



**OPEN MEETING**

**REGULAR MEETING OF THE GOLDEN RAIN FOUNDATION  
STRATEGIC PLANNING COMMITTEE**

**AGENDA AND NOTICE**

**Monday, January 10, 2022 – 1:30 p.m.  
BOARD ROOM/VIRTUAL MEETING  
Laguna Woods Village Community Center 24351 El Toro Road**

1. Call to Order
2. Approval of the Agenda
3. Approval of the Minutes
  - a. GRF Strategic Planning Committee Meeting - June 28, 2021
4. Chair's Remarks
5. Committee Member Introduction – 2 minutes per member
6. Review Resolution 90-21-03 and update to reflect current mission/goals
7. Old Business
  - a. CEO/COO Summary of SPC Prior Work
  - b. Revisit with CEO on Previous Discussion About GRF Property
8. Items for Future Agendas
  - a. Committee Member Ideas with Research
  - b. Next Open Meeting March 9, 2022, at 1:30 p.m.
9. Concluding Business – None
10. Committee Member Comments
11. Adjournment

\*A quorum of the GRF Board or more may also be present at the meeting.

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**OPEN MEETING**

**MINUTES OF THE REGULAR MEETING OF THE GOLDEN RAIN FOUNDATION  
STRATEGIC PLANNING COMMITTEE**

**AGENDA AND NOTICE**

**Wednesday, June 28, 2021 – 11:30 a.m.  
VIRTUAL MEETING**

**Laguna Woods Village Community Center 24351 El Toro Road**

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Director Present: Jon Pearlstone, Gan Mukhapadhyay, Sue Margolis, Andre Torng, Cush Bhada, Robert Mutchnick, Dick Rader (advisor)

Directors Absent: James Hopkins, Steve Parsons, Brian Gilmore

Staff Present: Jeff Parker-CEO, Siobhan Foster-COO, Cheryl Silva and Grant Schultz

Others Present: **VMS:** Juanita Skillman, Stefanie Brown, Diane Phelps  
**United:** Carl Randazzo, Elsie Addington,  
**GRF:** Bunny Carpenter, Debbie Dotson, Sue Stephens, Egon Garthoffner

1. Call to Order—Director Pearlstone, Chair  
Chair Pearlstone called the meeting to order at 11:31 a.m. and established that a quorum was present.
2. Approval of the Agenda  
Director Mutchnick made a motion to approve the agenda. Director Bhada seconded the motion and the motion passed without objection.
3. Approval of the Minutes of March 17, 2021  
Director Bhada made a motion to approve the minutes of March 17, 2021. Director Torng seconded the motion and the motion passed without objection.
4. Chair's Remarks  
Chair Pearlstone commented about the expectations, purpose of the committee and future strategy to move forward. Facilities has been made a high priority to the committee.
5. Board Member Comments (items not on the agenda)
  - Director Bhada commented that the current technology is not working.
  - Director Torng commented about cost reduction and revenue generating two prong approach.

- Director Stephens commented about “DwellingLive” and problems with the Resident Portal.

Jon Pearlstone answered questions from the committee.

Consent:

None.

Discussion & Reports:

6. Customer Experience Pilot Program

The committee discussed the details of VMS’s proposed pilot program and requested a cost analysis before determining if the program should be implemented. Staff indicated the cost analysis should be provided to committee members within two weeks.

7. Facilities -- Concepts

Chair Pearlstone commented that the committee has two sub-committees, Facilities and Customer Experience. The committee agreed that the current Clubhouse (1) Renovation Ad Hoc Committee should evolve into a facilities committee that considers various options for future development and maintenance of facilities in total verses one facility or clubhouse at a time. Director Garthoffner indicated he would begin this approach at his next Clubhouse (1) Renovation Ad Hoc Committee meeting, which is tentatively scheduled for July 9, 2021 or as soon as feasible thereafter.

Siobhan Foster-COO showed a presentation on Facilities & Customer Experience Subcommittees.

- Customer Service Experience – Pilot Program  
Subcommittee Direction: Objective, Plan & Ultimate Solution  
Pilot Program  
Anticipated Savings  
Look Ahead – Transition to On-line Systems
- Facilities – Clubhouses  
Facilities Committee rather than CH1 committee
- Facilities – Staff Concepts  
Garden Center 1  
RV Lot A  
Lot Behind Community Center  
Golf Course Expansion

Jeff Parker-CEO and Siobhan Foster-COO answered questions from the committee.

Items for Future Agendas: None

Concluding Business:

8. Committee Member Comments

- Director Carpenter commented about a complete analysis of revenues vs. the loss based on discounts, plus a survey on stakeholder support before implementing a pilot program.
- Director Torng commented about following the complete implementation methodology.
- Director Torng commented that the Information Committee will work on the technology changes needs to make the new platforms work.
- Director Torng commented on providing a quick user guide and complete user guide depending on the level of questions.
- Director Mutchnick commented he has been using “DwellingLive” for two years without any problems.
- Director Torng commented about the need for a train-the-trainer program for both staff and residents. Training for the IT staff on the software implementation methodology.
- Director Carpenter commented it is not always about technology when it comes to reservations for paddleball sports. This group is highly against any reservation system.
- Director Torng commented to make the reservation successful we need to improve the process and understanding of what is involved.
- Director Carpenter commented the “Kourt” system is great, but asked how we can agree to go forward with a pilot program for reservations if the stake holders do not want a reservation system.
- Director Torng commented about facilities and asked about KPI’s.
- Director Mukhopadhyay asked which group will take the lead role for the Clubhouse 1 Renovation Committee.
- Director Mutchnick asked what does “affordable housing” actually mean compared to some of the housing we currently have, is it considered affordable.
- Director Torng asked if a new clubhouse was being considered.
- Director Margolis asked about the stench from the water treatment plant near the RV lot.
- Director Stephens asked if more considerations should be given to the Amazon lease off. It would be Amazon’s responsibility to work out the zoning issue with the City of Laguna Woods.
- Director Stephens recommended golf fees be raised to help with the golf maintenance costs. Only a small percentage of the Village residents play golf. Amenities should be self-sufficient from the fees collected based on their operating expenses.
- Director Mukhopadhyay commented about the Clubhouse 1 Renovation Ad Hoc Committee.
- Director Skillman commented on the work already done by the Clubhouse 1 Ad Hoc.
- Director Bhada commented on his concerns with new and current technology.

GRF Strategic Planning Committee

June 28, 2021

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9. Adjournment

There being no further business the meeting was adjourned at 1:05 p.m.

DocuSigned by:

*Jon Pearlstone*

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Jon Pearlstone, Chair  
GRF Strategic Planning Committee

**RESOLUTION 90-21-03**  
**GRF Strategic Planning Committee Charter**

**WHEREAS**, a Strategic Planning Committee has been established pursuant to Article 7, Section 7.1 of the bylaws of the Golden Rain Foundation (GRF).

**NOW THEREFORE BE IT RESOLVED**, January 5, 2021, the Board of Directors of this Corporation hereby assigns the duties and responsibilities of this Committee, as follows:

1. Perform the duties imposed upon all standing committees as set forth in the resolution entitled, "General Duties of Standing Committees."
2. Review, evaluate, and make recommendations to the Corporate Members according to GRF bylaw 2.1.4, in relation to:
  - a. Sale and/or conveyance of Golden Rain Foundation or Golden Rain Foundation of Laguna Hills Trust real estate and/or improvements, where the value of the real estate and or improvement is appraised for at least \$500,000;
  - b. Lease of real estate or improvement in excess of 1 year;
  - c. Acquisition of real estate, where the total amount to be paid is at least \$500,000;
  - d. Expansion of facilities or construction of new facilities, either the construction of a new facility or an addition to an existing facility of at least 1,000 new or additional square feet or a minimum cost of \$500,000; and
  - e. Any borrowing in an amount excess of \$1,000,000.
3. Building community consensus on the vision for the Village's growth, financial and operational goals translated into specific, quantifiable goals and objectives.
4. Helping Village Management Services (VMS) Inc. identify critical strategic issues facing the organization. Assisting in analysis of alternative strategic options.
5. ~~Understanding~~ Recognizing the organization's industry, market/community, ~~and in order~~ to improve core competencies.
6. Keeping up-to-date on industry and local market trends, opportunities to improve the cost effectiveness and quality of services provided by the organization.
7. Identifying and assisting in the development of major new programs and services.
8. Developing criteria for management to use in evaluating potential strategic investments.

9. Making recommendations to the full board related to the organization's mission, vision, strategic initiatives, major programs and services.
10. In cooperation with Managing Agent (VMS), establishing the development of three-five year and long-range (10 years or more) strategic plans with measurable goals and time targets, and present Plan to the Board.
11. In cooperation with Managing Agent (VMS), annually reviewing the strategic plan and recommending updates as needed based on changes in the market, community needs, and other factors.
12. Researching alternative sources of revenue and alternative cost sharing models and make recommendations to the Board.
13. The Committee shall perform such other tasks as are assigned by the GRF President or Board of Directors of this corporation.

**RESOLVED FURTHER**, that the officers and agents of this Corporation are hereby authorized on behalf of the corporation to carry out this resolution.

## RESOLUTION 90-21-03

### GRF Strategic Planning Committee Charter

WHEREAS, a Strategic Planning Committee has been established pursuant to Article 7, Section 7.1 of the bylaws of the Golden Rain Foundation (GRF).

NOW THEREFORE BE IT RESOLVED, January 5, 2021, the Board of Directors of this Corporation hereby assigns the duties and responsibilities of this Committee, as follows:

1. Perform the duties imposed upon all standing committees as set forth in the resolution entitled, "General Duties of Standing Committees."
2. Research, rReview, evaluate, and make recommendations to GRF Finance Committee ~~the Corporate Members~~ according to GRF bylaw 2.1.4, in relation to:
  3. ~~Sale and/or conveyance of Golden Rain Foundation or Golden Rain Foundation of Laguna Hills Trust real estate and/or improvements, where the value of the real estate and or improvement is appraised for at least \$500,000.~~
    - a. ~~Lease of real estate or improvement for more than 1 year.~~
    - b. ~~Acquisition of real estate, where the total amount to be paid is at least \$500,000.~~
    - c. ~~Expansion of facilities or construction of new facilities, either the construction of a new facility or an addition to an existing facility of at least 1,000 new or additional square feet or a minimum cost of \$500,000; and~~
    - d. ~~Any borrowing in an amount excess of \$1,000,000.~~
3. Develop and maintain a vision for long range sustainability of our community related to GRF stakeholders and property.
  - a. Stay apprised of the local agencies and CA Master Plan for Aging for opportunities that will benefit our community.
4. Building community consensus on the vision for the Village's growth, ~~financial and operational goals translated into specific,~~ short and long-term quantifiable

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goals and objectives related to the Golden Rain Foundation (GRF) membership and stakeholders-

5. ~~Helping~~Assisting Village Management Services (VMS) Inc. ~~in~~ identifying critical strategic issues facing the organization. ~~Assisting~~Supporting ~~in~~ analysis of alternative strategic options.

5.a. Collaborating with other GRF committees to assure alignment with parallel goals.

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6. Understanding ~~Recognizing~~ the organization's industry, market/community, ~~and~~ in order to improve strategic initiatives ~~core competencies-~~
7. ~~Keeping up to date current on~~ an industry and local market trends, opportunities to improve the ~~cost effectiveness and~~ quality of services provided by the organization.
8. Identifying and assisting in the development of major new programs and services for the benefit of GRF membership-
9. Developing criteria for management to use in evaluating potential strategic investments.
10. ~~Make~~ing recommendations to the full board related to the organization's mission, vision, strategic initiatives, major programs, and services.
- 10.11. Provide input on community wide surveys and any census/polling of residents
- 11.12. In cooperation with Managing Agent (VMS), establishing the development of 1, 3, 5 ~~three five~~ year and long-range (10 years or more) strategic plans with measurable goals and time targets, and present pPlan to the Board.
13. In cooperation with Managing Agent (VMS), annually reviewing the strategic plan and recommending updates annually as needed- based on changes in the market, senior trends, community needs, and other factors.
- 12.14. Establish metrics and milestones for every goal created, to be reviewed on an annual basis.
13. ~~Researching alternative sources of revenue and alternative cost sharing models and make recommendations to the Board-~~

~~14.~~15. The Committee shall perform such other tasks as are assigned by the GRF President or Board of Directors of this corporation.

RESOLVED FURTHER, that the officers and agents of this Corporation are hereby authorized on behalf of the corporation to carry out this resolution

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