



## **SPECIAL OPEN MEETING**

### **SPECIAL MEETING OF UNITED BOARD OF DIRECTORS A CALIFORNIA NON-PROFIT MUTUAL BENEFIT CORPORATION**

**Wednesday, September 8, 2021- 9:00 a.m.  
24351 El Toro Road, Laguna Woods, California  
Board Room/Virtual Meeting**

### **NOTICE OF MEETING AND AGENDA**

The purpose of this meeting is to review the proposed 2022 Business Plan – Version 3B

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- 1. Call to Order / Establish Quorum – President Margolis**
- 2. State Purpose of Meeting – President Margolis**
- 3. Acknowledgement Media**
- 4. Approval of Agenda**
- 5. Chair Remarks**
- 6. Open Forum (Three Minutes per Speaker) - *At this time Members only may address the Board of Directors regarding items not on the agenda and within the jurisdiction of this Board of Directors. The Board reserves the right to limit the total amount of time allotted for the Open Forum. Members can join the Zoom Meeting by clicking on the link <https://us06web.zoom.us/j/84048008864> or call (669) 900-6833 using meeting id 84048008864# or email [meeting@vmsinc.org](mailto:meeting@vmsinc.org) to request to speak.***
- 7. Responses to Open Forum Speaker**
- 8. Unfinished Business – None**
- 9. New Business**
  - a. Review proposed 2022 Business Plan – Version 3B**
- 10. Director's Comments**
- 11. Adjournment**



## STAFF REPORT

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**DATE:** September 8, 2021  
**FOR:** Board of Directors  
**SUBJECT:** 2022 Business Plan – Possible Reductions from the 8/12/21 Review

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### **RECOMMENDATION**

Staff recommends the Board approve the proposed 2022 Business Plan – Version 3, as presented at the televised meeting on August 12, 2021, showing a Total Mutual Assessment of \$406.78 per manor per month (PMPM), reflecting a net increase of \$10.40 or 2.7% when compared to current year.

At that meeting the Board directed staff to identify areas where the assessment could be changed to result in a net assessment decrease of \$10.00 PMPM compared to the Version 3 Business Plan. Potential changes are found below.

### **DISCUSSION**

Staff reviewed each account to look for areas that could be changed to reflect an assessment decrease for United and found the following areas for possible reduction. Operating Revenue may be increased by approximately \$120,000, decreasing the assessment by (\$1.58) PMPM, Operating Expenses may be decreased by approximately \$285,000 or (\$3.75) PMPM, and the contribution to the contribution to the Contingency Fund may decrease by approximately \$75,000 or (\$1.00) PMPM.

Further, three options are presented to arrive at the requested \$10.00 PMPM reduction. Under Option A, United would temporarily suspend the PM3Y Preventive Maintenance Program. Under Option B, United would eliminate the contribution to the Contingency Fund for 2022, and under Option C, United would temporarily reduce the Grounds Maintenance program. Details are included below.

### **OPERATING REVENUE (\$1.58) PMPM**

The following revenue areas were identified as having an opportunity to increase the 2022 Operating Revenue.

#### **Damage Restoration (\$0.99) PMPM**

United has a backlog of approximately 220 cases where Damage Restoration was paid by the mutual and may be a chargeable service to an owner. However, for United to be able to pass on the charge to the owner, documentation has to be gathered and a hearing needs to be held.

To that end, United can hire temporary help to prepare packages to address the backlog for the purpose of generating the additional revenue. Staff estimates that if \$75,000 is spent on temporary help to prepare the chargeable service packets, an additional \$150,000 of revenue would be generated. If these changes are incorporated into the 2022 Business Plan, the assessment would decrease by (\$0.99) PMPM.

### **Permits (\$0.33) PMPM**

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Version 3 of the proposed 2022 Business Plan includes a revenue increase in the Permits Department of \$127,000. Staff reassessed recent trends and reconsidered the 2022 increased Permits staffing. Based on the most recent information available, the revenue assumption may be increased by \$25,000, decreasing the assessment by (\$0.33) PMPM.

### **Miscellaneous Revenue (\$0.26) PMPM**

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Revenue can be increased by \$20,000 decreasing the assessment by (\$0.26) PMPM, based on assumption changes in other areas, such as Laundry, Golf Cart Electric Fee, Electric Vehicle Fee, and Recycling Revenue.

## **OPERATING EXPENDITURES (\$3.75) PMPM**

The following expenditure areas were identified as having an opportunity to decrease the 2022 Assessment contribution.

### **Miscellaneous (\$1.44) PMPM**

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Staff reviewed all areas of operations and proposes cuts across several areas, including approximately \$45,000 in materials, \$25,000 in consulting, \$20,000 in water, and about \$20,000 across multiple accounts. Reductions are based on recent experience, and the removal of contingencies. The impact would be a reduction of (\$1.44) PMPM.

### **Legal (\$1.32) PMPM**

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At the August 12, 2021 meeting, the Board specifically suggested reviewing the Legal expense budget. Updating assumptions and removing contingencies, the budget could be decreased by \$100,000. Should unexpected significant expenditures arise, staff would approach the Board for funding.

### **Eliminate Paving Trade Helper (\$0.99) PMPM**

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Version 3 of the Business Plan included the addition of two new staff persons (one for United and one for Third) to help in the Streets and Sidewalks work center and to conduct a portion of the gutter cleaning program using in-house labor. Specifically, the additional staffing would perform gutter cleaning on single story buildings. Gutter cleaning for two- and three-story buildings will continue to be contracted. United can consider cutting their additional staff person assigned to single story gutter cleaning. Although the budget will still have provisions for some outsourced gutter cleaning, less work will be conducted than originally planned, and gutter work

would have to be prioritized. Should unexpected significant need arise, staff would approach the Board for funding.

## CONTINGENCY FUND CONTRIBUTION (\$1.00) PMPM

The Contingency Fund is used for the repair or replacement of mutual assets damaged by uninsured or unexpected expenditures in addition to providing for unanticipated significant expenditures not otherwise identified in the business plan.

### Decrease the Contingency Contribution by (\$1.00) PMPM

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Beginning in 2021, funding for damage restoration cleanup was moved to operations and funding for damage restoration construction was moved to reserves. The end result is that planned expenditures from the Contingency Fund were eliminated. With no planned expenditures from the Contingency Fund, the Board may consider reducing the contribution to the fund for 2022. The 2021 contribution is \$10.00 PMPM. Version 3 of the Business Plan included funding of \$5.00 PMPM. To reach the desired \$10.00 PMPM reduction, the Board may consider decreasing the contribution to \$4.00 PMPM.

## THREE OPTIONS FOR THE ADDITIONAL (\$4.00) PMPM REDUCTION

To reach the desired \$10 PMPM reduction, staff provides three options for Board consideration:

### Option A: Temporarily Suspend the PM3Y Preventive Maintenance Program

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United currently has a Manor Preventive Maintenance Program, that has preventive maintenance crews moving through the Mutual manors on an approximate 3-year schedule. The following items are addressed:

- Inventory appliances and note any alterations
- Change exhaust fan filters
- Caulk sinks, basins, tub/shower enclosures, and tub/shower tile
- Lubricate and adjust window and sliding glass door rollers
- Remove, clean, lubricate, and reinstall bathroom exhaust fan
- Remove dust from the coils behind and beneath refrigerators
- Tighten and adjust closet door rollers
- Perform leak testing on toilets using blue tablets
- Inspect sink, toilet, and basin risers for leaks
- Inspect and test all valves and supply lines for signs of deterioration
- Report any service needs

Preventive maintenance crews primarily clean, lubricate, and report service needs. If the program is suspended for 2022, residents can report their service needs on their own and cleaning, lubrication, and filters will go 4 years instead of the 3 years as originally planned. If the Board elects this option, the 3 FTE currently assigned to this program will either be reassigned or laid off. Savings generated by temporarily suspending the program are approximately \$304,000 or (\$4.00) PMPM, consisting of salaries and materials.

### **Option B: Eliminating the Contribution to the Contingency Fund for 2022**

As discussed above, there are no planned expenditures from the Contingency Fund for 2022. The fund is not required by Civil Code and is not included in the reserve plan calculations. To reach its goal of a \$10 PMPM reduction, the Board may elect to eliminate the contribution to the Contingency Fund in 2022. Staff anticipates that the approximate beginning balance of Contingency Fund will be \$1.1M in 2022.

### **Option C: Reduce Planned Grounds Maintenance 2022**

Grounds Maintenance work center crews perform the routine maintenance tasks which include shrub bed maintenance.

Components required for shrub-bed maintenance consist of all pruning, raking, weeding, mulching, re-planting, and edging of the planters around buildings. The shrub-bed maintenance cycle varies seasonally and is performed on 75 shrub-bed acres in United Mutual. Currently, United uses three 8-person crews to perform 4 cycles per year.

Option C would reduce the size of the crews to be three 6-person crews. Using three 6-person crews, staff would perform 3 cycles per year. Savings generated by temporarily reducing a total of 6 staff years is approximately \$368,000 or (\$4.86) PMPM.

## **FINANCIAL ANALYSIS**

The chart below summarizes the financial impact of the options provided above. The first column shows Version 3, as presented at the August 12, 2021 meeting and shows a \$10.40 PMPM increase compared to the current year. Options A and B show no assessment increase compared to the current year and Option C shows an assessment decrease of (\$0.85) PMPM, respectively, compared to the current year.

	<b>Version 3</b>	<b>Option A</b>	<b>Option B</b>	<b>Option C</b>
Non-Assessment Revenue	(\$19.59)	(\$22.20)	(\$22.20)	(\$22.20)
Expense	279.35	272.56	276.56	271.71
Subtotal: Net Operating	\$259.76	\$250.36	\$254.36	\$249.51
Reserve Contribution	142.02	142.02	142.02	142.02
Contingency Contribution	5.00	4.00	0.00	4.00
<b>Total 2022 Mutual Contribution</b>	<b>\$406.78</b>	<b>\$396.38</b>	<b>\$396.38</b>	<b>\$395.53</b>
2021 Mutual Contribution	396.38	396.38	396.38	396.38
Change from Last Year	\$10.40	\$0.00	\$0.00	(\$0.85)

**Prepared By:** Jose Campos, Financial Services Manager

**Reviewed By:** Steve Hormuth, Interim Finance Director  
Jeff Parker, Chief Executive Officer

**ATTACHMENT(S)**

**ATT1 – Option A: 2022 Business Plans, Programs Reports, and Definition of Funds**

**ATT2 – Option B: 2022 Business Plans, Programs Reports, and Definition of Funds**

**ATT3 – Option C: 2022 Business Plans, Programs Reports, and Definition of Funds**

## UNITED LAGUNA WOODS MUTUAL 2022 BUSINESS PLAN - BY ACCOUNT

DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 PLAN	2022 PLAN	ASSESSMENT		
						Per Manor Per Month		
						2021	2022	Change
REVENUES								
Non-Assessment Revenues								
Merchandise Sales	\$16,489	\$1,840	\$1,245	\$0	\$3,001	\$0.00	\$0.04	(\$0.04)
Fees and Charges to Residents	513,803	602,446	373,420	628,958	788,570	8.29	10.39	(2.10)
Laundry	271,454	253,604	243,779	270,000	270,000	3.56	3.56	0.00
Miscellaneous	383,639	554,172	480,929	540,664	622,955	7.13	8.21	(1.08)
Total Revenue	\$1,185,385	\$1,412,062	\$1,099,373	\$1,439,622	\$1,684,526	\$18.98	\$22.20	(\$3.22)
EXPENSES								
Employee Compensation	\$7,101,334	\$6,772,640	\$6,825,159	\$7,591,769	\$7,895,418	\$100.05	\$104.06	\$4.01
Expenses Related to Compensation	2,950,772	2,525,920	2,827,770	3,064,495	3,208,301	40.39	42.28	1.89
Material and Supplies	847,345	831,110	618,146	837,297	746,456	11.04	9.84	(1.20)
Electricity	151,523	161,483	68,478	120,000	130,789	1.58	1.72	0.14
Sewer	1,723,347	1,743,577	1,746,512	1,840,200	1,898,400	24.25	25.02	0.77
Water	1,898,155	1,790,236	1,940,632	1,937,476	2,127,288	25.53	28.04	2.51
Trash	407,744	422,299	431,734	450,459	524,703	5.94	6.92	0.98
Telephone	669	638	642	706	706	0.01	0.01	0.00
Legal Fees	253,208	238,961	267,853	349,985	246,652	4.61	3.25	(1.36)
Professional Fees	174,191	99,831	77,833	116,320	96,041	1.53	1.27	(0.26)
Equipment Rental	5,878	5,960	6,996	4,533	7,977	0.06	0.11	0.05
Outside Services	1,215,518	1,180,521	1,216,177	1,451,221	1,477,541	19.13	19.47	0.34
Repairs and Maintenance	45,347	35,538	26,862	41,873	37,648	0.55	0.50	(0.05)
Other Operating Income Taxes	128,831	135,553	107,018	166,044	167,044	2.19	2.20	0.01
Income Taxes	(371,167)	(13,931)	(265)	0	0	0.00	0.00	0.00
Property Tax*	10,765,612	11,375,124	11,899,352	12,158,000	0	***	***	***
Property Insurance*	634,590	952,802	1,817,403	3,021,594	3,219,547	***	***	***
Insurance	476,748	529,725	698,112	816,149	928,502	10.76	12.24	1.48
Net Allocation to Mutuals	969,562	1,004,578	1,303,774	1,162,789	1,171,082	15.32	15.43	0.11
Uncollectible Accounts	44,785	32,610	1,462	30,000	15,000	0.40	0.20	(0.20)
(Gain)/Loss on Sale	(886)	(57)	(6,325)	0	0	0.00	0.00	0.00
Total Expenses	\$29,423,106	\$29,825,118	\$31,875,325	\$35,160,910	\$23,899,095	\$263.34	\$272.56	\$9.22
(Surplus)/Deficit Recovery	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0.00	\$0.00
Total Operating	\$28,237,721	\$28,413,056	\$30,775,952	\$33,721,288	\$22,214,569	\$244.36	\$250.36	\$6.00
FUND CONTRIBUTIONS								
Reserve Fund	\$10,850,268	\$11,229,648	\$11,534,670	\$10,776,240	\$10,776,240	\$142.02	\$142.02	\$0.00
Contingency Fund	1,062,464	1,138,140	758,760	758,760	303,504	10.00	4.00	(6.00)
Property Tax Fund	0	0	0	0	12,401,160	***	***	***
Total Fund Contributions	\$11,912,732	\$12,367,788	\$12,293,430	\$11,535,000	\$23,480,904	\$152.02	\$146.02	(\$6.00)
TOTAL MUTUAL	\$40,150,453	\$40,780,844	\$43,069,382	\$45,256,288	\$45,695,473	\$396.38	\$396.38	\$0.00
GOLDEN RAIN FOUNDATION								
GRF Operating	\$13,548,791	\$13,947,912	\$13,779,082	\$14,158,135	\$14,834,611	\$186.60	\$195.50	\$8.90
GRF Reserve Contributions	1,441,644	1,289,892	1,441,644	1,441,644	1,289,892	19.00	17.00	(2.00)
GRF Contingency Contributions	75,876	151,752	379,380	0	379,380	0.00	5.00	5.00
Total GRF	\$15,066,311	\$15,389,556	\$15,600,106	\$15,599,779	\$16,503,883	\$205.60	\$217.50	\$11.90
TOTAL BASIC ASSESSMENTS	\$55,216,764	\$56,170,400	\$58,669,488	\$60,856,067	\$62,199,356	\$601.98	\$613.88	\$11.90

\*The asterisk indicates an assessment that varies per manor.

## UNITED LAGUNA WOODS MUTUAL 2022 BUSINESS PLAN - BY DEPARTMENT

DESCRIPTION	2018	2019	2020	2021	2022	ASSESSMENT		
	ACTUAL	ACTUAL	ACTUAL	PLAN	PLAN	Per Manor Per Month		
						2021	2022	Change
OPERATING:								
Office of the CEO	\$516,987	\$407,504	\$457,914	\$416,441	\$454,410	\$5.49	\$5.99	\$0.50
Information Services	790,235	692,763	827,453	1,023,876	990,901	13.49	13.06	(0.43)
General Services	1,084,821	892,168	1,070,576	1,062,117	988,458	14.00	13.03	(0.97)
Financial Services	212,803	628,139	704,561	792,649	804,625	10.45	10.60	0.15
Security Services	102,444	133,112	169,388	163,674	174,611	2.16	2.30	0.14
Landscape Services	3,529,499	3,591,107	4,127,897	4,360,364	4,492,774	57.47	59.21	1.74
Human Resource Services	5,374	7,296	143,579	158,162	156,830	2.08	2.07	(0.01)
Property Insurance*	634,590	952,802	1,817,403	3,021,595	3,219,547	***	***	***
All Other Insurance	476,748	529,725	698,111	816,148	928,502	10.76	12.24	1.48
Maintenance & Construction	5,865,351	5,209,544	4,914,630	5,593,594	5,642,808	73.70	74.38	0.68
Non Work Center	4,253,257	3,993,772	3,945,087	4,154,668	4,361,103	54.76	57.48	2.72
Property Tax*	10,765,612	11,375,124	11,899,352	12,158,000	0	***	***	***
Net Operating	\$28,237,721	\$28,413,056	\$30,775,951	\$33,721,288	\$22,214,569	\$244.36	\$250.36	\$6.00
FUND CONTRIBUTIONS								
Reserve Fund	\$10,850,268	\$11,229,648	\$11,534,670	\$10,776,240	\$10,776,240	\$142.02	\$142.02	\$0.00
Contingency Fund	1,062,464	1,138,140	758,760	758,760	303,504	10.00	4.00	(6.00)
Property Tax Fund	0	0	0	0	12,401,160	***	***	***
Total Fund Contributions	\$11,912,732	\$12,367,788	\$12,293,430	\$11,535,000	\$23,480,904	\$152.02	\$146.02	(\$6.00)
TOTAL MUTUAL	\$40,150,453	\$40,780,844	\$43,069,381	\$45,256,288	\$45,695,473	\$396.38	\$396.38	\$0.00
GOLDEN RAIN FOUNDATION								
GRF Operating	\$13,548,791	\$13,947,912	\$13,779,082	\$14,158,135	\$14,834,611	\$186.60	\$195.50	\$8.90
GRF Reserve Contributions	1,441,644	1,289,892	1,441,644	1,441,644	1,289,892	19.00	17.00	(2.00)
GRF Contingency Contributions	75,876	151,752	379,380	0	379,380	0.00	5.00	5.00
Total GRF	\$15,066,311	\$15,389,556	\$15,600,106	\$15,599,779	\$16,503,883	\$205.60	\$217.50	\$11.90
TOTAL BASIC ASSESSMENTS	\$55,216,764	\$56,170,400	\$58,669,487	\$60,856,067	\$62,199,356	\$601.98	\$613.88	\$11.90

\*The asterisk indicates an assessment that varies per manor.



**UNITED LAGUNA WOODS MUTUAL**  
**Proposed 2022 PLAN**  
**Programs Report**

DESCRIPTION	2018	2019	2020	2021	2022	ASSESSMENT	
	ACTUALS	ACTUALS	ACTUALS	BUDGET	BUDGET	INCREASE/(DECREASE)	
						\$	%
OPERATING FUND - MAINTENANCE & CONSTRUCTION							
PLUMBING SERVICE	\$1,546,049	\$1,674,053	\$1,678,492	\$1,157,218	\$1,216,186	\$58,968	5%
DAMAGE RESTORATION	0	0	0	750,051	750,051	0	0%
CARPENTRY SERVICE	602,580	188,134	472,259	535,154	567,600	32,446	6%
INTERIOR PREVENTIVE MAINTENANCE	325,221	345,817	264,354	350,791	73,545	(277,246)	(79%)
ELECTRICAL SERVICE	279,917	315,789	314,055	413,911	372,361	(41,550)	(10%)
APPLIANCE REPAIRS	334,729	316,893	263,734	320,663	329,044	8,381	3%
PEST CONTROL	123,057	176,611	79,544	200,000	186,500	(13,500)	(7%)
COUNTERTOP/FLOOR/TILE REPAIRS	159,360	164,092	104,693	120,807	127,371	6,564	5%
FIRE PROTECTION	19,891	11,819	11,603	32,981	32,430	(551)	(2%)
ENERGY PROGRAM	33,439	28,285	18,020	25,000	25,000	0	0%
MISCELLANEOUS REPAIRS BY OUTSIDE SERVICES	16,125	27,017	21,389	25,000	25,000	0	0%
GUTTER CLEANING	133,645	140,566	30,596	0	0	0	0%
BALCONY/BREEZEWAY RESURFACING	131,853	0	0	0	0	0	0%
BUILDING REHAB/DRY ROT	43,115	0	0	0	0	0	0%
PAINT-TOUCHUP	186,228	0	0	0	0	0	0%
ROOF REPAIR	146,113	0	0	0	0	0	0%
TOTAL	\$4,081,320	\$3,389,076	\$3,258,737	\$3,931,576	\$3,705,088	(\$226,488)	(6%)

Line 2 includes damage restoration cleanup costs moved from contingency in 2021.

Line 12 was moved to General Services in 2020.

Lines 13-16 were moved to reserves in 2019.

**OPERATING FUND - GENERAL SERVICES**

17 CONCRETE SERVICE	\$491,793	\$437,408	\$372,289	\$386,661	\$401,524	\$14,863	4%
18 JANITORIAL SERVICE	370,083	318,622	437,293	359,689	369,653	9,964	3%
19 GUTTER CLEANING	24,669	66,425	146,092	195,013	85,351	(109,662)	(56%)
20 WELDING	120,028	71,405	63,817	105,144	116,345	11,201	11%
21 TRAFFIC CONTROL	19,606	8,821	8,778	15,610	15,587	(23)	(0%)
22 PAVING MAINTENANCE & REPAIRS	69,408	0	0	0	0	0	0%
<b>TOTAL</b>	<b>\$1,095,587</b>	<b>\$902,681</b>	<b>\$1,028,269</b>	<b>\$1,062,117</b>	<b>\$988,460</b>	<b>(\$73,657)</b>	<b>(7%)</b>

Line 22 was moved to reserves in 2019.

**OPERATING FUND - LANDSCAPE SERVICES**

23 LANDSCAPE ADMINISTRATION	\$80,126	\$126,159	\$121,344	\$234,842	\$241,405	\$6,563	3%
24 NURSERY & COMPOSTING	189,754	185,790	211,268	187,358	187,602	244	0%
25 GROUNDS MAINTENANCE	2,198,830	2,282,873	2,585,229	2,742,171	2,760,599	18,428	1%
26 IRRIGATION	678,226	612,789	784,777	761,282	819,029	57,747	8%
27 SMALL EQUIPMENT REPAIR	188,412	188,316	190,463	208,891	209,627	736	0%
28 PEST CONTROL	191,790	219,894	229,312	225,820	274,512	48,692	22%
29 TREE MAINTENANCE	2,358	(24,714)	5,504	0	0	0	0%
<b>TOTAL</b>	<b>\$3,529,496</b>	<b>\$3,591,107</b>	<b>\$4,127,897</b>	<b>\$4,360,364</b>	<b>\$4,492,774</b>	<b>\$132,410</b>	<b>3%</b>

**UNITED LAGUNA WOODS MUTUAL**  
**Proposed 2022 PLAN**  
**Programs Report**

DESCRIPTION	2018 ACTUALS	2019 ACTUALS	2020 ACTUALS	2021 BUDGET	2022 BUDGET	ASSESSMENT	
						INCREASE/(DECREASE) \$	%
RESERVE FUND - MAINTENANCE & CONSTRUCTION							
BUILDING STRUCTURES	\$450,881	\$600,963	\$1,235,622	\$1,548,984	\$1,492,903	(\$56,081)	(4%)
CDS SIGNAGE	0	0	29,078	0	0	\$0	0%
ELECTRICAL SYSTEMS	391,326	447,860	319,500	459,495	660,595	\$201,100	44%
EXTERIOR WALKWAY LIGHTING	42,568	36,202	7,671	100,391	75,635	(\$24,756)	(25%)
FOUNDATIONS	9,540	41,608	0	43,836	43,436	(\$400)	(1%)
GUTTER REPLACEMENT	32,607	67,711	83,051	102,215	126,889	\$24,674	24%
PAINT - EXTERIOR	1,962,079	1,920,691	1,224,288	2,018,293	1,739,285	(\$279,008)	(14%)
PLUMBING	0	0	0	635,618	646,769	\$11,151	2%
PRIOR TO PAINT	727,998	938,463	776,863	1,081,894	882,584	(\$199,310)	(18%)
PAVING	223,490	392,760	368,865	483,596	389,319	(\$94,277)	(19%)
ROOFS	1,197,055	814,112	927,506	1,011,445	1,020,439	\$8,994	1%
WALLS	0	151,736	24,600	35,000	35,000	\$0	0%
WASTE LINE REMEDIATION	1,890,122	2,126,216	1,349,975	2,300,000	2,300,000	\$0	0%
WATER LINE - COPPER PIPE REMEDIATION	225,632	245,552	169,746	200,000	100,000	(\$100,000)	(50%)
WINDOW/SLIDING SCREEN DOOR	140,117	60,896	71,372	123,735	133,896	\$10,161	8%
OTHER SUPPL. APPROPRIATIONS	0	915,107	6,389	0	0	\$0	0%
APPLIANCE AND FIXTURES:							
COOKTOPS	57,585	106,637	55,479	71,716	70,442	(\$1,274)	(2%)
DISHWASHERS	107,052	93,094	52,993	89,051	97,526	\$8,475	10%
FIXTURES - BASINS/FAUCETS/SINKS/TOILETS	300,042	255,597	133,986	229,253	232,333	\$3,080	1%
GARBAGE DISPOSALS	159,923	110,654	74,176	114,730	117,647	\$2,917	3%
HOODS	26,507	21,474	10,264	36,299	40,005	\$3,706	10%
KITCHEN/BATH COUNTERS, FLOORS, MISC.	1,114,485	992,888	550,095	1,364,445	1,363,867	(\$578)	(0%)
OVENS	95,335	130,533	98,684	111,716	134,125	\$22,409	20%
RANGES	4,392	10,628	4,474	12,799	12,613	(\$186)	(1%)
REFRIGERATORS	167,413	185,323	97,109	229,892	223,842	(\$6,050)	(3%)
WATER HEATERS & PERMITS	1,042,161	1,205,084	282,448	748,075	762,029	\$13,954	2%
DRYERS - LAUNDRY	0	3,551	1,152	35,872	38,246	\$2,374	7%
WASHING MACHINES - LAUNDRY	1,858	2,717	64,094	91,124	91,380	\$256	0%
RESALE INSPECTION REPLACEMENTS	0	0	0	0	0	\$0	0%
TOTAL APPLIANCE AND FIXTURES	\$3,076,755	\$3,118,181	\$1,424,955	\$3,134,972	\$3,184,055	\$49,083	2%
TOTAL	\$10,370,168	\$11,878,056	\$8,019,480	\$13,279,474	\$12,830,805	(\$448,669)	(3%)

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

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

Line 37 was moved from operations in 2021.

**UNITED LAGUNA WOODS MUTUAL  
Proposed 2022 PLAN  
Programs Report**

DESCRIPTION	2018	2019	2020	2021	2022	ASSESSMENT	
	ACTUALS	ACTUALS	ACTUALS	BUDGET	BUDGET	INCREASE/(DECREASE)	
						\$	%
RESERVE FUND - GENERAL SERVICES							
PRIOR TO PAINT - WELDING	\$3,678	\$0	\$0	\$9,546	\$9,565	\$19	0%
PAVING	0	33,890	21,379	71,067	60,820	(10,247)	(14%)
WALLS	140,900	0	0	30,400	15,400	(15,000)	(49%)
TOTAL	\$144,578	\$33,890	\$21,379	\$111,013	\$85,785	(\$25,228)	(23%)

Line 58 includes major repairs moved from operations in 2019.

<b>RESERVE FUND - LANDSCAPE SERVICES</b>							
60 LANDSCAPE RENOVATION	\$87,667	\$104,142	\$257,365	\$168,591	\$111,925	(\$56,666)	(34%)
61 IMPROVEMENT & RESTORATION	0	0	0	316,330	373,214	56,884	18%
62 TREE MAINTENANCE	416,257	1,118,879	877,273	933,558	947,656	14,098	2%
<b>TOTAL</b>	<b>\$503,924</b>	<b>\$1,223,021</b>	<b>\$1,134,638</b>	<b>\$1,418,479</b>	<b>\$1,432,795</b>	<b>\$14,316</b>	<b>1%</b>

<b>CONTINGENCY FUND - MAINTENANCE &amp; CONSTRUCTION</b>							
63 MOISTURE INTRUSION - RAIN LEAKS	\$78,401	\$464,866	\$264,914	\$0	\$0	\$0	0%
64 MOISTURE INTRUSION - PLUMBING LEAKS	867,771	1,381,962	797,699	0	0	0	0%
65 MOISTURE INTRUSION - PLUMBING STOPPAGES	356,680	409,223	257,338	0	0	0	0%
66 MOISTURE INTRUSION - MISCELLANEOUS	140,546	250,780	185,784	0	0	0	0%
67 DAMAGE RESTORATION SERVICES	5,496	207,406	25,645	0	0	0	0%
OTHER SUPPL. APPROPRIATIONS	0	100,369	(58,843)	0	0	0	0%
<b>TOTAL</b>	<b>\$1,448,894</b>	<b>\$2,814,606</b>	<b>\$1,472,538</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

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

<b>PROPERTY TAXES FUND - NON WORK CENTER</b>							
68 PROPERTY TAXES	\$0	\$0	\$0	\$0	\$12,401,160	\$12,401,160	100%
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,401,160</b>	<b>\$12,401,160</b>	<b>100%</b>

Line 68 - Expenditures were moved from operations beginning 2022. Expenses are billed directly to each manor and vary by manor.



## DEFINITION OF FUNDS

### RESERVE FUND

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

Year	Beginning Balance	Investment Income	Contributions	Assessment PMPM	Planned Expenditures*	ENDING BALANCE
2021	\$ 20,195,691	\$ 142,178	\$ 10,776,240	\$ 142.02	\$ (13,761,149)	\$ 17,352,960
<b>2022</b>	<b>\$ 17,352,960</b>	<b>\$ 328,022</b>	<b>\$ 10,776,240</b>	<b>\$ 142.02</b>	<b>\$ (14,349,385)</b>	<b>\$ 14,107,837</b>
2023	\$ 14,107,837	\$ 281,949	\$ 12,837,727	\$ 169.19	\$ (16,026,800)	\$ 11,200,713
2024	\$ 11,200,713	\$ 237,030	\$ 13,832,651	\$ 182.31	\$ (15,658,354)	\$ 9,612,040
2025	\$ 9,612,040	\$ 211,185	\$ 14,904,682	\$ 196.43	\$ (16,113,899)	\$ 8,614,008
2026	\$ 8,614,008	\$ 203,192	\$ 15,351,822	\$ 202.33	\$ (15,357,005)	\$ 8,812,017

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

### RESTRICTED FUNDS

#### Contingency Fund

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

Year	Beginning Balance	Investment Income	Contributions	Assessment PMPM	Planned Expenditures	ENDING BALANCE
2021	\$ 359,381	\$ 6,917	\$ 758,760	\$ 10.00	\$ 0	\$ 1,125,058
<b>2022</b>	<b>\$ 1,125,058</b>	<b>\$ 25,536</b>	<b>\$ 303,504</b>	<b>\$ 4.00</b>	<b>\$ 0</b>	<b>\$ 1,454,098</b>
2023	\$ 1,454,098	\$ 36,985	\$ 379,380	\$ 5.00	\$ 0	\$ 1,870,463
2024	\$ 1,870,463	\$ 47,207	\$ 455,256	\$ 6.00	\$ 0	\$ 2,372,926
2025	\$ 2,372,926	\$ 59,366	\$ 531,132	\$ 7.00	\$ 0	\$ 2,963,424
2026	\$ 2,963,424	\$ 73,506	\$ 607,008	\$ 8.00	\$ 0	\$ 3,643,938



### **Property Taxes Fund**

The Property Taxes Fund is used for property taxes, which are generally based on the most recent purchase price of the individual manor. Expenses are billed directly to each manor and vary by manor. The fund was established in 2022 and is not required by Civil Code and is not included in the reserve plan calculations.

<i>Year</i>	<i>Beginning Balance</i>	<i>Investment Income</i>	<i>Contributions</i>	<i>Assessment PMPM</i>	<i>Planned Expenditures</i>	<i>ENDING BALANCE</i>
2021	\$ 0	\$ 0	\$ 12,158,000	Varies	\$ (12,158,000)	\$ 0
<b>2022</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 12,401,160</b>	<b>Varies</b>	<b>\$ (12,401,160)</b>	<b>\$ 0</b>
2023	\$ 0	\$ 0	\$ 12,649,183	Varies	\$ (12,649,183)	\$ 0
2024	\$ 0	\$ 0	\$ 12,902,167	Varies	\$ (12,902,167)	\$ 0
2025	\$ 0	\$ 0	\$ 13,160,210	Varies	\$ (13,160,210)	\$ 0
2026	\$ 0	\$ 0	\$ 13,423,414	Varies	\$ (13,423,414)	\$ 0

## UNITED LAGUNA WOODS MUTUAL 2022 BUSINESS PLAN - BY ACCOUNT

DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 PLAN	2022 PLAN	ASSESSMENT		
						Per Manor Per Month		
						2021	2022	Change
REVENUES								
Non-Assessment Revenues								
Merchandise Sales	\$16,489	\$1,840	\$1,245	\$0	\$3,001	\$0.00	\$0.04	(\$0.04)
Fees and Charges to Residents	513,803	602,446	373,420	628,958	788,570	8.29	10.39	(2.10)
Laundry	271,454	253,604	243,779	270,000	270,000	3.56	3.56	0.00
Miscellaneous	383,639	554,172	480,929	540,664	622,955	7.13	8.21	(1.08)
Total Revenue	\$1,185,385	\$1,412,062	\$1,099,373	\$1,439,622	\$1,684,526	\$18.98	\$22.20	(\$3.22)
EXPENSES								
Employee Compensation	\$7,101,334	\$6,772,640	\$6,825,159	\$7,591,769	\$8,095,575	\$100.05	\$106.69	\$6.64
Expenses Related to Compensation	2,950,772	2,525,920	2,827,770	3,064,495	3,299,711	40.39	43.49	3.10
Material and Supplies	847,345	831,110	618,146	837,297	759,099	11.04	10.00	(1.04)
Electricity	151,523	161,483	68,478	120,000	130,789	1.58	1.72	0.14
Sewer	1,723,347	1,743,577	1,746,512	1,840,200	1,898,400	24.25	25.02	0.77
Water	1,898,155	1,790,236	1,940,632	1,937,476	2,127,288	25.53	28.04	2.51
Trash	407,744	422,299	431,734	450,459	524,703	5.94	6.92	0.98
Telephone	669	638	642	706	706	0.01	0.01	0.00
Legal Fees	253,208	238,961	267,853	349,985	246,652	4.61	3.25	(1.36)
Professional Fees	174,191	99,831	77,833	116,320	96,041	1.53	1.27	(0.26)
Equipment Rental	5,878	5,960	6,996	4,533	7,977	0.06	0.11	0.05
Outside Services	1,215,518	1,180,521	1,216,177	1,451,221	1,477,541	19.13	19.47	0.34
Repairs and Maintenance	45,347	35,538	26,862	41,873	37,648	0.55	0.50	(0.05)
Other Operating Income Taxes	128,831	135,553	107,018	166,044	167,044	2.19	2.20	0.01
Income Taxes	(371,167)	(13,931)	(265)	0	0	0.00	0.00	0.00
Property Tax*	10,765,612	11,375,124	11,899,352	12,158,000	0	***	***	***
Property Insurance*	634,590	952,802	1,817,403	3,021,594	3,219,547	***	***	***
Insurance	476,748	529,725	698,112	816,149	928,502	10.76	12.24	1.48
Net Allocation to Mutuals	969,562	1,004,578	1,303,774	1,162,789	1,171,082	15.32	15.43	0.11
Uncollectible Accounts	44,785	32,610	1,462	30,000	15,000	0.40	0.20	(0.20)
(Gain)/Loss on Sale	(886)	(57)	(6,325)	0	0	0.00	0.00	0.00
Total Expenses	\$29,423,106	\$29,825,118	\$31,875,325	\$35,160,910	\$24,203,305	\$263.34	\$276.56	\$13.22
(Surplus)/Deficit Recovery	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0.00	\$0.00
Total Operating	\$28,237,721	\$28,413,056	\$30,775,952	\$33,721,288	\$22,518,779	\$244.36	\$254.36	\$10.00
FUND CONTRIBUTIONS								
Reserve Fund	\$10,850,268	\$11,229,648	\$11,534,670	\$10,776,240	\$10,776,240	\$142.02	\$142.02	\$0.00
Contingency Fund	1,062,464	1,138,140	758,760	758,760	0	10.00	0.00	(10.00)
Property Tax Fund	0	0	0	0	12,401,160	***	***	***
Total Fund Contributions	\$11,912,732	\$12,367,788	\$12,293,430	\$11,535,000	\$23,177,400	\$152.02	\$142.02	(\$10.00)
TOTAL MUTUAL	\$40,150,453	\$40,780,844	\$43,069,382	\$45,256,288	\$45,696,179	\$396.38	\$396.38	\$0.00
GOLDEN RAIN FOUNDATION								
GRF Operating	\$13,548,791	\$13,947,912	\$13,779,082	\$14,158,135	\$14,834,611	\$186.60	\$195.50	\$8.90
GRF Reserve Contributions	1,441,644	1,289,892	1,441,644	1,441,644	1,289,892	19.00	17.00	(2.00)
GRF Contingency Contributions	75,876	151,752	379,380	0	379,380	0.00	5.00	5.00
Total GRF	\$15,066,311	\$15,389,556	\$15,600,106	\$15,599,779	\$16,503,883	\$205.60	\$217.50	\$11.90
TOTAL BASIC ASSESSMENTS	\$55,216,764	\$56,170,400	\$58,669,488	\$60,856,067	\$62,200,062	\$601.98	\$613.88	\$11.90

\*The asterisk indicates an assessment that varies per manor.

## UNITED LAGUNA WOODS MUTUAL 2022 BUSINESS PLAN - BY DEPARTMENT

DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 PLAN	2022 PLAN	ASSESSMENT Per Manor Per Month		
						2021	2022	Change
<b>OPERATING:</b>								
Office of the CEO	\$516,987	\$407,504	\$457,914	\$416,441	\$454,410	\$5.49	\$5.99	\$0.50
Information Services	790,235	692,763	827,453	1,023,876	990,901	13.49	13.06	(0.43)
General Services	1,084,821	892,168	1,070,576	1,062,117	988,458	14.00	13.03	(0.97)
Financial Services	212,803	628,139	704,561	792,649	804,625	10.45	10.60	0.15
Security Services	102,444	133,112	169,388	163,674	174,611	2.16	2.30	0.14
Landscape Services	3,529,499	3,591,107	4,127,897	4,360,364	4,492,774	57.47	59.21	1.74
Human Resource Services	5,374	7,296	143,579	158,162	156,830	2.08	2.07	(0.01)
Property Insurance*	634,590	952,802	1,817,403	3,021,595	3,219,547	***	***	***
All Other Insurance	476,748	529,725	698,111	816,148	928,502	10.76	12.24	1.48
Maintenance & Construction	5,865,351	5,209,544	4,914,630	5,593,594	5,947,018	73.70	78.38	4.68
Non Work Center	4,253,257	3,993,772	3,945,087	4,154,668	4,361,103	54.76	57.48	2.72
Property Tax*	10,765,612	11,375,124	11,899,352	12,158,000	0	***	***	***
<b>Net Operating</b>	<b>\$28,237,721</b>	<b>\$28,413,056</b>	<b>\$30,775,951</b>	<b>\$33,721,288</b>	<b>\$22,518,779</b>	<b>\$244.36</b>	<b>\$254.36</b>	<b>\$10.00</b>
<b>FUND CONTRIBUTIONS</b>								
Reserve Fund	\$10,850,268	\$11,229,648	\$11,534,670	\$10,776,240	\$10,776,240	\$142.02	\$142.02	\$0.00
Contingency Fund	1,062,464	1,138,140	758,760	758,760	0	10.00	0.00	(10.00)
Property Tax Fund	0	0	0	0	12,401,160	***	***	***
<b>Total Fund Contributions</b>	<b>\$11,912,732</b>	<b>\$12,367,788</b>	<b>\$12,293,430</b>	<b>\$11,535,000</b>	<b>\$23,177,400</b>	<b>\$152.02</b>	<b>\$142.02</b>	<b>(\$10.00)</b>
<b>TOTAL MUTUAL</b>	<b>\$40,150,453</b>	<b>\$40,780,844</b>	<b>\$43,069,381</b>	<b>\$45,256,288</b>	<b>\$45,696,179</b>	<b>\$396.38</b>	<b>\$396.38</b>	<b>\$0.00</b>
<b>GOLDEN RAIN FOUNDATION</b>								
GRF Operating	\$13,548,791	\$13,947,912	\$13,779,082	\$14,158,135	\$14,834,611	\$186.60	\$195.50	\$8.90
GRF Reserve Contributions	1,441,644	1,289,892	1,441,644	1,441,644	1,289,892	19.00	17.00	(2.00)
GRF Contingency Contributions	75,876	151,752	379,380	0	379,380	0.00	5.00	5.00
<b>Total GRF</b>	<b>\$15,066,311</b>	<b>\$15,389,556</b>	<b>\$15,600,106</b>	<b>\$15,599,779</b>	<b>\$16,503,883</b>	<b>\$205.60</b>	<b>\$217.50</b>	<b>\$11.90</b>
<b>TOTAL BASIC ASSESSMENTS</b>	<b>\$55,216,764</b>	<b>\$56,170,400</b>	<b>\$58,669,487</b>	<b>\$60,856,067</b>	<b>\$62,200,062</b>	<b>\$601.98</b>	<b>\$613.88</b>	<b>\$11.90</b>

\*The asterisk indicates an assessment that varies per manor.



**UNITED LAGUNA WOODS MUTUAL**  
**Proposed 2022 PLAN**  
**Programs Report**

DESCRIPTION	2018	2019	2020	2021	2022	ASSESSMENT	
	ACTUALS	ACTUALS	ACTUALS	BUDGET	BUDGET	INCREASE/(DECREASE)	
						\$	%
OPERATING FUND - MAINTENANCE & CONSTRUCTION							
PLUMBING SERVICE	\$1,546,049	\$1,674,053	\$1,678,492	\$1,157,218	\$1,216,186	\$58,968	5%
DAMAGE RESTORATION	0	0	0	750,051	750,051	0	0%
CARPENTRY SERVICE	602,580	188,134	472,259	535,154	567,600	32,446	6%
INTERIOR PREVENTIVE MAINTENANCE	325,221	345,817	264,354	350,791	377,755	26,964	8%
ELECTRICAL SERVICE	279,917	315,789	314,055	413,911	372,361	(41,550)	(10%)
APPLIANCE REPAIRS	334,729	316,893	263,734	320,663	329,044	8,381	3%
PEST CONTROL	123,057	176,611	79,544	200,000	186,500	(13,500)	(7%)
COUNTERTOP/FLOOR/TILE REPAIRS	159,360	164,092	104,693	120,807	127,371	6,564	5%
FIRE PROTECTION	19,891	11,819	11,603	32,981	32,430	(551)	(2%)
ENERGY PROGRAM	33,439	28,285	18,020	25,000	25,000	0	0%
MISCELLANEOUS REPAIRS BY OUTSIDE SERVICES	16,125	27,017	21,389	25,000	25,000	0	0%
GUTTER CLEANING	133,645	140,566	30,596	0	0	0	0%
BALCONY/BREEZEWAY RESURFACING	131,853	0	0	0	0	0	0%
BUILDING REHAB/DRY ROT	43,115	0	0	0	0	0	0%
PAINT-TOUCHUP	186,228	0	0	0	0	0	0%
ROOF REPAIR	146,113	0	0	0	0	0	0%
TOTAL	\$4,081,320	\$3,389,076	\$3,258,737	\$3,931,576	\$4,009,298	\$77,722	2%

Line 2 includes damage restoration cleanup costs moved from contingency in 2021.

Line 12 was moved to General Services in 2020.

Lines 13-16 were moved to reserves in 2019.

**OPERATING FUND - GENERAL SERVICES**

17 CONCRETE SERVICE	\$491,793	\$437,408	\$372,289	\$386,661	\$401,524	\$14,863	4%
18 JANITORIAL SERVICE	370,083	318,622	437,293	359,689	369,653	9,964	3%
19 GUTTER CLEANING	24,669	66,425	146,092	195,013	85,351	(109,662)	(56%)
20 WELDING	120,028	71,405	63,817	105,144	116,345	11,201	11%
21 TRAFFIC CONTROL	19,606	8,821	8,778	15,610	15,587	(23)	(0%)
22 PAVING MAINTENANCE & REPAIRS	69,408	0	0	0	0	0	0%
<b>TOTAL</b>	<b>\$1,095,587</b>	<b>\$902,681</b>	<b>\$1,028,269</b>	<b>\$1,062,117</b>	<b>\$988,460</b>	<b>(\$73,657)</b>	<b>(7%)</b>

Line 22 was moved to reserves in 2019.

**OPERATING FUND - LANDSCAPE SERVICES**

23 LANDSCAPE ADMINISTRATION	\$80,126	\$126,159	\$121,344	\$234,842	\$241,405	\$6,563	3%
24 NURSERY & COMPOSTING	189,754	185,790	211,268	187,358	187,602	244	0%
25 GROUNDS MAINTENANCE	2,198,830	2,282,873	2,585,229	2,742,171	2,760,599	18,428	1%
26 IRRIGATION	678,226	612,789	784,777	761,282	819,029	57,747	8%
27 SMALL EQUIPMENT REPAIR	188,412	188,316	190,463	208,891	209,627	736	0%
28 PEST CONTROL	191,790	219,894	229,312	225,820	274,512	48,692	22%
29 TREE MAINTENANCE	2,358	(24,714)	5,504	0	0	0	0%
<b>TOTAL</b>	<b>\$3,529,496</b>	<b>\$3,591,107</b>	<b>\$4,127,897</b>	<b>\$4,360,364</b>	<b>\$4,492,774</b>	<b>\$132,410</b>	<b>3%</b>



**UNITED LAGUNA WOODS MUTUAL**  
**Proposed 2022 PLAN**  
**Programs Report**

DESCRIPTION	2018 ACTUALS	2019 ACTUALS	2020 ACTUALS	2021 BUDGET	2022 BUDGET	ASSESSMENT	
						INCREASE/(DECREASE) \$	%
RESERVE FUND - MAINTENANCE & CONSTRUCTION							
BUILDING STRUCTURES	\$450,881	\$600,963	\$1,235,622	\$1,548,984	\$1,492,903	(\$56,081)	(4%)
CDS SIGNAGE	0	0	29,078	0	0	\$0	0%
ELECTRICAL SYSTEMS	391,326	447,860	319,500	459,495	660,595	\$201,100	44%
EXTERIOR WALKWAY LIGHTING	42,568	36,202	7,671	100,391	75,635	(\$24,756)	(25%)
FOUNDATIONS	9,540	41,608	0	43,836	43,436	(\$400)	(1%)
GUTTER REPLACEMENT	32,607	67,711	83,051	102,215	126,889	\$24,674	24%
PAINT - EXTERIOR	1,962,079	1,920,691	1,224,288	2,018,293	1,739,285	(\$279,008)	(14%)
PLUMBING	0	0	0	635,618	646,769	\$11,151	2%
PRIOR TO PAINT	727,998	938,463	776,863	1,081,894	882,584	(\$199,310)	(18%)
PAVING	223,490	392,760	368,865	483,596	389,319	(\$94,277)	(19%)
ROOFS	1,197,055	814,112	927,506	1,011,445	1,020,439	\$8,994	1%
WALLS	0	151,736	24,600	35,000	35,000	\$0	0%
WASTE LINE REMEDIATION	1,890,122	2,126,216	1,349,975	2,300,000	2,300,000	\$0	0%
WATER LINE - COPPER PIPE REMEDIATION	225,632	245,552	169,746	200,000	100,000	(\$100,000)	(50%)
WINDOW/SLIDING SCREEN DOOR	140,117	60,896	71,372	123,735	133,896	\$10,161	8%
OTHER SUPPL. APPROPRIATIONS	0	915,107	6,389	0	0	\$0	0%
APPLIANCE AND FIXTURES:							
COOKTOPS	57,585	106,637	55,479	71,716	70,442	(\$1,274)	(2%)
DISHWASHERS	107,052	93,094	52,993	89,051	97,526	\$8,475	10%
FIXTURES - BASINS/FAUCETS/SINKS/TOILETS	300,042	255,597	133,986	229,253	232,333	\$3,080	1%
GARBAGE DISPOSALS	159,923	110,654	74,176	114,730	117,647	\$2,917	3%
HOODS	26,507	21,474	10,264	36,299	40,005	\$3,706	10%
KITCHEN/BATH COUNTERS, FLOORS, MISC.	1,114,485	992,888	550,095	1,364,445	1,363,867	(\$578)	(0%)
OVENS	95,335	130,533	98,684	111,716	134,125	\$22,409	20%
RANGES	4,392	10,628	4,474	12,799	12,613	(\$186)	(1%)
REFRIGERATORS	167,413	185,323	97,109	229,892	223,842	(\$6,050)	(3%)
WATER HEATERS & PERMITS	1,042,161	1,205,084	282,448	748,075	762,029	\$13,954	2%
DRYERS - LAUNDRY	0	3,551	1,152	35,872	38,246	\$2,374	7%
WASHING MACHINES - LAUNDRY	1,858	2,717	64,094	91,124	91,380	\$256	0%
RESALE INSPECTION REPLACEMENTS	0	0	0	0	0	\$0	0%
TOTAL APPLIANCE AND FIXTURES	\$3,076,755	\$3,118,181	\$1,424,955	\$3,134,972	\$3,184,055	\$49,083	2%
TOTAL	\$10,370,168	\$11,878,056	\$8,019,480	\$13,279,474	\$12,830,805	(\$448,669)	(3%)

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

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

Line 37 was moved from operations in 2021.

**UNITED LAGUNA WOODS MUTUAL  
Proposed 2022 PLAN  
Programs Report**

DESCRIPTION	2018	2019	2020	2021	2022	ASSESSMENT	
	ACTUALS	ACTUALS	ACTUALS	BUDGET	BUDGET	INCREASE/(DECREASE)	
						\$	%
RESERVE FUND - GENERAL SERVICES							
PRIOR TO PAINT - WELDING	\$3,678	\$0	\$0	\$9,546	\$9,565	\$19	0%
PAVING	0	33,890	21,379	71,067	60,820	(10,247)	(14%)
WALLS	140,900	0	0	30,400	15,400	(15,000)	(49%)
TOTAL	\$144,578	\$33,890	\$21,379	\$111,013	\$85,785	(\$25,228)	(23%)

Line 58 includes major repairs moved from operations in 2019.

<b>RESERVE FUND - LANDSCAPE SERVICES</b>							
60 LANDSCAPE RENOVATION	\$87,667	\$104,142	\$257,365	\$168,591	\$111,925	(\$56,666)	(34%)
61 IMPROVEMENT & RESTORATION	0	0	0	316,330	373,214	56,884	18%
62 TREE MAINTENANCE	416,257	1,118,879	877,273	933,558	947,656	14,098	2%
<b>TOTAL</b>	<b>\$503,924</b>	<b>\$1,223,021</b>	<b>\$1,134,638</b>	<b>\$1,418,479</b>	<b>\$1,432,795</b>	<b>\$14,316</b>	<b>1%</b>

<b>CONTINGENCY FUND - MAINTENANCE &amp; CONSTRUCTION</b>							
63 MOISTURE INTRUSION - RAIN LEAKS	\$78,401	\$464,866	\$264,914	\$0	\$0	\$0	0%
64 MOISTURE INTRUSION - PLUMBING LEAKS	867,771	1,381,962	797,699	0	0	0	0%
65 MOISTURE INTRUSION - PLUMBING STOPPAGES	356,680	409,223	257,338	0	0	0	0%
66 MOISTURE INTRUSION - MISCELLANEOUS	140,546	250,780	185,784	0	0	0	0%
67 DAMAGE RESTORATION SERVICES	5,496	207,406	25,645	0	0	0	0%
OTHER SUPPL. APPROPRIATIONS	0	100,369	(58,843)	0	0	0	0%
<b>TOTAL</b>	<b>\$1,448,894</b>	<b>\$2,814,606</b>	<b>\$1,472,538</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

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

<b>PROPERTY TAXES FUND - NON WORK CENTER</b>							
68 PROPERTY TAXES	\$0	\$0	\$0	\$0	\$12,401,160	\$12,401,160	100%
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,401,160</b>	<b>\$12,401,160</b>	<b>100%</b>

Line 68 - Expenditures were moved from operations beginning 2022. Expenses are billed directly to each manor and vary by manor.



## DEFINITION OF FUNDS

### RESERVE FUND

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

Year	Beginning Balance	Investment Income	Contributions	Assessment PMPM	Planned Expenditures*	ENDING BALANCE
2021	\$ 20,195,691	\$ 142,178	\$ 10,776,240	\$ 142.02	\$ (13,761,149)	\$ 17,352,960
<b>2022</b>	<b>\$ 17,352,960</b>	<b>\$ 328,022</b>	<b>\$ 10,776,240</b>	<b>\$ 142.02</b>	<b>\$ (14,349,385)</b>	<b>\$ 14,107,837</b>
2023	\$ 14,107,837	\$ 281,949	\$ 12,837,727	\$ 169.19	\$ (16,026,800)	\$ 11,200,713
2024	\$ 11,200,713	\$ 237,030	\$ 13,832,651	\$ 182.31	\$ (15,658,354)	\$ 9,612,040
2025	\$ 9,612,040	\$ 211,185	\$ 14,904,682	\$ 196.43	\$ (16,113,899)	\$ 8,614,008
2026	\$ 8,614,008	\$ 203,192	\$ 15,351,822	\$ 202.33	\$ (15,357,005)	\$ 8,812,017

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

### RESTRICTED FUNDS

#### Contingency Fund

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

Year	Beginning Balance	Investment Income	Contributions	Assessment PMPM	Planned Expenditures	ENDING BALANCE
2021	\$ 359,381	\$ 6,917	\$ 758,760	\$ 10.00	\$ 0	\$ 1,125,058
<b>2022</b>	<b>\$ 1,125,058</b>	<b>\$ 22,501</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,147,559</b>
2023	\$ 1,147,559	\$ 26,674	\$ 75,876	\$ 1.00	\$ 0	\$ 1,250,109
2024	\$ 1,250,109	\$ 29,835	\$ 151,752	\$ 2.00	\$ 0	\$ 1,431,696
2025	\$ 1,431,696	\$ 34,774	\$ 227,628	\$ 3.00	\$ 0	\$ 1,694,098
2026	\$ 1,694,098	\$ 41,532	\$ 303,504	\$ 4.00	\$ 0	\$ 2,039,134



### **Property Taxes Fund**

The Property Taxes Fund is used for property taxes, which are generally based on the most recent purchase price of the individual manor. Expenses are billed directly to each manor and vary by manor. The fund was established in 2022 and is not required by Civil Code and is not included in the reserve plan calculations.

<i>Year</i>	<i>Beginning Balance</i>	<i>Investment Income</i>	<i>Contributions</i>	<i>Assessment PMPM</i>	<i>Planned Expenditures</i>	<i>ENDING BALANCE</i>
2021	\$ 0	\$ 0	\$ 12,158,000	Varies	\$ (12,158,000)	\$ 0
<b>2022</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 12,401,160</b>	<b>Varies</b>	<b>\$ (12,401,160)</b>	<b>\$ 0</b>
2023	\$ 0	\$ 0	\$ 12,649,183	Varies	\$ (12,649,183)	\$ 0
2024	\$ 0	\$ 0	\$ 12,902,167	Varies	\$ (12,902,167)	\$ 0
2025	\$ 0	\$ 0	\$ 13,160,210	Varies	\$ (13,160,210)	\$ 0
2026	\$ 0	\$ 0	\$ 13,423,414	Varies	\$ (13,423,414)	\$ 0

# UNITED LAGUNA WOODS MUTUAL 2022 BUSINESS PLAN - BY ACCOUNT

DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 PLAN	2022 PLAN	ASSESSMENT		
						Per Manor Per Month		
						2021	2022	Change
REVENUES								
Non-Assessment Revenues								
Merchandise Sales	\$16,489	\$1,840	\$1,245	\$0	\$3,001	\$0.00	\$0.04	(\$0.04)
Fees and Charges to Residents	513,803	602,446	373,420	628,958	788,570	8.29	10.39	(2.10)
Laundry	271,454	253,604	243,779	270,000	270,000	3.56	3.56	0.00
Miscellaneous	383,639	554,172	480,929	540,664	622,955	7.13	8.21	(1.08)
Total Revenue	\$1,185,385	\$1,412,062	\$1,099,373	\$1,439,622	\$1,684,526	\$18.98	\$22.20	(\$3.22)
EXPENSES								
Employee Compensation	\$7,101,334	\$6,772,640	\$6,825,159	\$7,591,769	\$7,874,055	\$100.05	\$103.78	\$3.73
Expenses Related to Compensation	2,950,772	2,525,920	2,827,770	3,064,495	3,152,676	40.39	41.55	1.16
Material and Supplies	847,345	831,110	618,146	837,297	759,099	11.04	10.00	(1.04)
Electricity	151,523	161,483	68,478	120,000	130,789	1.58	1.72	0.14
Sewer	1,723,347	1,743,577	1,746,512	1,840,200	1,898,400	24.25	25.02	0.77
Water	1,898,155	1,790,236	1,940,632	1,937,476	2,127,288	25.53	28.04	2.51
Trash	407,744	422,299	431,734	450,459	524,703	5.94	6.92	0.98
Telephone	669	638	642	706	706	0.01	0.01	0.00
Legal Fees	253,208	238,961	267,853	349,985	246,652	4.61	3.25	(1.36)
Professional Fees	174,191	99,831	77,833	116,320	96,041	1.53	1.27	(0.26)
Equipment Rental	5,878	5,960	6,996	4,533	7,977	0.06	0.11	0.05
Outside Services	1,215,518	1,180,521	1,216,177	1,451,221	1,477,541	19.13	19.47	0.34
Repairs and Maintenance	45,347	35,538	26,862	41,873	37,648	0.55	0.50	(0.05)
Other Operating Income Taxes	128,831	135,553	107,018	166,044	167,044	2.19	2.20	0.01
Income Taxes	(371,167)	(13,931)	(265)	0	0	0.00	0.00	0.00
Property Tax*	10,765,612	11,375,124	11,899,352	12,158,000	0	***	***	***
Property Insurance*	634,590	952,802	1,817,403	3,021,594	3,219,547	***	***	***
Insurance	476,748	529,725	698,112	816,149	928,502	10.76	12.24	1.48
Net Allocation to Mutuals	969,562	1,004,578	1,303,774	1,162,789	1,171,082	15.32	15.43	0.11
Uncollectible Accounts	44,785	32,610	1,462	30,000	15,000	0.40	0.20	(0.20)
(Gain)/Loss on Sale	(886)	(57)	(6,325)	0	0	0.00	0.00	0.00
Total Expenses	\$29,423,106	\$29,825,118	\$31,875,325	\$35,160,910	\$23,834,750	\$263.34	\$271.71	\$8.37
(Surplus)/Deficit Recovery	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0.00	\$0.00
Total Operating	\$28,237,721	\$28,413,056	\$30,775,952	\$33,721,288	\$22,150,224	\$244.36	\$249.51	\$5.15
FUND CONTRIBUTIONS								
Reserve Fund	\$10,850,268	\$11,229,648	\$11,534,670	\$10,776,240	\$10,776,240	\$142.02	\$142.02	\$0.00
Contingency Fund	1,062,464	1,138,140	758,760	758,760	303,504	10.00	4.00	(6.00)
Property Tax Fund	0	0	0	0	12,401,160	***	***	***
Total Fund Contributions	\$11,912,732	\$12,367,788	\$12,293,430	\$11,535,000	\$23,480,904	\$152.02	\$146.02	(\$6.00)
TOTAL MUTUAL	\$40,150,453	\$40,780,844	\$43,069,382	\$45,256,288	\$45,631,128	\$396.38	\$395.53	(\$0.85)
GOLDEN RAIN FOUNDATION								
GRF Operating	\$13,548,791	\$13,947,912	\$13,779,082	\$14,158,135	\$14,834,611	\$186.60	\$195.50	\$8.90
GRF Reserve Contributions	1,441,644	1,289,892	1,441,644	1,441,644	1,289,892	19.00	17.00	(2.00)
GRF Contingency Contributions	75,876	151,752	379,380	0	379,380	0.00	5.00	5.00
Total GRF	\$15,066,311	\$15,389,556	\$15,600,106	\$15,599,779	\$16,503,883	\$205.60	\$217.50	\$11.90
TOTAL BASIC ASSESSMENTS	\$55,216,764	\$56,170,400	\$58,669,488	\$60,856,067	\$62,135,011	\$601.98	\$613.03	\$11.05

\*The asterisk indicates an assessment that varies per manor.

# UNITED LAGUNA WOODS MUTUAL 2022 BUSINESS PLAN - BY DEPARTMENT

DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 PLAN	2022 PLAN	ASSESSMENT Per Manor Per Month		
						2021	2022	Change
<b>OPERATING:</b>								
Office of the CEO	\$516,987	\$407,504	\$457,914	\$416,441	\$454,410	\$5.49	\$5.99	\$0.50
Information Services	790,235	692,763	827,453	1,023,876	990,901	13.49	13.06	(0.43)
General Services	1,084,821	892,168	1,070,576	1,062,117	988,458	14.00	13.03	(0.97)
Financial Services	212,803	628,139	704,561	792,649	804,625	10.45	10.60	0.15
Security Services	102,444	133,112	169,388	163,674	174,611	2.16	2.30	0.14
Landscape Services	3,529,499	3,591,107	4,127,897	4,360,364	4,492,774	57.47	59.21	1.74
Human Resource Services	5,374	7,296	143,579	158,162	156,830	2.08	2.07	(0.01)
Property Insurance*	634,590	952,802	1,817,403	3,021,595	3,219,547	***	***	***
All Other Insurance	476,748	529,725	698,111	816,148	928,502	10.76	12.24	1.48
Maintenance & Construction	5,865,351	5,209,544	4,914,630	5,593,594	5,578,463	73.70	73.53	(0.17)
Non Work Center	4,253,257	3,993,772	3,945,087	4,154,668	4,361,103	54.76	57.48	2.72
Property Tax*	10,765,612	11,375,124	11,899,352	12,158,000	0	***	***	***
<b>Net Operating</b>	<b>\$28,237,721</b>	<b>\$28,413,056</b>	<b>\$30,775,951</b>	<b>\$33,721,288</b>	<b>\$22,150,224</b>	<b>\$244.36</b>	<b>\$249.51</b>	<b>\$5.15</b>
<b>FUND CONTRIBUTIONS</b>								
Reserve Fund	\$10,850,268	\$11,229,648	\$11,534,670	\$10,776,240	\$10,776,240	\$142.02	\$142.02	\$0.00
Contingency Fund	1,062,464	1,138,140	758,760	758,760	303,504	10.00	4.00	(6.00)
Property Tax Fund	0	0	0	0	12,401,160	***	***	***
<b>Total Fund Contributions</b>	<b>\$11,912,732</b>	<b>\$12,367,788</b>	<b>\$12,293,430</b>	<b>\$11,535,000</b>	<b>\$23,480,904</b>	<b>\$152.02</b>	<b>\$146.02</b>	<b>(\$6.00)</b>
<b>TOTAL MUTUAL</b>	<b>\$40,150,453</b>	<b>\$40,780,844</b>	<b>\$43,069,381</b>	<b>\$45,256,288</b>	<b>\$45,631,128</b>	<b>\$396.38</b>	<b>\$395.53</b>	<b>(\$0.85)</b>
<b>GOLDEN RAIN FOUNDATION</b>								
GRF Operating	\$13,548,791	\$13,947,912	\$13,779,082	\$14,158,135	\$14,834,611	\$186.60	\$195.50	\$8.90
GRF Reserve Contributions	1,441,644	1,289,892	1,441,644	1,441,644	1,289,892	19.00	17.00	(2.00)
GRF Contingency Contributions	75,876	151,752	379,380	0	379,380	0.00	5.00	5.00
<b>Total GRF</b>	<b>\$15,066,311</b>	<b>\$15,389,556</b>	<b>\$15,600,106</b>	<b>\$15,599,779</b>	<b>\$16,503,883</b>	<b>\$205.60</b>	<b>\$217.50</b>	<b>\$11.90</b>
<b>TOTAL BASIC ASSESSMENTS</b>	<b>\$55,216,764</b>	<b>\$56,170,400</b>	<b>\$58,669,487</b>	<b>\$60,856,067</b>	<b>\$62,135,011</b>	<b>\$601.98</b>	<b>\$613.03</b>	<b>\$11.05</b>

\*The asterisk indicates an assessment that varies per manor.

**UNITED LAGUNA WOODS MUTUAL**  
**Proposed 2022 PLAN**  
**Programs Report**

DESCRIPTION	2018	2019	2020	2021	2022	ASSESSMENT	
	ACTUALS	ACTUALS	ACTUALS	BUDGET	BUDGET	INCREASE/(DECREASE)	
						\$	%
<b>OPERATING FUND - MAINTENANCE &amp; CONSTRUCTION</b>							
1 PLUMBING SERVICE	\$1,546,049	\$1,674,053	\$1,678,492	\$1,157,218	\$1,216,186	\$58,968	5%
2 DAMAGE RESTORATION	0	0	0	750,051	750,051	0	0%
3 CARPENTRY SERVICE	602,580	188,134	472,259	535,154	567,600	32,446	6%
4 INTERIOR PREVENTIVE MAINTENANCE	325,221	345,817	264,354	350,791	377,755	26,964	8%
5 ELECTRICAL SERVICE	279,917	315,789	314,055	413,911	372,361	(41,550)	(10%)
6 APPLIANCE REPAIRS	334,729	316,893	263,734	320,663	329,044	8,381	3%
7 PEST CONTROL	123,057	176,611	79,544	200,000	186,500	(13,500)	(7%)
8 COUNTERTOP/FLOOR/TILE REPAIRS	159,360	164,092	104,693	120,807	127,371	6,564	5%
9 FIRE PROTECTION	19,891	11,819	11,603	32,981	32,430	(551)	(2%)
10 ENERGY PROGRAM	33,439	28,285	18,020	25,000	25,000	0	0%
11 MISCELLANEOUS REPAIRS BY OUTSIDE SERVICES	16,125	27,017	21,389	25,000	25,000	0	0%
12 GUTTER CLEANING	133,645	140,566	30,596	0	0	0	0%
13 BALCONY/BREEZEWAY RESURFACING	131,853	0	0	0	0	0	0%
14 BUILDING REHAB/DRY ROT	43,115	0	0	0	0	0	0%
15 PAINT-TOUCHUP	186,228	0	0	0	0	0	0%
16 ROOF REPAIR	146,113	0	0	0	0	0	0%
<b>TOTAL</b>	<b>\$4,081,320</b>	<b>\$3,389,076</b>	<b>\$3,258,737</b>	<b>\$3,931,576</b>	<b>\$4,009,298</b>	<b>\$77,722</b>	<b>2%</b>

Line 2 includes damage restoration cleanup costs moved from contingency in 2021.

Line 12 was moved to General Services in 2020.

Lines 13-16 were moved to reserves in 2019.

**OPERATING FUND - GENERAL SERVICES**

17 CONCRETE SERVICE	\$491,793	\$437,408	\$372,289	\$386,661	\$401,524	\$14,863	4%
18 JANITORIAL SERVICE	370,083	318,622	437,293	359,689	369,653	9,964	3%
19 GUTTER CLEANING	24,669	66,425	146,092	195,013	85,351	(109,662)	(56%)
20 WELDING	120,028	71,405	63,817	105,144	116,345	11,201	11%
21 TRAFFIC CONTROL	19,606	8,821	8,778	15,610	15,587	(23)	(0%)
22 PAVING MAINTENANCE & REPAIRS	69,408	0	0	0	0	0	0%
<b>TOTAL</b>	<b>\$1,095,587</b>	<b>\$902,681</b>	<b>\$1,028,269</b>	<b>\$1,062,117</b>	<b>\$988,460</b>	<b>(\$73,657)</b>	<b>(7%)</b>

Line 22 was moved to reserves in 2019.

**OPERATING FUND - LANDSCAPE SERVICES**

23 LANDSCAPE ADMINISTRATION	\$80,126	\$126,159	\$121,344	\$234,842	\$241,405	\$6,563	3%
24 NURSERY & COMPOSTING	189,754	185,790	211,268	187,358	187,602	244	0%
25 GROUNDS MAINTENANCE	2,198,830	2,282,873	2,585,229	2,742,171	2,392,044	(350,127)	(13%)
Shrub-Bed Maintenance	771,072	0	0	1,805,843	1,531,504	(274,339)	(15%)
Turf Maintenance	1,231,879	0	0	649,641	615,977	(33,664)	(5%)
Miscellaneous Tasks	106,433	0	0	276,340	234,077	(42,263)	(15%)
Slope Maintenance	89,446	0	0	10,347	10,486	139	1%
26 IRRIGATION	678,226	612,789	784,777	761,282	819,029	57,747	8%
27 SMALL EQUIPMENT REPAIR	188,412	188,316	190,463	208,891	209,627	736	0%
28 PEST CONTROL	191,790	219,894	229,312	225,820	274,512	48,692	22%
29 TREE MAINTENANCE	2,358	(24,714)	5,504	0	0	0	0%
<b>TOTAL</b>	<b>\$3,529,496</b>	<b>\$3,591,107</b>	<b>\$4,127,897</b>	<b>\$4,360,364</b>	<b>\$4,124,219</b>	<b>(\$236,145)</b>	<b>(5%)</b>



**UNITED LAGUNA WOODS MUTUAL**  
**Proposed 2022 PLAN**  
**Programs Report**

DESCRIPTION	2018	2019	2020	2021	2022	ASSESSMENT	
	ACTUALS	ACTUALS	ACTUALS	BUDGET	BUDGET	INCREASE/(DECREASE)	
						\$	%
RESERVE FUND - MAINTENANCE & CONSTRUCTION							
BUILDING STRUCTURES	\$450,881	\$600,963	\$1,235,622	\$1,548,984	\$1,492,903	(\$56,081)	(4%)
CDS SIGNAGE	0	0	29,078	0	0	\$0	0%
ELECTRICAL SYSTEMS	391,326	447,860	319,500	459,495	660,595	\$201,100	44%
EXTERIOR WALKWAY LIGHTING	42,568	36,202	7,671	100,391	75,635	(\$24,756)	(25%)
FOUNDATIONS	9,540	41,608	0	43,836	43,436	(\$400)	(1%)
GUTTER REPLACEMENT	32,607	67,711	83,051	102,215	126,889	\$24,674	24%
PAINT - EXTERIOR	1,962,079	1,920,691	1,224,288	2,018,293	1,739,285	(\$279,008)	(14%)
PLUMBING	0	0	0	635,618	646,769	\$11,151	2%
PRIOR TO PAINT	727,998	938,463	776,863	1,081,894	882,584	(\$199,310)	(18%)
PAVING	223,490	392,760	368,865	483,596	389,319	(\$94,277)	(19%)
ROOFS	1,197,055	814,112	927,506	1,011,445	1,020,439	\$8,994	1%
WALLS	0	151,736	24,600	35,000	35,000	\$0	0%
WASTE LINE REMEDIATION	1,890,122	2,126,216	1,349,975	2,300,000	2,300,000	\$0	0%
WATER LINE - COPPER PIPE REMEDIATION	225,632	245,552	169,746	200,000	100,000	(\$100,000)	(50%)
WINDOW/SLIDING SCREEN DOOR	140,117	60,896	71,372	123,735	133,896	\$10,161	8%
OTHER SUPPL. APPROPRIATIONS	0	915,107	6,389	0	0	\$0	0%
APPLIANCE AND FIXTURES:							
COOKTOPS	57,585	106,637	55,479	71,716	70,442	(\$1,274)	(2%)
DISHWASHERS	107,052	93,094	52,993	89,051	97,526	\$8,475	10%
FIXTURES - BASINS/FAUCETS/SINKS/TOILETS	300,042	255,597	133,986	229,253	232,333	\$3,080	1%
GARBAGE DISPOSALS	159,923	110,654	74,176	114,730	117,647	\$2,917	3%
HOODS	26,507	21,474	10,264	36,299	40,005	\$3,706	10%
KITCHEN/BATH COUNTERS, FLOORS, MISC.	1,114,485	992,888	550,095	1,364,445	1,363,867	(\$578)	(0%)
OVENS	95,335	130,533	98,684	111,716	134,125	\$22,409	20%
RANGES	4,392	10,628	4,474	12,799	12,613	(\$186)	(1%)
REFRIGERATORS	167,413	185,323	97,109	229,892	223,842	(\$6,050)	(3%)
WATER HEATERS & PERMITS	1,042,161	1,205,084	282,448	748,075	762,029	\$13,954	2%
DRYERS - LAUNDRY	0	3,551	1,152	35,872	38,246	\$2,374	7%
WASHING MACHINES - LAUNDRY	1,858	2,717	64,094	91,124	91,380	\$256	0%
RESALE INSPECTION REPLACEMENTS	0	0	0	0	0	\$0	0%
TOTAL APPLIANCE AND FIXTURES	\$3,076,755	\$3,118,181	\$1,424,955	\$3,134,972	\$3,184,055	\$49,083	2%
TOTAL	\$10,370,168	\$11,878,056	\$8,019,480	\$13,279,474	\$12,830,805	(\$448,669)	(3%)

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

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

Line 37 was moved from operations in 2021.



**UNITED LAGUNA WOODS MUTUAL  
Proposed 2022 PLAN  
Programs Report**

DESCRIPTION	2018 ACTUALS	2019 ACTUALS	2020 ACTUALS	2021 BUDGET	2022 BUDGET	ASSESSMENT	
						INCREASE/(DECREASE)	
						\$	%
RESERVE FUND - GENERAL SERVICES							
PRIOR TO PAINT - WELDING	\$3,678	\$0	\$0	\$9,546	\$9,565	\$19	0%
PAVING	0	33,890	21,379	71,067	60,820	(10,247)	(14%)
WALLS	140,900	0	0	30,400	15,400	(15,000)	(49%)
TOTAL	\$144,578	\$33,890	\$21,379	\$111,013	\$85,785	(\$25,228)	(23%)

Line 58 includes major repairs moved from operations in 2019.

<b>RESERVE FUND - LANDSCAPE SERVICES</b>							
60 LANDSCAPE RENOVATION	\$87,667	\$104,142	\$257,365	\$168,591	\$111,925	(\$56,666)	(34%)
61 IMPROVEMENT & RESTORATION	0	0	0	316,330	373,214	56,884	18%
62 TREE MAINTENANCE	416,257	1,118,879	877,273	933,558	947,656	14,098	2%
<b>TOTAL</b>	<b>\$503,924</b>	<b>\$1,223,021</b>	<b>\$1,134,638</b>	<b>\$1,418,479</b>	<b>\$1,432,795</b>	<b>\$14,316</b>	<b>1%</b>

<b>CONTINGENCY FUND - MAINTENANCE &amp; CONSTRUCTION</b>							
63 MOISTURE INTRUSION - RAIN LEAKS	\$78,401	\$464,866	\$264,914	\$0	\$0	\$0	0%
64 MOISTURE INTRUSION - PLUMBING LEAKS	867,771	1,381,962	797,699	0	0	0	0%
65 MOISTURE INTRUSION - PLUMBING STOPPAGES	356,680	409,223	257,338	0	0	0	0%
66 MOISTURE INTRUSION - MISCELLANEOUS	140,546	250,780	185,784	0	0	0	0%
67 DAMAGE RESTORATION SERVICES	5,496	207,406	25,645	0	0	0	0%
OTHER SUPPL. APPROPRIATIONS	0	100,369	(58,843)	0	0	0	0%
<b>TOTAL</b>	<b>\$1,448,894</b>	<b>\$2,814,606</b>	<b>\$1,472,538</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

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

<b>PROPERTY TAXES FUND - NON WORK CENTER</b>							
68 PROPERTY TAXES	\$0	\$0	\$0	\$0	\$12,401,160	\$12,401,160	100%
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,401,160</b>	<b>\$12,401,160</b>	<b>100%</b>

Line 68 - Expenditures were moved from operations beginning 2022. Expenses are billed directly to each manor and vary by manor.



## DEFINITION OF FUNDS

### RESERVE FUND

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

Year	Beginning Balance	Investment Income	Contributions	Assessment PMPM	Planned Expenditures*	ENDING BALANCE
2021	\$ 20,195,691	\$ 142,178	\$ 10,776,240	\$ 142.02	\$ (13,761,149)	\$ 17,352,960
<b>2022</b>	<b>\$ 17,352,960</b>	<b>\$ 328,022</b>	<b>\$ 10,776,240</b>	<b>\$ 142.02</b>	<b>\$ (14,349,385)</b>	<b>\$ 14,107,837</b>
2023	\$ 14,107,837	\$ 281,949	\$ 12,837,727	\$ 169.19	\$ (16,026,800)	\$ 11,200,713
2024	\$ 11,200,713	\$ 237,030	\$ 13,832,651	\$ 182.31	\$ (15,658,354)	\$ 9,612,040
2025	\$ 9,612,040	\$ 211,185	\$ 14,904,682	\$ 196.43	\$ (16,113,899)	\$ 8,614,008
2026	\$ 8,614,008	\$ 203,192	\$ 15,351,822	\$ 202.33	\$ (15,357,005)	\$ 8,812,017

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

### RESTRICTED FUNDS

#### Contingency Fund

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

Year	Beginning Balance	Investment Income	Contributions	Assessment PMPM	Planned Expenditures	ENDING BALANCE
2021	\$ 359,381	\$ 6,917	\$ 758,760	\$ 10.00	\$ 0	\$ 1,125,058
<b>2022</b>	<b>\$ 1,125,058</b>	<b>\$ 25,536</b>	<b>\$ 303,504</b>	<b>\$ 4.00</b>	<b>\$ 0</b>	<b>\$ 1,454,098</b>
2023	\$ 1,454,098	\$ 36,985	\$ 379,380	\$ 5.00	\$ 0	\$ 1,870,463
2024	\$ 1,870,463	\$ 47,207	\$ 455,256	\$ 6.00	\$ 0	\$ 2,372,926
2025	\$ 2,372,926	\$ 59,366	\$ 531,132	\$ 7.00	\$ 0	\$ 2,963,424
2026	\$ 2,963,424	\$ 73,506	\$ 607,008	\$ 8.00	\$ 0	\$ 3,643,938



### **Property Taxes Fund**

The Property Taxes Fund is used for property taxes, which are generally based on the most recent purchase price of the individual manor. Expenses are billed directly to each manor and vary by manor. The fund was established in 2022 and is not required by Civil Code and is not included in the reserve plan calculations.

<i>Year</i>	<i>Beginning Balance</i>	<i>Investment Income</i>	<i>Contributions</i>	<i>Assessment PMPM</i>	<i>Planned Expenditures</i>	<i>ENDING BALANCE</i>
2021	\$ 0	\$ 0	\$ 12,158,000	Varies	\$ (12,158,000)	\$ 0
<b>2022</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 12,401,160</b>	<b>Varies</b>	<b>\$ (12,401,160)</b>	<b>\$ 0</b>
2023	\$ 0	\$ 0	\$ 12,649,183	Varies	\$ (12,649,183)	\$ 0
2024	\$ 0	\$ 0	\$ 12,902,167	Varies	\$ (12,902,167)	\$ 0
2025	\$ 0	\$ 0	\$ 13,160,210	Varies	\$ (13,160,210)	\$ 0
2026	\$ 0	\$ 0	\$ 13,423,414	Varies	\$ (13,423,414)	\$ 0