



**OPEN MEETING**

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

**AGENDA AND NOTICE**

**Monday, October 3, 2022 – 1:30 p.m.  
Laguna Woods Village Community Center 24351 El Toro Road  
BOARD ROOM/VIRTUAL MEETING**

**<https://us06web.zoom.us/j/88266871037>**

- 1. Call to Order**
- 2. Approval of the Agenda**
- 3. Approval of the Minutes**
  - a. GRF Strategic Planning Committee Meeting – May 02, 2022
- 4. Chair’s Remarks**
- 5. Old Business**
  - a. Committee Member Responses to Internal Survey
  - b. Discussion of Ideas
- 6. New Business**
  - a. Status of Corporate Vote on Building E Replacement
  - b. Set 3 Goals for 2023
- 7. Next Meeting – TBD**
- 8. Committee Member Comments**
- 9. 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**

**Monday, May 2, 2022 – 9:30 a.m.  
BOARD ROOM/VIRTUAL MEETING  
Laguna Woods Village Community Center 24351 El Toro Road**

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**Director Present:** Debbie Dotson, Anthony Liberatore, Ira Lewis, Bunny Carpenter, James Hopkins, Gan Mukhopadhyay and Robert Mutchnick, Ryna Rothberg, Diane Casey

**Directors Absent:** Cash Achrekar

**Staff Present:** CEO-Siobhan Foster, Michelle Estrada, Makayla Schwietert

**Others Present:** Richard Rader (Advisor)  
**GRF:** Elsie Addington, Joan Milliman, Juanita Skillman (left the meeting at 9:51 a.m.)

**1. Call to Order—Director Dotson, Chair**

Chair Dotson called the meeting to order at 9:39 a.m. and established that a quorum was present.

**2. Acknowledgment of Media**

Chair Dotson acknowledged the media as present.

**3. Approval of the Agenda**

Director Mutchnick made a motion to approve the agenda. Director Rothberg seconded the motion.

Hearing no changes or objections, the agenda was approved unanimously.

**4. Approval of the Minutes**

**a. GRF Strategic Planning Committee Meeting – March 7, 2022**

Chair Dotson requested that the minutes of March 7, 2022 be revised to remove Elsie Addington from attendance.

Hearing no further changes or objections, Chair Dotson declared the minutes of March 7, 2022 were approved unanimously.

**5. Members Comments – None**

## 6. Chair's Remarks

Chair Dotson commented on the questionnaire results of the VMS Strategic Planning Meeting. A similar questionnaire will be developed and distributed to the GRF Strategic Planning Committee. Chair Dotson provided an overview of items that reviewed at several committee meetings.

## 7. CEO Report on VMS Strategic Planning Meeting

CEO Foster provided an overview of the 3-year goals that were reviewed during the VMS Strategic Planning Meeting on March 22, 2022.

CEO Foster answered questions from the committee.

## 8. Old Business

### a. Ideas for Long-Term Planning

Chair Dotson commented on that she will continue to work with the committee on ideas.

## 9. Future Agenda Items

- a. Questionnaires
- b. Surveys

## 10. Next Meeting – TBA

## 11. Committee Member Comments

- Director Rothberg asked to receive the minutes from the last two meetings.
- Director Mutchnick commented on Third Mutual's review of electric vehicle charging stations.
- Director Liberatore expressed his appreciation for what the committee is doing to improve the community.
- Director Lewis provided a suggestion of placing electric vehicle charging stations at specific locations. Additionally, he asked for a map of open space within the community.
- Director Hopkins commented on the role of the committee.
- Director Mukhopadhyay commented that he agrees with the other committee members and noted that the committee has limited resources and time.
- Director Carpenter commented on obtaining a reserve study.
- Advisor Rader commented on a tabled item from a previous meeting in regards to an additional swimming pool.

Director Casey joined the meeting at 10:10 a.m.

## 12. Adjournment

There being no further business the meeting was adjourned at 10:20 a.m.

DocuSigned by:



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Debbie Dotson, Chair  
GRF Strategic Planning Committee

# Strategic Planning Committee Member Survey Results September 2022

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# What are GRF's Strengths and Accomplishments in the Past Year? List at least 3.

Increasing Title Transfer Fee from \$5,000 to \$7,500. Developing and Implementing a Plan to periodically Review Usage Fees for currently Chargeable Amenities. I can't currently think of a third strength/accomplishment

GRF has taken on some major initiatives such as ERP, Sprinkler System Upgrade, reviewing Clubhouse 1 upgrades and improvements and is currently analyzing Broadband and the impact of industry change from broadcast to streaming.

GRF's Collaborative efforts with VMS Staff brought in a timely response to COVID 19 vaccination program for the LWV residents.2. GRF continued its efforts in upgrading PAC, Club Houses and Golf course facilities.3. GRF took appropriate measures to mitigate the cyber attack loss and to install appropriate safeguards against such attacks in future. "

I do not see major strengths or accomplishments especially after reading the FutureSense study from 2015

The Technology Upgrade which will provide long term sustainability to our systems and a heightened level of security. The creation of an Inter-board Harassment Policy The decision to not contract out the bus service at this time. Many smaller improvements to benefit our residents have happened or will happen, such improved benches and visible crosswalks.

# In your opinion, what are GRF's Current Internal Weaknesses/ Challenges?

I'm not confident that the GRF Board is allocating its funds appropriately....

GRF needs continued leadership and visibility to improving standardizing of processes and analysis. Technology brings on required change faster than ever and analytical processes allow visibility into those changes. The visibility allows decisions to be made as to how or if the changes impact the future of the village.

GRF BOD members are voluntary residents with varying degree of management experience and they serve in the Board without any personal liability (responsibility?). Also, it is observed, on many occasions, very few residents come forward to serve. As a result, there is a lack of veteran expertise that are available from professional management companies. Change of Directors happen every now and then at the end of specific terms, and, also, committee members are rotated regularly for GRF Committees. These changes tend to affect the continuity in management of projects, often delaying the projects. There are serious conflicting issues among the rules and regulations between United, Third and Fifty Mutuals, that continue to create administrative difficulties, thereby inhibiting smooth governance procedures. Similar/parallel Committees of four different Boards creates administrative difficulties and hampers efficiency."

Slow to change, have another committee start it, not planning as the facilities age and the residents get younger, fear of moving forward, not seeing that new residents demanding up to date facilities and services

The time it takes to make decisions. Fear of spending money to make necessary improvements and overall Communication issues from director to director, committees, etc.

# What are the External Factors/Trends (e.g., economic, political, technological, health, and environmental) that Will/Might Have a Positive Impact on GRF in the next 1-3 Years?

Technology continues to advance in capabilities which drive personal and corporate productivity

Technology, improved health of residents, and changing taste and demographics will have a positive impact, but only if we continue to be aware and make adjustments.

Promulgation of new Local, State and Federal legislations. Development of local infrastructure development projects, particularly in healthcare, security and transportation sectors. Availability of local government Disaster Mitigation Agency services

HOA's to be included in govt. programs, Population increase to bolster the demand to live in the community

New residents moving in at younger ages, knowledgeable of technology. Potential money available from the government to add EV charges or even other energy saving measures. Investments may benefit from improved rates.



What Are the External Factors/Trends (e.g., economic, health, technological, political, environmental) that Will/Might have a Negative Impact on GRF in the 1-3 years?

The current push to electric vehicles versus those powered by fossil fuels. The high cost of Property Insurance.

Technology, if we try to get ahead of it or try to lead in adopting new consumer technology before the market is determined.

Lack of availability of affordable insurance program. Environmental calamities such as drought, wildfires, earthquakes. Decrease/elimination of Local/State/Federal funded programs in the areas of security, transportation and healthcare.

Surrounding cities ahead in tech and environmental factors making LWV less desirable

The cost of insurance. The rates of inflation and the cost of doing business Possible return of pandemic measures. Aging infrastructure - broadband, clubhouses.

**What are the negative external factors (based on your own mutual) that may have a positive or negative impact on GRF in the next 3-5 years?**

The current push to electric vehicles while Mutuals' infrastructure won't currently easily or inexpensively support such a push

Inflation, higher interest rates will have a negative impact on Home sales and thus impact the Trust Facility fee contribution to the reserves. Also, the challenge of attracting good candidates in the job market while not having competitive compensation, will stress budgets, productivity, and thus PMPM.

I live in Third Mutual. Lack of affordable insurance and lack of availability of adequate potable water due to current extreme drought condition appear to be the most significant potential negative external factors.

Climate change, aging infrastructure

Third Mutual - the cost of insurance, legal fees, the makeup of the board with possible directors pushing their own agendas.

# What are the positive external factors (based on your own mutual) that may have a positive or negative impact on GRF in the next 3-5 years?

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Younger members who are more technologically savvy are moving in opening up opportunities to move toward solutions which are less-expensive than some high-touch solutions and processes we have today

Taking advantage of technology that improved productivity.

Third Mutual has numerous two to three story buildings which can be fitted with solar energy panels, with potentially available grants and subsidies. This may help offsetting the energy cost significantly.

Younger owners buying and helping change the community as well as updating their personal infrastructure adding value to the community

Inflation, legal costs, insurance rates

**What are your top three or more ideas for long-term planning as they relate only to GRF? This can include cost-sharing considerations or changes, real estate related, or anything which GRF has the authority to accomplish?**

- ❖ Consider revenue-generating options for the Village. Consider transitioning away from our ""shared model"" to more of a ""usage model"" with some amenities as we go forward, and amenities need additional funding.
- ❖ ????
- ❖ Based on attendance, I believe, GRF amenities are underutilized. Construction and sale of additional residential building units may provide additional reserve funds. For fiscal efficacy, use of Design-Build-Finance type of contracts may be considered for funding of these development projects. Creating new sources of income is very important for funding improvement/replacement of existing aging facilities. Consider renting out unused time of Club House and Golf course facilities to outside agencies for conference center service, musical events and golf tournaments. Consider building an amphitheater for performance of big events that can also be rented out to outside agencies to generate additional income."
- ❖ Provide another Garden Center, create usable outdoor social spaces i.e., Unused area for picnics, More money-making enterprises i.e., nursery expansion to be able to sell retail
- ❖ Consider using remaining real estate for new open space use - making them resident friendly -picnic areas, shade structures. Consider review of cost sharing and possible overhaul of system. Consider promoting our facilities to outside entities for golf, tennis, pickleball tournaments

# Comments

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I didn't really understand what you mean by "GRF" with regards to this survey...

Developing, improving then maintaining processes to provide the residents with superior service. Considering and Responding to future direction and impacts we do not control. Creative and strategic initiatives that provide substantial income stream that is designed to support an amenity or two.

Comment to Integrate GRF, United, Mutual Fifty and VMS Boards into one Board: In order to increase efficiency of GRF as well as LWV management system as a whole, I suggest, a single Board of Directors be installed for management purposes, consisting of representatives from three different Mutual Boards. Merge rules and regulations of three Mutuals under one-fold.

GRF & LWV as a whole has not changed much at all from the 2015 analysis. Stuck talking about change

The need for Strategic/Steering/Long term planning is evident. The question is how to effectively provide the guidance within the structure of the trust and governing documents.

### **What are GRF's Strengths and Accomplishments in the Past Year?**

- Looking after the needs of clubhouses ( especially clubhouse 1 and 3 )
- Setting up a method for charitable contributions
- Raising transfer fee
- Planning for future GRF budgets

### **What are GRF's Current Internal Weaknesses/Challenges**

- Board members pushing their own pet projects
- Sometimes not getting enough outside advice before pursuing a project ( ie., too much reliance on opinions of Board or village residents' opinions )
- Being careful in distinguishing a need vs a want
- Some projects take too long to be completed

### **What are the External Factors/Trends (e.g., economic, political, technological, health, and environmental) that Will/Might Have a Positive Impact on GRF in the next 1-3 Years?**

- Hopefully Inflation will subside
- Covid becomes less of an issue due to new treatments/vaccines

### **What Are the External Factors/Trends (e.g., economic, health, technological, political, environmental) that Will/Might have a Negative Impact on GRF in the 1-3 years?**

- Increased wages making it difficult to retain or hire employees
- Inflation/drought/climate change
- Technological advances that are expensive and difficult for us to keep up with
- California legislators passing laws detrimental to senior communities and laws that do not take into account the difference between CONDOs and CO-OPs

### **What are the negative external factors (based on your own mutual) that may have a positive or negative impact on GRF in the next 3-5 years?**

- Certain Board members, who without merit, disagree with GRF goals/projects
- Inability to get highly qualified individuals to run for United Board

### **What are your top four ideas for long-term planning as they relate only to GRF? This can include cost-sharing, real estate, or anything under the control of GRF?**

- We should monetize our vacant land to provide a yearly income
- Look into leasing land to an assisted living company for them to build and manage this type of facility

# Top Ideas

Consider

Current cost sharing as it relates to the use of facilities and other shared amenities

Consider

The use of our green space more effectively – provide areas for outdoor recreation – such as picnic areas/covered

Consider

How to use our facilities to generate income that will offset costs but remain within our status as “not for profit” .

Consider

How to use upgraded technology for ease of use of the residents

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