



**REGULAR MEETING OF THE FINANCE COMMITTEE**

**Tuesday, January 25, 2022 – 1:30 p.m.  
Laguna Woods Village Virtual Meeting Via Zoom  
24351 El Toro Road  
Laguna Woods, CA 92637**

**AGENDA**

1. Call to Order
2. Acknowledgment of Media
3. Approval of the Agenda
4. Approval of the Meeting Report for December 28, 2021
5. Chair Remarks
6. Member Comments (Items Not on the Agenda)

*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/85040223813> or call the one tap number using your mobile phone **+16699006833,,85040223813#** or email [meeting@vmsinc.org](mailto:meeting@vmsinc.org) to request to speak.*

7. Department Head Update

**Reports**

8. Preliminary Financial Statements dated December 31, 2021
  - a. Items for Correction
  - b. Compensation and Outside Services
  - c. United Leasing Report

**Items for Discussion and Consideration**

9. VMS Monthly Staffing Report
10. Endorsements from Standing Committees

**Future Agenda Items**

**Concluding Business:**

11. Committee Member Comments
12. Date of Next Meeting – Tuesday, February 22, 2022 at 1:30 p.m.
13. Recess to Closed Session

Azar Asgari, Chair  
Jose Campos, Staff Officer  
Telephone: 949-597-4201



## **FINANCE COMMITTEE MEETING REPORT OF THE REGULAR OPEN SESSION**

Tuesday, December 28, 2021 – 1:30 p.m.  
Board Room/Virtual Meeting  
24351 El Toro Road

**MEMBERS PRESENT:** Pat English – Chair, Azar Asgari, Advisor: Richard Rader

**MEMBERS ABSENT:** Pearl Lee

**OTHERS PRESENT:** United – Anthony Liberatore – President  
VMS – Juanita Skillman

**STAFF PRESENT:** Jose Campos, Steve Hormuth, Erika Hernandez

### **Call to Order**

Chair Pat English, chaired the meeting and called it to order at 1:30p.m.

### **Acknowledgment of Media**

The meeting was recorded and made available via Zoom for members of the community to participate virtually.

### **Approval of Agenda**

The agenda was approved as presented.

### **Approval of the Regular Meeting Report of November 30, 2021**

The meeting report was approved as presented.

### **Chair Remarks**

None.

### **Member Comments (Items Not on the Agenda)**

Director Dick Rader asked whether money will be borrowed from the reserves to cover upcoming bills such as property taxes. Steve Hormuth, Controller, addressed his question and stated that if borrowing is necessary it will be presented to the Finance Committee to make a recommendation to the board to ratify the borrowing.

### **Department Head Update**

Jose Campos, Interim Financial Services Director, provided updates on the 2022 annual budget, annual policy statement, insurance and the 2022 city trash service rate increase.

### **Review Preliminary Financial Statements dated November 30, 2021**

The committee reviewed financial statements for November 30, 2021 and questions were addressed.

### **Compensation and Outside Services**

The committee reviewed the report. No actions were requested or taken.

### **United Leasing Report**

The committee reviewed the report. Questions were addressed and no actions taken.

### **Endorsements from Standing Committees**

None.

### **Future Agenda Items**

Bank of America negotiation

VMS staffing report from Human Resources.

### **Committee Member Comments**

Chair English wished everyone a Happy New Year.

### **Date of Next Meeting**

Tuesday, January 25, 2022 at 1:30 p.m.

### **Recess to Closed Session**

The meeting recessed to closed session at 2:50 p.m.

**DRAFT**

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Pat English, Chair



## MEMORANDUM

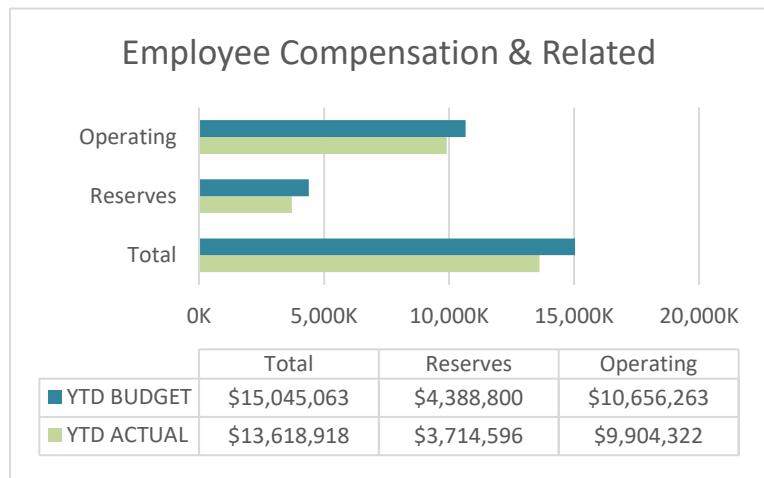
To: United Finance Committee  
 From: Jose Campos, Interim Financial Services Director  
 Date: January 25, 2022  
 Re: Department Head Update

### Financial Highlights

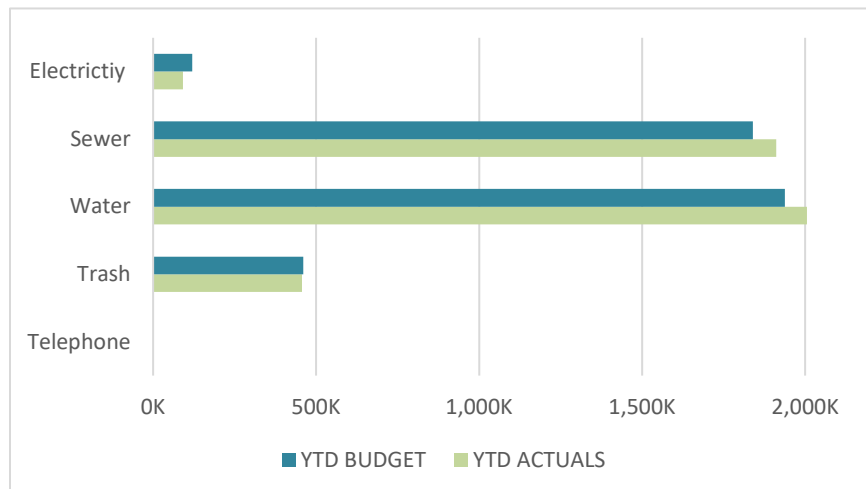
- SUMMARY:** For the year-to-date period ending December 31, 2021, United Mutual was better than budget by \$2,639K primarily resulting from late start of programs due to the COVID-19 pandemic, affecting the areas of compensation \$1,426K, outside services \$1,036K, and materials \$812K.

INCOME STATEMENT			
	Actual	Budget	Variance
Assessment Revenues	\$45,270,265	\$45,256,288	\$13,977
Other Revenues	1,289,909	1,798,621	(508,712)
Expenses	47,043,260	50,176,817	3,133,557
<b>Revenue / (Expense)</b>	<b>(\$483,086)</b>	<b>(\$3,121,908)</b>	<b>\$2,638,822</b>

- COMPENSATION:** Actual compensation and related costs came in at \$13.6 million, with \$9.9 million in operations and \$3.7 million in reserves. Combined, this category is 9% favorable to budget. For United, the most significant variances were in Maintenance and Landscape due to outsourcing, open positions, and a change from a 10 year paint cycle to a 15 year paint cycle.



- UTILITIES:** In total, this category was unfavorable to budget by (\$221K) primarily due to water expenses coming in higher than budget; water consumption was higher due to less rainfall than prior years. Sewer is also an unfavorable variance. Electricity, trash, and telephone expenditures remained within budget.



## Discussions

**VMS Finance Staffing Update:** Steve Hormuth will assume the permanent Director of Financial Services role. Jose Campos will assume a newly created Assistant Director position, focusing on financial planning and processes. Both Steve and Jose are excited to take on their permanent roles and will continue to work with Board members to help shape the financial health of the Village moving forward.

**Insurance:** Marsh, the insurance broker for United presented quotes with different limit options at the All Boards All Director meeting on September 24th. Based on the presentation and quotes received, United has bound all casualty, D&O, and property insurance lines as of October 1st. The next policy to renew for United is the crime policy which has a March 22<sup>nd</sup> renewal date.

## Calendar

- Jan 25, 2022 @ 1:30 p.m. United Finance Committee Meeting (December Financials)
- Jan 27, 2022 @ 2:00 p.m. United Board Agenda Prep Meeting
- Feb 8, 2022 @ 9:30 a.m. United Board Meeting
- Feb 22, 2022 @ 1:30 p.m. United Finance Committee Meeting (January Financials)
- Feb 24, 2022 @ 2:00 p.m. United Board Agenda Prep Meeting
- Mar 8, 2022 @ 9:30 a.m. United Board Meeting

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**United Laguna Woods Mutual**  
**Statement of Revenues & Expenses**  
**12/31/2021**  
(\$ IN THOUSANDS)

		CURRENT MONTH			YEAR TO DATE			PRIOR YEAR	TOTAL
		ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET
<b>Revenues:</b>									
<b>Assessments:</b>									
1	Operating	\$2,811	\$2,810	\$1	\$33,736	\$33,721	\$14	\$30,456	\$33,721
2	Additions to restricted funds	961	961		11,535	11,535		12,293	11,535
3	Total assessments	3,773	3,771	1	45,270	45,256	14	42,750	45,256
<b>Non-assessment revenues:</b>									
4	Merchandise sales				23		23	6	
5	Fees and charges for services to residents	126	53	73	676	629	47	373	629
6	Laundry	12	23	(10)	244	270	(26)	244	270
7	Investment income	21	20	2	157	234	(77)	264	234
8	Unrealized gain/(loss) on AFS investments	(51)	10	(61)	(427)	125	(552)	329	125
9	Miscellaneous	54	45	9	618	541	77	2,393	541
10	Total non-assessment revenue	163	150	13	1,290	1,799	(509)	3,609	1,799
11	Total revenue	3,935	3,922	14	46,560	47,055	(495)	46,358	47,055
<b>Expenses:</b>									
12	Employee compensation and related	1,241	1,268	27	13,619	15,045	1,426	12,193	15,045
13	Materials and supplies	201	269	68	2,275	3,087	812	1,695	3,087
14	Utilities and telephone	426	336	(90)	4,580	4,359	(221)	4,192	4,359
15	Legal fees	18	29	11	178	350	172	268	350
16	Professional fees	6	6	(1)	56	116	60	78	116
17	Equipment rental	2	2		42	20	(22)	38	20
18	Outside services	2,522	712	(1,811)	8,192	9,229	1,036	8,100	9,229
19	Repairs and maintenance	6	5	(2)	38	49	11	28	49
20	Other Operating Expense	22	16	(6)	140	206	66	125	206
21	Property and sales tax	1,228	1,013	(215)	12,239	12,158	(81)	11,899	12,158
22	Insurance	315	320	4	4,062	3,838	(225)	2,516	3,838
23	Investment expense		3	3	11	11		10	11
24	Uncollectible Accounts	7	8	1	(17)	30	47	1	30
25	(Gain)/loss on sale or trade	75		(75)	36		(36)	48	
26	Depreciation and amortization	16	16		196	196		196	196
27	Net allocation to mutuals	122	123		1,398	1,484	86	1,455	1,484
28	Total expenses	6,208	4,124	(2,084)	47,043	50,177	3,134	42,844	50,177
29	Excess of revenues over expenses	(\$2,273)	(\$202)	(\$2,070)	(\$483)	(\$3,122)	\$2,639	\$3,515	(\$3,122)

**United Laguna Woods Mutual**  
**Statement of Revenues & Expenses - By Fund Type - Preliminary**  
**12/31/2021**  
(\$ IN THOUSANDS)

	OPERATING YEAR TO DATE			RESERVE: YEAR TO DATE			RESTRICTED: YEAR TO DATE			COMBINED: YEAR TO DATE		
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE
Revenues:												
Assessments:												
1 Operating	\$21,563	\$21,563	(\$1)				\$12,173	\$12,158	\$15	\$33,736	\$33,721	\$14
2 Additions to restricted funds				10,776	10,776		759	759		11,535	11,535	
3 Total assessments	21,563	21,563	(1)	10,776	10,776		12,932	12,917	15	45,270	45,256	14
Non-assessment revenues:												
4 Merchandise sales	5		5	19		19				23		23
5 Fees and charges for services to residents	669	629	40	7		7				676	629	47
6 Laundry	244	270	(26)							244	270	(26)
7 Investment income				148	222	(74)	9	12	(3)	157	234	(77)
8 Unrealized gain/(loss) on AFS investments				(402)	120	(522)	(26)	5	(31)	(427)	125	(552)
9 Miscellaneous	618	541	77							618	541	77
10 Total non-assessment revenue	1,536	1,440	96	(229)	342	(571)	(17)	17	(34)	1,290	1,799	(509)
11 Total revenue	23,098	23,003	95	10,547	11,118	(571)	12,915	12,934	(19)	46,560	47,055	(495)
Expenses:												
12 Employee compensation and related	9,904	10,656	752	3,715	4,389	674				13,619	15,045	1,426
13 Materials and supplies	855	837	(18)	1,419	2,249	831	1		(1)	2,275	3,087	812
14 Utilities and telephone	4,571	4,349	(222)	8	10	2				4,580	4,359	(221)
15 Legal fees	178	350	172							178	350	172
16 Professional fees	56	116	60							56	116	60
17 Equipment rental	10	5	(5)	32	15	(17)				42	20	(22)
18 Outside services	2,382	1,451	(930)	5,811	7,777	1,967				8,192	9,229	1,036
19 Repairs and maintenance	35	42	7	3	7	4				38	49	11
20 Other Operating Expense	115	166	51	25	40	15				140	206	66
21 Property and sales tax							12,238	12,158	(80)	12,239	12,158	(81)
22 Insurance	4,062	3,838	(225)							4,062	3,838	(225)
23 Investment expense				10	11	1	1	1		11	11	
24 Uncollectible Accounts	(17)	30	47							(17)	30	47
25 (Gain)/loss on sale or trade				38		(38)	(2)		2	36		(36)
26 Depreciation and amortization	196	196								196	196	
27 Net allocation to mutuals	1,110	1,163	53	288	321	33				1,398	1,484	86
28 Total expenses	23,457	23,199	(258)	11,349	14,820	3,471	12,238	12,159	(79)	47,043	50,177	3,134
29 Excess of revenues over expenses	(\$359)	(\$196)	(\$163)	(\$801)	(\$3,701)	\$2,900	\$677	\$775	(\$98)	(\$483)	(\$3,122)	\$2,639

**United Laguna Woods Mutual  
Operating Statement  
12/31/2021**  
UNITED LAGUNA WOODS MUTUAL

	Actual	YEAR TO DATE Budget	VAR\$ B/(W)	VAR% B/(W)	TOTAL BUDGET
Revenues:					
Assessments:					
<b>Operating</b>					
41001000 - Monthly Assessments	\$18,541,059	\$18,541,694	(\$635)	0.00%	\$18,541,694
41007000 - Monthly Assessments - Property Taxes	11,883,498	12,158,000	(274,502)	(2.26%)	12,158,000
41007500 - Monthly Assessments - Supplemental Property Taxes	289,435	0	289,435	0.00%	0
41008000 - Monthly Assessments - Property Insurance	3,021,603	3,021,594	9	0.00%	3,021,594
<b>Total Operating</b>	<b>33,735,595</b>	<b>33,721,288</b>	<b>14,307</b>	<b>0.04%</b>	<b>33,721,288</b>
<b>Additions To Restricted Funds</b>					
41001500 - Monthly Assessments - Contingency Fund	758,760	758,760	0	0.00%	758,760
41003500 - Monthly Assessments - Replacement Fund	10,775,910	10,776,240	(330)	0.00%	10,776,240
<b>Total Additions To Restricted Funds</b>	<b>11,534,670</b>	<b>11,535,000</b>	<b>(330)</b>	<b>0.00%</b>	<b>11,535,000</b>
<b>Total Assessments</b>	<b>45,270,265</b>	<b>45,256,288</b>	<b>13,977</b>	<b>0.03%</b>	<b>45,256,288</b>
Non-Assessment Revenues:					
<b>Merchandise Sales</b>					
41501500 - Merchandise Sales - Warehouse	23,467	0	23,467	0.00%	0
<b>Total Merchandise Sales</b>	<b>23,467</b>	<b>0</b>	<b>23,467</b>	<b>0.00%</b>	<b>0</b>
<b>Fees and Charges for Services to Residents</b>					
46501000 - Permit Fee	277,451	165,393	112,059	67.75%	165,393
46501500 - Inspection Fee	74,557	79,294	(4,737)	(5.97%)	79,294
46502000 - Resident Maintenance Fee	323,559	384,271	(60,711)	(15.80%)	384,271
<b>Total Fees and Charges for Services to Residents</b>	<b>675,568</b>	<b>628,957</b>	<b>46,611</b>	<b>7.41%</b>	<b>628,957</b>
<b>Laundry</b>					
46005000 - Coin Op Laundry Machine	244,083	270,000	(25,917)	(9.60%)	270,000
<b>Total Laundry</b>	<b>244,083</b>	<b>270,000</b>	<b>(25,917)</b>	<b>(9.60%)</b>	<b>270,000</b>
<b>Investment Income</b>					
49001000 - Investment Income - Nondiscretionary	204	18,000	(17,796)	(98.87%)	18,000
49002000 - Investment Income - Discretionary	156,393	216,000	(59,607)	(27.60%)	216,000
<b>Investment Interest Income</b>	<b>156,597</b>	<b>234,000</b>	<b>(77,403)</b>	<b>(33.08%)</b>	<b>234,000</b>
<b>Unrealized Gain/(Loss) On AFS Investments</b>					
49008100 - Unrealized Gain/(Loss) On Available For Sale Investments	(427,440)	125,000	(552,440)	(441.95%)	125,000
<b>Total Unrealized Gain/(Loss) On AFS Investments</b>	<b>(427,440)</b>	<b>125,000</b>	<b>(552,440)</b>	<b>(441.95%)</b>	<b>125,000</b>
<b>Miscellaneous</b>					
46004500 - Resident Violations	8,325	30,000	(21,675)	(72.25%)	30,000
44501000 - Additional Occupant Fee	42,700	40,000	2,700	6.75%	40,000
44501500 - Lease Processing Fee - United	130,740	123,526	7,214	5.84%	123,526
44502000 - Variance Processing Fee	0	4,000	(4,000)	(100.00%)	4,000
44503000 - Stock Transfer Fee	7,650	15,405	(7,755)	(50.34%)	15,405
44503510 - Resale Processing Fee - United	179,298	128,233	51,065	39.82%	128,233
44507000 - Golf Cart Electric Fee	53,800	60,000	(6,200)	(10.33%)	60,000
44507200 - Electric Vehicle Plug-In Fee	18,114	14,000	4,114	29.39%	14,000
44507500 - Cartport/Carport Space Rental Fee	2,325	2,000	325	16.25%	2,000
47001500 - Late Fee Revenue	56,355	50,000	6,355	12.71%	50,000
47002000 - Collection Administrative Fee	725	0	725	0.00%	0
47002010 - Collection Administrative Fee - United	111,080	61,500	49,580	80.62%	61,500
47002500 - Collection Interest Revenue	2,329	10,000	(7,671)	(76.71%)	10,000
47501000 - Recycling	4,335	2,000	2,335	116.77%	2,000
49009000 - Miscellaneous Revenue	(140)	0	(140)	0.00%	0
<b>Total Miscellaneous</b>	<b>617,635</b>	<b>540,664</b>	<b>76,971</b>	<b>14.24%</b>	<b>540,664</b>
<b>Total Non-Assessment Revenue</b>	<b>1,289,910</b>	<b>1,798,621</b>	<b>(508,712)</b>	<b>(28.28%)</b>	<b>1,798,621</b>
<b>Total Revenue</b>	<b>46,560,174</b>	<b>47,054,909</b>	<b>(494,735)</b>	<b>(1.05%)</b>	<b>47,054,909</b>
Expenses:					
<b>Employee Compensation</b>					
51011000 - Salaries & Wages - Regular	2,739,688	2,966,423	226,735	7.64%	2,966,423



**United Laguna Woods Mutual**  
**Operating Statement**  
**12/31/2021**  
UNITED LAGUNA WOODS MUTUAL

	YEAR TO DATE				TOTAL
	Actual	Budget	VAR\$ B/(W)	VAR% B/(W)	BUDGET
51021000 - Union Wages - Regular	5,363,786	6,380,230	1,016,444	15.93%	6,380,230
51041000 - Wages - Overtime	30,494	23,590	(6,905)	(29.27%)	23,590
51051000 - Union Wages - Overtime	196,669	88,955	(107,714)	(121.09%)	88,955
51061000 - Holiday & Vacation	968,130	788,381	(179,750)	(22.80%)	788,381
51071000 - Sick	305,717	321,577	15,860	4.93%	321,577
51081000 - Sick - Part Time	48	255	206	81.02%	255
51091000 - Missed Meal Penalty	7,398	1,426	(5,971)	(418.62%)	1,426
51101000 - Temporary Help	75,706	23,900	(51,806)	(216.76%)	23,900
51981000 - Compensation Accrual	37,099	0	(37,099)	0.00%	0
<b>Total Employee Compensation</b>	<b>9,724,736</b>	<b>10,594,736</b>	<b>870,000</b>	<b>8.21%</b>	<b>10,594,736</b>
<b>Compensation Related</b>					
52411000 - F.I.C.A.	715,093	793,354	78,260	9.86%	793,354
52421000 - F.U.I.	8,442	10,882	2,440	22.43%	10,882
52431000 - S.U.I.	56,929	55,304	(1,625)	(2.94%)	55,304
52441000 - Union Medical	1,798,387	2,001,002	202,615	10.13%	2,001,002
52451000 - Workers' Compensation Insurance	450,229	580,059	129,830	22.38%	580,059
52461000 - Non Union Medical & Life Insurance	352,403	380,221	27,818	7.32%	380,221
52471000 - Union Retirement Plan	443,121	500,411	57,289	11.45%	500,411
52481000 - Non-Union Retirement Plan	63,218	129,095	65,877	51.03%	129,095
52981000 - Compensation Related Accrual	6,360	0	(6,360)	0.00%	0
<b>Total Compensation Related</b>	<b>3,894,182</b>	<b>4,450,327</b>	<b>556,145</b>	<b>12.50%</b>	<b>4,450,327</b>
<b>Materials and Supplies</b>					
53001000 - Materials & Supplies	538,831	650,728	111,897	17.20%	650,728
53003000 - Materials Direct	1,731,262	2,431,902	700,640	28.81%	2,431,902
53004000 - Freight	4,691	4,141	(550)	(13.27%)	4,141
<b>Total Materials and Supplies</b>	<b>2,274,784</b>	<b>3,086,771</b>	<b>811,987</b>	<b>26.31%</b>	<b>3,086,771</b>
<b>Utilities and Telephone</b>					
53301000 - Electricity	91,483	120,000	28,517	23.76%	120,000
53301500 - Sewer	1,911,413	1,840,200	(71,213)	(3.87%)	1,840,200
53302000 - Water	2,119,249	1,937,476	(181,773)	(9.38%)	1,937,476
53302500 - Trash	456,720	460,254	3,534	0.77%	460,254
53304000 - Telephone	676	706	30	4.20%	706
<b>Total Utilities and Telephone</b>	<b>4,579,540</b>	<b>4,358,636</b>	<b>(220,905)</b>	<b>(5.07%)</b>	<b>4,358,636</b>
<b>Legal Fees</b>					
53401500 - Legal Fees	177,989	349,985	171,996	49.14%	349,985
<b>Total Legal Fees</b>	<b>177,989</b>	<b>349,985</b>	<b>171,996</b>	<b>49.14%</b>	<b>349,985</b>
<b>Professional Fees</b>					
53402010 - Audit & Tax Preparation Fees - United	46,466	45,400	(1,066)	(2.35%)	45,400
53403500 - Consulting Fees	627	15,920	15,293	96.06%	15,920
53403510 - Consulting Fees - United	8,812	55,000	46,188	83.98%	55,000
<b>Total Professional Fees</b>	<b>55,905</b>	<b>116,320</b>	<b>60,415</b>	<b>51.94%</b>	<b>116,320</b>
<b>Equipment Rental</b>					
53501500 - Equipment Rental/Lease Fees	42,444	19,993	(22,451)	(112.30%)	19,993
<b>Total Equipment Rental</b>	<b>42,444</b>	<b>19,993</b>	<b>(22,451)</b>	<b>(112.30%)</b>	<b>19,993</b>
<b>Outside Services</b>					
53601000 - Bank Fees	32,981	31,921	(1,060)	(3.32%)	31,921
53601500 - Credit Card Transaction Fees	9,888	0	(9,888)	0.00%	0
54603500 - Outside Services Cost Collection	8,021,360	9,059,495	1,038,136	11.46%	9,059,495
53704000 - Outside Services	128,091	137,221	9,130	6.65%	137,221
<b>Total Outside Services</b>	<b>8,192,320</b>	<b>9,228,637</b>	<b>1,036,317</b>	<b>11.23%</b>	<b>9,228,637</b>
<b>Repairs and Maintenance</b>					
53701000 - Equipment Repair & Maint	5,593	18,394	12,801	69.59%	18,394
53703000 - Elevator /Lift Maintenance	32,101	30,166	(1,935)	(6.42%)	30,166
<b>Total Repairs and Maintenance</b>	<b>37,693</b>	<b>48,559</b>	<b>10,866</b>	<b>22.38%</b>	<b>48,559</b>
<b>Other Operating Expense</b>					
53801000 - Mileage & Meal Allowance	2,266	14,993	12,726	84.88%	14,993
53801500 - Travel & Lodging	26	2,829	2,802	99.07%	2,829
53802000 - Uniforms	70,011	94,090	24,079	25.59%	94,090
53802500 - Dues & Memberships	1,650	2,557	907	35.46%	2,557
53803000 - Subscriptions & Books	2,209	2,048	(161)	(7.87%)	2,048

**United Laguna Woods Mutual**  
**Operating Statement**  
**12/31/2021**  
UNITED LAGUNA WOODS MUTUAL

	Actual	YEAR TO DATE Budget	VAR\$ B/(W)	VAR% B/(W)	TOTAL BUDGET
53803500 - Training & Education	4,308	23,134	18,826	81.38%	23,134
53903000 - Safety	773	776	3	0.44%	776
54001010 - Board Relations - United	1,717	7,525	5,808	77.19%	7,525
54002000 - Postage	56,409	57,828	1,419	2.45%	57,828
54002500 - Filing Fees / Permits	386	348	(37)	(10.64%)	348
<b>Total Other Operating Expense</b>	<b>139,755</b>	<b>206,128</b>	<b>66,373</b>	<b>32.20%</b>	<b>206,128</b>
<b>Property and Sales Tax</b>					
54301500 - State & Local Taxes	235	0	(235)	0.00%	0
54302000 - Property Taxes	12,238,498	12,158,000	(80,498)	(0.66%)	12,158,000
<b>Total Property and Sales Tax</b>	<b>12,238,733</b>	<b>12,158,000</b>	<b>(80,733)</b>	<b>(0.66%)</b>	<b>12,158,000</b>
<b>Insurance</b>					
54401000 - Hazard & Liability Insurance	812,730	742,331	(70,399)	(9.48%)	742,331
54401500 - D&O Liability	70,113	66,490	(3,622)	(5.45%)	66,490
54402000 - Property Insurance	3,174,029	3,021,594	(152,434)	(5.04%)	3,021,594
54403000 - General Liability Insurance	5,428	7,328	1,900	25.92%	7,328
<b>Total Insurance</b>	<b>4,062,300</b>	<b>3,837,743</b>	<b>(224,556)</b>	<b>(5.85%)</b>	<b>3,837,743</b>
<b>Investment Expense</b>					
54201000 - Investment Expense	10,693	11,180	487	4.35%	11,180
<b>Total Investment Expense</b>	<b>10,693</b>	<b>11,180</b>	<b>487</b>	<b>4.35%</b>	<b>11,180</b>
<b>Uncollectible Accounts</b>					
54602000 - Bad Debt Expense	(16,942)	30,000	46,942	156.47%	30,000
<b>Total Uncollectible Accounts</b>	<b>(16,942)</b>	<b>30,000</b>	<b>46,942</b>	<b>156.47%</b>	<b>30,000</b>
<b>(Gain)/Loss on Sale or Trade</b>					
54101000 - (Gain)/Loss - Warehouse Sales	(87)	0	87	0.00%	0
54101500 - (Gain)/Loss On Investments	(54,616)	0	54,616	0.00%	0
54103000 - Asset Retirement Obligation	90,465	0	(90,465)	0.00%	0
<b>Total (Gain)/Loss on Sale or Trade</b>	<b>35,763</b>	<b>0</b>	<b>(35,763)</b>	<b>0.00%</b>	<b>0</b>
<b>Depreciation and Amortization</b>					
55001000 - Depreciation And Amortization	195,763	195,763	0	0.00%	195,763
<b>Total Depreciation and Amortization</b>	<b>195,763</b>	<b>195,763</b>	<b>0</b>	<b>0.00%</b>	<b>195,763</b>
<b>Net Allocation to Mutuals</b>					
54602500 - Allocated Expenses	1,397,601	1,484,039	86,437	5.82%	1,484,039
<b>Total Net Allocation to Mutuals</b>	<b>1,397,601</b>	<b>1,484,039</b>	<b>86,437</b>	<b>5.82%</b>	<b>1,484,039</b>
<b>Total Expenses</b>	<b>47,043,260</b>	<b>50,176,817</b>	<b>3,133,557</b>	<b>6.25%</b>	<b>50,176,817</b>
<b>Excess of Revenues Over Expenses</b>	<b>(\$483,086)</b>	<b>(\$3,121,908)</b>	<b>\$2,638,822</b>	<b>84.53%</b>	<b>(\$3,121,908)</b>

**United Laguna Woods Mutual  
Balance Sheet - Preliminary  
12/31/2021**

		<u>Current Month End</u>	<u>Prior Year December 31</u>
	<b>Assets</b>		
1	Cash and cash equivalents	\$6,230,045	\$3,703,195
2	Non-discretionary investments	999,883	1,999,972
3	Discretionary investments	15,204,873	15,431,999
4	Receivable/(Payable) from mutuals	(194,221)	1,217,853
5	Accounts receivable and interest receivable	682,904	751,495
6	Prepaid expenses and deposits	2,595,239	2,702,718
7	Property and equipment	91,989,605	91,989,605
8	Accumulated depreciation property and equipment	(83,762,315)	(83,759,253)
9	Beneficial interest in GRF of Laguna Hills Trust	5,411,004	5,603,705
10	Non-controlling interest in GRF	41,028,127	41,028,127
<b>11</b>	<b>Total Assets</b>	<b><u>\$80,185,144</u></b>	<b><u>\$80,669,416</u></b>
	<b>Liabilities and Fund Balances</b>		
	Liabilities:		
12	Accounts payable and accrued expenses	\$3,230,501	\$3,222,737
13	Accrued compensation and related costs	518,105	473,338
14	Deferred income	777,856	922,039
15	Asset retirement obligation	1,382,827	1,292,361
16	Total liabilities	<u>\$5,909,289</u>	<u>\$5,910,475</u>
	Fund balances:		
17	Fund balance prior years	74,758,941	71,244,405
18	Change in fund balance - current year	(483,086)	3,514,536
19	Total fund balances	<u>74,275,855</u>	<u>74,758,941</u>
<b>20</b>	<b>Total Liabilities and Fund Balances</b>	<b><u>\$80,185,144</u></b>	<b><u>\$80,669,416</u></b>

**United Laguna Woods Mutual  
Fund Balance Sheet - Final  
12/31/2021**

		<u>Operating Fund</u>	<u>Contingency Fund</u>	<u>Replacement Fund</u>	<u>Property Taxes Fund</u>	<u>Total</u>
<b>Assets</b>						
1	Cash and cash equivalents	\$820,409		\$5,409,636		\$6,230,045
2	Non-discretionary investments			999,883		999,883
3	Discretionary investments			15,204,873		15,204,873
4	Receivable/(Payable) from mutuals	(194,221)				(194,221)
5	Receivable/(Payable) from operating fund	(581,461)	1,113,532	(466,506)	(65,565)	
6	Accounts receivable and interest receivable	682,904				682,904
7	Prepaid expenses and deposits	2,595,239				2,595,239
8	Property and equipment	91,989,605				91,989,605
9	Accumulated depreciation property and equipment	(83,762,315)				(83,762,315)
10	Beneficial interest in GRF of Laguna Hills Trust	5,411,004				5,411,004
11	Non-controlling interest in GRF	41,028,127				41,028,127
<b>12</b>	<b>Total Assets</b>	<u><b>\$57,989,291</b></u>	<u><b>\$1,113,532</b></u>	<u><b>\$21,147,886</b></u>	<u><b>(\$65,565)</b></u>	<u><b>\$80,185,144</b></u>
<b>Liabilities and Fund Balances</b>						
Liabilities:						
13	Accounts payable and accrued expenses	\$1,567,182	\$395	\$1,662,924		\$3,230,501
14	Accrued compensation and related costs	518,105				518,105
15	Deferred income	777,856				777,856
16	Asset retirement obligation	1,292,361		90,465		1,382,827
17	Total liabilities	<u>\$4,155,504</u>	<u>\$395</u>	<u>\$1,753,389</u>		<u>\$5,909,288</u>
Fund balances:						
18	Fund balance prior years	54,192,607	370,641	20,195,692		74,758,941
19	Change in fund balance - current year	(358,821)	742,496	(801,196)	(65,565)	(483,086)
20	Total fund balances	<u>53,833,787</u>	<u>1,113,137</u>	<u>19,394,497</u>	<u>(65,565)</u>	<u>74,275,856</u>
<b>21</b>	<b>Total Liabilities and Fund Balances</b>	<u><b>\$57,989,291</b></u>	<u><b>\$1,113,532</b></u>	<u><b>\$21,147,886</b></u>	<u><b>(\$65,565)</b></u>	<u><b>\$80,185,144</b></u>

**United Laguna Woods Mutual  
Changes in Fund Balances - Preliminary  
12/31/2021**

		<u>Operating Fund</u>	<u>Contingency Fund</u>	<u>Replacement Fund</u>	<u>Property Taxes Fund</u>	<u>Total</u>
Revenues:						
Assessments:						
1	Operating	\$21,562,663			\$12,172,932	\$33,735,595
2	Additions to restricted funds		758,760	10,775,910		11,534,670
3	Total assessments	<u>21,562,663</u>	<u>758,760</u>	<u>10,775,910</u>	<u>12,172,932</u>	<u>45,270,265</u>
Non-assessment revenues:						
4	Merchandise sales	4,910		18,557		23,467
5	Fees and charges for services to residents	668,965		6,603		675,568
6	Laundry	244,083				244,083
7	Interest income		8,521	148,075		156,597
8	Unrealized gain/(loss) on AFS investments		(25,682)	(401,758)		(427,440)
9	Miscellaneous	617,635				617,635
10	Total non-assessment revenue	<u>1,535,593</u>	<u>(17,161)</u>	<u>(228,522)</u>		<u>1,289,910</u>
11	Total revenue	<u>23,098,256</u>	<u>741,599</u>	<u>10,547,387</u>	<u>12,172,932</u>	<u>46,560,174</u>
Expenses:						
12	Employee compensation and related	9,904,323		3,714,595		13,618,918
13	Materials and supplies	855,418	634	1,418,733		2,274,784
14	Utilities and telephone	4,571,330		8,211		4,579,540
15	Legal fees	177,989				177,989
16	Professional fees	55,905				55,905
17	Equipment rental	10,010		32,434		42,444
18	Outside services	2,381,618		5,810,701		8,192,320
19	Repairs and maintenance	34,842		2,851		37,693
20	Other Operating Expense	114,554		25,201		139,755
21	Property and sales tax	235			12,238,498	12,238,733
22	Insurance	4,062,300				4,062,300
23	Investment expense		638	10,055		10,693
24	Uncollectible Accounts	(16,942)				(16,942)
25	(Gain)/loss on sale or trade	(87)	(2,169)	38,019		35,763
26	Depreciation and amortization	195,763				195,763
27	Net allocations to mutuals	1,109,819		287,783		1,397,601
28	Total expenses	<u>23,457,077</u>	<u>(897)</u>	<u>11,348,583</u>	<u>12,238,498</u>	<u>47,043,260</u>
29	Excess of revenues over expenses	<u>(\$358,821)</u>	<u>\$742,496</u>	<u>(\$801,196)</u>	<u>(\$65,565)</u>	<u>(\$483,086)</u>
30	Excluding unrealized gain/(loss) and depreciation	<u>(\$163,058)</u>	<u>\$768,178</u>	<u>(\$399,438)</u>	<u>(\$65,565)</u>	<u>\$140,117</u>

INVESTMENT REPORT  
December 1, 2021 - December 31, 2021



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UNITED LAGUNA WOODS MUTUAL  
PO BOX 2220  
LAGUNA HILLS CA 92654-2220

BROKERAGE UNITED LAGUNA WOODS MUTUAL

**Your Account Value:** **\$15,204,873.33**

**Change from Last Period:** ▼ **\$14,048.78**

	This Period	Year-to-Date
<b>Beginning Account Value</b>	<b>\$15,218,922.11</b>	<b>\$15,431,999.32</b>
Subtractions	-	-10,848.52
Change in Investment Value *	-14,048.78	-216,277.47
<b>Ending Account Value **</b>	<b>\$15,204,873.33</b>	<b>\$15,204,873.33</b>
Accrued Interest (AI)	0.00	
Ending Account Value Incl. AI	\$15,204,873.33	

Your Advisor/Agent

SAGEVIEW ADVISORY GROUP, LLC  
RANDALL LONG  
4000 MACARTHUR BLVD  
SUITE 1050  
NEWPORT BEACH CA 92660

**Phone:** (949) 955-1395

- \* Reflects appreciation or depreciation of your holdings due to price changes, transactions from Other Activity In or Out and Multi-currency transactions, plus any distribution and income earned during the statement period.
- \*\* Excludes unpriced securities.

Your Advisor is an independent organization and is not affiliated with Fidelity Investments. Brokerage services provided by **Fidelity Brokerage Services LLC** (**FBS**), Member NYSE, SIPC (800) 544-6666. Brokerage accounts carried with National Financial Services LLC (NFS), Member NYSE, SIPC.





## Account Summary

Account Value: **\$15,204,873.33**

Change in Account Value ▼ **\$14,048.78**

	This Period	Year-to-Date
<b>Beginning Account Value</b>	<b>\$15,218,922.11</b>	<b>\$15,431,999.32</b>
<b>Subtractions</b>	-	<b>-10,848.52</b>
Transaction Costs, Fees & Charges	-	-10,848.52
<b>Change in Investment Value *</b>	<b>-14,048.78</b>	<b>-216,277.47</b>
<b>Ending Account Value</b>	<b>\$15,204,873.33</b>	<b>\$15,204,873.33</b>
Accrued Interest (AI)	0.00	
Ending Account Value Incl. AI	\$15,204,873.33	

\* Reflects appreciation or depreciation of your holdings due to price changes, transactions from Other Activity In or Out and Multi-currency transactions, plus any distribution and income earned during the statement period.

## Income Summary

	This Period	Year-to-Date
<b>Taxable</b>	<b>\$36,916.89</b>	<b>\$208,020.80</b>
Dividends	21,130.77	156,392.72
Short-term Capital Gains	-	774.43
Long-term Capital Gains	15,786.12	50,853.65
<b>Total</b>	<b>\$36,916.89</b>	<b>\$208,020.80</b>

## Top Holdings

Description	Value	Percent of Account
Vanguard Short Term Treasury Admiral	\$4,387,728.76	29%
Vanguard Short Term Corp Bd Index Admrl	4,229,454.70	28
Vanguard Backed Securities Indx Adm	3,486,186.04	23
Fidelity Short Term Treasury Bond Index	3,024,318.22	20
Fidelity Government Cash Reserves	77,185.61	1
<b>Total</b>	<b>\$15,204,873.33</b>	<b>100%</b>

## Core Account and Credit Balance Cash Flow

Core Account: FIDELITY GOVERNMENT CASH RESERVES

	This Period	Year-to-Date
<b>Beginning Balance</b>	<b>\$40,268.72</b>	<b>\$224,970.82</b>
<b>Investment Activity</b>		
Securities Bought	-	-\$7,057,063.48
Securities Sold	-	6,711,951.54
Dividends, Interest & Other Income <sup>D</sup>	36,916.89	208,020.80
<b>Total Investment Activity</b>	<b>\$36,916.89</b>	<b>-\$137,091.14</b>
<b>Cash Management Activity</b>		
Fees & Charges	-	-10,694.07
<b>Total Cash Management Activity</b>	<b>-</b>	<b>-\$10,694.07</b>
<b>Ending Balance</b>	<b>\$77,185.61</b>	<b>\$77,185.61</b>

<sup>D</sup> Includes dividend reinvestments.





## Account Summary

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### Realized Gains and Losses from Sales

*(May not reflect all gains and losses due to incomplete cost basis)*

	This Period	Year-to-Date
<b>Net Short-term Gain/Loss</b>	-	<b>7,070.86</b>
Short-term Gain	-	7,070.86
<b>Net Long-term Gain/Loss</b>	-	<b>-4,083.37</b>
Long-term Gain	-	75,916.16
Long-term Loss	-	-79,999.53
<b>Net Gain/Loss</b>	-	<b>\$2,987.49</b>





## Account Summary

### Estimated Cash Flow

(Rolling as of December 31, 2021)

Month	Bond & CD Income	Bond & CD Principal	Stock Income	ETP Income	Mutual Fund Income	Other Income	Total Est. Cash Flow
January 2022	--	--	--	--	\$11,766	--	\$11,766
February	--	--	--	--	11,766	--	11,766
March	--	--	--	--	11,766	--	11,766
April	--	--	--	--	11,766	--	11,766
May	--	--	--	--	11,766	--	11,766
June	--	--	--	--	11,766	--	11,766
July	--	--	--	--	11,766	--	11,766
August	--	--	--	--	11,766	--	11,766
September	--	--	--	--	11,766	--	11,766
October	--	--	--	--	11,766	--	11,766
November	--	--	--	--	11,766	--	11,766
December	--	--	--	--	11,766	--	11,766
<b>Total</b>	--	--	--	--	<b>\$141,192</b>	--	<b>\$141,192</b>

This table presents the estimated monthly interest and dividend income and return of principal that your current holdings may generate over the next rolling 12 months. The cash flows displayed are estimates provided for informational purposes only and there is no guarantee that you will actually receive any of the amounts displayed. These estimates should not be relied upon for making investment, trading or tax decisions. The estimates for fixed income are calculated using the security's coupon rate. The estimates for all other securities are calculated using an indicated annual dividend (IAD). The IAD is an estimate of a security's dividend payments for the next 12 months calculated based on prior and/or declared dividends for that security. IADs are sourced from third party vendors believed to be reliable, but no assurance can be made as to accuracy. There are circumstances in which these estimates will not be presented for a specific security you hold.

**Bond & CD Income** includes interest payments for fixed and variable rate bonds, international bonds that pay in USD, and Certificates of Deposit (CDs).

**Bond & CD Principal** includes maturing principal payments for fixed and variable rate bonds, international bonds that pay in USD, and Certificates of Deposit (CDs).

**Stock Income** includes estimated dividend payments for common stocks, preferred stocks, ADRs, closed-end mutual funds, and MLPs.

**ETP Income** includes estimated dividend payments for Exchange Traded Funds (ETFs) and Exchange Traded Notes (ETNs).

**Mutual Fund Income** includes estimated dividend payments for Fidelity and non-Fidelity mutual funds.

**Other Income** includes, but is not limited to estimated dividend payments for Unit Investment Trusts (UITs), REITs, and LPs.

This table does not include cash flow from foreign denominated fixed income.

-- not available





UNITED LAGUNA WOODS MUTUAL - CORPORATION

## Holdings

### Core Account

Description	Quantity	Price Per Unit	Total Market Value	Total Cost Basis	Unrealized Gain/Loss	Est. Annual Income (EAI)	Est. Yield (EY)
<b>FIDELITY GOVERNMENT CASH RESERVES (FDRXX)</b>	77,185.610	\$1.0000	\$77,185.61	not applicable	not applicable	\$7.72	0.010%
-- 7-day yield: 0.01%							
<b>Total Core Account (1% of account holdings)</b>			<b>\$77,185.61</b>			<b>\$7.72</b>	

### Mutual Funds

Description	Quantity	Price Per Unit	Total Market Value	Total Cost Basis	Unrealized Gain/Loss	Est. Annual Income (EAI)	Est. Yield (EY)
<b>Bond Funds</b>							
<b>FIDELITY SHORT TERM TREASURY BOND INDEX (FUMBX)</b>	286,665.234	\$10.5500	\$3,024,318.22	\$3,014,574.92	\$9,743.30	\$23,681.12	0.780%
-- 30-day yield: 0.82%							
<b>VANGUARD SHORT TERM TREASURY ADMIRAL (VFIRX)</b>	413,157.134	10.6200	4,387,728.76	4,416,602.06	-28,873.30	17,016.38	0.390
<b>VANGUARD SHORT TERM CORP BD INDEX ADMRL (VSCSX)</b>	191,118.604	22.1300	4,229,454.70	4,275,083.45	-45,628.75	65,840.36	1.560
<b>VANGUARD BACKED SECURITIES INDX ADM (VMBSX)</b>	165,065.627	21.1200	3,486,186.04	3,508,104.81	-21,918.77	34,647.28	0.990
Total Bond Funds (99% of account holdings)			\$15,127,687.72	\$15,214,365.24	-\$86,677.52	\$141,185.14	
<b>Total Mutual Funds (99% of account holdings)</b>			<b>\$15,127,687.72</b>	<b>\$15,214,365.24</b>	<b>-\$86,677.52</b>	<b>\$141,185.14</b>	

<b>Total Holdings</b>			<b>\$15,204,873.33</b>	<b>\$15,214,365.24</b>	<b>-\$86,677.52</b>	<b>\$141,192.86</b>	
-----------------------	--	--	------------------------	------------------------	---------------------	---------------------	--

Cost Basis - the original amount paid for a security, including the amount of reinvested dividends and capital gains, plus or minus certain adjustments. See last page of statement for details. Total Cost Basis does not include the cost basis on core, money market or other positions where cost basis is unknown or not applicable.

EAI **Estimated Annual Income (EAI) & Estimated Yield (EY)**- EAI is an estimate of annual income for a specific security position over the next rolling 12 months. EAI may be negative on short & EY positions. EY is calculated by dividing the current EAI for a security position by its statement closing date market value. EAI and EY are estimates only and may include return of principal and/or capital gains, which would render them overstated. Actual income and yield might be lower or higher than the estimated amounts. **For calculation details, refer to the "Additional Information and Endnotes" section.**





## Holdings

*All positions held in cash account unless indicated otherwise.*

## Activity

### Dividends, Interest & Other Income

*(Includes dividend reinvestment)*

Settlement Date	Security Name	Symbol/ CUSIP	Description	Quantity	Price	Amount
11/30	VANGUARD BACKED SECURITIES INDX ADM	92206C755	Dividend Received	-	-	\$3,185.77
11/30	VANGUARD SHORT TERM TREASURY ADMIRAL	922031851	Dividend Received	-	-	754.04
11/30	VANGUARD SHORT TERM CORP BD INDEX ADMRL	92206C607	Dividend Received	-	-	5,026.42
12/03	FIDELITY SHORT TERM TREASURY BOND INDEX	31635V216	Long-Term Cap Gain	-	-	6,306.64
12/22	FIDELITY SHORT TERM TREASURY BOND INDEX	31635V216	Dividend Received	-	-	1,719.99
12/22	VANGUARD BACKED SECURITIES INDX ADM	92206C755	Dividend Received	-	-	3,466.38
12/22	VANGUARD SHORT TERM CORP BD INDEX ADMRL	92206C607	Dividend Received	-	-	5,102.87
12/22	VANGUARD SHORT TERM CORP BD INDEX ADMRL	92206C607	Long-Term Cap Gain	-	-	9,479.48
12/31	FIDELITY GOVERNMENT CASH RESERVES	316067107	Dividend Received	-	-	0.51
12/31	FIDELITY SHORT TERM TREASURY BOND INDEX	31635V216	Dividend Received	-	-	1,874.79
Total Dividends, Interest & Other Income						\$36,916.89





## Activity

### Core Fund Activity

For more information about the operation of your core account, please refer to your Customer Agreement.

Settlement Account	Date	Type	Transaction	Description	Quantity	Price	Amount	Balance
	12/01	CASH	You Bought	FIDELITY GOVERNMENT CASH RESERVES @ 1	754.040	\$1.0000	\$754.04	\$41,022.76
	12/01	CASH	You Bought	FIDELITY GOVERNMENT CASH RESERVES MORNING TRADE @ 1	8,212.190	1.0000	8,212.19	49,234.95
	12/03	CASH	You Bought	FIDELITY GOVERNMENT CASH RESERVES @ 1	6,306.640	1.0000	6,306.64	55,541.59
	12/22	CASH	You Bought	FIDELITY GOVERNMENT CASH RESERVES @ 1	1,719.990	1.0000	1,719.99	57,261.58
	12/23	CASH	You Bought	FIDELITY GOVERNMENT CASH RESERVES MORNING TRADE @ 1	3,466.380	1.0000	3,466.38	60,727.96
	12/23	CASH	You Bought	FIDELITY GOVERNMENT CASH RESERVES @ 1	14,582.350	1.0000	14,582.35	75,310.31
	12/31	CASH	You Bought	FIDELITY GOVERNMENT CASH RESERVES @ 1	1,875.300	1.0000	1,875.30	77,185.61
<b>Total Core Fund Activity</b>							<b>\$36,916.89</b>	

## Additional Information and Endnotes

### A COPY OF YOUR INVESTMENT REPORT IS AVAILABLE TO:

SAGEVIEW ADVISORY GROUP, LLC	STEVE HORMUTH
4000 MACARTHUR BLVD	PO BOX 2220
SUITE 1050	LAGUNA HILLS CA 92654-2220
NEWPORT BEACH CA 92660	

- National Financial Services LLC ("NFS") an affiliate of Fidelity Brokerage Services LLC (FBS) provides custody and clearing services on behalf of FBS. In that capacity, NFS is required to provide you with written notice on the manner in which you may gain website access to information regarding NFS' Impartial Callable Securities Lottery Process (the "Lottery Process").

We are also providing you with the following description of the Lottery Process: When street name or bearer securities held for you are subject to a partial call or



**UNITED LAGUNA WOODS MUTUAL  
FUND EXPENDITURES REPORT  
AS DECEMBER 31, 2021**

DESCRIPTION	CURRENT MONTH		YEAR-TO-DATE		2021	%	VARIANCE	
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET	EXPENDED	\$	%
<b>RESERVE FUND - MAINTENANCE &amp; CONSTRUCTION</b>								
<b>REPLACEMENTS</b>								
BUILDING STRUCTURES	\$414,734	\$129,367	\$814,797	\$1,548,984	\$1,548,984	53%	\$734,187	47%
ELECTRICAL SYSTEMS	50,280	38,305	418,938	459,495	459,495	91%	40,557	9%
EXTERIOR WALKWAY LIGHTING	1,762	8,398	30,711	100,391	100,391	31%	69,680	69%
FOUNDATIONS	18,910	3,653	18,910	43,836	43,836	43%	24,926	57%
GUTTER REPLACEMENT	4,137	8,568	68,558	102,215	102,215	67%	33,657	33%
PAINT - EXTERIOR	132,128	169,808	1,635,609	2,018,293	2,018,293	81%	382,684	19%
PRIOR TO PAINT	56,118	90,993	701,954	1,081,894	1,081,894	65%	379,940	35%
PLUMBING	28,120	53,179	276,882	635,618	635,618	44%	358,736	56%
PAVING	0	0	470,776	483,596	483,596	97%	12,820	3%
ROOF REPLACEMENTS	58,733	102,184	841,632	1,011,445	1,011,445	83%	169,813	17%
WALL REPLACEMENT	0	0	27,928	35,000	35,000	80%	7,072	20%
WASTE LINE REMEDIATION	1,149,827	191,674	2,502,222	2,300,000	2,300,000	109%	(202,222)	(9%)
WATER LINE - COPPER PIPE REMEDIATION	0	0	62,049	200,000	200,000	31%	137,951	69%
WINDOW/SLIDING SCREEN DOOR	14,645	10,364	108,699	123,735	123,735	88%	15,037	12%
<b>SUB-TOTAL</b>	<b>\$1,929,396</b>	<b>\$806,492</b>	<b>\$7,979,664</b>	<b>\$10,144,502</b>	<b>\$10,144,502</b>	<b>79%</b>	<b>\$2,164,838</b>	<b>21%</b>
<b>APPLIANCE AND FIXTURE REPLACEMENTS</b>								
COOKTOPS	\$6,693	\$5,993	\$58,719	\$71,716	\$71,716	82%	\$12,996	18%
DISHWASHERS	7,972	7,466	66,351	89,051	89,051	75%	22,701	25%
BASINS/SINKS/TOILETS	15,365	19,206	155,000	229,253	229,253	68%	74,253	32%
GARBAGE DISPOSALS	10,132	9,623	115,475	114,730	114,730	101%	(744)	(1%)
HOODS	1,371	3,046	18,470	36,299	36,299	51%	17,830	49%
COUNTER TOPS/FLOORS/SHOWER ENCLOSURES	45,075	114,114	837,365	1,364,445	1,364,445	61%	527,079	39%
OVENS	7,425	9,330	116,546	111,716	111,716	104%	(4,831)	(4%)
RANGES	611	1,076	8,907	12,799	12,799	70%	3,892	30%
REFRIGERATORS	6,913	19,205	158,863	229,892	229,892	69%	71,028	31%
WATER HEATERS & PERMITS	78,750	62,622	479,830	748,075	748,075	64%	268,245	36%
DRYERS	303	2,993	9,151	35,872	35,872	26%	26,721	74%
WASHING MACHINES	731	7,612	42,691	91,124	91,124	47%	48,434	53%
<b>SUB-TOTAL</b>	<b>\$181,342</b>	<b>\$262,286</b>	<b>\$2,067,368</b>	<b>\$3,134,971</b>	<b>\$3,134,971</b>	<b>66%</b>	<b>\$1,067,602</b>	<b>34%</b>
<b>TOTAL</b>	<b>\$2,110,738</b>	<b>\$1,068,778</b>	<b>\$10,047,032</b>	<b>\$13,279,472</b>	<b>\$13,279,474</b>	<b>76%</b>	<b>\$3,232,440</b>	<b>24%</b>
<b>RESERVE FUND - GENERAL SERVICES</b>								
PRIOR TO PAINT	\$916	\$803	\$8,350	\$9,546	\$9,546	87%	\$1,196	13%
PAVING	6,577	5,993	61,713	71,067	71,067	87%	9,354	13%
WALL REPLACEMENT	0	2,548	0	30,400	30,400	0%	30,400	100%
<b>TOTAL</b>	<b>\$7,492</b>	<b>\$9,344</b>	<b>\$70,063</b>	<b>\$111,013</b>	<b>\$111,013</b>	<b>63%</b>	<b>\$40,951</b>	<b>37%</b>

**UNITED LAGUNA WOODS MUTUAL  
FUND EXPENDITURES REPORT  
AS DECEMBER 31, 2021**

DESCRIPTION	CURRENT MONTH		YEAR-TO-DATE		2021	%	VARIANCE	
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET	EXPENDED	\$	%

**RESERVE FUND - LANDSCAPE**

**REPLACEMENTS**

LANDSCAPE MODIFICATION	\$35,567	\$14,073	\$157,882	\$168,591	\$168,591	94%	\$10,708	6%
IMPROVEMENTS & RESTORATION	23,172	26,601	276,158	316,330	316,330	87%	40,172	13%
TREE MAINTENANCE	108,299	78,178	748,798	933,558	933,558	80%	184,760	20%
<b>TOTAL</b>	<b>\$167,038</b>	<b>\$118,852</b>	<b>\$1,182,838</b>	<b>\$1,418,479</b>	<b>\$1,418,479</b>	<b>83%</b>	<b>\$235,641</b>	<b>17%</b>

**OPERATING EXPENDITURES - MAINTENANCE & CONSTRUCTION**

PLUMBING SERVICE	\$154,737	\$97,465	\$1,419,343	\$1,157,218	\$1,157,218	123%	(\$262,125)	(23%)
DAMAGE RESTORATION	7,907	62,540	1,250,333	750,051	1,457,602	86%	(500,282)	(67%)
CARPENTRY SERVICE	44,182	45,053	511,314	535,154	535,154	96%	23,840	4%
ELECTRICAL SERVICE	38,518	34,877	380,589	413,911	413,911	92%	33,322	8%
APPLIANCE REPAIRS	26,450	27,018	249,946	320,663	320,663	78%	70,718	22%
INTERIOR PREVENTIVE MAINTENANCE	25,794	29,558	258,391	350,791	350,791	74%	92,400	26%
PEST CONTROL	38,157	1,000	185,079	200,000	200,000	93%	14,921	7%
COUNTERTOP/FLOOR/TILE REPAIRS	12,007	10,180	100,534	120,807	120,807	83%	20,273	17%
ENERGY PROGRAM	8,171	2,087	19,060	25,000	25,000	76%	5,940	24%
MISC. REPAIRS BY OUTSIDE SERVICE	10,965	2,087	21,031	25,000	25,000	84%	3,969	16%
FIRE PROTECTION	2,820	2,762	36,132	32,981	32,981	110%	(3,151)	(10%)
<b>TOTAL</b>	<b>\$369,708</b>	<b>\$314,627</b>	<b>\$4,431,751</b>	<b>\$3,931,576</b>	<b>\$4,639,127</b>	<b>96%</b>	<b>(\$500,174)</b>	<b>(13%)</b>

**OPERATING EXPENDITURES - GENERAL SERVICES**

CONCRETE REPAIR/REPLACEMENT	\$36,946	\$32,529	\$396,868	\$386,661	\$386,661	103%	(\$10,207)	(3%)
JANITORIAL SERVICE	33,461	30,216	364,155	359,689	359,689	101%	(4,466)	(1%)
GUTTER CLEANING	42,768	16,304	122,291	195,013	195,013	63%	72,723	37%
WELDING	11,033	8,857	105,816	105,144	105,144	101%	(672)	(1%)
TRAFFIC CONTROL	1,526	1,321	14,467	15,610	15,610	93%	1,143	7%
<b>TOTAL</b>	<b>\$125,734</b>	<b>\$89,226</b>	<b>\$1,003,597</b>	<b>\$1,062,117</b>	<b>\$1,062,117</b>	<b>94%</b>	<b>\$58,520</b>	<b>6%</b>

**OPERATING EXPENDITURES - LANDSCAPE SERVICES**

LANDSCAPE ADMINISTRATION	\$15,245	\$19,734	\$179,160	\$234,842	\$234,842	76%	\$55,682	24%
NURSERY & COMPOSTING	14,089	15,654	178,138	187,358	187,358	95%	9,220	5%
GROUPS MAINTENANCE	232,768	229,812	2,506,076	2,742,171	2,742,171	91%	236,095	9%
IRRIGATION	67,523	63,963	724,011	761,282	761,282	95%	37,271	5%
SMALL EQUIPMENT REPAIR	8,102	17,534	109,770	208,891	208,891	53%	99,122	47%
PEST CONTROL	23,039	18,982	269,801	225,820	225,820	119%	(43,981)	(19%)
<b>TOTAL</b>	<b>\$360,767</b>	<b>\$365,679</b>	<b>\$3,966,956</b>	<b>\$4,360,364</b>	<b>\$4,360,364</b>	<b>91%</b>	<b>\$393,408</b>	<b>9%</b>

**CONTINGENCY FUND - MAINTENANCE & CONSTRUCTION**

MOISTURE INTRUSION - RAIN LEAKS	(\$5,907)	\$0	\$0	\$0	\$0	0%	\$0	0%
MOISTURE INTRUSION - PLUMBING LEAKS	(55,748)	0	0	0	0	0%	0	0%
MOISTURE INTRUSION - PLUMBING STOPPAGES	(57,142)	0	0	0	0	0%	0	0%
MOISTURE INTRUSION - MISCELLANEOUS	531,931	0	0	0	0	0%	0	0%
DAMAGE RESTORATION SERVICES	970	0	634	0	0	0%	(634)	0%
<b>TOTAL</b>	<b>\$414,104</b>	<b>\$0</b>	<b>\$634</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>(\$634)</b>	<b>0%</b>

**UNITED LAGUNA WOODS MUTUAL  
MAINTENANCE PROGRAMS EXPENDITURES REPORT  
AS OF DECEMBER 31, 2021**

DESCRIPTION	YTD ACTUAL			
	TOTAL EXPENDITURES	LABOR	MATERIALS	OUTSIDE SERVICES

**RESERVE FUND - MAINTENANCE & CONSTRUCTION**

BUILDING STRUCTURES	\$814,797	\$205,648	\$35,941	\$573,208
ELECTRICAL SYSTEMS	418,938	0	(58)	418,996
EXTERIOR WALKWAY LIGHTING	30,711	17,586	0	13,125
FOUNDATIONS	18,910	0	0	18,910
GUTTER REPLACEMENT	68,558	44,857	5,311	18,390
PAINT - EXTERIOR	1,635,609	1,428,162	173,355	34,092
PRIOR TO PAINT	701,954	618,144	83,809	0
PLUMBING	276,882	197,626	0	79,256
PAVING	470,776	0	0	470,776
ROOF REPLACEMENTS	841,632	0	0	841,632
WALL REPLACEMENT	27,928	0	0	27,928
WASTE LINE REMEDIATION	2,502,222	0	70	2,502,152
WATER LINE - COPPER PIPE REMEDIATION	62,049	0	(80)	62,129
WINDOW/SLIDING SCREEN DOOR	108,699	46,494	55,580	6,625
COOKTOPS	58,719	11,582	31,834	15,303
DISHWASHERS	66,351	28,343	29,110	8,898
BASINS/SINKS/TOILETS	155,000	54,717	100,284	0
GARBAGE DISPOSALS	115,475	54,536	60,939	0
HOODS	18,470	10,693	5,429	2,347
COUNTER TOPS/FLOORS/SHOWER ENCLOSURES	837,365	326,712	292,978	217,675
OVENS	116,546	11,520	67,996	37,031
RANGES	8,907	5,312	1,527	2,068
REFRIGERATORS	158,863	42,057	79,776	37,030
WATER HEATERS & PERMITS	479,830	278,500	201,330	0
DRYERS	9,151	2,636	6,515	0
WASHING MACHINES	42,691	6,350	36,340	0
<b>TOTAL</b>	<b>\$10,047,032</b>	<b>\$3,391,477</b>	<b>\$1,267,987</b>	<b>\$5,387,568</b>

**RESERVE FUND - GENERAL SERVICES**

PRIOR TO PAINT	\$8,350	\$8,350	\$0	\$0
PAVING	61,713	60,256	1,457	0
WALL REPLACEMENT	0	0	0	0
<b>TOTAL</b>	<b>\$70,063</b>	<b>\$68,606</b>	<b>\$1,457</b>	<b>\$0</b>

**RESERVE FUND - LANDSCAPE**

LANDSCAPE MODIFICATION	\$157,882	\$68,979	\$0	\$88,904
IMPROVEMENTS & RESTORATION	276,158	276,158	0	0
TREE MAINTENANCE	748,798	421,206	0	327,592
<b>TOTAL</b>	<b>\$1,182,838</b>	<b>\$766,342</b>	<b>\$0</b>	<b>\$416,496</b>

**UNITED LAGUNA WOODS MUTUAL  
MAINTENANCE PROGRAMS EXPENDITURES REPORT  
AS OF DECEMBER 31, 2021**

DESCRIPTION	YTD ACTUAL			
	TOTAL EXPENDITURES	LABOR	MATERIALS	OUTSIDE SERVICES

**OPERATING EXPENDITURES - MAINTENANCE & CONSTRUCTION**

PLUMBING SERVICE	\$1,419,343	\$1,144,103	\$103,555	\$171,685
DAMAGE RESTORATION	1,250,333	(576)	0	1,250,909
CARPENTRY SERVICE	511,314	456,650	54,664	0
ELECTRICAL SERVICE	380,589	339,182	33,770	7,637
APPLIANCE REPAIRS	249,946	222,819	27,127	0
INTERIOR PREVENTIVE MAINTENANCE	258,391	257,989	402	0
PEST CONTROL	185,079	0	0	185,079
COUNTERTOP/FLOOR/TILE REPAIRS	100,534	88,470	5,174	6,890
ENERGY PROGRAM	19,060	0	0	19,060
MISC. REPAIRS BY OUTSIDE SERVICE	21,031	0	0	21,031
FIRE PROTECTION	36,132	4,962	4,629	26,541
<b>TOTAL</b>	<b>\$4,431,751</b>	<b>\$2,513,598</b>	<b>\$229,321</b>	<b>\$1,688,831</b>

**OPERATING EXPENDITURES - GENERAL SERVICES**

CONCRETE REPAIR/REPLACEMENT	\$396,868	\$357,060	\$39,808	\$0
JANITORIAL SERVICE	364,155	364,155	0	0
GUTTER CLEANING	122,291	49,984	0	72,307
WELDING	105,816	100,623	1,882	3,311
TRAFFIC CONTROL	14,467	14,467	0	0
<b>TOTAL</b>	<b>\$1,003,597</b>	<b>\$886,289</b>	<b>\$41,690</b>	<b>\$75,618</b>

**OPERATING EXPENDITURES - LANDSCAPE SERVICES**

LANDSCAPE ADMINISTRATION	\$179,160	\$179,160	\$0	\$0
NURSERY & COMPOSTING	178,138	178,138	0	0
GROUNDS MAINTENANCE	2,506,076	2,319,293	4,509	182,274
IRRIGATION	724,011	628,973	95,038	0
SMALL EQUIPMENT REPAIR	109,770	109,770	0	0
PEST CONTROL	269,801	269,801	0	0
<b>TOTAL</b>	<b>\$3,966,956</b>	<b>\$3,685,134</b>	<b>\$99,548</b>	<b>\$182,274</b>

**OPERATING EXPENDITURES - M&C CHARGEABLE SERVICES**

CHARGEABLE SERVICES	\$464,892	\$105,533	\$88,788	\$270,572
<b>TOTAL</b>	<b>\$464,892</b>	<b>\$105,533</b>	<b>\$88,788</b>	<b>\$270,572</b>

**CONTINGENCY FUND - MAINTENANCE & CONSTRUCTION**

MOISTURE INTRUSION - RAIN LEAKS	\$0	\$0	\$0	\$0
MOISTURE INTRUSION - PLUMBING LEAKS	0	0	0	0
MOISTURE INTRUSION - PLUMBING STOPPAGES	0	0	0	0
MOISTURE INTRUSION - MISCELLANEOUS	0	0	0	0
DAMAGE RESTORATION SERVICES	634	0	634	0
<b>TOTAL</b>	<b>\$634</b>	<b>\$0</b>	<b>\$634</b>	<b>\$0</b>



**UNITED LAGUNA WOODS MUTUAL  
OUTSIDE SERVICES - COST COLLECTION  
AS OF DECEMBER 31, 2021**

	YTD ACTUAL
DESCRIPTION	TOTAL OS EXPENDITURES

**RESERVE FUND - MAINTENANCE & CONSTRUCTION**

BUILDING STRUCTURES	\$573,208
CDS SIGNAGE	0
ELECTRICAL SYSTEMS	418,996
EXTERIOR WALKWAY LIGHTING	13,125
FOUNDATIONS	18,910
GUTTER REPLACEMENT	18,390
PAINT - EXTERIOR	34,092
PRIOR TO PAINT	0
PLUMBING	79,256
PAVING	470,776
ROOF REPLACEMENTS	841,632
WALL REPLACEMENT	27,928
WASTE LINE REMEDIATION	2,502,152
WATER LINE - COPPER PIPE REMEDIATION	62,129
WINDOW/SLIDING SCREEN DOOR	6,625
SUPPL. APPROPRIATIONS	0
COOKTOPS	15,303
DISHWASHERS	8,898
BASINS/SINKS/TOILETS	0
GARBAGE DISPOSALS	0
HOODS	2,347
COUNTER TOPS/FLOORS/SHOWER ENCLOSURES	217,675
OVENS	37,031
RANGES	2,068
REFRIGERATORS	37,030
WATER HEATERS & PERMITS	0
DRYERS	0
WASHING MACHINES	0
<b>TOTAL</b>	<b>\$5,387,568</b>

**RESERVE FUND - GENERAL SERVICES**

PRIOR TO PAINT	\$0
WALL REPLACEMENT	0
<b>TOTAL</b>	<b>\$0</b>

**RESERVE FUND - LANDSCAPE**

LANDSCAPE MODIFICATION	\$88,904
IMPROVEMENTS & RESTORATION	\$0
TREE MAINTENANCE	327,592
<b>TOTAL</b>	<b>\$416,496</b>

**UNITED LAGUNA WOODS MUTUAL  
OUTSIDE SERVICES - COST COLLECTION  
AS OF DECEMBER 31, 2021**

	YTD ACTUAL
DESCRIPTION	TOTAL OS EXPENDITURES

***OPERATING EXPENDITURES - MAINTENANCE & CONSTRUCTION***

PLUMBING SERVICE	\$171,685
DAMAGE RESTORATION	\$1,250,909
CARPENTRY SERVICE	0
ELECTRICAL SERVICE	7,637
APPLIANCE REPAIRS	0
INTERIOR PREVENTIVE MAINTENANCE	0
PEST CONTROL	185,079
COUNTERTOP/FLOOR/TILE REPAIRS	6,890
ENERGY PROGRAM	19,060
MISC. REPAIRS BY OUTSIDE SERVICE	21,031
FIRE PROTECTION	26,541
<b>TOTAL</b>	<b>\$1,688,831</b>

***OPERATING EXPENDITURES - GENERAL SERVICES***

CONCRETE REPAIR/REPLACEMENT	\$0
JANITORIAL SERVICE	0
GUTTER CLEANING	72,307
WELDING	3,311
TRAFFIC CONTROL	0
<b>TOTAL</b>	<b>\$75,618</b>

***CONTINGENCY FUND - MAINTENANCE & CONSTRUCTION***

MOISTURE INTRUSION - RAIN LEAKS	\$0
MOISTURE INTRUSION - PLUMBING LEAKS	0
MOISTURE INTRUSION - PLUMBING STOPPAGES	0
MOISTURE INTRUSION - MISCELLANEOUS	0
DAMAGE RESTORATION SERVICES	0
SUPPL. APPROPRIATIONS	0
<b>TOTAL</b>	<b>\$0</b>

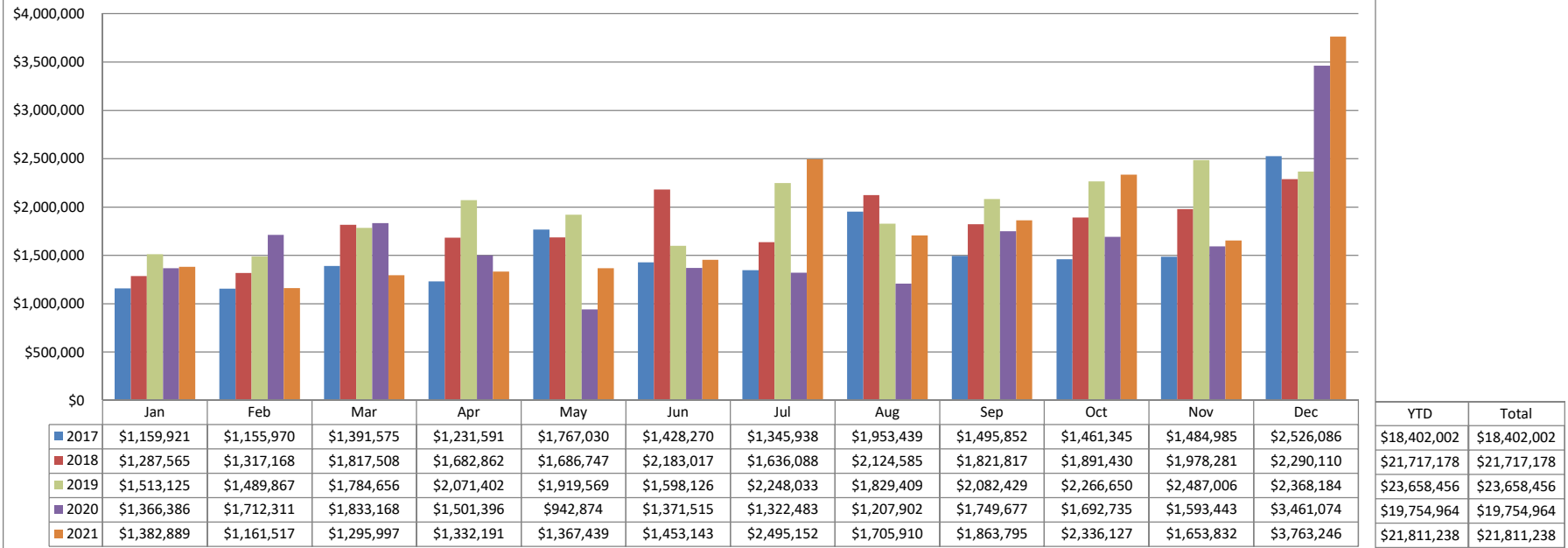
***OPERATING EXPENDITURES - M&C CHARGEABLE SERVICES***

CHARGEABLES	\$270,572
<b>TOTAL</b>	<b>\$270,572</b>

***OPERATING EXPENDITURES - LANDSCAPE***

LANDSCAPE SHRUB-BED MAINTENANCE	\$182,274
<b>TOTAL</b>	<b>\$182,274</b>

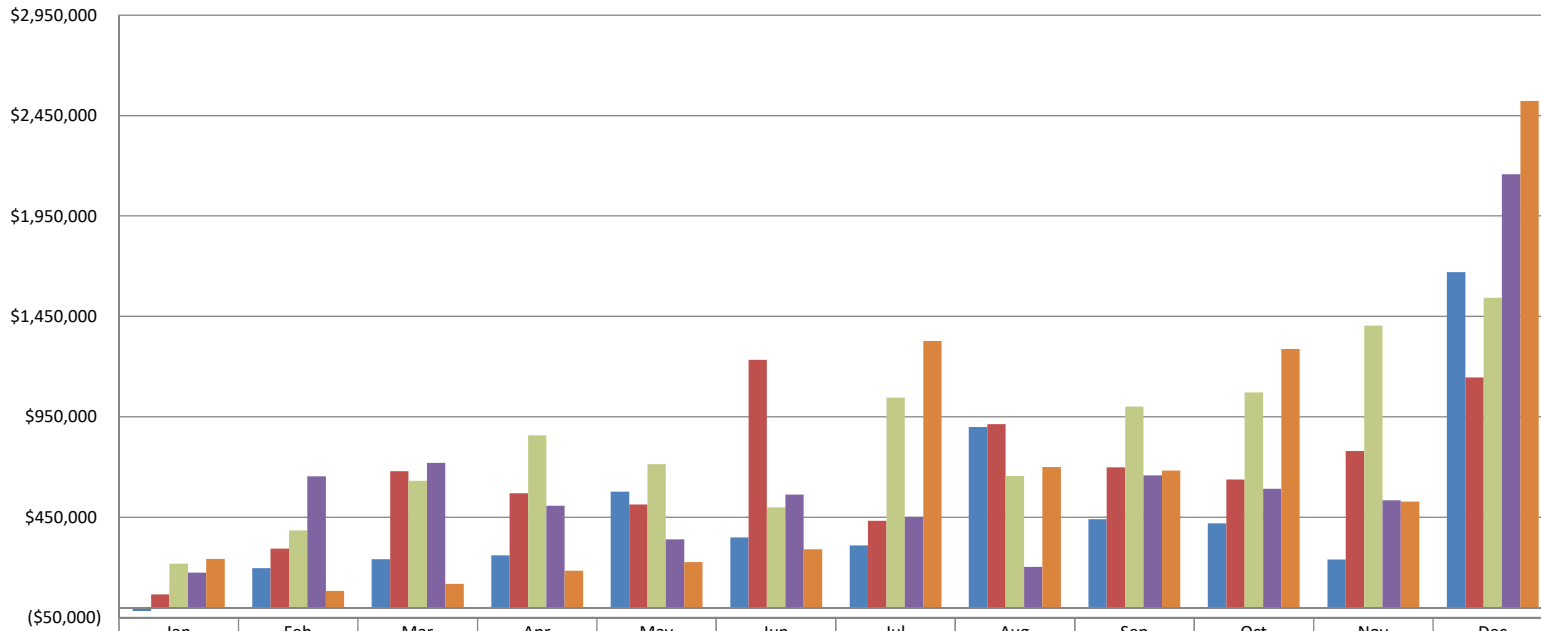
## United Mutual Employee Compensation, Related, and Outside Services



## United Mutual Employee Compensation & Related

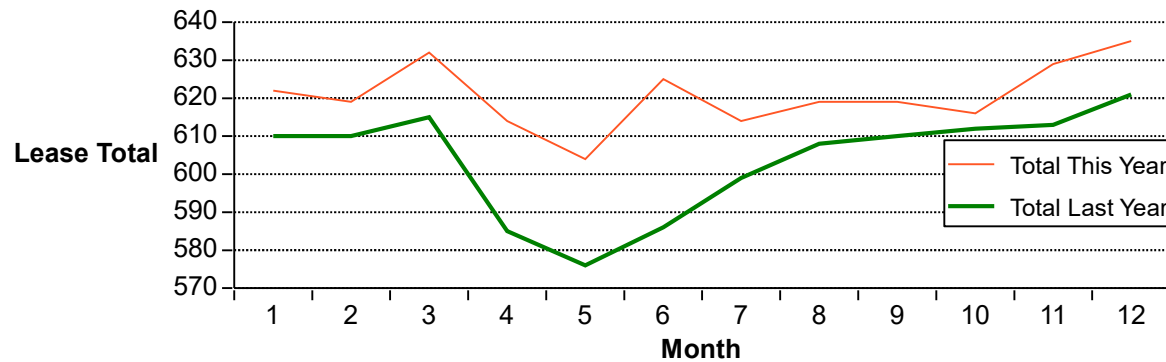


## United Mutual Outside Services



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	Total
2017	(\$17,143)	\$196,295	\$240,531	\$259,690	\$577,711	\$348,913	\$308,879	\$898,720	\$440,561	\$419,386	\$239,245	\$1,670,826	\$5,583,614	\$5,583,614
2018	\$66,558	\$293,951	\$678,991	\$569,796	\$513,859	\$1,233,266	\$432,819	\$913,283	\$697,725	\$637,866	\$779,180	\$1,146,364	\$7,963,658	\$7,963,658
2019	\$219,227	\$384,735	\$631,271	\$858,192	\$713,789	\$498,856	\$1,046,107	\$655,962	\$1,000,791	\$1,071,541	\$1,404,634	\$1,542,991	\$10,028,096	\$10,028,096
2020	\$174,376	\$653,111	\$720,713	\$507,829	\$339,745	\$562,583	\$451,105	\$202,840	\$658,984	\$591,729	\$533,531	\$2,157,548	\$7,554,094	\$7,554,094
2021	\$242,894	\$83,275	\$119,087	\$183,047	\$226,307	\$290,444	\$1,327,327	\$700,054	\$682,110	\$1,287,873	\$527,452	\$2,522,450	\$8,192,320	\$8,192,320

## Monthly Active Leasing Report 2021 Period 12 (Mutual 1)



Year	Month	1 to 3 Month	4 to 6 Month	7 to 12 Month	12+ Month	Total This Year	Total Last Year	% Leased	% Leased Last Year	% Change	Total Renewals	Total Expirations
2021	January	19	20	84	499	622	610	9.8	9.6	0.2	0	26
2021	February	12	16	98	493	619	610	9.8	9.6	0.2	7	12
2021	March	15	18	112	487	632	615	10.0	9.7	0.3	48	30
2021	April	12	19	117	466	614	585	9.7	9.3	0.4	29	36
2021	May	9	19	120	456	604	576	9.6	9.1	0.5	29	21
2021	June	16	25	134	450	625	586	9.9	9.3	0.6	55	40
2021	July	23	26	134	431	614	599	9.7	9.5	0.2	46	25
2021	August	27	26	146	420	619	608	9.8	9.6	0.2	29	25
2021	September	28	27	156	408	619	610	9.8	9.6	0.2	38	34
2021	October	19	27	174	396	616	612	9.7	9.7	0.0	32	31
2021	November	17	32	192	388	629	613	9.9	9.7	0.2	25	24
2021	December	18	33	207	377	635	621	10.0	9.8	0.2	24	39



## Monthly Staffing Report

### New Hires 2021 YTD:

December

175 (98 Full-time, 77 Part-time)

5 (5 Full-time, 0 Part-Time)

### Active Recruiting Vacancies as of December 31st, 2021

Total: **58**

Full-time: **44**

Part-time: **14**

Vacancies by Divisions	Full-Time	Part-Time	Total Vacancies
<b>Transportation and Maintenance</b>	<b>4</b>	<b>7</b>	<b>11</b>
Bus Driver	1	7	8
Sr Maintenance Welder	1		1
General Paving Worker	1		1
Custodian	1		1
<b>Maintenance and Construction</b>	<b>9</b>		<b>9</b>
Damage Restoration Manager	1		1
Moisture Intrusion Coordinator	1		1
Maintenance Plumber	1		1
Sr Maintenance Plumber	1		1
Inspector I	1		1
Sr General Maintenance Worker	1		1
Sr Fac Serv Tech	1		1
Maintenance Carpenter	1		1
Maintenance Programs Coord	1		1
<b>General Services</b>	<b>3</b>		<b>3</b>
Gen Paving Worker	1		1
Custodian	1		1
Sr Maintenance Welder	1		1
<b>Human Resources</b>	<b>1</b>		<b>1</b>
Employment Specialist	1		1
<b>Landscape</b>	<b>8</b>		<b>8</b>
Gardener	5		5
Sr. Equipment Operator	1		1
Irrigation Drainage Specialist	1		1
Land Foreman	1		1
<b>Resident and Information Services</b>	<b>4</b>	<b>1</b>	<b>5</b>



Broadband Technician	1		1
Production Coordinator		1	1
Customer Service Rep I	2		2
Customer Services Supervisor	1		1
<b>Security Services</b>	<b>3</b>	<b>1</b>	<b>4</b>
Gate Ambassador		-	-
Dispatcher	1	1	2
Security Supervisor I	1		1
Social Services Counselor	1		1
<b>Recreation</b>	<b>7</b>	<b>5</b>	<b>12</b>
Recreation Leader		-	-
Sr Recreation Leader		1	1
Recreation Services Specialist	1		1
Sr Fitness Assistant	1		1
Fitness Assistant II		1	1
Clubhouse Tech I		2	2
Garden Center Specialist	1		1
Garden Center Coordinator	1		1
Assistant Golf Professional	2		2
Stables Assistant I		1	1
Golf Club Attendant	1		1
<b>Finance</b>	<b>2</b>		<b>2</b>
Sr Account Clerk	2		2
<b>GM's Office</b>	<b>3</b>		<b>3</b>
CEO	1		1
Corporate Secretary	1		1
Asst Corporate Secretary	1		1
<b>Total</b>	<b>44</b>	<b>14</b>	<b>58</b>

**Terminations YTD:**

December

**135 (88 Full-time, 45 Part-time)**

15 (11 Full-time, 4 Part-time)

Resignations and Terminations for December 2021 by Length of Service

	Less than 1 year		Less than 2 years		Leave after 2-5 years		Leave after 5+ years		Grand Total
	FT	PT	FT	PT	FT	PT	FT	PT	
<b>Resigned</b>		1			5	2	6		<b>14</b>
<b>Terminated</b>		1							<b>1</b>
<b>Grand Total</b>		<b>2</b>			<b>5</b>	<b>2</b>	<b>6</b>		<b>15</b>





**The stated reasons for resignations in December are as follows:**

- 1. Voluntary Resignation – 1 in Social Services**
- 2. Other Employment – 1 in Human Resources**
- 3. Health Reasons – 1 in Transportation**
- 4. Personal Reasons – 1 in Broadband Services**
- 5. Death – 1 in Security Services**
- 6. Retirement – 1 in Financial Services, 1 in Landscape Services, 2 Maintenance & Construction Services**
- 7. Moving – 1 in Financial Services, 2 in General Services, 1 in Recreation Services**
- 8. Return to School – 1 in Resident Services**
- 9. Employee Failed Probationary Period – 1 in Recreation Services**