000
Mini Skid Steer Trencher Dingo 2000	\$	26,000	\$	-	\$	-	\$	-	\$	-	\$	26,000
Mini Skid-Steer Loader (2) P2788 P2789 rblt 2013	\$	-	\$	37,200	\$	-	\$	-	\$	-	\$	37,200
Mini Skid-Steer Loaders (2) Dingo 323	\$	40,000	\$	-	\$	-	\$	-	\$	-	\$	40,000
Navigator Mowers - Walkers (2)	\$	35,000	\$	-	\$	-	\$	-	\$	-	\$	35,000
Root Cutter Dosco	\$	16,000	\$	-	\$	-	\$	-	\$	-	\$	16,000
Utility Tractor w/Loader Kubota BX1880T54	\$	36,000	\$	-	\$	-	\$	-	\$	-	\$	36,000
Landscape Total	\$	347,000	\$	237,200	\$	220,000	\$	260,000	\$	390,000	\$	1,454,200
Other Equipment												
Equipment Fund												
Arena Groomer/Planer	\$	-	\$	5,000	\$	-	\$	-	\$	-	\$	5,000
Hot Walker/Horse Conditioner	\$	-	\$	-	\$	-	\$	-	\$	15,000	\$	15,000
Lawn Bowling Patio Furniture	\$	10,000	\$	-	\$	-	\$	-	\$	-	\$	10,000
Lawn Bowling Shade Covers	\$	-	\$	-	\$	30,000	\$	-	\$	-	\$	30,000
Miscellaneous Equipment	\$	50,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	450,000
Sun Shades	\$	-	\$	-	\$	5,000	\$	-	\$	-	\$	5,000
Other Equipment Total	\$	60,000	\$	105,000	\$	135,000	\$	100,000	\$	115,000	\$	515,000
Other GRF Facilities												
Facility Fund												
Automatic Lighting Controls	\$	-	\$	-	\$	-	\$	-	\$	100,000	\$	100,000
Broadband HVAC System	\$	-	\$	-	\$	200,000	\$	-	\$	-	\$	200,000
Building E Renovation	\$	-	\$	187,000	\$	-	\$	-	\$	-	\$	187,000
CH 1 Gymnasium Safety Wall Padding	\$	45,000	\$	-	\$	-	\$	-	\$	-	\$	45,000
Charging Stations - Service Center	\$	75,000	\$	-	\$	-	\$	-	\$	-	\$	75,000
Community Center 2nd Floor Carpeting	\$	-	\$	190,000	\$	-	\$	-	\$	-	\$	190,000

# GOLDEN RAIN FOUNDATION

	Community Center Building/Site Renovation	\$	-	\$	-	\$	-	\$	1,660,000	\$	-	\$	1,660,000		
	Community Center Parking Study	\$	25,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	25,000
*	Community Center Stucco Flashing Replacement	\$	120,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	120,000
	Equipment Covered Shelter-Landscape	\$	-	\$	80,000	\$	-	\$	-	\$	-	\$	-	\$	80,000
	Garden Center 2 Renovation	\$	-	\$	200,000	\$	-	\$	-	\$	-	\$	-	\$	200,000
	Historical Society Bldg/Site Renovate	\$	-	\$	-	\$	-	\$	80,700	\$	-	\$	-	\$	80,700
	Library Bldg/Site Renovation	\$	-	\$	-	\$	-	\$	170,600	\$	-	\$	-	\$	170,600
	Maintenance Parking Lot Safety Lights	\$	250,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	250,000
**	Miscellaneous Projects	\$	125,000	\$	250,000	\$	250,000	\$	250,000	\$	250,000	\$	250,000	\$	1,125,000
*	Renovation of Equestrian Turf	\$	50,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	50,000
	Replacement & Painting of Wooden Aspects of Building	\$	-	\$	-	\$	-	\$	18,000	\$	-	\$	-	\$	18,000
	Replacement of Large Arena Footing	\$	-	\$	-	\$	10,000	\$	-	\$	-	\$	-	\$	10,000
	Siding/Enclosure of Hay Barn	\$	-	\$	8,000	\$	-	\$	-	\$	-	\$	-	\$	8,000
	Tennis Court LED Technology Re-Lighting	\$	50,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	50,000
	Tennis court resurfacing	\$	-	\$	-	\$	28,000	\$	-	\$	-	\$	-	\$	28,000
	Trail System Renovation	\$	-	\$	10,000	\$	-	\$	-	\$	-	\$	-	\$	10,000
	Vehicle Maintenance HVAC	\$	-	\$	-	\$	60,000	\$	-	\$	-	\$	-	\$	60,000
	Wooden Fencing & Mounting Block Replacement	\$	-	\$	-	\$	10,000	\$	-	\$	-	\$	-	\$	10,000
	Other GRF Facilities Total	\$	740,000	\$	925,000	\$	558,000	\$	2,179,300	\$	350,000	\$	4,752,300		
	Paving														
	Facility Fund														
	Asphalt Paving and Sealcoat Programs	\$	811,700	\$	500,000	\$	500,000	\$	500,000	\$	500,000	\$	500,000	\$	2,811,700
*	Parkway Concrete Repairs	\$	200,000	\$	150,000	\$	150,000	\$	150,000	\$	150,000	\$	150,000	\$	800,000
*	Paving Total	\$	1,011,700	\$	650,000	\$	650,000	\$	650,000	\$	650,000	\$	650,000	\$	3,611,700
	Security														
	Equipment Fund														
	Emergency Generator Transfer Switch-CH 4	\$	50,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	112,000
	Emergency Generator Transfer Switch-CH 6	\$	50,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	52,000
*	Portable Radios	\$	10,000	\$	-	\$	-	\$	10,000	\$	-	\$	20,000	\$	20,000
*	Speedminders	\$	10,000	\$	5,000	\$	-	\$	-	\$	-	\$	15,000	\$	15,000
	Facility Fund														
	Community Center Emergency Generator	\$	-	\$	350,000	\$	-	\$	-	\$	-	\$	-	\$	350,000
	Security Bldg HVAC System	\$	-	\$	-	\$	65,000	\$	-	\$	-	\$	-	\$	65,000
	Security Bldg Roof Replacement	\$	-	\$	40,000	\$	-	\$	-	\$	-	\$	-	\$	40,000
*	Shepherds Crook	\$	240,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	240,000
	Security Total	\$	360,000	\$	395,000	\$	65,000	\$	10,000	\$	-	\$	894,000		
	Vehicles														
	Equipment Fund														
*	Backhoe (golf course)	\$	120,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	120,000
*	Brush Grinder/Chipper	\$	94,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	94,000

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

	Electric/Hybrid Vehicles (4)	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
	F-350 Trucks (4)	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
	Mule Utility Vehicles (8)	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
	Phase 3 Vehicle Replacements	\$ -	\$ 1,444,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,444,000
	Phase 4 Vehicle Replacements	\$ -	\$ -	\$ 1,333,000	\$ -	\$ -	\$ -	\$ -	\$ 1,333,000
	Phase 5 Vehicle Replacements	\$ -	\$ -	\$ -	\$ 1,225,000	\$ -	\$ -	\$ -	\$ 1,225,000
	Phase 6 Vehicle Replacements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,230,000	\$ -	\$ 1,230,000
	Security Vehicles (3)	\$ 96,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 96,000
	Stake Bed F-350 (2)	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000
	Standard Pick up Truck (6)	\$ 174,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 174,000
	Steam Roller	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	Telehandler Lift (2)	\$ 210,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 210,000
	Telescopic Boom Lift	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000
	Transit Connect (2)	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000
	Tub Grinder	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 650,000
	<b>Vehicles Total</b>	<b>\$ 2,109,000</b>	<b>\$ 1,444,000</b>	<b>\$ 1,333,000</b>	<b>\$ 1,225,000</b>	<b>\$ 1,230,000</b>	<b>\$ 1,230,000</b>	<b>\$ 7,341,000</b>	<b>\$ 7,341,000</b>
	<b>Grand Total</b>	<b>\$ 5,952,800</b>	<b>\$ 8,750,700</b>	<b>\$ 5,863,600</b>	<b>\$ 10,765,800</b>	<b>\$ 10,540,500</b>	<b>\$ 41,937,400</b>	<b>\$ 41,937,400</b>	<b>\$ 41,937,400</b>

\* Replacement

\*\* Replacement and Addition