



STAFF REPORT

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

RECOMMENDATION

Receive and file.

DISCUSSION

While corporate-specific budgets will be issued under separate agenda covers for Version 2, the following additional resources may be helpful as you prepare for the upcoming business planning meetings.

Supporting materials attached herein represent a consolidation of all entities managed by VMS: GRF, United Mutual, and Third Mutual.

- Budget Calendar
- Organization Chart by Division – VMS, Inc
- Department Staffing
- Department Allocations
- Budget Comparison Report – All Units

Prepared By: Betty Parker, Chief Financial Officer



Laguna Woods Village®

Budget Calendar

for Development of the 2020 Business Plan

DESCRIPTION	All Boards	GRF	United	Third
Budget Preparation	April / May			
Landscape Review			Thu May 30 10:00 A.M. Board Room	Thu May 30 1:30 P.M. Board Room
Maintenance Review			Fri May 31 9:30 A.M. Board Room	Wed May 29 9:30 A.M. Board Room
Capital Review		Mon Jun 10 1:30 P.M. Board Room		
Board Review	Mon Jul 8* 1:30 P.M. Board Room	Wed Jul 10 9:30 A.M. Board Room	Thu Jul 11 9:30 A.M. Board Room	Fri Jul 12 9:30 A.M. Board Room
Board Review (TV6)		Mon Aug 5 1:30 P.M. Board Room	Fri Aug 9 10:00 A.M. Board Room	Thu Aug 8 1:30 P.M. Board Room
Board Resolutions		Tue Sept 3 9:30 A.M. Board Room	Tue Sept 10 9:30 A.M. Board Room	Tue Sept 17 9:30 A.M. Board Room

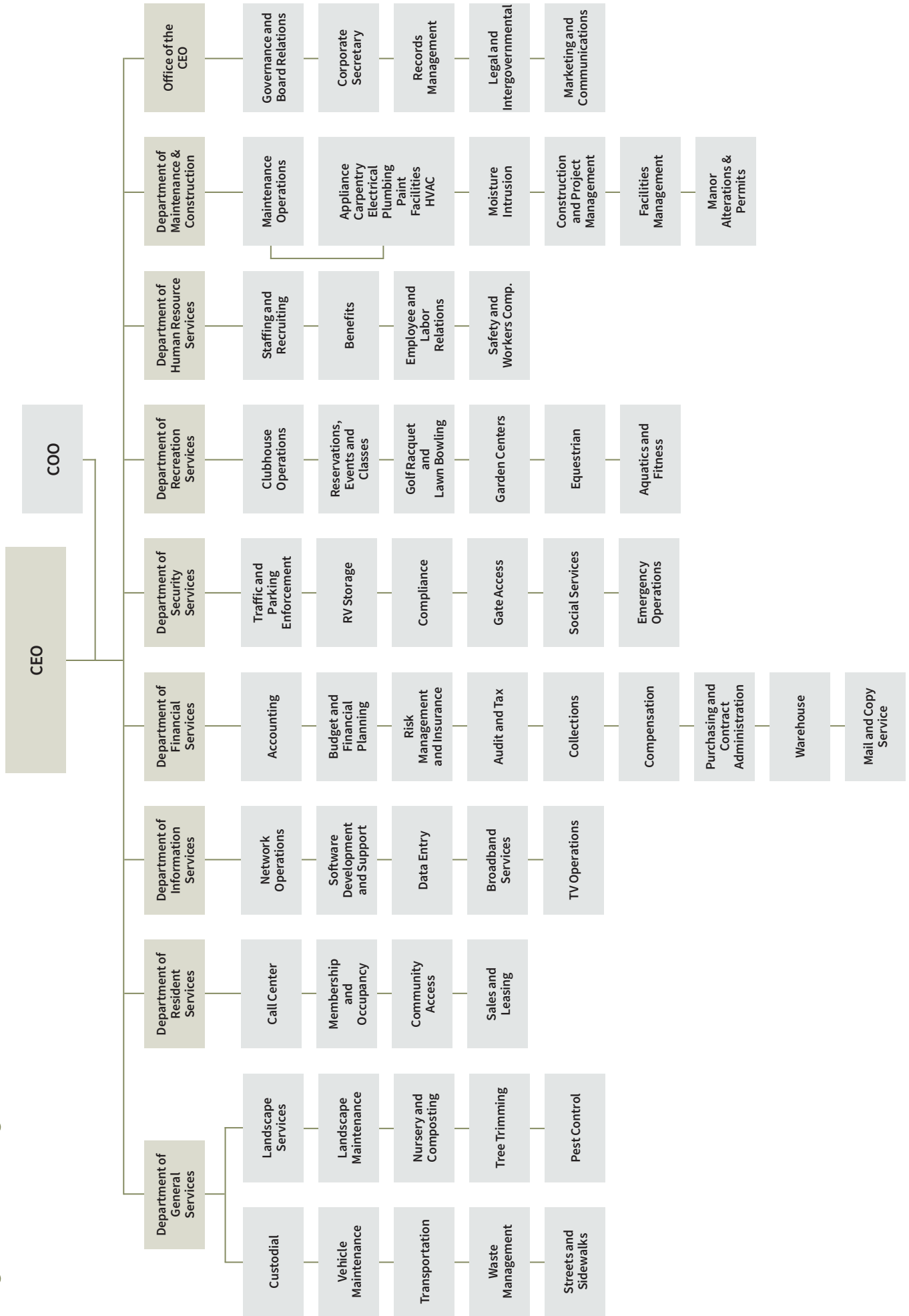
*The July 8 All Boards meeting will be followed by a Business Planning Committee meeting.



Laguna Woods Village®

ORGANIZATION CHART BY DIVISION – VMS, INC.

December 2018



**Laguna Woods Village
Department Staffing
Full Time Equivalents**

	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Ver 2	Increase (Decrease)
ALL DEPARTMENTS	724.29	717.72	726.65	741.04	751.01	9.97
Office of the CEO	5.00	6.50	7.00	9.00	10.00	1.00
Department of Resident Services	21.83	23.59	32.00	36.00	35.00	(1.00)
200 Admin	0.24	-	5.00	5.00	5.00	-
240 Community Services	9.58	8.58	9.00	11.00	10.00	(1.00)
950 Property Services	12.01	15.01	18.00	20.00	20.00	-
Department of General Services	105.43	93.98	94.57	93.07	91.57	(1.50)
902 General Services Admin	6.00	5.00	6.00	4.50	4.00	(0.50)
935 Janitorial	36.42	36.26	18.00	19.00	18.00	(1.00)
936 Streets & Sidewalks	16.08	15.72	16.00	16.00	16.00	-
945 GRF Janitorial		-	20.00	20.00	20.00	-
960 Fleet Maintenance	18.29	14.29	13.00	13.00	12.00	(1.00)
970 Transportation	28.64	22.71	21.57	20.57	21.57	1.00
Department of Landscape Services	135.11	132.76	133.87	142.27	149.00	6.73
500 Landscape Admin	3.50	4.00	9.00	8.50	10.00	1.50
511 Nursery	3.88	3.88	4.00	4.00	4.00	-
512 Composting	1.03	1.03	1.00	1.00	1.00	-
520 GRF Grounds	-	-	-	6.90	8.00	1.10
530 Grounds Maintenance	84.61	84.98	79.65	79.65	83.50	3.85
540 Irrigation	17.55	17.55	16.50	16.50	17.00	0.50
550 Small Equipment Repair	4.00	3.00	4.00	4.00	4.00	-
560 Pest Control	4.84	4.84	5.00	5.00	5.00	-
570 Tree Trimming	15.70	13.48	14.72	16.72	16.50	(0.22)
Department of Broadband Services	22.27	23.51	21.47	23.00	23.00	-
010 Broadband Admin	1.76	2.00	1.00	1.50	1.50	-
020 TV Operations	11.50	12.50	10.47	11.50	11.50	-
030 TV Studio	6.01	6.01	7.00	7.00	7.00	-
040 Media Services	2.00	2.00	2.00	2.00	2.00	-
050 High Speed Internet	1.00	1.00	1.00	1.00	1.00	-
Department of Information Services	11.00	10.04	11.00	10.50	10.50	-
Department of Financial Services	20.66	29.63	29.50	30.00	31.00	1.00
300 Financial Services	20.66	18.58	18.50	19.00	20.00	1.00
241 Mail and Copy Service	3.02	3.02	3.00	3.00	3.00	-
311 Warehouse	3.02	3.02	3.00	3.00	3.00	-
370 Purchasing	5.01	5.01	5.00	5.00	5.00	-

**Laguna Woods Village
Department Staffing
Full Time Equivalents**

	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Ver 2	Increase (Decrease)
Department of Security Services	125.33	119.10	115.61	118.19	119.68	1.49
400 Security Services	119.83	114.60	111.14	113.69	114.68	0.99
220 Social Services	5.50	4.50	4.47	4.50	5.00	0.50
Department of Recreation Services	97.18	95.40	86.73	85.11	86.36	1.25
600 Recreation Admin	4.11	3.61	4.25	5.25	16.48	11.23
602 Bar Services	0.60	0.60	0.60	0.60	0.60	-
610 Community Center Rec Rooms	0.75	0.75	0.75	0.75	-	(0.75)
611 Clubhouse 1	4.69	4.74	4.75	4.75	3.25	(1.50)
612 Clubhouse 2	1.43	4.50	4.29	4.29	2.70	(1.59)
613 Performing Arts Center	7.87	7.72	7.65	8.65	5.25	(3.40)
614 Clubhouse 4	3.32	3.32	3.96	3.96	3.00	(0.96)
615 Clubhouse 5	4.29	4.29	4.25	4.25	3.70	(0.55)
616 Clubhouse 6	1.85	1.85	1.95	1.95	0.20	(1.75)
617 Clubhouse 7	2.61	2.21	2.70	2.70	1.30	(1.40)
620 Equestrian	4.58	4.58	4.50	4.50	4.50	-
521 Garden Centers	1.00	0.50	1.00	1.00	2.00	1.00
670 Golf Operations 27 Hole	15.98	14.13	12.96	12.96	11.38	(1.58)
680 Golf Operations 9 Hole	1.96	1.96	1.96	1.96	1.96	-
690 Aquatics	9.72	9.72	-	-	1.00	1.00
691 Fitness	9.37	8.87	8.90	7.90	8.90	1.00
580 Golf Maintenance 27 Hole	21.03	20.03	20.26	17.64	18.14	0.50
581 Golf Maintenance 9 Hole	2.02	2.02	2.00	2.00	2.00	-
Department of Human Resource Services	8.40	9.40	9.40	8.40	8.40	-
Department of Maintenance & Construction	172.08	173.81	185.50	185.50	186.50	1.00
900 Maintenance Operations	7.00	5.00	7.00	7.00	6.00	(1.00)
904 Maintenance Services	3.00	3.00	4.00	4.00	7.00	3.00
909 Moisture Intrusion	-	-	6.00	7.00	7.00	-
910 Building Maintenance	12.03	13.03	9.00	9.00	10.00	1.00
911 Appliance	6.45	6.45	5.00	5.00	5.00	-
912 Carpentry	40.15	41.15	43.00	42.00	42.00	-
913 Electrical	7.14	8.14	10.00	10.00	10.00	-
914 Plumbing	21.82	23.82	24.00	24.00	24.00	-
917 Interior Components	8.99	8.72	9.00	9.00	8.00	(1.00)
918 Handyman Services	-	-	-	2.00	-	(2.00)
920 Construction/Project Management	8.00	8.00	8.00	8.00	8.00	-
925 Manor Alterations and Permits	8.03	7.03	9.00	9.00	11.00	2.00
926 Facilities Management	6.09	6.09	6.00	6.00	5.00	(1.00)
932 Paint	43.38	43.38	45.50	43.50	43.50	-

Laguna Woods Village Department Allocations

	2020 PLAN	GRF	United	Third
NO WORK CENTER	\$ 16,538,954	\$ (4,098,377)	\$ 15,034,008	\$ 5,603,323
OFFICE OF THE CEO	\$ 1,893,573	\$ 831,473	\$ 532,470	\$ 529,630
100 - OFFICE OF THE CEO	1,893,573	831,473	532,470	529,630
DEPARTMENT OF RESIDENT SERVICES	\$ 1,628,348	\$ 137,920	\$ 1,013,892	\$ 476,536
200 - RESIDENT SERVICES ADMIN	267,849	45,971	126,704	95,174
240 - COMMUNITY SERVICES	35,975	63,219	89,233	(116,477)
950 - PROPERTY SERVICES	1,324,524	28,730	797,955	497,839
DEPARTMENT OF GENERAL SERVICES	\$ 8,047,052	\$ 5,154,806	\$ 1,135,316	\$ 1,756,930
902 - GENERAL SERVICES ADMIN	81,270	81,270	-	-
320 - COMMUNITY CENTER FACILITY	918,524	918,524	-	-
935 - JANITORIAL	1,288,332	-	345,016	943,316
936 - STREETS & SIDEWALKS	2,021,862	417,948	790,300	813,614
940 - SERVICE CENTER FAC	210,295	210,295	-	-
945 - GRF JANITORIAL SVCS	1,474,580	1,474,580	-	-
960 - VEHICLE MAINTENANCE	116,372	116,372	-	-
970 - TRANSPORTATION	1,935,817	1,935,817	-	-
DEPARTMENT OF LANDSCAPE SERVICES	\$ 13,485,278	\$ 1,090,411	\$ 5,565,518	\$ 6,829,349
500 - LANDSCAPE ADMIN	369,781	103,590	122,135	144,056
510 - SUPPORT SERVICES	15,517	15,517	-	-
511 - NURSERY	347,260	23,722	152,461	171,077
512 - COMPOSTING	148,139	11,509	64,275	72,355
520 - GRF GROUNDS	540,118	540,118	-	-
530 - GROUNDS MAINTENANCE	7,221,403	126,048	3,120,672	3,974,683
540 - IRRIGATION	1,988,172	104,437	811,835	1,071,900
550 - SMALL EQUIPMENT REPAIR	448,664	32,777	199,608	216,279
560 - PEST CONTROL	578,987	34,960	229,780	314,247
570 - TREE MAINTENANCE	1,827,237	97,733	864,752	864,752
DEPARTMENT OF BROADBAND SERVICES	\$ 1,673,242	\$ 1,673,242	\$ -	\$ -
010 - BROADBAND ADMIN	43,149	43,149	-	-
020 - TV OPERATIONS	3,129,470	3,129,470	-	-
030 - TV STUDIO	675,439	675,439	-	-
040 - MEDIA SERVICES	(649,330)	(649,330)	-	-
050 - HIGH SPEED INTERNET	(1,525,486)	(1,525,486)	-	-
DEPARTMENT OF INFORMATION SERVICES	\$ 970,217	\$ 970,217	\$ -	\$ -
360 - INFORMATION SERVICES	970,217	970,217	-	-
DEPARTMENT OF FINANCIAL SERVICES	\$ 7,689,093	\$ 3,177,849	\$ 2,230,386	\$ 2,280,858
300 - FINANCIAL SERVICES	2,252,750	1,131,606	558,304	562,840
241 - MAIL AND COPY SERVICES	342,941	120,198	115,739	107,004
311 - WAREHOUSE	150,472	140,279	(1,411)	11,604
350 - INSURANCE	4,476,631	1,442,930	1,510,265	1,523,436
370 - PURCHASING	441,299	317,836	47,489	75,974
380 - TAXES	25,000	25,000	-	-

Laguna Woods Village Department Allocations

	2020 PLAN	GRF	United	Third
DEPARTMENT OF SECURITY SERVICES	\$ 6,558,217	\$ 6,241,401	\$ 140,493	\$ 176,323
400 - SECURITY SERVICES	6,135,274	5,818,458	140,493	176,323
220 - SOCIAL SERVICES	422,943	422,943	-	-
DEPARTMENT OF RECREATION SERVICES	\$ 6,312,194	\$ 6,312,194	\$ -	\$ -
600 - RECREATION ADMIN	495,881	495,881	-	-
521 - GARDEN CENTERS	130,863	130,863	-	-
580 - GOLF MAINTENANCE - 27 HOLE	659,767	659,767	-	-
581 - GOLF MAINTENANCE - 9 HOLE	128,249	128,249	-	-
602 - BAR SERVICES	(2,401)	(2,401)	-	-
603 - LIBRARY	28,400	28,400	-	-
610 - COMMUNITY CENTER REC ROOMS	28,877	28,877	-	-
611 - CLUBHOUSE 1	488,813	488,813	-	-
612 - CLUBHOUSE 2	406,842	406,842	-	-
613 - PERFORMING ARTS CENTER	527,862	527,862	-	-
614 - CLUBHOUSE 4	376,617	376,617	-	-
615 - CLUBHOUSE 5	386,028	386,028	-	-
616 - CLUBHOUSE 6	120,181	120,181	-	-
617 - CLUBHOUSE 7	135,446	135,446	-	-
620 - EQUESTRIAN	391,825	391,825	-	-
670 - GOLF OPERATIONS - 27 HOLE	583,640	583,640	-	-
672 - VILLAGE GREENS CAFÉ	(14,989)	(14,989)	-	-
680 - GOLF OPERATIONS - 9 HOLE	87,501	87,501	-	-
690 - AQUATICS	824,306	824,306	-	-
691 - FITNESS	528,486	528,486	-	-
DEPARTMENT OF HUMAN RESOURCE SERVICES	\$ 626,638	\$ 326,668	\$ 149,985	\$ 149,985
700 - HUMAN RESOURCE SERVICES	626,638	326,668	149,985	149,985
DEPARTMENT OF MAINTENANCE & CONSTRUCTION	\$ 36,729,286	\$ 1,837,371	\$ 18,193,846	\$ 16,698,069
900 - MAINTENANCE OPERATIONS	1,062,195	165,797	440,045	456,353
904 - MAINTENANCE SERVICES	3,826,825	89,755	2,528,218	1,208,852
909 - MOISTURE INTRUSION	3,119,225	48,913	1,528,357	1,541,955
910 - BUILDING MAINTENANCE	3,523,584	106,083	1,757,796	1,659,705
911 - APPLIANCE	1,128,973	9,961	1,005,071	113,941
912 - CARPENTRY	4,680,784	166,985	1,866,363	2,647,436
913 - ELECTRICAL	1,117,412	98,005	804,802	214,605
914 - PLUMBING	3,131,432	82,234	2,342,620	706,578
917 - INTERIOR COMPONENTS	1,300,911	122,761	1,122,647	55,503
918 - HANDYMAN SERVICES	-	-	-	-
920 - CONSTRUCTION/PROJECT MANAGEMENT	8,600,807	528,491	2,606,209	5,466,107
925 - MANOR ALTERATIONS AND PERMITS	858,282	3,500	317,436	537,346
926 - FACILITIES MANAGEMENT	187,602	171,625	-	15,977
932 - PAINT	4,191,254	243,261	1,874,282	2,073,711
TOTAL	\$ 102,152,092	\$ 23,655,175	\$ 43,995,914	\$ 34,501,003

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

12/31/2020

SUMMARY OF ALL UNITS

	<u>2016 Actuals</u>	<u>2017 Actuals</u>	<u>2018 Actuals</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>Increase/ (Decrease)</u>	<u>VAR %</u>
Non-Assessment Revenues:							
Trust Facilities Fees							
41006500 - Trust Facilities Fees	\$2,230,000	\$2,535,000	\$3,607,500	\$4,141,356	\$3,704,250	\$437,106	11%
Total Trust Facilities Fees	2,230,000	2,535,000	3,607,500	4,141,356	3,704,250	437,106	11%
Golf Green Fees							
42001000 - Golf Green Fees - Residents	944,501	920,154	1,225,612	1,364,600	1,269,000	95,600	7%
42001500 - Golf Green Fees - Guests	197,349	207,659	241,579	253,112	246,000	7,112	3%
Total Golf Green Fees	1,141,850	1,127,813	1,467,191	1,617,712	1,515,000	102,712	6%
Golf Operations							
42002000 - Golf Driving Range Fees	102,713	97,822	110,420	107,000	70,000	37,000	35%
42003000 - Golf Cart Use Fees	169,422	168,764	162,484	169,165	162,000	7,165	4%
42004000 - Golf Lesson Fees	27,525	25,835	15,985	25,000	15,000	10,000	40%
42005000 - Golf Club Storage Fees	0	2,395	920	2,400	2,400	0	0%
42005500 - Golf Club Rental Fees	0	78	0	65	50	15	23%
Total Golf Operations	299,660	294,894	289,809	303,630	249,450	54,180	18%
Merchandise Sales							
41501000 - Merchandise Sales - Pro Shop	144,288	191,429	201,529	175,000	195,000	(20,000)	(11%)
41501500 - Merchandise Sales - Warehouse	33,808	38,515	25,495	30,000	20,000	10,000	33%
41502500 - Merchandise Sales - Fitness	231	1,526	1,135	1,526	1,330	196	13%
41503500 - Merchandise Sales - Broadband	24,481	16,710	30,055	25,000	31,300	(6,300)	(25%)
41504500 - Merchandise Sales - Nursery	1,607	0	3,789	0	0	0	0%
41505500 - Bar Sales	86,469	82,233	76,127	85,000	72,000	13,000	15%
Total Merchandise Sales	290,884	330,413	338,131	316,526	319,630	(3,104)	(1%)
Clubhouse Rentals and Event Fees							
42501000 - Clubhouse Room Rentals - Residents	291,906	249,898	323,965	538,240	326,755	211,485	39%
42501500 - Clubhouse Room Rentals - Exception Rate	4,282	55,141	63,419	88,075	66,356	21,719	25%
42502000 - Clubhouse Event Fees - Residents	263,114	291,027	252,622	371,362	276,690	94,672	25%
42502500 - Clubhouse Event Fees - Non Residents	0	0	988	0	0	0	0%
42503000 - Village Greens Room Rentals - Residents	1,642	5,899	5,068	6,719	4,200	2,519	37%
42503500 - Village Greens Room Rentals - Non Residents	870	1,307	780	2,940	1,000	1,940	66%
Total Clubhouse Rentals and Event Fees	561,814	603,271	646,842	1,007,336	675,001	332,335	33%
Rentals							
43001000 - Garden Plot Rental	43,098	36,945	44,299	52,000	50,000	2,000	4%
43001500 - Shade House Rental Space	0	338	360	0	400	(400)	0%
45506500 - Rental Fee	21,500	2,000	0	0	0	0	0%
48001500 - Lease Revenue	46,800	49,320	58,320	45,000	58,320	(13,320)	(30%)
Total Rentals	111,398	88,602	102,979	97,000	108,720	(11,720)	(12%)
Fees and Charges for Services to Residents							
46501000 - Permit Fee	134,613	140,773	215,689	147,815	150,000	(2,185)	(1%)
46501500 - Inspection Fee	63,160	100,175	133,146	105,814	155,814	(50,000)	(47%)
46502000 - Resident Maintenance Fee	725,163	282,439	1,142,571	699,949	667,642	32,307	5%
Total Fees and Charges for Services to Residents	922,936	523,387	1,491,406	953,578	973,456	(19,878)	(2%)
Broadband Services							
45001000 - Ad Insertion	773,714	666,983	985,218	650,000	985,000	(335,000)	(52%)
45001500 - Premium Channel	562,551	408,621	390,250	500,000	400,000	100,000	20%
45002000 - Cable Service Call	72,676	60,930	95,835	150,000	99,670	50,330	34%
45002500 - Cable Commission	38,891	69,660	92,981	50,000	57,000	(7,000)	(14%)
45003000 - High Speed Internet	1,351,327	1,460,957	1,541,444	1,600,000	1,600,000	0	0%
45003500 - Equipment Rental	1,421,000	1,608,265	1,694,604	1,721,000	1,868,000	(147,000)	(9%)
45004000 - Video Production	63,799	51,289	46,795	55,000	50,000	5,000	9%
45004500 - Video Re-Production	2,977	2,497	2,443	2,500	2,000	500	20%
45005000 - Message Board	20,000	18,000	22,325	19,000	19,000	0	0%
45005500 - Advertising	42,455	34,704	35,819	42,500	38,000	4,500	11%
Total Broadband Services	4,349,389	4,381,905	4,907,714	4,790,000	5,118,670	(328,670)	(7%)
Laundry							
46005000 - Coin Op Laundry Machine	238,296	301,681	404,087	500,000	490,000	10,000	2%
Total Laundry	238,296	301,681	404,087	500,000	490,000	10,000	2%
Interest Income							
49001000 - Interest Income - Treasury Notes	38,474	93,297	313,120	260,745	302,945	(42,199)	(16%)
49001100 - Interest Income - Other Nondiscretionary	0	0	1,216	1,534	1,005	530	35%
49001500 - Interest Income - Treasury Notes - Discretionary	585,632	637,937	753,152	425,738	710,110	(284,372)	(67%)
49002000 - Interest Income - Money Market	4,595	4,944	21,696	4,337	20,518	(16,181)	(373%)
49002500 - Interest Income - Gmma Securities - Discretionary	453,485	335,615	306,515	144,703	286,772	(142,069)	(98%)
49003000 - TFFF Interest From Financing	5,353	6,424	8,416	6,758	6,955	(198)	(3%)
Total Interest Income	1,087,539	1,078,217	1,404,115	843,815	1,328,304	(484,489)	(57%)
Miscellaneous							
43501000 - Horse Boarding Fee	73,007	66,700	63,493	90,000	64,584	25,416	28%
43501500 - Horse Feed Fee	28,547	29,716	28,764	35,200	28,700	6,500	18%
43502000 - Horse Trailer Parking Fee	1,106	720	480	480	480	0	0%
43502500 - Horse Lesson Fee - Resident	27,079	25,199	23,498	30,500	25,260	5,240	17%
44001000 - Fitness Fee - Guests	1,056	1,614	1,168	800	0	800	100%

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

12/31/2020

SUMMARY OF ALL UNITS

	<u>2016 Actuals</u>	<u>2017 Actuals</u>	<u>2018 Actuals</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	Increase/ (Decrease)	VAR %
44001500 - Pool Fee - Guests	13,534	3,978	2,399	6,000	0	6,000	100%
44002000 - Bridge Room Fee - Guests	66,680	64,851	62,193	66,680	62,193	4,487	7%
44002500 - Parking Fees - Non Residents	38,740	48,070	43,355	60,000	120,000	(60,000)	(100%)
44003000 - Class Fees	82,889	122,948	153,662	126,990	142,920	(15,930)	(13%)
44003500 - Locker Rental Fee	4,252	4,784	5,276	5,034	5,552	(518)	(10%)
44004500 - Clubhouse Labor Fee	41,976	41,624	39,740	40,993	38,800	2,193	5%
44005000 - Clubhouse Equipment Fee	69	0	0	0	0	0	0%
44005500 - Clubhouse Catering Fee	14,977	25,980	19,038	26,880	20,855	6,025	22%
44006000 - Tickets Sales - Residents	11,919	805	50	1,050	805	245	23%
44006500 - Sponsorship Income	45,469	34,027	40,585	21,650	34,000	(12,350)	(57%)
45507500 - Key Replacement Fee	(23)	0	0	0	0	0	0%
46001000 - RV Storage Fee	62,203	60,308	110,559	100,000	100,000	0	0%
46001500 - RV Lot Card Fee	0	(292)	0	0	0	0	0%
46002000 - Traffic Violation	58,789	56,828	89,581	57,000	60,000	(3,000)	(5%)
46002500 - Smoke Detector Installation & Repair	13	0	0	0	0	0	0%
46003500 - Security Standby Fee	3,631	200	4,500	200	4,500	(4,300)	(2150%)
46004000 - Estate Sale Fee	5,970	4,680	3,290	4,100	4,000	100	2%
46004500 - Resident Violations	48,080	117,083	159,523	20,000	107,000	(87,000)	(435%)
44501000 - Additional Occupant Fee	126,462	172,694	265,897	322,000	267,000	55,000	17%
44501500 - Lease Processing Fee - United	124,222	101,860	113,580	120,000	128,000	(8,000)	(7%)
44501510 - Lease Processing Fee - Third	145,613	174,218	247,699	225,000	252,000	(27,000)	(12%)
44502000 - Variance Processing Fee	12,300	11,510	7,914	12,500	12,500	0	0%
44502500 - Non-Sale Transfer Fee - Third	4,100	3,590	2,050	3,000	2,000	1,000	33%
44503000 - Stock Transfer Fee	13,260	12,780	15,110	13,000	13,000	0	0%
44503500 - Resale Processing Fee	11,340	9,576	18,144	15,000	15,000	0	0%
44503510 - Resale Processing Fee - United	182,756	170,044	122,934	210,000	125,000	85,000	40%
44503520 - Resale Processing Fee - Third	199,584	205,296	153,086	200,000	175,000	25,000	13%
44504000 - Resident Id Card Fee	25,700	22,920	20,570	28,000	25,000	3,000	11%
44504500 - Notary Fee	(29)	20	10	50	0	50	100%
44505500 - Hoa Certification Fee	5,400	4,295	7,290	9,000	5,250	3,750	42%
44506000 - Photo Copy Fee	74,534	75,844	74,286	78,000	80,000	(2,000)	(3%)
44506500 - Auto Decal Fee	4,263	39,403	45,442	110,000	80,000	30,000	27%
44507000 - Golf Cart Electric Fee	133,712	126,340	128,996	128,000	130,000	(2,000)	(2%)
44507200 - Electric Vehicle Plug-In Fee	0	12,124	14,131	12,000	22,000	(10,000)	(83%)
44507500 - Carport Space Rental Fee	5,577	5,464	7,844	10,800	6,500	4,300	40%
47001000 - Cash Discounts - Accounts Payable	629	453	30	0	0	0	0%
47001500 - Late Fee Revenue	48,604	67,770	113,081	133,000	136,050	(3,050)	(2%)
47002000 - Collection Administrative Fee	3,120	48,230	7,000	0	0	0	0%
47002010 - Collection Administrative Fee - United	49,840	1,800	63,890	72,000	72,000	0	0%
47002020 - Collection Administrative Fee - Third	10,000	3,000	3,500	0	0	0	0%
47002500 - Collection Interest Revenue	12,349	9,481	12,317	12,000	9,000	3,000	25%
47501000 - Recycling	1,626	4,431	11,958	9,000	13,000	(4,000)	(44%)
47501500 - Rebates	3,000	0	0	0	0	0	0%
48001000 - Legal Fee	3,141	1,737	182,637	10,000	4,400	5,600	56%
46005500 - Disaster Task Force	3,849	4,527	5,568	4,000	3,000	1,000	25%
49004000 - Insurance Reimbursement	324,098	24,208	0	0	0	0	0%
49009000 - Miscellaneous Revenue	28,551	9,109	70,776	1,477	3,250	(1,773)	(120%)
Total Miscellaneous	2,187,563	2,032,548	2,566,893	2,431,384	2,398,599	32,785	1%
Total Non-Assessment Revenue	13,421,330	13,297,730	17,226,667	17,002,336	16,881,080	121,256	1%
Expenses:							
Employee Compensation							
51011000 - Salaries & Wages - Regular	15,231,449	16,255,267	16,540,816	17,602,105	18,857,488	1,255,383	7%
51021000 - Union Wages - Regular	13,508,242	14,477,735	14,515,232	15,607,203	15,704,715	97,512	1%
51041000 - Wages - Overtime	338,720	445,017	327,127	118,265	253,532	135,267	114%
51051000 - Union Wages - Overtime	258,876	324,452	247,809	160,412	208,510	48,098	30%
51061000 - Holiday & Vacation	2,876,887	1,606,219	3,240,116	2,583,710	2,675,437	91,727	4%
51071000 - Sick	739,418	825,195	953,162	1,053,882	1,091,297	37,415	4%
51081000 - Sick - Part Time	0	0	0	2,439	32,700	30,261	1241%
51091000 - Missed Meal Penalty	17,784	37,165	73,668	11,415	26,041	14,626	128%
51101000 - Temporary Help	596,146	650,850	362,435	112,000	15,500	(96,500)	(86%)
51981000 - Compensation Accrual	484,979	(5,253)	160,578	14,758	0	(14,758)	(100%)
Total Employee Compensation	34,052,502	34,616,647	36,420,942	37,266,189	38,865,220	1,599,030	4%
Compensation Related							
52411000 - F.I.C.A.	2,447,996	2,532,270	2,664,649	2,791,852	2,905,180	113,328	4%
52421000 - F.U.I.	166,604	182,393	41,738	60,126	42,257	(17,870)	(30%)
52431000 - S.U.I.	242,965	236,431	368,687	255,613	242,861	(12,752)	(5%)
52441000 - Union Medical	4,067,231	4,731,578	4,896,418	5,271,468	4,875,748	(395,720)	(8%)
52451000 - Workers' Compensation Insurance	2,025,963	1,489,569	2,516,761	2,529,504	2,101,788	(427,715)	(17%)
52461000 - Non Union Medical & Life Insurance	1,483,760	1,446,121	1,690,935	1,825,101	1,959,097	133,997	7%
52461500 - VUL Premium	0	0	56,076	0	0	0	0%
52461550 - VUL Interest	0	0	(1,771)	0	0	0	0%
52471000 - Union Retirement Plan	845,294	842,511	867,749	861,481	860,841	(640)	0%
52481000 - Non-Union Retirement Plan	248,072	441,433	368,881	667,446	713,903	46,456	7%
52491000 - Resident Staff Benefits	96,918	772	0	0	0	0	0%
52981000 - Compensation Related Accrual	24,228	11,839	176,085	3,826	0	(3,826)	(100%)
Total Compensation Related	11,649,032	11,914,917	13,646,208	14,266,416	13,701,675	(564,742)	(4%)
Materials and Supplies							
53001000 - Materials & Supplies	2,114,773	2,465,096	2,083,488	2,406,551	2,616,085	209,534	9%
53002000 - Expense To Fixed Assets	(113,895)	0	0	0	0	0	0%

**Golden Rain Foundation of Laguna Woods
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	2016 Actuals	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	Increase/ (Decrease)	VAR %
53002500 - Printed Membership Materials	0	2,999	1,239	0	0	0	0%
53003000 - Materials Direct	3,331,318	2,773,451	3,399,265	3,571,868	3,820,045	248,177	7%
53003500 - Materials Direct - Grf	171,652	282,802	438,366	450,766	363,077	(87,689)	(19%)
53004000 - Freight	37,479	34,178	37,810	39,185	38,443	(742)	(2%)
Total Materials and Supplies	5,541,327	5,558,526	5,960,168	6,468,370	6,837,650	369,280	6%
Cost of Goods Sold							
53101000 - Cost Of Sales - Warehouse	51,151	2,467	9,373	16,396	10,310	(6,086)	(37%)
53101500 - Cost Of Sales - Pro Shop	120,401	153,385	171,689	140,000	146,000	6,000	4%
53102000 - Cost Of Sales - Alcohol	19,253	25,080	19,508	22,000	20,000	(2,000)	(9%)
53103500 - Earthquake Materials	4,056	16,477	10,712	15,000	15,000	0	0%
Total Cost of Goods Sold	194,861	202,658	211,310	193,396	191,310	(2,086)	(1%)
Community Events							
53201000 - Community Events	336,348	425,255	430,812	422,945	457,006	34,061	8%
Total Community Events	336,348	425,255	430,812	422,945	457,006	34,061	8%
Utilities and Telephone							
53301000 - Electricity	1,832,104	1,663,144	1,499,195	1,377,558	1,484,200	106,642	8%
53301500 - Sewer	3,428,389	3,459,980	3,500,890	3,578,225	3,572,015	(6,210)	0%
53302000 - Water	4,797,049	5,306,858	5,402,555	5,228,915	5,494,664	265,749	5%
53302500 - Trash	997,365	1,041,595	1,157,704	1,158,423	1,193,751	35,328	3%
53303500 - Gas	179,211	219,145	217,034	188,680	212,140	23,460	12%
53304000 - Telephone	289,063	294,849	248,256	246,000	263,693	17,693	7%
Total Utilities and Telephone	11,523,180	11,985,571	12,025,635	11,777,801	12,220,463	442,662	4%
Fuel and Oil							
53304500 - Fuel & Oil For Vehicles	443,229	436,786	510,572	440,000	521,600	81,600	19%
Total Fuel and Oil	443,229	436,786	510,572	440,000	521,600	81,600	19%
Legal Fees							
53401500 - Legal Fees	1,134,658	864,393	1,536,404	772,500	1,197,500	425,000	55%
Total Legal Fees	1,134,658	864,393	1,536,404	772,500	1,197,500	425,000	55%
Professional Fees							
53402000 - Audit & Tax Preparation Fees	197,468	207,304	210,278	130,000	132,000	2,000	2%
53402010 - Audit & Tax Preparation Fees - United	0	0	0	57,600	44,500	(13,100)	(23%)
53402020 - Audit & Tax Preparation Fees - Third	0	0	0	57,600	44,500	(13,100)	(23%)
53402500 - Payroll System Fees	120,124	119,761	150,359	147,000	150,000	3,000	2%
53403500 - Consulting Fees	684,039	325,109	399,143	437,537	460,047	22,510	5%
53403510 - Consulting Fees - United	75,477	55,423	108,639	103,199	65,000	(38,199)	(37%)
53403520 - Consulting Fees - Third	67,869	73,278	75,911	120,936	88,436	(32,500)	(27%)
53404500 - Fees	3,000	5,000	5,400	5,000	6,000	1,000	20%
Total Professional Fees	1,147,976	785,876	949,730	1,058,872	990,483	(68,389)	(6%)
Equipment Rental							
53501000 - Space, Rent/Lease	788	0	239	800	0	(800)	(100%)
53501500 - Equipment Rental/Lease Fees	260,344	329,576	266,942	302,954	258,671	(44,283)	(15%)
Total Equipment Rental	261,131	329,576	267,181	303,754	258,671	(45,083)	(15%)
Outside Services							
53601000 - Bank Fees	34,026	80,040	72,479	95,000	95,000	0	0%
53601500 - Credit Card Transaction Fees	99,677	113,616	144,695	121,695	170,132	48,437	40%
53602000 - Merchant Account Fees	14,530	15,980	19,125	15,748	18,073	2,325	15%
53602500 - Licensing Fees	3,665	11,000	3,500	5,900	22,400	16,500	280%
53603000 - Permit Fees	3,643	14,960	15,755	7,000	7,000	0	0%
53603500 - Inspection Fees	279	0	0	280	0	(280)	(100%)
53604500 - Marketing Expense	6,600	5,180	5,940	0	0	0	0%
54603500 - Outside Services Direct	16,636,656	13,317,995	17,564,239	18,557,312	18,999,883	442,571	2%
53704000 - Outside Services	999,470	1,526,446	1,720,386	1,709,408	2,131,951	422,543	25%
Total Outside Services	17,798,546	15,085,218	19,546,118	20,512,343	21,444,439	932,096	5%
Repairs and Maintenance							
53701000 - Equipment Repair & Maint	454,954	334,274	471,290	585,175	487,335	(97,840)	(17%)
53702000 - Street Repair & Maint	972	0	0	1,000	1,000	0	0%
53702500 - Building Repair & Maint	263,347	368,752	365,335	361,945	350,448	(11,497)	(3%)
53703000 - Elevator /Lift Maintenance	304,229	297,378	353,407	370,270	405,345	35,075	9%
53703500 - Water Softener	3,540	3,260	2,174	4,310	3,622	(688)	(16%)
Total Repairs and Maintenance	1,027,041	1,003,664	1,192,206	1,322,700	1,247,750	(74,950)	(6%)
Other Operating Expense							
53604000 - Pest Control Fees	3,138	28,345	34,599	55,687	52,842	(2,845)	(5%)
53801000 - Mileage & Meal Allowance	23,446	17,389	20,329	46,635	44,263	(2,372)	(5%)
53801500 - Travel & Lodging	8,413	4,993	5,764	16,913	19,250	2,337	14%
53802000 - Uniforms	240,942	333,599	275,082	295,478	308,967	13,489	5%
53802500 - Dues & Memberships	16,256	7,953	12,976	19,450	17,544	(1,906)	(10%)
53803000 - Subscriptions & Books	9,476	14,547	11,934	13,405	18,278	4,873	36%
53803500 - Training & Education	61,262	72,390	67,939	123,494	144,327	20,833	17%
53804000 - Staff Support	41,384	45,350	40,987	61,858	98,527	36,669	59%
53901000 - Benefit Administrative Fees	3,906	2,351	33	4,000	4,000	0	0%
53901500 - Volunteer Support	15,565	14,612	4,364	18,950	19,050	100	1%
53902000 - Physical Examinations	34,985	58,852	43,252	41,120	41,120	0	0%

**Golden Rain Foundation of Laguna Woods
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SUMMARY OF ALL UNITS

	<u>2016 Actuals</u>	<u>2017 Actuals</u>	<u>2018 Actuals</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	Increase/ (Decrease)	VAR %
53902500 - Recruiting Fees	38,424	74,032	133,326	115,000	150,000	35,000	30%
53903000 - Safety	47,927	123,298	115,838	112,000	111,700	(300)	0%
54001000 - Board Relations	24,239	11,074	14,686	37,000	18,980	(18,020)	(49%)
54001010 - Board Relations - United	13,288	5,183	3,388	5,000	7,500	2,500	50%
54001020 - Board Relations - Third	1,490	10,312	3,883	10,000	7,500	(2,500)	(25%)
54001500 - Public Relations	17,551	27,404	55,058	28,500	2,500	(26,000)	(91%)
54002000 - Postage	136,661	114,126	125,186	133,000	134,000	1,000	1%
54002500 - Filing Fees / Permits	41,280	37,456	48,831	37,974	68,624	30,650	81%
54502500 - Cable Promotions	3,934	3,859	4,208	3,500	3,500	0	0%
Total Other Operating Expense	783,566	1,007,126	1,021,662	1,178,964	1,272,472	93,508	8%
Interest Expense							
54201500 - Mortgage Interest Expense	47,229	13,732	0	0	0	0	0%
Total Interest Expense	47,229	13,732	0	0	0	0	0%
Income Taxes							
54301000 - State & Federal Income Taxes	38,965	(2,827)	(396,668)	25,000	50,000	25,000	100%
Total Income Taxes	38,965	(2,827)	(396,668)	25,000	50,000	25,000	100%
Property and Sales Tax							
54301500 - State & Local Taxes	91,498	119,107	96,849	89,850	102,200	12,350	14%
54302000 - Property Taxes	9,409,757	10,059,375	10,768,763	9,812,917	11,114,504	1,301,587	13%
Total Property and Sales Tax	9,501,255	10,178,482	10,865,612	9,902,767	11,216,704	1,313,937	13%
Insurance							
54401000 - Hazard & Liability Insurance	1,761,215	1,870,447	1,924,444	1,993,082	2,149,901	156,819	8%
54401500 - D&O Liability	285,005	252,755	168,315	172,627	174,400	1,773	1%
54402000 - Property Insurance	1,396,683	1,387,626	1,658,935	1,723,013	2,091,330	368,317	21%
54402500 - Auto Liability Insurance	(12,076)	8,886	4,566	13,000	13,000	0	0%
54403000 - General Liability Insurance	(30,425)	11,787	17,556	18,000	18,000	0	0%
54403500 - Property Damage	1,320	0	0	10,000	10,000	0	0%
54404000 - Insurance Deductible	26,903	7,977	0	0	0	0	0%
Total Insurance	3,428,625	3,539,477	3,773,816	3,929,722	4,456,631	526,909	13%
Cable Programming/Copyright/Franchise							
54501000 - Cable - Programming Fees	4,168,907	4,450,577	4,736,006	4,600,000	3,500,000	(1,100,000)	(24%)
54501500 - Cable - Copyright Fees	40,629	45,863	66,222	55,000	67,000	12,000	22%
54502000 - Cable - City of Laguna Woods Franchise Fees	244,044	277,979	282,261	267,500	291,648	24,148	9%
54503000 - Production Fees	75	526	0	0	0	0	0%
Total Cable Programming/Copyright/Franchise	4,453,654	4,774,945	5,084,489	4,922,500	3,858,648	(1,063,852)	(22%)
Investment Expense							
54201000 - Investment Expense	125,463	125,928	126,350	123,997	125,000	1,003	1%
Total Investment Expense	125,463	125,928	126,350	123,997	125,000	1,003	1%
Net Allocation to Mutuals							
48501000 - Allocated To Grf Departments	(6,001,902)	(7,971,524)	(6,687,103)	(6,164,916)	(7,053,047)	(888,131)	(14%)
48502500 - Mutual General Operating	(123,357)	(123,357)	(123,357)	0	0	0	0%
54602500 - Allocated Expenses	6,001,924	7,971,086	6,687,103	6,164,916	7,053,047	888,131	14%
Total Net Allocation To Mutuals	(123,336)	(123,795)	(123,357)	0	0	0	0%
Uncollectible Accounts							
54602000 - Bad Debt Expense	106,410	166,036	196,353	163,450	194,950	31,500	19%
Total Uncollectible Accounts	106,410	166,036	196,353	163,450	194,950	31,500	19%
(Gain)/Loss on Sale or Trade							
54101000 - (Gain)/Loss - Warehouse Sales	(14,635)	(3,146)	132,458	(75,000)	(75,000)	0	0%
54101500 - (Gain)/Loss On Investments	(16,416)	(9)	33,900	0	0	0	0%
Total (Gain)/Loss on Sale or Trade	(31,051)	(3,155)	166,358	(75,000)	(75,000)	0	0%
Total Expenses	103,440,612	102,885,035	113,411,900	114,976,686	119,033,172	4,056,486	4%
Excess of Revenues Over Expenses	(\$90,019,282)	(\$89,587,305)	(\$96,185,233)	(\$97,974,350)	(\$102,152,092)	\$4,177,742	4%