A regular meeting of the Board of Directors of the Golden Rain Foundation of Walnut Creek will be held in Peacock Hall at Gateway Complex, commencing at 9:00 a.m., Thursday, June 30, 2016. The agenda for the meeting is listed below. It is sometimes necessary to add agenda items for consideration by the Board after the agenda has been prepared and distributed. These items will be described in the agenda available at the Board meeting. Regular meetings of the Board of Directors are open, and comments from residents are always welcome during the Residents' Forum.

**A G E N D A**

**GOLDEN RAIN FOUNDATION OF WALNUT CREEK**

**REGULAR MEETING OF THE BOARD OF DIRECTORS**

**THURSDAY, JUNE 30, 2016, AT 9:00 A.M.**

1. **MEETING CALLED TO ORDER:** Leslie Birdsall, President

2. **ROLL CALL:** Birdsall (I), Fredlund (C), Delpech (E), Haley (H), Adams (A), Brown (B), Kelso (D), Pyle (G), Roath (F), and O’Keefe, ex-officio member

3. **APPROVAL OF MINUTES:** Regular meeting of May 26, 2016
   Regular meeting of June 14, 2016

4. **TREASURER'S REPORT** (Attachment)  
   Page 1

5. **CHIEF EXECUTIVE OFFICER'S REPORT** (Attachment)  
   Page 2

6. **RESIDENTS' FORUM**

7. **RESIDENT MEMBER COMMITTEE REPORTS**

   a. **Aquatics Advisory** – Brian K. Stack, Chairman (Attachment)  
   Page 5

   b. **Finance** – Christopher T. Yahng, Chairman

      1) **Consider recommendation that the Board approve the FY 2017 Operations Budget Principles.** (Attachment)  
      Page 12

      2) **Consider recommendation to the Board to authorize the CEO to execute an agreement with Margen + Associates, Disability Policy and Universal Access Consultants, in order to complete an accessibility review of the**  
      Page 15
Stanley Dollar Clubhouse in an amount not to exceed $6,000, which includes a contingency and reimbursable expenses, to be paid from the Trust Estate Fund. (Attachment)

c. Fitness Advisory – Claudia Tierney, Chairman (Attachment)
d. Golf Advisory – John McDonnell, Chairman (Attachment)

8. BOARD COMMITTEE REPORTS

a. Compensation – Leslie Birdsall, Chairman (Attachment)
b. Policy – Robert D. Kelso, Chairman (Attachment)

9. UNFINISHED BUSINESS

10. NEW BUSINESS

a. Consider staff recommendation to approve the completion of the design development phase of the fitness center renovation project and confirm the overall budget range of up to $10 million including all related project expenses. (Attachment)

b. Consider recommendation to approve the scope of work in the proposal from Pankow Builders to provide preconstruction services to the Golden Rain Foundation for the Del Valle Complex Renovation Project and authorize the CEO to execute an agreement with Pankow Builders in an amount not to exceed $45,000, which includes a 15% contingency and reimbursable expenses, to be paid from the Trust Estate Fund. (Attachment)

c. Consider recommendation to authorize the CEO to execute amendment number one to the lease agreement between Golden Rain Foundation of Walnut Creek, Trustee, and Rossmoor Creekside Holdings, LLC, for the operation of the Creekside Grill and Bar. (Attachment)

d. Consider approving and authorizing the CEO to execute a contract with the firm of TJKM to complete a traffic and pedestrian safety study in Rossmoor in an amount not to exceed $33,400, which is to be paid from the Trust Estate Fund. (Attachment)

e. List, discuss, and prioritize the Board’s goals for 2016 – 2017. (Attachment)
f. Consider approving request from the Rossmoor Tennis Club to place a memorial plaque at the Buckeye Tennis Complex recognizing the dedicated service of Jerry McConnell to the Club. (Attachment)

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g. Consider approving, as recommended by the President, resident member Committee appointments, effective July 1, 2016. (Attachment)

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h. Consider adopting bank resolution from The Mechanics Bank authorizing the GRF President, Vice-President and Treasurer to sign and act on behalf of the organization. (Attachment)

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11. ANNOUNCEMENTS

a. The next mid-month regular meeting of the Board will be held on Tuesday, July 12, 2016, at 9:00 a.m. in Peacock Hall.

b. The next end-of-the month regular meeting of the Board will be held on Thursday, July 29, 2016, at 9:00 a.m. in Peacock Hall at Gateway Complex.

12. EXECUTIVE SESSION

a. There will be an executive session of the Board following this meeting to discuss contract, legal, and personnel matters and any other appropriate business.

13. RECESS
Golden Rain Foundation, Inc.
Treasurer’s Report
Board Meeting June 30, 2016

For the month of May operating results before depreciation were $59,000 favorable to budget. Total revenue was under budget by $5,000 and total expenses were under budget by $64,000. Cumulative for the first five months of the year, revenues were unfavorable to budget by $54,000 and expenses, excluding depreciation, were below budget by $193,000, for a combined positive cumulative variance for the year of $139,000. All amounts are rounded to the nearest thousand for this report.

**Revenues:**
Favorable variances to budget in recreation revenue, personal training and handyman revenue were offset by unfavorable variances in golf revenue and newspaper advertising.

**Expenses:**
Expenses for the month included favorable variances to budget of $16,000 in salaries and employee expenses, $20,000 in maintenance supplies and $16,000 in equipment repairs and maintenance.

**Trust Estate Fund**
There were 50 membership fees in May generating $450,000 as compared to 42 in 2015 that generated $294,000. Total expenditures for the month were $276,000 including $52,000 for the Del Valle Fitness Center, $32,000 for the Gateway multi-purpose room improvements, $53,000 for machinery and equipment and $137,000 in debt service.
Manor Sales and Membership Transfer Fees

There were 57 sales in May 2016 as compared with 49 in May 2015. 48 of the sales paid a membership transfer fee. As of June 23rd, there have been 33 sales for the month and there are 62 pending escrows.

Employee Transition

Four employees commenced employment with the Golden Rain Foundation in May: Griffin Ormond, Videographer/Editor; Victor Ting, Videographer/Editor; Christina Aguilar, Front Desk Attendant; and Michael Perryman, Utility Repair Worker I.

Three employees left employment with GRF in May: Glenn Mix, Fleet Manager; Richard Perona, Landscape Manager; and Rachel Anderson, Fitness Trainer.

One employee, Latoya Bryant, transferred from Custodial to Recreation in May.

Del Valle Fitness Center Renovation

At the June 30th GRF Board meeting, the Board will consider approving the completed Design Development Phase of the Del Valle Complex Renovation Project. This is an important ‘next step’ in the process prior to the commencement of construction drawings.

Golf Cart Registration

At the GRF Board of Directors meeting on May 26th, the Board approved new Policy 103.1.1 authorizing the registration of golf carts effective July 1, 2016. The golf cart registration was requested by the Mutuals and will help to identify owners of golf carts on Mutual property. Registration will also help GRF staff identify the owners of lost or abandoned carts that appear from time to time on GRF property. The $10 one-time fee will cover registration by Securitas at the Public Safety Office at the Creekside complex. Unregistered golf carts will not be permitted to use the golf courses and will be subject to citations from Mutuals after August 31, 2016.
Marin Clean Energy

The City of Walnut Creek recently agreed to purchase all residential and commercial electricity from power aggregator Marin Clean Energy (MCE) instead of PG&E. The transition is expected to take place in September and all Walnut Creek residents are automatically enrolled in the program. MCE has committed to providing a minimum of 50% of the electricity from renewable energy sources (PG&E is approximately 30%). Residents will have a brief window to opt out of the program and stay with PG&E at no charge. After the window closes, there will be a $5 fee to opt out of MCE and stay with PG&E. MCE has not yet announced their electricity rates but will do so in the next month. MCE and the City of Walnut Creek will provide more information as they finalize the program. MCE and the City conducted a presentation for residents on June 14 in the Fireside Room and they plan on conducting another presentation on August 9. Watch the Rossmoor News and your mailbox for further information or visit https://www.mcecleanenergy.org/.

Traffic and Pedestrian Safety Study

At the April GRF Board meeting, the Board authorized the solicitation of bids for a consultant to conduct a traffic and pedestrian safety study. The Board will be reviewing the proposals at the June 30 Board meeting.

Solar Farm Update

In 2015, the GRF Board of Directors authorized entering into a power purchase agreement with a solar company to purchase about 60% of GRF’s power from a solar farm located in Rossmoor. Negotiations are still underway with Next Era and Solar Technologies to place a solar farm on a Rockview hillside. Earlier this month following soil testing, it was determined that due to soil conditions and a relatively steep incline, the size of the project needed to be significantly reduced on the hillside. The vendor is now exploring the feasibility of locating some of the panels on top of the MOD building, parking lot and RV lot. The vendors will recalculate the cost of the project. Negotiations are continuing.

Hillside Atrium Roof

If you have visited the Hillside Clubhouse in recent weeks, you will see extensive work being done on the atrium joining the 2 buildings. It was determined that some dry rot had set in and the GRF Board of Directors authorized repair work. Unfortunately, as the contractor removed roof layers last week, extensive additional dry rot has been discovered. Please bear with us as the necessary repairs are made.
Broadband (High Speed Internet) Service

As a reminder, the cable TV contract with Comcast expires at the end of this year. The GRF Board of Directors has authorized staff to negotiate a new contract that will include enhancements to the TV contract including broadband (high speed Internet) service. Negotiations are continuing. Residents are reminded that broadband Internet service will be included in the coupon effective 1/1/17 and to make appropriate arrangements with your current Internet service provider if you wish to eventually terminate your current provider. It is suggested that residents consider a short overlap in service during January with their current Internet service provider to ensure a smooth transition. More information to follow.
AQUATICS ADVISORY COMMITTEE REPORT

REGULAR MEETING
THURSDAY, JUNE 9, 2016, AT 1:30 P.M.

A regular meeting of the Aquatics Advisory Committee (AAC) was called to order by the Chairman, Brian K. Stack, at 1:30 p.m. on Thursday, June 9, 2016, in the Board Room at Gateway Complex.

Present, in addition to the Chairman, were Judith L. Morton, Vice Chairman, Dale O. Reynolds, Secretary, Norman P. Gorsuch, E.J. Koch, and Mary Lou Delpch, GRF Board representative and ex-officio member. Carol A. Meehan was excused. Also attending were Leslie Birdsall, President, GRF; and Jeffrey P. Matheson, Director of Resident Services.

The report of the Committee's regular meeting of May 12, 2016, was approved as presented.

Mr. Reynolds presented the pool numbers. Mr. Matheson acknowledged an error in the reporting for the pool numbers regarding guests and caretakers, and noted that this will be corrected going forward.

Mr. Matheson gave an update on the Del Valle Complex Renovation Project.

The Committee discussed the hours of operation and hourly attendance at each pool. A few modifications will be made to the attendance report for clarity. No other action was taken.

There being no further business, the meeting was adjourned at 2:20 p.m.

The next regular meeting of the ACC will be held on Thursday, July 14, 2016, at 1:30 p.m. in the Board Room Gateway Complex.

[Signature]
Brian K. Stack, Chairman
Aquatics Advisory Committee

DOR/kv
### ANNUAL POOL ATTENDANCE NUMBERS

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Yr-Yr % change: **-35.12% 8.02% 51.84%**

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Yr-Yr % change: **-43.86% 25.35% 74.33%**

#### DEL VALLE POOL

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Yr-Yr % change: **-11.14% -7.27% -21.31%**

#### TOTAL FOR ALL POOLS

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Yr-Yr % change: **-17.48% -12.02% 3.97%**

2015 Cum to Mo: **83648**

2016 Cum to Mo: **100,707**

% Incr/Decr: **-11.14% -11.39% -8.17%**
| Day  | 6:00 | 7:00 | 8:00 | 9:00 | 10:00 | 11:00 | 12:00 | 1:00 | 2:00 | 3:00 | 4:00 | 5:00 | 6:00 | 7:00 | 8:00 | TOTALS | Last 30 min. |
|------|------|------|------|------|-------|-------|-------|------|------|------|------|------|------|------|--------|-------------|
| SUN  | 1    | 10   | 3    | 7    | 7     | 14    | 6     | 8    | 6    | 16   | 12   | 8    | 0    | 0    | 0     | 110    | 8          |
| MON  | 2    | 14   | 5    | 9    | 29    | 25    | 14    | 12   | 5    | 14   | 12   | 8    | 30   | 1    | 1     | 189    | 8          |
| TUE  | 3    | 18   | 6    | 13   | 11    | 3     | 5     | 9    | 1    | 8    | 14   | 22   | 5    | 6    | 7     | 2      | 130        |
| WED  | 4    | 16   | 10   | 12   | 36    | 12    | 26    | 12   | 5    | 6    | 14   | 7    | 12   | 23   | 8     | 0      | 199        |
| THU  | 5    | 0    | 0    | 0    | 0     | 0     | 0     | 0    | 1    | 11   | 16   | 8    | 23   | 8    | 5     | 0      | 76         |
| FRI  | 6    | 14   | 8    | 11   | 24    | 16    | 19    | 10   | 11   | 12   | 11   | 14   | 7    | 16   | 3     | 1      | 177        |
| SAT  | 7    | 8    | 3    | 9    | 10    | 6    | 8     | 16   | 10   | 14   | 17   | 14   | 3    | 0    | 0     | 0      | 118        |
| SUN  | 8    | 13   | 5    | 4    | 9     | 8     | 2     | 4    | 9    | 9    | 13   | 8    | 4    | 0    | 0     | 0      | 88         |
| MON  | 9    | 17   | 6    | 7    | 25    | 14    | 23    | 18   | 14   | 6    | 11   | 11   | 19   | 24   | 7     | 0      | 202        |
| TUE  | 10   | 14   | 5    | 7    | 8     | 7     | 12    | 7    | 6    | 6    | 21   | 13   | 4    | 5    | 2     | 125    |
| WED  | 11   | 16   | 6    | 7    | 32    | 20    | 9     | 11   | 15   | 10   | 14   | 9    | 8    | 23   | 7     | 5      | 192        |
| THU  | 12   | 0    | 0    | 0    | 0     | 0     | 0     | 0    | 14   | 18   | 18   | 24   | 10   | 6    | 2     | 0      | 92         |
| FRI  | 13   | 10   | 5    | 8    | 27    | 21    | 11    | 7    | 7    | 15   | 6    | 11   | 8    | 23   | 8     | 3      | 170        |
| SAT  | 14   | 9    | 5    | 9    | 15    | 5     | 8     | 7    | 7    | 14   | 14   | 12   | 0    | 0    | 0     | 0      | 105        |
| SUN  | 15   | 10   | 4    | 9    | 8     | 6     | 4     | 4    | 10   | 8    | 18   | 17   | 1    | 0    | 0     | 0      | 99         |
| MON  | 16   | 13   | 13   | 5    | 36    | 15    | 20    | 12   | 7    | 15   | 11   | 10   | 9    | 23   | 4     | 3      | 196        |
| TUE  | 17   | 11   | 5    | 5    | 9     | 8     | 7     | 12   | 12   | 13   | 14   | 21   | 9    | 5    | 8     | 0      | 139        |
| WED  | 18   | 14   | 8    | 6    | 34    | 12    | 17    | 6    | 16   | 8    | 15   | 10   | 5    | 20   | 6     | 3      | 180        |
| THU  | 19   | 0    | 0    | 0    | 0     | 0     | 0     | 0    | 19   | 17   | 7    | 19   | 12   | 1    | 9     | 2      | 86         |
| FRI  | 20   | 19   | 7    | 15   | 28    | 20    | 15    | 9    | 14   | 11   | 9    | 10   | 5    | 17   | 3     | 0      | 182        |
| SAT  | 21   | 13   | 3    | 4    | 18    | 6     | 6     | 9    | 10   | 12   | 14   | 8    | 4    | 0    | 0     | 0      | 107        |
| SUN  | 22   | 8    | 4    | 11   | 9     | 8     | 10    | 4    | 11   | 19   | 15   | 8    | 4    | 0    | 0     | 0      | 111        |
| MON  | 23   | 18   | 11   | 7    | 23    | 18    | 36    | 16   | 5    | 9    | 17   | 5    | 8    | 24   | 5     | 4      | 206        |
| TUE  | 24   | 11   | 4    | 9    | 8     | 5     | 6     | 4    | 9    | 13   | 7    | 14   | 7    | 8    | 7     | 0      | 112        |
| WED  | 25   | 16   | 9    | 8    | 32    | 18    | 24    | 11   | 13   | 11   | 10   | 9    | 10   | 10   | 4     | 2      | 187        |
| THU  | 26   | 0    | 0    | 0    | 0     | 0     | 0     | 0    | 11   | 21   | 10   | 24   | 7    | 7    | 2     | 1      | 83         |
| FRI  | 27   | 15   | 7    | 9    | 18    | 26    | 24    | 13   | 9    | 14   | 8    | 9    | 3    | 16   | 5     | 3      | 179        |
| SAT  | 28   | 9    | 3    | 7    | 6     | 19    | 3     | 17   | 11   | 12   | 18   | 22   | 3    | 3    | 0     | 0      | 130        |
| SUN  | 29   | 11   | 8    | 6    | 5     | 6     | 3     | 10   | 9    | 6    | 16   | 19   | 3    | 0    | 0     | 0      | 102        |
| MON  | 30   | 15   | 6    | 12   | 7     | 19    | 21    | 9    | 17   | 16   | 20   | 11   | 6    | 14   | 1     | 0      | 174        |
| TUE  | 31   | 14   | 12   | 10   | 7     | 7     | 7     | 11   | 8    | 9    | 7    | 28   | 10   | 18   | 11    | 3      | 162        |
|      | TOTAL| 356  | 171  | 226  | 481   | 344   | 346   | 268  | 312  | 366  | 394  | 444  | 219  | 323  | 123   | 35     | 4408       |

|          | GUESTS: | 154 |
|          | CAREGIVERS: | 40 |
# DOLLAR POOL
## MAY 2016

|       | 6:00 | 7:00 | 8:00 | 9:00 | 10:00 | 11:00 | 12:00 | 1:00 | 2:00 | 3:00 | 4:00 | 5:00 | 6:00 | 7:00 | 8:00 | TOTAL Last 30min. |
|-------|------|------|------|------|-------|-------|-------|------|------|------|------|------|------|------|-----------------|
| SUN   | 1    | 4    | 6    | 2    | 2     | 3     | 6     | 4    | 6    | 9    | 20   | 10   | 4    | 1    | 0    | 0    | 77               |
| MON   | 2    | 3    | 3    | 4    | 6     | 5     | 3     | 1    | 6    | 11   | 5    | 1    | 3    | 8    | 0    | 0    | 59               |
| TUE   | 3    | 6    | 5    | 2    | 9     | 3     | 3     | 1    | 5    | 6    | 2    | 4    | 3    | 4    | 0    | 0    | 56               |
| WED   | 4    | 0    | 0    | 0    | 0     | 0     | 0     | 0    | 6    | 4    | 2    | 3    | 3    | 5    | 0    | 0    | 23               |
| THU   | 5    | 5    | 10   | 1    | 0     | 3     | 1     | 0    | 1    | 0    | 1    | 4    | 6    | 3    | 0    | 0    | 35               |
| FRI   | 6    | 5    | 7    | 3    | 2     | 0     | 0     | 0    | 0    | 1    | 5    | 0    | 0    | 22              |     |                  |
| SAT   | 7    | 6    | 6    | 1    | 13    | 0     | 0     | 1    | 2    | 1    | 0    | 0    | 1    | 3    | 0    | 0    | 34               |
| SUN   | 8    | 4    | 3    | 1    | 2     | 1     | 3     | 0    | 1    | 9    | 2    | 4    | 5    | 5    | 0    | 0    | 40               |
| MON   | 9    | 4    | 3    | 3    | 0     | 3     | 5     | 2    | 3    | 3    | 4    | 4    | 8    | 2    | 1    | 0    | 45               |
| TUE   | 10   | 11   | 5    | 2    | 12    | 8     | 2     | 6    | 6    | 8    | 12   | 4    | 5    | 4    | 2    | 0    | 87               |
| WED   | 11   | 0    | 0    | 0    | 0     | 0     | 0     | 17   | 8    | 10   | 7    | 8    | 3    | 1    | 0    | 54               |
| THU   | 12   | 7    | 8    | 1    | 13    | 7     | 3     | 6    | 3    | 6    | 7    | 4    | 6    | 5    | 0    | 0    | 76               |
| FRI   | 13   | 4    | 7    | 2    | 2     | 3     | 3     | 2    | 3    | 2    | 1    | 7    | 8    | 2    | 1    | 0    | 47               |
| SAT   | 14   | 5    | 5    | 0    | 14    | 2     | 5     | 2    | 0    | 8    | 2    | 8    | 5    | 5    | 0    | 0    | 61               |
| SUN   | 15   | 6    | 3    | 1    | 3     | 5     | 2     | 6    | 9    | 10   | 11   | 8    | 10   | 3    | 1    | 0    | 78               |
| MON   | 16   | 6    | 8    | 2    | 0     | 7     | 4     | 4    | 15   | 7    | 3    | 2    | 9    | 3    | 0    | 0    | 70               |
| TUE   | 17   | 7    | 8    | 3    | 15    | 4     | 7     | 5    | 18   | 15   | 6    | 6    | 7    | 7    | 1    | 0    | 109              |
| WED   | 18   | 0    | 0    | 0    | 0     | 0     | 0     | 0    | 15   | 4    | 12   | 10   | 8    | 10   | 0    | 0    | 59               |
| THU   | 19   | 8    | 5    | 9    | 12    | 2     | 1     | 1    | 5    | 8    | 1    | 2    | 1    | 5    | 0    | 0    | 60               |
| FRI   | 20   | 4    | 4    | 4    | 0     | 5     | 2     | 2    | 7    | 1    | 0    | 1    | 2    | 4    | 2    | 0    | 38               |
| SAT   | 21   | 7    | 5    | 6    | 8     | 3     | 2     | 2    | 1    | 2    | 2    | 0    | 2    | 0    | 5    | 0    | 43               |
| SUN   | 22   | 8    | 4    | 0    | 1     | 2     | 2     | 2    | 1    | 3    | 2    | 0    | 4    | 0    | 0    | 0    | 31               |
| MON   | 23   | 7    | 3    | 2    | 0     | 6     | 0     | 0    | 5    | 7    | 0    | 1    | 5    | 3    | 0    | 0    | 39               |
| TUE   | 24   | 7    | 7    | 2    | 16    | 4     | 2     | 1    | 2    | 4    | 1    | 1    | 8    | 6    | 1    | 0    | 62               |
| WED   | 25   | 0    | 0    | 0    | 0     | 0     | 0     | 9    | 3    | 3    | 3    | 6    | 5    | 0    | 0    | 29               |
| THU   | 26   | 9    | 11   | 4    | 12    | 5     | 5     | 5    | 8    | 5    | 7    | 5    | 0    | 3    | 1    | 0    | 80               |
| FRI   | 27   | 4    | 8    | 3    | 3     | 5     | 10    | 1    | 7    | 12   | 5    | 2    | 6    | 8    | 1    | 0    | 75               |
| SAT   | 28   | 8    | 3    | 4    | 20    | 1     | 11    | 8    | 6    | 12   | 5    | 15   | 10   | 12   | 1    | 0    | 116              |
| SUN   | 29   | 5    | 5    | 3    | 3     | 4     | 5     | 14   | 4    | 7    | 13   | 6    | 12   | 8    | 0    | 0    | 89               |
| MON   | 30   | 4    | 9    | 2    | 2     | 11    | 6     | 11   | 9    | 16   | 10   | 5    | 5    | 7    | 0    | 0    | 97               |
| TUE   | 31   | 7    | 4    | 5    | 16    | 3     | 4     | 4    | 10   | 11   | 14   | 10   | 8    | 9    | 4    | 0    | 109              |
| **Total** | 161 | 155 | 72   | 186  | 105   | 97   | 90   | 192  | 200  | 162  | 141  | 163  | 157  | 20  | 0   | 1,901   |

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ADULT GUESTS 286
CHILDREN 180
CAREGIVERS 4
### Attendance Numbers

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<td>Fitness Guest Total:</td>
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<td>1,5629</td>
<td>Pool Class Total:</td>
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### Room & Pool Numbers

- **Aerobic Room #s:** 2,333
- **Shasta Room #s:** 1,525
- **Sierra Room #s:** 1,615
- **Pool Staff Classes:** 923
- **Pool Contractor Classes:** 533
- **PoolClass Total:** 1,456

### Trainer Activity

- **Total ½ Hour Sessions:** 169
- **Total 1 Hour Sessions:** 134
- **Total Free Sessions:** 186
- **Total Classes Taught:** 125
- **Total Paid SGT/Workshop Clients:** 66

### Pool Totals

<table>
<thead>
<tr>
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### Fitness Totals

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### POOL Totals

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From: Masha Henzel
To: Mary Hardy; Kim Von Striver; Paulette L. Jones; Aquatics
Subject: May 2016 Aquatics stats
Date: Wednesday, June 01, 2016 12:33:18 PM

AQUATICS CLASSES STATS

MAY 2016

Monday
*8:30am class total = 51 avg = 17
*10:00am class total = 125 avg = 31
11:00am class total = 143 avg = 29
12:00pm class total = 98 avg = 20
7:00pm class total = 117 avg = 23

Tuesday
5:00pm class total = 86 avg = 17

Wednesday
*8:30am class total = 67 avg = 17
*10:00am class total = 122 avg = 31
11:00am class total = 103 avg = 26
12:00pm class total = 68 avg = 17
1:30pm class total = 20 avg = 7 20 total MAY [SOS]
7:00pm class total = 83 avg = 21

Thursday
5:00pm class total = 62 avg = 16 148 total MAY

Friday
*8:30am class total = 58 avg = 14 176 total MAY*
*10:00am class total = 110 avg = 28 357 total MAY*
11:00am class total = 73 avg = 18 219 total MAY
12:00pm class total = 61 avg = 15 227 total MAY
7:00pm class total = 69 avg = 17 269 total MAY

Saturday
1:00pm class total = 40 avg = 10 40 total MAY

TOTAL = 1,456
*533 are in classes taught by independent contractors
923 are in classes taught by fitness staff

Masha Henzel
Del Valle Aquatics, Sports & Fitness Complex
1751 Tice Creek Drive
Walnut Creek, CA 94595
925-988-7850 front desk
925-988-7851 office
SUMMARY REPORT
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

REPORT PREPARED BY:
Rick Chakoff, CFO

REQUESTED ACTION:
Consider recommendation that the Board approve the FY 2017 Operations Budget Principles.

RECOMMENDATION:
The Finance Committee should complete its review of the Draft Budget Principles on June 28th. The Committee will then forward to the Board its final recommendations for FY 2017 Budget Principles for the Board's consideration at its June 30th meeting.

BACKGROUND:
As the process to prepare the FY 2017 GRF operations budget begins, a key task is the development of a set of budget principles. The principles will provide guidance to the staff as the detailed budget package is prepared for consideration and approval by the GRF Board in September.

SUBSEQUENT ACTIONS:
Staff will proceed to prepare the draft budget consistent with the adopted principles.

FINANCIAL IMPACT:
Dependant upon approved principles.

ATTACHMENT:
Draft FY 2017 Budget Principles
FISCAL YEAR 2017 GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS’
OPERATIONS BUDGET PRINCIPLES

In order to provide direction to the Chief Executive Officer, the Chief Financial Officer, and GRF staff as they prepare the draft 2017 budget, the Board of Directors has adopted the following Budget Principles:

1. The budget will be prepared as a “base line” budget reflecting a program service package identical to the fiscal year 2016 program. This “base line” budget may be subject to adjustments but only after any proposed change has been evaluated by the Board and taking into consideration all of the information developed as a result of the following principles.

2. The budget will include a line item expenditure summary for each operating department.

3. The budget will utilize price projections prepared by the CFO for common commodities; e.g., fuel, utilities, and postage, for use by all operating departments and divisions as they prepare their individual budgets.

4. For any proposed new program or program augmentation, including programs initiated by Board action, the responsible department or division must prepare a memorandum to describe and justify the new program and quantify the cost. In addition, this process will be used to justify/document one time or limited duration increases in program; e.g., undertaking a study, preparing a report or a plan, or conducting a special event.

5. The budget will include sufficient funds for Trust facility/property maintenance and tangible property acquisition, consistent with Policy 102.3, to address the work/acquisitions identified in the Long-Range Comprehensive Capital Improvement Program.

6. To the extent such opportunities are identified by staff, the Finance Committee, or the GRF Board, the budget process will explore opportunities for increasing revenue or developing new sources of revenue which could accrue to the operations budget and, in turn, reduce the annual GRF coupon amount.

7. To the extent such opportunities are identified by staff, the Finance Committee, or the GRF Board, the budget process will explore opportunities to more fully recover program activity costs, implementation of which would increase revenue and thereby reduce the annual GRF coupon amount.
8. To the extent such opportunities are identified by staff, the Finance Committee, or the GRF Board, the budget process will explore opportunities to improve productivity or modify or eliminate program activities, implementation of which would reduce operation costs which, in turn, could reduce the amount of the annual GRF coupon. The budget process will also review any prior year’s program changes, such as Fitness Center staffing changes, to evaluate the effectiveness of those changes.

9. Insurance premium costs will be based on estimates provided by our broker, Arthur J. Gallagher, including workers compensation insurance projections.

10. The budget will include background information to explain any major factors driving significant year over year change in personnel costs.

11. The budget will discuss, in the line item budget narrative, any significant anticipated 2016 year end (over or under) differences.

12. There can be an increase in the GRF staffing level in 2017: 1) if the Board approves new or expanded programs or additional staff 2) an emergency arises.

13. The budget will address the following: 1) union contract provisions, 2) a market/merit pool for individual employees where a change in salary is warranted by virtue of performance or market conditions, 3) any possible bonus or compensation adjustment for the CEO, and 4) non-represented (non-union) employee benefits with all components subject to prior review and recommendation by the Compensation Committee.

14. The year-end operating fund operating cash balance will be targeted at $1.5 million.

15. Projected operating cash in excess of the amount targeted in Principle 14 may be used as a source of funds to offset operation costs.

16. The budget will include sufficient funds to make the defined benefit pension plan contribution in 2017 as recommended by the plan actuary.
SUMMARY REPORT
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

REPORT PREPARED BY:
Jeff Matheson, Director of Resident Services

REQUESTED ACTION/RECOMMENDATION:
Consider recommendation to the Board to authorize the CEO to execute an agreement with Margen + Associates, Disability Policy and Universal Access Consultants, in order to complete an accessibility review of the Stanley Dollar Clubhouse, in an amount not to exceed $6,000, which includes a contingency and reimbursable expenses, to be paid from the Trust Estate Fund.

BACKGROUND:
GRF clubhouse facilities are considered public common use areas even though they are on private property. As such they are subject to California Building Codes and the Federal Americans with Disabilities Act (ADA) standards. The Stanley Dollar Clubhouse is a registered historic building which provides some additional consideration when applying the building and accessibility codes.

An access specialist, certified by the State of California, can complete an assessment of public common use areas in order to evaluate accessibility issues, regulatory citations, and help identify fixes or reasonable accommodations. An assessment report will also help with prioritizing identified barriers needing to be fixed. Based on the findings and recommendations of a licensed access specialist, certain codes may be determined to be unreasonable, or in the case of a historic building, may change the historic nature of the building. The Chief Building Official for the City will rely on the findings and recommendations from the Access Specialist in evaluating alternatives to removing barriers identified in the clubhouse.

The recommended firm of Margen + Associates is local and has a great deal of experience completing such accessibility evaluations. Peter Margen, Principal of the firm, is licensed by the State of California as an Accessibility Specialist. Mr. Margen has extensive experience evaluating public spaces, including registered historic buildings. Mr. Margen has also contributed to the building code relating to accessibility.

Projects that may be identified in the accessibility report can be planned for in the long range capital plan currently being developed. Failure to address violations of the building code and ADA standards can result in formal complaints from the public.
ALTERNATIVES/OPTIONS:

Fund the accessibility study from the Operating Fund instead of the Trust Estate Fund.

SUBSEQUENT ACTIONS:

Once the assessment is complete, a list of improvement projects will be established for consideration.

FISCAL IMPACT:

The cost for the proposed assessment is not to exceed $6,000. The cost for code compliance projects that may be identified is not known at this time.

ATTACHMENT:

Proposal from Margen + Associates
June 7, 2016

Jeff Matheson
Director of Resident Services
800 Rockview Drive
Walnut Creek, CA 95694

Re: CASp/Accessibility Consulting Services – Stanley Dollar Clubhouse, Rossmor, Walnut Creek, CA

Dear Mr. Matheson,

Thank you for contacting Margen + Associates about conducting accessibility surveys of your properties. We have been in business since 1996 and have over 34 years of full-time experience specializing in disability access compliance issues.

Margen + Associates is unique among firms that provide accessibility consulting services due to our vast experience in writing, implementing and enforcing accessibility requirements. We serve as consultants to a broad mix of government agencies, private businesses, architects and other construction professionals.

We serve as expert witnesses in ADA cases working for both plaintiff and defendants. We have also served as joint experts and monitors in legal proceedings. We have participated in hundreds of mediations involving accessibility claims working to find cost-effective solutions to accessibility disputes.

We participated and continue to participate in developing the accessibility requirements of the Americans with Disabilities Act (ADA) and the California Building Code (CBC) and the exam protocol and test questions for the California Certified Access Specialist Program (CASp). We are California Certified Accessibility Specialists (CASp) and International Code Council (ICC) certified Accessibility/Usability Specialists.

Proposed Scope of Services

California Civil Code Sections 55.51-55.54 provide certain limited legal protections for facilities that have been inspected by a Certified Accessibility Specialist. If a facility inspected by a CASp is subsequently sued in state court for alleged accessibility violations, the defendant may be entitled to a 90-day stay on the legal proceedings and an early evaluation conference with the court.

After completing the inspection, a business or property owner is legally entitled to request the stay provisions contained in Civil Code Sections 55.51-55.54 and can post a CASp certificate at the subject property indicating that the property has been inspected.
for accessibility. This initial report is entitled “CASp Determination Pending” is included in the proposed scope of services.

Public & Common Use Areas

Margen + Associates will conduct an accessibility survey of the parking, paths of travel and public/common use areas of the subject facility to identify any non-conforming areas affecting persons with disabilities. The subject areas will be evaluated using the California Building Code (CBC) based on the date(s) of construction and the ADA Standards (1991 or 2010 depending upon dates of construction and safe-harbor standards) and the ADA Title III regulations.

The end product will be a detailed CASp report which identifies the accessibility issue, the regulatory citation and a recommended fix to the specific problem. The report will rank the barriers to assist the client in establishing priorities.

A CASp certificate will be issued, applicable only for the areas inspected.

Fee for Services

Hourly rates for individual staff are as follows:

- Principal Consultant $250/hour
- Field Assistant(s) $70/hour
- Direct Costs Actual Cost
- Mileage .55/Mile

Public & Common Use Areas

Our estimate to complete the proposed scope of services for the parking, paths of travel, and the public/common use areas: $3,000-$5,000.

This proposal is based on the assumption that client has access to the building records for the subject properties and can provide this information. If additional permit research is necessary, this may increase the estimated costs.

If you wish to proceed with the work, we will prepare a consulting agreement. For a project this size, we require a $1,000 retainer. Once the contract is signed and we receive the retainer, we can then schedule the work. Please contact us with any questions or concerns. We look forward to the opportunity to serve you.

Sincerely,

Peter Margen, Principal Consultant
Margen + Associates
California Certified Accessibility Specialist - CASp-011
FITNESS CENTER ADVISORY COMMITTEE REPORT

REGULAR MEETING
WEDNESDAY, JUNE 8, 2016, AT 9:30 A.M.

A regular meeting of the Fitness Center Advisory Committee (FCAC) was called to order by the Chairman, Claudia Tierney, at 9:30 a.m. on Wednesday, June 8, 2016, in the Board Room at Gateway Complex.

Present, in addition to the Chairman, were Barbara Leonard, Vice Chairman, Catherine S. Herdering, Acting Secretary, Carol A. Green, Edson L. Montgomery, Virginia Lee Rapp, and Melvin C. Fredlund, GRF Board representative and ex-officio member. Sherry S. Smith, Secretary, was excused. Also attending were Leslie Birdsall, President, and Mary Lou Delpech, Secretary, GRF; Timothy O’Keefe, CEO; Jeffrey P. Matheson, Director of Resident Services; Masha Henzel, Fitness Supervisor; Fred Ponce, Project Manager, ArcPATH Project Delivery, Inc.; and two residents.

The report of the Committee’s regular meeting of May 11, 2016, was approved as presented.

The Chairman reported that there were 15,629 visits to the Fitness Center in May, which represents the number of key card scans plus sign-ins. Mr. Matheson pointed out that the report now indicates the number of unique scans (individual people) as well as the total number of visits. The unique number was 1,924, which does not include sign-in numbers. These figures continue to include a probable mix of fitness and pool users as the system cannot yet distinguish between the two.

Ms. Henzel reported that all equipment is up and running. She also announced that staff member Rachel Anderson has resigned and has been replaced by Jo Nash, who is currently working as a substitute instructor for classes.

During the Residents’ Forum, Albione Becnel expressed concern about “second-hand noise” from piped-in music unrelated to classes. As someone with hearing aids, she said that music blends with ambient sound in the Fitness Center and creates an unpleasant static for her. She requested that the renovated Fitness Center limit music to classes and preserve quiet in the general areas. She suggested that people who want music could bring their own listening devices. Roxanne Stallings commented that people with hearing aids can’t tolerate loud noise in general. Since ambient Fitness Center sound combines with the piped-in music, sound volume should also be considered.
The Committee discussed the comments made during the Residents’ Forum and generally supported the request to eliminate music in the renovated Fitness Center given that many residents wear hearing aids. In a dissenting view, Ms. Green pointed out that many residents enjoy the music and use it to pace their workouts. Mr. Matheson suggested that the FCAC and AAC Joint Subcommittee take up the issue and noted that a PA system, necessary for emergency announcements, has been planned for the renovated Fitness Center.

In his update on the Del Valle Complex Renovation Project, Mr. Matheson introduced Fred Ponce of ArcPATH Project Delivery, Inc., the newly hired Project Manager. Mr. Ponce will serve as liaison between the Golden Rain Foundation and project contractors. He will also work on phasing issues, such as finding spaces for classes held at Del Valle that will be displaced by construction.

Mr. Matheson then announced that the GRF Board approved the Del Valle Complex renovation design at its April 28th meeting. This now brings the project into the design development phase. There have already been several meetings with the Walnut Creek Planning Department and the Fire Department regarding building codes. Cost estimates will be available by mid-June and a packet is being prepared for the GRF Board by month’s end when the project plans will be finalized. Document completion and the bidding process are up next. Soft building costs for fees, permits, construction equipment use, etc., have been estimated at 30% of the project costs.

Mr. Montgomery reintroduced ideas for publicizing news to residents about the programs, potential, and benefits of the Del Valle Complex. This generated a number of comments and suggestions: Ms. Delpech suggested publicizing renovation project updates with bold headlines in the Rossmoor News. Mr. Matheson reminded the Committee of the project’s website, which is always up-to-date, and referred to the FCAC and AAC Joint Subcommittee as an incubator for publicity ideas. Ms. Rapp thought a bi-weekly update with short articles in the Rossmoor News with a contact number might be useful.

Ms. Green commented that letters in the Rossmoor News are a very effective means of publicity. The Committee agreed that it might also want to think about using the bus system for traveling ads. Mr. O’Keefe said he plans to include comments on the renovation in his “Meet the CEO” presentation on June 9th at Hillside Clubhouse.

Ms. Tierney announced that the next FCAC meeting will be the first meeting of the new GRF Board year with new and/or re-appointed Committee members. Since the FCAC does not currently have a publicity subcommittee, she suggested that the new Committee may want to consider forming one.
Fitness Center Advisory Committee
Regular Meeting -3- June 8, 2016

The Chairman adjourned the meeting at 10:05 a.m.

The next regular meeting of the FCAC will be held on Wednesday, July 13, 2016, at 9:30 a.m. in the Fairway Room at Creekside Clubhouse.

 Claudia Tierney, Chairman
Fitness Center Advisory Committee

CSH/kv

Attachment: Fitness Center Statistics
# DEL VALLE AQUATICS and FITNESS REGISTRATION
## MAY 2016

### ATTENDANCE NUMBERS

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### POOL ATTENDANCE TOTAL

| Total ½ Hour Sessions | 169 |
| Total 1 Hour Sessions | 134 |
| Total Free Sessions | 186 |

### FACILITY TOTAL

| Total Classes Taught | 125 |
| Total Paid SGT/Workshop Clients | 66 |

### POOL TOTALS

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GOLF ADVISORY COMMITTEE REPORT

REGULAR MEETING
FRIDAY, JUNE 10, 2016, AT 9:04 A.M.

A regular meeting of the Golf Advisory Committee (GAC) was convened by the Chairman, John McDonnell, at 9:04 a.m. on Friday, June 10, 2016, in the Board Room at Gateway Complex.

Present, in addition to the Chairman, were Lydia F. Bolinger, William L. Herrick, Mary Hufford, Robert L. Montgomery, Donald A. Terry, and Mary Lou Delpech, ex-officio member and GRF Board representative. Susan Williamson was excused. Also attending were Leslie Birdsall, President, GRF; Timothy O'Keefe, CEO; Mark K. Heptig, Director of Golf; Blake Swint, Golf Course Superintendent; Dickey Nitta, Chief Marshal; and several residents.

The report of the Committee's regular meeting held on May 13, 2016, was approved as written.

The Chairman reported on two "thank you" letters the Golden Rain Foundation received from the Women's Golf Association of Northern California and Acalanes High School regarding the use of Rossmoor's golf courses for an April tournament and for team practice, respectively. Copies of the letters are attached.

Ms. Delpech reported on the GRF Board's recent approval of new Policy 103.1.1, Golf Cart Registration, which takes effect on July 1, 2016.

Ms. Hufford, representing the Women's 18-Hole Club, reported the following: 1) the broken tee box project is still being worked on, and the volunteer effort will make the current small box containers at each tee more presentable; 2) the Women's Invitational Tournament will be held on June 16th; and 3) the Club currently has 125 members.

Mrs. Bolinger, representing the Women's 9-Hole Club, reported the following: 1) the Club currently has 156 members; 2) the Match Play Tournament will take place in June; and 3) the Jamboree will take place on June 30th and is the only Club event that includes men.

Mr. Montgomery, representing the Rossmoor Men's Golf Club, reported the following: 1) the new website, Rossmoororg.com, is now active; 2) the Club currently has 360 members; and 3) there were seven tournaments in May, and the Invitational Tournament was held on June 3rd. All of the tournaments were well attended.

In Ms. Williamson's absence, Ms. Delpech, representing the Happy Hackers Club, reported that the Club has 194 members and that the Club's scramble format tournaments continue to be a big hit with players.
Mr. Heptig presented the financial report and the Golf Management report, which are attached. He then reported the following: 1) the overall numbers were down from the previous year mainly due to the inclement weather earlier this year; 2) the number of rounds played and financials have rebounded, and the tournament schedule for all Clubs and outside events is in full swing; and 3) the change in EBMUD water restrictions was noted and is discussed further in the Superintendent’s report to follow; and 4) an aerial photograph of the course as of October 20, 2015, showed the areas that were burned out during the drought and those areas that were saved. The map is a good indicator of what areas could be converted from grass and where water could be saved. Mr. Heptig requested that the Turf Subcommittee be reconvened to look at future phases of conversion. In the meantime, discussion is ongoing with the residents of Rossmoor Parkway, Entry 2, regarding the turf situation.

Mr. Swint presented the Golf Course Superintendent’s report, which is attached. He expanded on the water situation, current work on the courses, general conditions, and noted that his crew is short two people. He then went into considerable detail regarding the amount of water used, the means of measurement, the comparative cost analysis, and provided a post drought plan. Of note is the continuation of following a target goal of applying irrigation water on turf at 80% of 2013 use during the period that supplemental EBMUD water is needed. Mr. Swint explained that if his department was to put in place a program that included applying 100% of 2013 use during the remaining irrigation season, they would exceed the water budget by a substantial amount.

Mr. Nitta reported that he has a full crew and that there have been no major incidents.

The GAC continued its discussion from last month’s meeting on the implications of EBMUD easing water restrictions. The Committee agreed that water usage still requires substantial reductions and, though water may be more available now, the cost will continue to rise and availability will always be at risk. The Chairman noted that a presentation regarding the water situation will be made to all the Clubs at the Clubs’ July board meetings.

There being no further business to come before the Committee, the meeting was adjourned at 10:30 a.m.

The next regular meeting of the Committee will be held on Friday, July 8, 2016, at 9:00 a.m. in the Board Room at Gateway Complex.

John McDonnell, Chairman
Golf Advisory Committee

JM/kv
May 21, 2016

Tim O’Keefe, CEO, Golden Rain Foundation
1010 Stanley Dollar Drive
Walnut Creek, CA 94595

Dear Mr. O’Keefe,

On behalf of the Women’s Golf Association of Northern California (WGANC) and all the participants in the Sassy Sixties Tournament held at your club on April 11-12, 2016, let me express our sincere appreciation and thanks. Your staff at Rossmoor Golf Club were professional, courteous and eager to please. The golf course was in wonderful condition and our members appreciated the opportunity to play and thoroughly enjoyed their round of golf. Both your golf course personnel and your food services department should be commended for providing excellent service.

Thank you for your club’s hospitality. It was truly a pleasure to have the Sassy Sixties Tournament at your beautiful facility.

Sincerely,

Theresa Grandi
WGANC President
9415 Skydome Ct
Elk Grove CA 95624
(916) 685-2113
May 23, 2016

Golden Rain Foundation  
800 Rockview Dr.  
Walnut Creek, CA 94595  

Attn. Golf Committee:

My name is Tim Scott and I am the Acalanes High School boys golf team coach. We would like to thank you for the use of your great golf course this past season. We came in third in our League this season. Our team made it to the North Coast Section Tournament this season. We also want to thank Mark Heptig and his staff for helping us obtain tee times and I know some of our players take lessons at Rossmoor.

Thank You,

Tim Scott  
Acalanes golf coach
## 2016 Golf Course Rounds

### Golf Cards

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<td>146</td>
<td>239</td>
<td>139</td>
<td>234</td>
<td>334</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,092</td>
<td>1,569</td>
</tr>
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</table>

**Total - Guests**

<table>
<thead>
<tr>
<th></th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>2016 YTD</th>
<th>2015 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>298</td>
<td>701</td>
<td>612</td>
<td>869</td>
<td>1,075</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3,555</td>
<td>4,612</td>
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**Tournaments**

<table>
<thead>
<tr>
<th></th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
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<th>Jul</th>
<th>Aug</th>
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<tr>
<td>224</td>
<td>178</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>402</td>
<td>262</td>
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</table>

**Total Rounds Played**

<table>
<thead>
<tr>
<th></th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>2016 YTD</th>
<th>2015 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,822</td>
<td>4,450</td>
<td>3,880</td>
<td>5,757</td>
<td>6,325</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>22,234</td>
<td>28,561</td>
<td></td>
</tr>
</tbody>
</table>
## 2016 Golf Course Cash Receipts

| Golf Cards | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | 2016 YTD | 2016 Budget | 2015 YTD | 2015 Budget |
|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|-------------|--------|--------|-------------|
| Annual 18 holes @ $1,800.00 | 59,400.00 | 3,600.00 | 1,800.00 | | | | | | | | | | | | |
| 1st Qtr (Jan-Mar) @ $400.00 | 5,200.00 | | | | | | | | | | | | | | |
| 2nd Qtr (Apr-Jun) @ $600.00 | | 6,600.00 | 16,800.00 | | | | | | | | | | | | |
| 3rd Qtr (Jul-Sep) @ $600.00 | 6,600.00 | | | | | | | | | | | | | | |
| 4th Qtr (Oct-Dec) @ $400.00 | | 400.00 | | | | | | | | | | | | | |
| Annual 9 holes @ $900.00 | 20,700.00 | | | | | | | | | | | | | | |
| 1st Qtr (Jan-Mar) @ $200.00 | 2,800.00 | 5,500.00 | | | | | | | | | | | | | |
| 2nd Qtr (Apr-Jun) @ $300.00 | 3,300.00 | 9,900.00 | | | | | | | | | | | | | |
| 3rd Qtr (Jul-Sep) @ $300.00 | 300.00 | 900.00 | | | | | | | | | | | | | |
| 4th Qtr (Oct-Dec) @ $200.00 | 200.00 | 400.00 | | | | | | | | | | | | | |
| Sponsored Guest @ $1,000.00 | 8,000.00 | 8,000.00 | | | | | | | | | | | | | |
| Golf Card Income Deferred | 87,300.00 | | | | | | | | | | | | | | |
| **Subtotal - Cards** | 183,400.00 | 14,300.00 | 15,700.00 | 24,400.00 | 1,600.00 | | | | | | | | | | |
| Greens Fees | | | | | | | | | | | | | | |
| Residents | | | | | | | | | | | | | | |
| 18 holes @ 24.00 | 5,136.00 | 14,952.00 | 13,464.00 | 14,520.00 | 17,520.00 | 65,592.00 | | | | | | | | |
| 9 holes @ 12.00 | 2,076.00 | 7,392.00 | 7,020.00 | 9,816.00 | 9,708.00 | 36,012.00 | | | | | | | | |
| 18 holes late @ 9 hole rate $12.00 | 132.00 | 288.00 | 192.00 | 336.00 | 1,644.00 | 6,192.00 | | | | | | | | |
| 18 holes late @ 18.00 | 396.00 | 1,692.00 | 1,116.00 | 1,710.00 | 1,218.00 | 5,280.00 | | | | | | | | |
| **Subtotal - Residents** | 9,576.00 | 29,445.00 | 25,545.00 | 32,187.00 | 37,017.00 | | | | | | | | | | |
| Sponsored Guest | | | | | | | | | | | | | | |
| 18 holes @ 24.00 | 360.00 | 768.00 | 576.00 | 1,008.00 | 1,224.00 | 3,936.00 | | | | | | | | |
| 9 holes @ 12.00 | 18.00 | 60.00 | 72.00 | 108.00 | 180.00 | 456.00 | | | | | | | | |
| 18 holes late @ 18.00 | 18.00 | 144.00 | 126.00 | 234.00 | 234.00 | 756.00 | | | | | | | | |
| 9 holes late @ 9.00 | 36.00 | 153.00 | 99.00 | 252.00 | 135.00 | 675.00 | | | | | | | | |
| **Subtotal - Sponsored Guest** | 450.00 | 1,125.00 | 873.00 | 1,602.00 | 1,773.00 | | | | | | | | | | |
| Guests - Weekdays | | | | | | | | | | | | | | |
| 18 holes @ 40.00 | 1,640.00 | 4,000.00 | 3,120.00 | 3,320.00 | 4,160.00 | 16,840.00 | | | | | | | | |
| 9 holes @ 20.00 | 640.00 | 2,680.00 | 2,740.00 | 4,360.00 | 4,360.00 | 14,780.00 | | | | | | | | |
| 18 holes late @ 32.00 | 120.00 | 1,110.00 | 1,290.00 | 1,100.00 | 1,850.00 | 5,280.00 | | | | | | | | |
| 9 holes late @ 15.00 | 780.00 | 1,935.00 | 1,860.00 | 2,535.00 | 2,490.00 | 9,600.00 | | | | | | | | |
| 18 holes special @ $24.00 | 528.00 | 360.00 | 2,496.00 | | | | | | | | | | | | |
| 9 holes special @ $12.00 | 252.00 | 72.00 | | | | | | | | | | | | | |
| **Subtotal - Guests weekdays** | 3,766.00 | 7,465.00 | 4,863.00 | 7,813.00 | 11,328.00 | | | | | | | | | | |
| Guests - Weekends & Holidays | | | | | | | | | | | | | | |
| 18 holes @ 50.00 | 2,250.00 | 3,250.00 | 2,750.00 | 3,950.00 | 6,200.00 | 18,400.00 | | | | | | | | |
| 9 holes @ 25.00 | 1,300.00 | 1,650.00 | 1,125.00 | 1,925.00 | 3,000.00 | 9,000.00 | | | | | | | | |
| 18 holes late @ 38.00 | 570.00 | 1,026.00 | 494.00 | 912.00 | 836.00 | 2,836.00 | | | | | | | | |
| 9 holes late @ 19.00 | 846.00 | 1,539.00 | 494.00 | 1,026.00 | 1,292.00 | 4,997.00 | | | | | | | | |
| **Subtotal - Guests weekends & Holidays** | 4,766.00 | 7,465.00 | 4,863.00 | 7,813.00 | 11,328.00 | | | | | | | | | | |
| Total - Guests | 8,396.00 | 18,315.00 | 15,526.00 | 21,772.00 | 28,257.00 | | | | | | | | | | |
| Tournaments | | | | | | | | | | | | | | |
| 8,900.00 | | | | | | | | | | | | | | |
| Total Play Revenue | 201,372.00 | 62,060.00 | 56,771.00 | 78,359.00 | 75,774.00 | | | | | | | | | | |
| Misc income/Gas Sales | 55.00 | 15.00 | 105.00 | 55.00 | 45.00 | | | | | | | | | | |
| **Total Golf Course Revenue** | 201,427.00 | 62,075.00 | 56,876.00 | 78,414.00 | 75,819.00 | | | | | | | | | | |
## 2016 Golf Shop Sales

<table>
<thead>
<tr>
<th>Golf Shop Sales</th>
<th>May</th>
<th>2016 YTD</th>
<th>2015 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merchandise Sales</td>
<td>18,163</td>
<td>88,586</td>
<td>96,773</td>
</tr>
<tr>
<td>Cart Rental</td>
<td>10,383</td>
<td>34,702</td>
<td>42,113</td>
</tr>
<tr>
<td>Club Repair</td>
<td>18</td>
<td>277</td>
<td>456</td>
</tr>
<tr>
<td>Golf Lesson</td>
<td>3,795</td>
<td>13,745</td>
<td>16,211</td>
</tr>
<tr>
<td>Driving RNG</td>
<td>5,899</td>
<td>22,074</td>
<td>26,693</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38,258</strong></td>
<td><strong>159,383</strong></td>
<td><strong>182,246</strong></td>
</tr>
</tbody>
</table>
GOLF MANAGEMENT REPORT

- We continue to run significantly behind last year’s record pace when it comes to rounds played and revenues. Through the month of May our total rounds were 22,234 compared to 28,561 in 2015. Every category of rounds is down except Sponsored Guests, which is exactly the same. Receipts through the month of May were $474,611, compared to $572,625 in 2015. The good news is we were budgeted to be at $495,238 so we are not that far behind that number. The big difference is the card sales. Guest play is actually about the same.

- The golf shop sales combined total is $144,655 which is almost $12,000 ahead of our budgeted amount, but well behind last year’s $162,342. Golf club sales for the year are running behind but men’s and women’s clothing are holding very steady. Cart rentals are down by approximately $12,000 and the range is down about $4,500. These numbers make sense since the number of rounds played has decreased.

- Blake and I have spent a good part of our time during the last month gathering information and setting up presentations in regards to the mulch project and our water situation. Blake will be presenting his ideas on how we can move forward now that the EBMUD restrictions have been lifted as of July 1st. The drought took some time to occur, deepen and become a crisis… it will take time for us to repair all the damage. Areas that have been turned off or reduced significantly will really have no chance of recovering until fall when the temperatures cool and grass seed can grow.

- The golf “events Calendar” has been very full. All the clubs have major events that have just happened or are about to occur. We will be open for July 4th which is a Monday this year. We also host 36 “First Tee” junior golfers for a day of competition on Monday, July 11th. There is an outside event scheduled for Monday, July 25th.

- Our Poppy Hills golf trip is now full. This event is scheduled for Monday, August 22nd. I have rented a bus to take the 44 players down to Monterey and return us that evening. Should be a really fun day!
I have completed a post drought business plan and submitted it to the golf course department manager for his approval. The most important component of the plan is to follow a target goal of applying irrigation water on turf at 80% of 2013 use during the time period that supplemental EBMUD water is needed. If we were to put in place program that included applying 100% of 2013 use during the remaining months of our irrigation season we would exceed our water budgeted funds substantially.

We have been able to provide decent playing conditions while being at quite a disadvantage. We have been complete primary maintenance tasks with a short crew. Our staff is currently 3 members short due to reductions that occurred during the drought. During the past month we also have been mowing grass without one of our larger rough mowers that normally is used to mow 30% of our turf area. Our nearly 10 year old irrigation system is aging. Irrigation system components are failing more often than during past years. There are some wiring problems that are going to be difficult to locate and repair.

Several trees have failed because of being waterlogged. Because so much water has been available do to the high amount of rain received recently their growth rate exceeded the ability for their root system to support their weight.

The over-seeding of most of the Dollar Ranch fairways with a more drought Bermuda grass seed has been completed. The only fairways on Dollar Ranch that were not over-seeded with Bermuda were #2, #4 and #14. Fairway irrigation cycle times will continue to be reduced during the summer months to assist deeper rooting Bermuda turf to thrive.

Three of our crew members have been trained and are able to fly the drone where geese congregate. Because we are somewhat short handed the amount of time that the drone will be flown will be limited.
The water use restrictions that were put into effect last summer by EBMUD, the utility district that provides supplemental irrigation water for the golf courses at Rossmoor will no longer be in place on July 1, 2016. The irrigation district forced 40% reduction of 2013 water use and added a 25% water use surcharge that was put in place on July 1, 2015. Because of the high amount of rainfall received this past year our demand to use supplemental irrigation water has lessened. Because we have been able to capture more runoff water for irrigation purposes this year we have been able to increase the amount of water applied on the golf courses to 80% of 2013.

The water use restrictions that occurred last summer made it necessary to change our maintenance business plan. It was necessary to reduce our crew size by two workers. We also chose not to fill the vacant pest control specialist position that could have been filled earlier in the year. The staff reduction was made because there would be less irrigated turf areas to mow and because the money that would have been used to pay for their labor and payroll expenses was going to be needed to cover non budgeted expenses caused by the drought. A drought recovery business plan drafted in early September 2013 described an expense of nearly $63,000.00 which would used to pay for materials that included additional fertilizer, an increased amount of selective herbicides, sand and soil amendments. Money also needed to be spent on seed, sod and high quality more stable mulch that would be placed at locations close to tee areas where irrigation sprinklers were removed. Fortunately the added expense totaled only $45,568. We decided not to purchase any sod.

During the first half of 2016 it has been necessary to continue to spend the money not spent on labor to pay for non budgeted funds to purchase more high quality mulch, Bermuda grass seed, top-dressing sand to be used to on fairways during seeding the Bermuda, a limited amount of sod and soil conditioners.

During the second half of 2016 turf restoration will need to take place at numerous locations where turf quality is still diminished.
As the second half of 2016 approaches we will move forward by filling two of the three vacant golf course maintenance workers positions. We will delay replacing the third vacant staff position until we have been able to assess our ability to care for less irrigated turf that will exist following the completion of turf reduction projects. The result of having a larger staff than last year will allow us to increase the frequencies of many of our maintenance tasks. The additional staff members will also be used to groom and improve the playability of recently established mulch areas.

Because water rates have skyrocketed during past few years and because significant rate hikes are projected to continue we intend to voluntarily apply 20% less water than we did in 2013 during the 2016 irrigation season. Our operating budget simply does not have the funds to cover the expense of irrigating at 100% of 2013 use less the water not applied the result of phase I and phase II turf reduction programs.

A water budget program which follows a daily 80% water use schedule will be implemented. It will be necessary to constantly monitor water use. It will be necessary to reduce irrigation cycle times at many non primary turf areas. A key factor that will allow meeting our 20% reduction goal will be continuing to turning off sprinklers at potential future turf reduction sites most of which are located at perimeter areas.

Mowing heights will be raised to ¾ inches on Dollar Ranch fairways to increase root depth and the perimeter areas where sprinklers are turned off will be raised to 2 ½ inches to allow an increased amount of dry organic matter to exist at the soil surface.

It will be essential to continue to reduce the amount of money spent on irrigation water to allow important course maintenance practices to continue. Reducing water costs will also be a key determining factor in continuing to complete course improvement projects. During the second half of 2016 in will be necessary to complete scheduled bunker renovations on 3 holes, a turf nursery is to be constructed and a decomposed granite service road between the 8th tee and 7th green on Dollar Ranch is planned. Drainage improvements will continue to take place during the second half of 2016 and several tee area improvements are planned to take place.
A regular meeting of the Compensation Committee was convened by Chair Les Birdshall, at 1:32 PM, in the Board Room at the Gateway complex.

Present, in addition to the Chair, were Committee members Sue Adams and Mel Fredlund. Also in attendance were Tim O'Keefe, CEO of GRF; Anthony W. Grafals, General Counsel and Director of Confidential Services; Judith Perkins, Sr. Manager Human Resources, and Marla Pascoe, HR Generalist.

The report of the Committee's meeting held on July 8, 2015, was reviewed and approved by the Committee as presented.

Directors Mary Lou Delpech and Ken Haley were present; neither offered any comments.

Chairman Birdshall offered a few comments regarding the importance of the work done by the Compensation Committee. His goal is that the actions of the Compensation Committee will help renew employee confidence in the Board of Directors.

Grafals introduced the agenda materials, with a brief description of the changes in resource materials for the Committee. Perkins reviewed the budget preparation timeline, which highlights the Committee meeting dates and duties in the context of the Board-approved budget timeline. After being moved, seconded and discussed, the Committee unanimously approved moving the July meeting from July 13 to July 20, to accommodate Director Fredlund's planned absence.

Grafals introduced the Compensation Committee Resource Manual and took the Committee through the Manual. Most questions were answered as they arose. Questions and concerns to be addressed by staff on or before the next meeting include 1) changing “undertaken” on page 9 (2016 Compensation Study Executive Summary) to “begun” to underscore that the study is not yet complete; 2) clarify if the numbers on page 11 (GRF Compensation History (Excluding MOD)) are actual or budget numbers; 3) clarify the information on page 4 (Compensation Background) regarding the dental and vision plans; and 4) include the information on GRF-paid benefits offered to employees. In addition, staff was requested to provide information regarding the compensation management structure, to include the number of bands and examples of titles within each band, and to include the number of employees in each classification that were in the band, above the band and below the band.

Grafals then introduced the Board-approved compensation philosophy and explained its role as the foundation for compensation and benefits decisions. The following discussion included: the philosophy is a tool used by the CEO in making compensation decisions; has a bearing on benefits offered; needs to be reviewed and affirmed by each Compensation Committee and Board at the beginning of the
Compensation Committee
July 11, 2012

budget process to guide discussions. Although there were suggestions for tweaking the language, no motions were made and no votes taken.

The next meeting of the Compensation Committee will be at 1:30 p.m. on Wednesday, July 20, 2016; the location will be confirmed by email to the Committee members on Thursday, July 9, 2016.

The meeting was adjourned at 2:55 pm.

[Signature]
Leslie Birdsall, Chair
Compensation Committee

JP/m
POLICY COMMITTEE REPORT

REGULAR MEETING
TUESDAY, JUNE 7, 2016, AT 1:30 P.M.

A regular meeting of the Policy Committee was convened by the Chairman, Robert D. Kelso, at 1:35 p.m. on Tuesday, June 7, 2016, in the Board Room at Gateway Complex.

Present, in addition to the Chairman, were Sue DiMaggio Adams and Geraldine Pyle. Leslie Birdsall was excused. Also attending were Mary Lou Delpech, Secretary, and Melvin C. Fredlund, Director, GRF; Timothy O'Keefe, CEO; Anthony W. Grafals, General Counsel; Jeffrey P. Matheson, Director of Resident Services; and three residents.

The Policy Committee's report of its meeting held on April 5, 2016, was unanimously approved.

During Residents' Forum, one resident commented on Policy 502.0, Bulletin Boards and Display Cases, which was on the Committee's agenda for today's meeting. A second resident expressed concerns about ongoing construction in her entry and was referred to her Mutual Board of Directors.

Mr. Grafals introduced agenda item 6a regarding Policy 502.0, Bulletin Boards and Display Cases. He reviewed the history of the policy and recent incidents in which the policy was not followed. Messrs. O'Keefe and Matheson provided additional background information and answered questions by the Committee members. Following discussion, the Committee instructed staff to make proposed revisions to the policy to clarify the purpose of the bulletin boards and display cases, and to add the matter to the July agenda for consideration by the Committee. The Chairman also requested staff to add Policy 502.1, Flyers and Petitions, to the July agenda for discussion by the Committee.

There being no further business to come before the Committee, the meeting was adjourned at 2:20 p.m.

The next meeting of the Policy Committee will be held on Tuesday, July 5, 2016, at 1:30 p.m. in the Board Room at Gateway Complex.

Robert D. Kelso, Chairman
Policy Committee

kv
REQUESTED ACTION:

Consider staff recommendation to approve the completion of the design development phase of the fitness center renovation project and confirm the overall budget range of up to $10 million including all related project expenses.

BACKGROUND:

At the January 28, 2016 meeting of the GRF Board, the Board authorized the CEO to execute an agreement with ELS Architecture and Urban Design to complete the plans for the renovation of the Del Valle Clubhouse. The Board also indicated that the design should be prepared based on an overall budget up to $10 million including all related project expenses.

During the April 28th meeting the Board approved the schematic design for the project. Based on the approved schematic design, ELS and their sub consultants have been working to further develop the plans and specifications. This has included meetings with the City Building Department and County Fire. The design team has also further examined the building by opening up sections of walls and ceilings in a few areas. As the plans and specifications have been refined, the cost estimator, Sierra West, has had more precise information from which to develop their cost estimate. Attached to this report is a summary of the cost estimate for construction. The attached cost estimate also contains an estimate of the soft cost budget.

Add Alternates:

During the April 28th meeting the Board was presented with a recommendation to approve the schematic design including identified alternates. This recommendation was made based on input from the FCAC and the AAC, and based on recommendations from the design team concerning the value of large widows to allow for more natural light and for raising the roof to provide greater volume to the fitness space. The alternates recommended were within the overall project budget of up to $10 million.

During the April 28th Board meeting and subsequent to the meeting, some Board members expressed an interest in further discussing and evaluating the alternates to decide if they should be included in the project moving forward. Following is a summary of the alternates and the estimated cost savings should an alternate be eliminated:
1. **Raise the roof over two bays of the existing Fitness Center and add clerestory windows:** Originally the cost estimate for this item included the cantilever covered entry. The two items have been separated for clarity. The estimated cost savings for eliminating the raised roof is $700,000.

2. **Add exterior window glazing to the south wall of the facility:** The original estimate for this item was $400,000. The item included four large floor to ceiling windows, fixed exterior louvers, and a shade canopy. The revised plans include slightly smaller windows and automatic shades. The estimated cost savings to eliminate the windows is $100,000.

3. **Reconfigure the storage closet and mechanical mezzanine associated with Multi-Use Room B:** The estimated savings to eliminate this item is $15,000.

4. **Expand the footprint of the facility in two locations:** This item added approximately 200 square feet of space in the front of the building and 50 square feet in the rear. The estimate for including these items was $125,000. Based on new cost estimates, expansion of the footprint in the front of the building has been eliminated as described below.

5. **Relocate the sprinkler riser for the fire suppression system:** This item was originally thought to be an option; however, after meetings with the Fire Marshal, relocation of the riser is a requirement.

6. **Add additional audio/visual systems:** A portion of the budget for the audio visual systems has been included in the soft cost estimate under FF&E. The full scope of the audio visual systems is still being reviewed.

**CURRENT COST ESTIMATE:**

The plans for the fitness center renovation project have been prepared with a clear directive that all project costs are to be within the budget of up to $10 million. At the conclusion of the design development phase a new cost estimate has been prepared. The new revised estimate for construction increased from the April 28th estimate. In order to maintain cost control the following adjustments have been made to the plans:

1. The cantilever entry canopy has been removed. The cost of this item was originally included in the $1.7 million estimate for raising the roof. Instead of a new canopy, the existing covered walkway will be retained and improved. The estimated cost to include the cantilevered entry canopy is $700,000.

2. The expanded building footprint in the front has been removed. The approved schematic design included expanding the footprint in the front of the building. This would provide for additional space for the fitness floor and expand the views of the front. The estimated cost to include the expanded footprint is $125,000.

3. Refinishing the interior of the gym has been removed. The approved schematic included updating the finishes to the gymnasium including refinishing the flooring, adding retractable basketball backstops and refinishing the walls. The revised
plan only includes replacing the lighting and the mechanical systems for heating and air conditioning. The estimated cost to include these additional finishes to the gymnasium is $150,000.

4. In the schematic design the estimated cost for audio visual equipment was included in the construction budget. A portion of this item has been moved to the soft cost budget under the fixtures, furniture, and equipment line. The remaining estimate for the audio visual estimate will be evaluated and considered as an additional option for the Board to consider at a later date.

At the conclusion of the construction document phase, a final cost estimate will be prepared. The design team will continue to monitor costs and make adjustments as necessary to keep the estimates within the overall target budget. The Board will have the opportunity to add these items back in to the project should bids come in favorable or should the Board decide to modify the target budget.

**Additional Alternates:**

Since the approval of the schematic design there have been requests to explore some additional items. These items include:

1. Creation of a curbless drop-off area at the new entry of the facility.

2. Addition of some golf cart and accessible parking spaces near the entry of the building.

3. Addition of an electric vehicle charging station for up to two vehicles.

4. Addition of a solar thermal system to heat the water for the pools and the showers in the locker rooms.

5. The full scope of the Audio Visual systems is still being evaluated and will be presented for Board consideration at a later date as an additional alternate.

Attachment “B” provides a layout for the additional parking, EV charging and curbless drop-off area. The estimated cost to add these items is $95,000. The cost for a solar thermal system is still being explored. These additional alternates are not included in the current scope of the project. Additional resources would need to be approved should the Board decide to include these items in the project.

**ALTERNATIVE OPTIONS:**

The Board can decide to increase or decrease the overall target budget for the project and direct staff and the consultant team to make necessary adjustments to the plans.

**SUBSEQUENT ACTION:**

Should the Board approve the completion of the design development phase and confirm the overall target budget of up to $10 million, the consultant team will prepare the
construction documents. Prior to bidding the project, a final cost estimate will be presented to the Board.

FINANCIAL IMPACT:

The design development plans have been prepared based on the approved schematic from April 28th. Adjustments have been made to the plans, as outlined above, in order to maintain the overall target budget of up to $10 million. Funding for the project will come from the Trust Estate Fund.

ATTACHMENTS:

A) Floor plans and renderings of the current design  
B) Layout plan for the additional alternates  
C) Updated cost estimate summary  
D) Summary of current facility memberships
## Del Valle Fitness Center Renovation 2016
### Summary of Design Development Cost Estimate

**6/22/16**

<table>
<thead>
<tr>
<th>Construction (Hard Costs)</th>
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<tbody>
<tr>
<td>Base Design*</td>
<td>$5,909,448</td>
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<tr>
<td>General Conditions</td>
<td>$472,756</td>
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<tr>
<td>OH &amp; Profit</td>
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<tr>
<td>Bonds &amp; Insurance</td>
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<tr>
<td>Design Contingency 7%</td>
<td>$445,604</td>
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<tr>
<td>Escalation</td>
<td>$425,894</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$7,726,942</strong></td>
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<table>
<thead>
<tr>
<th>Soft Costs</th>
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</thead>
<tbody>
<tr>
<td>Design Fees</td>
<td>$965,000</td>
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<tr>
<td>Project Manager</td>
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<tr>
<td>Preconstruction Services</td>
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<td>Permits and inspection</td>
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<td>FF&amp;E</td>
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<td>Construction Contingency</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$2,262,000</strong></td>
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### Project Total Estimated Budget at DD Phase

**$9,988,942**

* Base Design includes the following:

1. Raised Roof $700,000
2. South Gym Windows $100,000
3. Relocate Fire Sprinkler Riser $30,000
4. Relocate Multi B Mechanical $15,000

* Base Design does not include the following:

1. Expanded Building Footprint $125,000
2. AV Equipment Enhancements $175,000
3. New Entry Canopy $700,000
4. New Gym Finishes beyond lighting and HVAC $150,000

### Potential Additions to Project:

1. Golf + Accessible parking + Charging Station $95,000
2. Solar Thermal Not yet known
SUMMARY OF CURRENT USAGE

2016 DATA

1. Total number of visits from January 1, 2016-May 31, 2016 78,055

2. Total number of memberships created and keytags distributed 3,862

3. Total number of unique scans from members using keytags January 1, 2016-June 16, 2016 3,202*

*This figure does not include Residents who are still signing in upon entry. It also does not include guests and caregivers.
SUMMARY REPORT
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

REPORT PREPARED BY:

Jeff Matheson, Director of Resident Services

REQUESTED ACTION/ RECOMMENDATION:

Consider recommendation to approve the scope of work in the attached proposal from Pankow Builders to provide preconstruction services to the Golden Rain Foundation for the Del Valle Complex Renovation Project and authorize the CEO to execute an agreement with Pankow Builders in an amount not to exceed $45,000, which includes a 15% contingency and reimbursable expenses, to be paid from the Trust Estate Fund.

BACKGROUND:

One of the goals of the Del Valle Complex Renovation Project is to maintain programs and services throughout the duration of the project. A second goal is to maintain the overall cost of the project within an amount up to $10 million.

In order to maintain the programs and services, construction will need to be completed in phases. Designated areas will be set up for temporary use while other areas are under construction. Having the input from a general contractor is extremely beneficial in completing the phasing plans. Pankow will help ensure the plans work from a constructability standpoint. Pankow will also provide detailed recommendations on how the project should be developed in order to meet the goal of continued use of the facility.

Pankow is a large general contractor that has completed several fitness center projects. They have also worked directly with ELS on the Berkeley YMCA renovation. This project was similar in that it involved renovation of an existing facility and the facility had to remain open during construction.

Pankow will also assist in the evaluation of the cost estimate for completion of the renovation. This will provide the perspective from an actual contractor on how they would bid the project. Pankow will identify and make recommendations regarding specifications and processes that may result in cost savings.
ALTERNATIVES:

1. The Board can direct staff to seek modifications to the attached proposal.

2. The Board can direct staff to seek other proposals.

3. The Board can direct staff to proceed without the preconstruction services of a general contractor.

FINANCIAL IMPACT:

The proposal from Pankow Builders is for an amount not to exceed $45,000. This amount includes a 15% contingency and reimbursable expenses. The cost for the preconstruction services is considered part of the overall soft costs of the project.

ATTACHMENT:

Proposal from Pankow Builders
PROPOSAL

JUNE 10TH, 2016

TO: GOLDEN RAIN FOUNDATION
ROSSMOOR WALNUT CREEK

FROM: CHARLES PANKOW BUILDERS
WALLY NAYLOR, PROJECT EXECUTIVE
Golden Rain Foundation  
800 Rockview Drive  
Walnut Creek, CA  94595  
Attn:  Mr. Jeff Matheson  
Director of Resident Services

Dear Jeff;

Thank you for the opportunity to submit our Preconstruction Services Proposal for the Del Valle Fitness Center Renovation.

We have assembled a strong team and look forward to supporting you in making this project a success.

Very truly yours,

Wally Naylor
Project Executive
Contents

1. PRELIMINARY PRECONSTRUCTION SERVICES PROPOSAL

2. TEAM ORGANIZATION

3. RELEVANT EXPERIENCE

4. FIRM PROFILE
1. PRELIMINARY PRECONSTRUCTION SERVICES PROPOSAL
**MEETINGS**
Meet with the project team on a weekly basis to review project and progress on specific action items developed during the previous meetings. These may vary in their frequency, but we anticipate that they will average out to about 1 hour/week over a 16 week time period.

**PHASING SCHEDULE, SITE LOGISTICS AND MEANS & METHODS**
Develop a Phasing Schedule and Site Logistics Plan based on meetings and input from the Rossmoor Del Valle Renovation Project team (RDV) that will minimize the disruption to the existing Fitness Center operations yet will provide for an efficient, continual work flow for the subcontractor trades that will result in the best possible pricing. This will include developing a plan for temporary location for the different programs during construction with RDV, durations for each phase of construction, description of the types of temporary barricades, location of construction materials and construction access, means of egress during each construction phase, etc. so that the members will have a thorough understanding of how the Fitness Center will operate during construction. It is expected that the information assembled in this phase will be incorporated into the Bidding and Construction Documents for proper pricing.

**50% CD ESTIMATE**
Provide a detailed estimate, with subcontractor input, at the 50% CD milestone to make sure that scope of work and pricing are tracking to the original budget. Meet with RDV and the architect/engineering team to revise if required. Work with the team to determine what is the best method to engage the Mechanical, Electrical, Plumbing and Sprinkler (MEPS) subcontractors (e.g. design-bid-build, design assist or design build) in order to get the most efficient construction process and favorable pricing. Consider a similar approach for specific trade partners with either long lead material items and/or proprietary products.

**100% CD ESTIMATE**
Solicit bids from multiple subcontractors in each trade, provide a bid evaluation sheet for each trade, and provide a complete price for the project. Review pricing with RDV, and make required revisions to get to a final contract price for the project.
Renovation of the Del Valle Fitness Center

PANKOW
Preconstruction Services Estimate

PANKOW PROJECT MANAGEMENT SERVICES
July 11th through October 28th

<table>
<thead>
<tr>
<th>Meetings (1hr mtg /weekly average)</th>
<th>16 Meetings</th>
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<tbody>
<tr>
<td>Michael Strong</td>
<td>16 133.00</td>
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<tr>
<td>Allan Walls-General Superintendent</td>
<td>16 133.00</td>
</tr>
<tr>
<td>Project Engineer II (TBD)</td>
<td>16 77.00</td>
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<tr>
<td>Wally Naylor-included in fee</td>
<td>0 156.00</td>
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**Phasing Schedule, Site Logistics and Means & Methods**

| Allan Walls-General Superintendent | 24 133.00 | $3,192 General Superintendent |
| Michael Strong                    | 16 133.00 | $2,128 Senior Project Manager |
| Project Engineer II (TBD)         | 24 77.00  | $1,848 Project Engineer II |
| Wally Naylor-included in fee      | 0 156.00  | $0 Project Executive |
|                                  |           | **$7,168** |

**50% CD estimate**

| Michael Strong                    | 40 133.00 | $5,320 Senior Project Manager |
| Allan Walls-General Superintendent| 16 133.00 | $2,128 General Superintendent |
| Project Engineer II (TBD)         | 40 77.00  | $3,080 Project Engineer II |
| Joel Carr                         | 16 122.00 | $1,952 Senior Preconstruction Manger |
| Wally Naylor-included in fee      | 0 156.00  | $0 Project Executive |
|                                  |           | **$12,480** |

**100% CD estimate**

| Michael Strong                    | 40 133.00 | $5,320 Senior Project Manager |
| Allan Walls-General Superintendent| 16 133.00 | $2,128 General Superintendent |
| Project Engineer II (TBD)         | 64 77.00  | $4,928 Project Engineer II |
| Joel Carr                         | 16 122.00 | $1,952 Senior Preconstruction Manger |
| Wally Naylor-included in fee      | 0 156.00  | $0 Project Executive |
|                                  |           | **$14,328** |

**SubTotal** 344 $37,336
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<tr>
<th>Position</th>
<th>Rate</th>
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<tr>
<td>Director of Operations</td>
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<tr>
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<td>Senior Superintendent</td>
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<td>Chief Concrete Estimator</td>
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<td>Director of Safety</td>
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<td>Senior Preconstruction Manager</td>
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<td>Senior Safety Manager</td>
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<td>Superintendent</td>
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<td>Intern Engineer</td>
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<tr>
<td>Intern</td>
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2. TEAM ORGANIZATION
Michael Strong
Senior Project Manager

As Senior Project Manager, Michael is responsible for the management, administration and coordination of design and construction activities. Specific responsibilities include design consultation with architects and engineers, budget and firm cost estimating, subcontract administration and coordination of construction with field personnel. He also serves as the client’s advocate and oversees relationship management and client services throughout the process.

EXPERIENCE STATS
2 Years with Pankow
28 Years Construction Experience

Education
BA, University of Texas
MA, Southwest Texas State University
MBA, Monterey Institute of International Studies

Training/Certifications
OSHA 10, OSHA 30, LEED GA, Graduate Master Builder, Certified Green Professional

Affiliations
USGBC, NAHB

HIGHLIGHTS
Experience with wood frame construction
Extensive LEED experience
Preconstruction experience

REPRESENTATIVE EXPERIENCE

INSTITUTIONAL
San Francisco War Memorial Veterans Building Seismic Upgrade and Improvements, San Francisco, CA. Historic rehabilitation of a vital civic asset will restore the building to a vibrant stage and venue for The Arts and Veterans Organizations; designed to achieve LEED-Silver Certification; $99M.

San Francisco Public Safety Building, San Francisco, CA. New state of the art Public Safety building will be 6-stories with a partial basement and include the adaptive reuse of a historic red brick firehouse; targeting LEED-Gold Certification, 300,000 SF; $165M.

980 Myrtle Street Charter High School, San Carlos, CA. Pankow installed one, Two Story PreFast® DSA Pre-Approved High Performance Plantcrafted Building® and associated sitework, including hazardous soil remediation and geotechnical soil stabilization using compacted stone piers, on a partially operating urban high school campus; Fast-track schedule, 20,000SF, $10M.

Vincent Academy, Oakland, CA. New 21,400 SF campus for an existing charter elementary school in the heart of west Oakland; Design-Build delivery, $4.8M.

PRIOR TO JOINING PANKOW
- 10+ years in the LEED H custom home design-build market including building one of the first 100 LEED pilot homes in the US.
- 20+ years experience as Project Manager, COO and Superintendent Trainer in Texas and California in the multi-family and single family LEED custom markets
- Nationally recognized green building instructor, speaker and radio show host.
Allan is a General Superintendent with more than 36 years in construction. He has been with Pankow for 22 years and is an expert at project planning for both preconstruction, new construction, and renovation projects in occupied facilities.

As General Superintendent, Allan is responsible for overseeing most on-site construction activities. Specific responsibilities include preconstruction and construction planning and scheduling, site investigation, constructability and logistic reviews, assist project supervision with cost control, sub-contractor administration, quality control, safety planning, review communication and coordination, and plan manpower for all direct work.

REPRESENTATIVE EXPERIENCE

**TENANT IMPROVEMENTS**

**McClintock Building,** San Francisco, CA. 110,000 SF renovation and re-envisioning of the former Jessica McClintock headquarters in the SOMA district of San Francisco; Targeting LEED Gold C&S, $10M.

**SPLUNK TI,** San Francisco, CA. Splunk's new headquarters at 270 Brannan will have a Wellness/Fitness Center, rooftop deck, kitchen and food services for employees and guests, as well as co-working and meeting spaces; targeting LEED Platinum CI; $30M.

**Latham Square, Oakland, CA.** Renovation of an existing 15 story, 110,000 SF building in downtown Oakland to upgrade it for technology tenants expanding across the Bay from San Francisco. Work includes a voluntary seismic upgrade, new electrical service and vault, new MEP infrastructure, new core restrooms, new ground floor lobby and common area, new basement showers and bike storage, and a new exterior façade that will more closely resemble the original architectural style; $9M.

**COMMERCIAL**

**270 Brannan,** San Francisco, CA. Demolition of an existing parking lot and two story concrete structure and the construction of a new concrete frame, 202,103 SF, 5-and-7-story, Class A office space building. Targeting LEED Gold; $58M.
1321 Mission, San Francisco, CA. New 160 unit tower provides highly efficient and meticulously planned living spaces leaving a small footprint on tight urban site; 11 levels, 160 units and 1 level basement, $41M.

PUBLIC
San Francisco War Memorial Veterans Building Seismic Upgrade and Improvements, San Francisco, CA. Historic rehabilitation of a vital civic asset will restore the building to a vibrant stage and venue for The Arts and Veterans Organizations; designed to achieve LEED-Silver Certification; $99M.

San Francisco Public Safety Building, San Francisco, CA. New state of the art Public Safety building will be 6-stories with a partial basement and include the adaptive reuse of a historic red brick firehouse; targeting LEED-Gold Certification, 300,000 SF; $182M.
JOEL CARR
Senior Preconstruction Manager

Joel is responsible for generating the Target Value Design Budget, Contingency and Escalation with support of Estimators, Project Engineers and Superintendents during Validation, Design and GMP Development.

EXPERIENCE STATS
2 Years Pankow Experience
12 Years Construction Experience

Education
University of California, Los Angeles, Master of Science, Civil Engineering, 1991
University of California, San Diego, Bachelor of Science, Applied Mechanics, 1984

HIGHLIGHTS
Experience in all areas of cast-in-place concrete
Experience working on multi-phased projects

2014 – 2015 Sr. Preconstruction Manager, Pankow Builders
San Francisco Conservatory of Music - Residential, San Francisco, CA
San Francisco Industrial Center, San Francisco, CA
McIntock Renovation, San Francisco, CA
1644 Telegraph, Oakland, CA
1001 Van Ness, San Francisco, CA
T 5/6 Office Building, Oakland, CA
1244 Larkin, San Francisco, CA

2009 – 2014 Principal Development Engineer, University of California, Berkeley, Department of Civil and Environmental Engineering
• Supervises six staff members
• Managed over $900,000 of testing programs
• Developed shop safety program

2004 – 2008 Project Estimator, Overaa Construction
• $12.4M renovation of Claremont Country Club
• $6.5M seismic upgrade/renovation of Milpitas Senior Center

2000 – 2004 Project Estimator/Manager, Fine Line Group Company
• $6.1M, 41,750 sq.ft., historic S. F. warehouse seismic retrofit and renovation
• $4.7M, 27,500 sq.ft., 400 Sutter St.- seismic upgrade and base building renovation

1998 – 2000 Project Estimator, Plant Constuction
• $6.6 M, 29,000 sq. ft. Brandeis Hillel Day School-ground up and interior construction

1995 – 1998 Structural Engineer, Nishkian Associates
• Designed and performed on-site administration for 4-story, NCPH Nursing Facility

1992 – 1995 Engineer, GEZ Architects/Engineers
• Designed cell sites, NIF at LLNL

1990 – 1992 Structural Designer, Ove Arup+ Partners
• Vibration analysis and CA for Pacific Hall, UCSD

1985 – 1988 Test Engineer, Lockheed Missile and Space Corp,
Wally Naylor
Project Executive

Wally is an industry leader and trusted advisor to Clients, responsible for occupied building complex seismic, tenant improvement and building renovation in office, retail, civic and commercial buildings. In his project role as Project Executive, Wally provides executive-level oversight and marshals the resources for the benefit of the project to assure Client Satisfaction by delivery of the Client's values through the operational excellence of each Pankow team.

Representative Experience

Building and Tenant Improvement

**SPLUNK TI, San Francisco, CA.** Splunk's new headquarters at 270 Brannan will have a Wellness/Fitness Center, rooftop deck, kitchen and food services for employees and guests, as well as co-working and meeting spaces, Targeting LEED Platinum CI; $30M.

**McClintock Building**, San Francisco, CA. 110,000 SF renovation and re-envisioning of the former Jessica McClintock headquarters in the SOMA district of San Francisco; $10M.

**Latham Square, Oakland, CA.** Renovation of an existing 15 story, 110,000 SF building in downtown Oakland to upgrade it for technology tenants expanding across the Bay from San Francisco. Work includes a voluntary seismic upgrade, new electrical service and vault, new MEP infrastructure, new core restrooms, new ground floor lobby and common area, new basement showers and bike storage, and a new exterior façade that will more closely resemble the original architectural style; $9M.

**5451 Great America Parkway**, Santa Clara, CA. Fitness Center, Conference Center, and Ready Now Suites. First generation Tenant Improvement project located in the heart of Silicon Valley. Completed in compressed 10 week schedule, 47,000 SF; $7M

**Alameda County Transportation Commission**, Oakland, CA. Full floor demolition and build-out completed in twelve weeks located in downtown Oakland. Highly modernized Skyfold and Modernfold partitions installed for privacy at conference rooms. 24,000 SF; $1.3M

**221 Main LED Canopy**, San Francisco, CA. LED Graphical Art Display overhanging entryway at 221 Main Street located in the SOMA district of San Francisco. Display is 122 ft long and 23 ft wide. Its length runs from the sidewalk into the lobby and down the lobby wall. Provides scenic video, color sequences, and local weather forecasts, 3,500 SF; $500K.
459 Geary, San Francisco, CA. A privately owned 8 story mixed use building in San Francisco’s Theater District consisting of 3 Phases; Phase 1 Demolition & Preconstruction, Phase 2 Structural Upgrade, Core & Shell and Phase 3 Owner’s Improvements; $16.8M
-Phase 1 included demolition of all interior finishes and non-essential utilities to expose structure and potential hidden issues. After demolition, design assistance, scheduling and cost estimation were provided.
-Phase 2 includes a complete structural upgrade utilizing, concrete, steel and structural wood framing. Additionally all new utilities and a new 7th floor have been constructed.
-Phase 3 Includes the construction of a high-end art gallery, studio/office space, and a private residence with private roof decks and a pool.

Fifty Fremont, San Francisco, CA. Transformation of Fifty Fremont’s main lobby and entrances, common areas and streetscape into a modern themed landmark tower, LEED-Platinum Certified office tower; $8.6M.

YMCA-PG&E Teen Center, Berkeley, CA. A 3-story building providing classrooms, conference rooms and office space for the community and staff. This project was a design-assist, with design-build MEP, 13,500SF; $4.2M.

111 Sutter Street Building Renovation and TI, San Francisco, CA. Major upgrade to 280,000 SF historical building included ADA compliance and code upgrades at restrooms, lobbies and corridors, exterior lighting; 300-ton cooling tower and 8-inch condenser water riser, new electrical service. All work completed while building remained occupied. Pankow supported Ellis Partners’ efforts to certify this building under the pilot program for existing buildings under the LEED-EB Guidelines; $13.3M.

Beverly Prior Architects, San Francisco, CA. Full floor tenant improvement of 12,500 SF located on the top floor of 222 Sutter. Pankow helped source LEED compliant materials, critical to the fast-track nature of the project. IAQ, waste management, material verification, quality control, and other critical components were managed by a Pankow LEED Accredited Professional, LEED CI-Gold Certification; $1.2M.

Kwan Henmi Architects, 456 Montgomery St., San Francisco, CA. 8,000 SF, LEED-CI Silver. $700K.

Pedro Point Shopping Center, Pacifica, CA. Energy upgrade to project included reduced light pollution, reduction in heat island effect, and markedly improved energy efficiency. Through the purchase of green power and ongoing tenant metering, Pedro Point aims to reduce energy use by over 30% LEED-NC Gold, $2.2M.

Berkeley YMCA Renovation, Berkeley, CA. Pankow’s energy improvements to the YMCA in Berkeley devised a phased plan that cut original construction time by 60%. Throughout the course of construction we retained all members and displaced residents for only minimal periods. Throughout this work indoor ir quality and noise were carefully monitored. The result is a hundred year old building that is 35% more efficient than previously. LEED-CI-Gold Certification; $4M.
California State Parks Foundation, San Francisco, CA. Tenant improvement project that used extensive integration of daylight through clerestory and perimeter windows; advanced lighting package; use of responsibly forested wood throughout project.; and water usage reduced by 26%. LEED-CI Gold Certification; $657K.

Standard Process Headquarters, San Francisco, CA. Energy upgrades project with multiple components. The focus on lighting was first to take advantage of existing daylight through skylights, perimeter glazing and office layout. Most lights were affixed with daylight sensors to further control energy. This project further controlled energy use through a variable refrigerant drive mechanical system which is set to payback the owner in 5 years. Further upgrades included a strict adherence to indoor air quality and waste management practices. LEED-CI Gold Certification; $1.4M.

SUSTAINABILITY

El Cerrito Recycling Facility, El Cerrito, CA. This new recycling center boasts net-zero water and energy use along with the innovative re-use of building materials, currently pursuing LEED-Platinum Certification, 2,000 SF building on a 2 acre site; $3M.

Bellevue Union School District Photovoltaic Installations, Santa Rosa. 614kw systems at four public school locations; $408K.

Morgan Hill Union School District Photovoltaic Installation, Morgan Hill. 2.1 Megawatt system; $1.2M.

Yosemite Environmental Education Center, Yosemite National Park, CA. Pankow worked with the preconstruction team to enhance envelope and reduce energy loads, to reduce sizing of PV to meet Zero Net Energy goals.

RESIDENTIAL

38 Harriet, San Francisco, CA. 23 Unit Condominium Building. This is the first modular multi-family project in San Francisco. LEED Platinum Certified; $3.5M.

Stanford Green Dorm (preconstruction), Stanford, CA. 20,000 SF dormitory with 4,000 SF living laboratory. The building was designed to exceed all LEED ratings and will be a net-zero consumer of electricity and carbon. It will include photovoltaic arrays, solar hot water heating, heat exchangers to capture heat from showers and washing machines, radiant heating, building massing for temperature moderation, a green roof and solar shading; targeting Beyond Platinum.
3. RELEVANT EXPERIENCE
Pankow was the contractor on the renovation and seismic upgrade of the Downtown Berkeley YMCA. This is a multi-building, multi-phased project requiring in depth pre-planning and coordination. Pankow fast-tracked the schedule to reduce the budget and accommodate client milestones. Since this is a long-term institutional owner, this project looked at modeling the total energy and water usage to develop a comprehensive approach to design. This served as a model of Existing Building resource stewardship after completion.

In addition to the thorough pre-planning process, Pankow was a very active participant in the LEED process: helped to establish green goals, participated in the charrette development and execution, participated in consultant interviews, identified green costs/rewards, and other elements.
Pankow provided design-build services for Los Angeles Valley College’s Community Services Center. The new building is made up of three functional zones:

- Instructional zone with dividable lecture hall, computer lab and arts and crafts teaching spaces.
- Activity zone with gymnastics center and two large multi-purpose rooms for rock wall climbing, dance, yoga, martial arts, community wellness and student activities
- Administrative zone with community services program, support spaces and offices

Additionally, the project included the following sitework elements: “Alumni Walk,” athletics events plaza, football practice field, new parking lot and improvements to existing parking lot.
As part of La Salle High School’s multi-phased Master Plan, Pankow provided design-build services to renovate its existing men’s and women’s locker rooms.

Throughout the construction process, Pankow was continually aligned with La Salle Athletics’ mission statement of being “committed to providing a positive, challenging, competitive, and fair athletic experience that emphasizes the Lasallian principles coupled with personal integrity, sportsmanship, wellness, and fulfillment of the student athlete’s potential.”

Scope of work included locker room renovations, restroom renovations, new carpeting and flooring as well as MEP upgrades.
Pankow built the one-story multi-purpose building ("Holy Angel Hall") to provide assembly and gymnasium facilities that included an auditorium, music rooms, lobby and large kitchen. The project also included renovation and reconfiguration of the existing parking lot and site areas for an additional 60 parking spaces and the creation of a new hard-scaped plaza between the hall and the church building.

**PROJECT INFORMATION**

**Owner**
Roman Catholic Archdiocese of Los Angeles

**Architect**
Kluger Architects

**Engineer**
John A. Martin & Associates

**Project Size**
11,000 SF

**HIGHLIGHTS**

Work was carefully coordinated to minimize disruption to surrounding church and school operations.
Pankow was asked to fast-track a 47,000 SF, $7 million dollar tenant improvement project for the Irvine Company at their new six building campus in the heart of Silicon Valley. The scope for this project added new amenities to the building including a new community Fitness Center in the office complex along with a spacious Conference Center and Ready Now suites on the 1st and 2nd floors.

PROJECT INFORMATION

Owner
The Irvine Company

Architect
Gensler

Project Size
47,000 SF

Project Value
$7M

HIGHLIGHTS

12 week schedule
Design-Build MEPS
Pankow provided preconstruction and construction for the renovation of the landmark Eastern Columbia Building, converting the former department store into 147 loft condominium units including penthouses, ground-floor retail, rooftop pool deck and fitness studio. Clad in glossy turquoise terra-cotta with gold terra-cotta trim decorated with sunburst patterns, geometric shapes, zigzags, chevrons, and stylized animal and plant forms, the Eastern Columbia Building is Los Angeles’s last surviving example of Zig-Zag Moderne. The 13-story building is built of structural steel and reinforced concrete and capped with a four-sided clock tower.

PROJECT INFORMATION

Owner
The Kor Group

Architect
Killefer Flammang Architects

Engineer
Nabih Youssef & Associates

Project Size
Condos: 147 Units
Retail: 27,605 SF
Total: 257,000 SF

HIGHLIGHTS

Award winner

Historic preservation and adaptive re-use of 1930 Art Deco style former department store

12-month construction schedule
ALLURE WAIKIKI
Honolulu, HI

Pankow built the high-end luxury condominium tower at the corner of Ena Road and Kalakaua Avenue at the gateway to Waikiki. The 35-story high-rise tower includes 291 upscale luxury units with one, two and three-bedroom units ranging in size from 833 SF to 1,633 SF. The project includes a 5-story parking garage with the recreational deck on the 6th level. A 19,500 SF recreational terrace includes an infinity pool and spa, barbecue areas, community room, and fitness room. Next to the Grand Lobby, there is a public park and gardens integrated into the project.

PROJECT INFORMATION

Owner
Fifield Companies

Architect
Architects Hawaii

Engineer
Englekirk Partners

Project Size
291 Units
Parking – 175,000 SF
458 vehicles

Project Value
$156.6M

HIGHLIGHTS

Design reflects a Hawaiiana feel with urban luxury

35 stories tall on an approximately 2.25 acre site

2011 Build Hawaii Award of Excellence - Residential

Over $5 million General Contractors Association of Hawaii.
Pankow is partnered with PENTA to build this 56-story high-rise residential tower in downtown Los Angeles. Headquartered in China, Greenland USA is seeking the expertise of Pankow-PENTA JV to build this project successfully as well as procure overseas materials.

Located on the north side of the site along Eighth Street, Pankow-PENTA JV will construct the Phase 2 Residential Tower 3 with retail comprised of 775 condominium units and 63 floors (approximately 671 feet tall including the podium). With up to 853,309 SF of floor area, Tower 3 tower will have an associated amenity deck on the roof of the podium. The deck features a pool, roof garden, and fitness center for exclusive use by tower residents. The building will also have a smaller deck on the roof of this tower’s lower stack on or near the 26th floor.

**PROJECT INFORMATION**

**Owner**
Greenland USA

**Architect**
Harley Ellis Devereaux

**Engineer**
Saiful Bouquet

**Project Size**
853,309 SF

**Project Value**
$400 million

**HIGHLIGHTS**

- Joint venture partnership with PENTA
- Close coordination with general contractor working on the same site
- Materials procurement from China
- Dense, urban site
4. FIRM PROFILE
Pankow operates under the firm principle that true building development and execution is founded upon an adaptive understanding and appreciation of the client’s needs and expectations. Defining and facilitating a mutually beneficial contractor-client relationship exists as an integral first step toward the development of a productive building partnership.

Client, company, and project success serve as essential elements that define Pankow’s core philosophy. We pride ourselves in thinking beyond the building to find better building solutions that support client success. These founding principles resonate throughout the company mindset and are reflected through the quality of each employee and the success of each project as daily elements of building and production that ensure certainty of outcome for not only the client but also the contractor.

Founded in 1963 and operating continuously in California ever since, Pankow’s stellar reputation for a collaborative, innovative, and efficient approach to the building process stems from a deep-rooted understanding and implementation of the company’s core values of Client Service, Safety, Integrity, Passion for Building, and Innovative Thinking.
INNOVATE

SERVICES

- Preconstruction
- Virtual Design & Construction
- Design-Assist
- Design-Build
- Tenant Improvements
- Energy Upgrades
- Historic Rehabilitation
- Sustainability

Pankow offers a full range of preconstruction and construction services on a diverse range of product types. Our project types range from complex renovations in occupied facilities to new hospitals and high-rise buildings. In every project, we aim to uphold our mission to find better building solutions that support client success.

PANKOW’S CULTURE OF INNOVATION AND CREATIVITY

Pankow fosters a company culture of innovation. Because we consider ourselves true design-builders, it is essential that we contribute more than good management to the preconstruction process — we continuously endeavor to discover ideas and systems that benefit our clients. We make a point to stay on the leading edge so our clients can have front row access to best practices in the utilization of new construction tools, processes and technologies, such as:

- Integrated Project Delivery (IPD)
- Building Information Modeling (BIM) Planning and Execution
- LEAN Delivery
- Alternative Energy Solutions

EXPERIENCE

- Alternative Energy
- Civic Buildings
- Hospitals & Medical Facilities - New, Renovations, Additions
- Mixed-Use Developments
- Office - New, Upgrades
- Parking Structures
- Retail Stores & Restaurants
- Retail Centers - New, Expansions, Renovations
- Hotels & Resorts - New, Expansions, Renovations
- Multi-family Residential
- Historic Rehabilitation
- Schools & Universities
- Military

SUSTAINABLE DESIGN AND CONSTRUCTION

For us, sustainability is not an add-on. From day one, Pankow integrates sustainability into cost, schedule and quality efforts. Like the benefits of integrated project delivery, our focus on integrated sustainability results in reduced cost and schedule, increased safety and quality. This process is backed by proven tools, project experience and a corporate culture that strongly embraces sustainability.
THE ABILITY TO SELF PERFORM WORK

A true “builder,” Pankow excels in self-performed work. The three main project benefits are: Better cost/value, control of the critical path of the project schedule, and improved quality. Pankow prides itself in its training and staffs some of the finest crews in each region capable of self-performing the following work items:

- General Conditions Services
- Concrete Forming
- Concrete Placing
- Concrete Finish
- Carpentry, Rough
- Precast Concrete (Architectural and Subcontract)
- Hand Labor for Excavation and Grading
- Demolition
- Doors, Frames and Hardware
- Selected Specialties

We believe that self-performing the key structural components of a project will provide the best schedule assurance, quality and cost discipline obtainable. We have the in-depth knowledge of the marketplace to ensure that the work we self-perform is cost competitive.
Mid-State Precast of Corcoran, California, an associated Pankow company, is a PCI-certified plant providing low-cost, high-value structural and architectural precast concrete components.

PANKOW’S REPUTATION WITH SUBCONTRACTORS
Pankow’s reputation for managing its work to exacting schedules and for prompt payment is unparalleled and results in our ability to procure excellent pricing from the area’s best subcontractors and suppliers.

BONDING CAPACITY
Pankow has had an uninterrupted relationship with the Chubb Group of Insurance Companies for over 50 years through Federal Insurance Company. Chubb/Federal has written single project bonds in excess of $170 million and our current bonding capacity is estimated in excess of $450 million. Federal Insurance Company, a member of the Chubb Group, holds an A.M. Best rating of A++XV and a Standard & Poor rating of AAA. Pankow’s ability to fully satisfy the criteria for surety bonding rests firmly on the following:

• Excellent reputation
• Ability to meet current and future obligations
• Experience
• Financial strength
• Long-term relationships with financial and bonding institutions

Pankow continues to retain one of the largest bonding capacities and lowest bond rates among private contractors in the U.S.
SAFETY

SAFETY DOES NOT HAPPEN BY ACCIDENT is a principle that embodies Pankow’s firm belief that all accidents are preventable and that any injury is unacceptable. We challenge everyone on the Pankow team – employees and subcontractors – to actively participate in the process and to develop innovative approaches to overcome the obstacles to achieving and maintaining an injury-free workplace. Pankow is committed to:

- Providing the resources necessary to support a “Zero Incident Culture”
- Leading the industry in advancing workplace safety
- Never compromising the well-being of our team and the public

“Keeping our teams and the public safe is a collective effort and takes a commitment by everyone to our zero incident culture. I have pledged, along with Pankow’s management team, to provide the resources and training you need in getting to zero incidents. Success, however, will not be achieved by resources alone, but by the individual commitment to the protection of every worker on our projects, of the public and of yourself.”

— Kim Lum, President & CEO
CONTRIBUTING TO OUR CLIENTS’ SUCCESS

Pankow works to build long-lasting relationships with clients by delivering quality products through the most effective and efficient means possible. Pankow understands the importance of consistent, open communication throughout project development and works as a team with Owners, Architects, Consultants, and Subcontractors to ensure that the best value and the highest quality of production is executed by all members of the Pankow Team. We are as proud of our many decades-long relationships:

- Brandywine Realty Trust
- California Pacific Medical Center/Sutter Health
- Castle & Cooke Resorts
- City of San Francisco
- City of Santa Monica
- County of Los Angeles
- Ellis Partners
- Festival Companies
- Fifield Companies
- Hawaii Pacific Health
- John Muir Health
- Kaiser Permanente
- Kor Development
- Los Angeles Community College District
- Mills Peninsula
- Montage Hotel
- Morgan Stanley
- Outrigger Enterprises
- ProLogis/Catellus
- Forest City Military Communities
- Raytheon
- The Related Companies
- ResortQuest
- Robertson Properties
- The Shorenstein Company
- Thomas Properties
- Tolkin Group
- UC Berkeley
SUMMARY REPORT
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

REPORT PREPARED BY:

Jeff Matheson, Director of Resident Services

REQUESTED ACTION:

Consider recommendation to authorize the CEO to execute amendment number one to the lease agreement between Golden Rain Foundation of Walnut Creek, Trustee and Rossmoor Creekside Holdings, LLC, for the operation of the Creekside Grill and Bar.

BACKGROUND:

The Creekside Grill has operated in the Creekside Clubhouse since the opening of the facility in 2010. Initially the agreement provided the space rent free with the expectation that the owners of the Grill, Stan and Ann Gedeon, would pay for the cost of utilities and would provide menu pricing that was below market. Once the bar was open the agreement was amended to add a monthly lease payment and a 5% commission on the sale of alcohol.

The agreement with Stan and Ann Gedeon was renewed January 1, 2014, with a three year term plus an option for a fourth year. The agreement currently has flat monthly payment of $8,820/month. This payment includes all utilities.

Staff has met with the Board in executive session to discuss terms of a renewal. During the first session it was verified that the Board was interested in continuing the relationship with Creekside Grill. The Board also expressed the view that the Grill was an amenity for the residents. During the second session the Board was provided details regarding the cost of utilities to operate the restaurant that are currently being paid by GRF. Based on this information, the Board gave further direction to staff regarding the terms with respect to the monthly rent. A baseline for utilities was discussed to minimize the exposure to the GRF for future utility increases.

Staff has met with Mr. Gedeon to negotiate the terms of a renewal based on direction from the Board. The attached amendment reflects the terms that have been agreed to by both parties. A summary of the deal points is attached.
SUBSEQUENT ACTIONS:

The amendment will be executed and become effective as of July 1, 2016.

ATTACHMENTS:

- Summary of the Creekside Grill Deal Points
- Amendment Number One to the Lease Agreement
CREEKSDA GRILL LEASE AGREEMENT
Deal Points

• Transfer title to all furnishings (excluding equipment) to the Tenant for $1.
  o Replacement furniture to be purchased by tenant subject to review by
    GRF prior to purchase.
  o Ultimate decision-making authority on furnishings will rest with Tenant.
• License to Tenant, the use of space in the Gallery for 10-12 bar stools with up to
  6 small two-person tables. Other furnishings in the Gallery to remain and will not
  be transferred to Tenant.
• Tenant permitted to re-arrange furnishings in Gallery once per month for Sunday
  brunch
• Tenant to be permitted to serve drinks and hors d’oeuvres in the Gallery provided
  that the Gallery hallway remains clear and remains compliant with ADA
  accessibility standards.
• Hallway outside of the Gallery may not be used as a waiting area.
• Meeting rooms may not be used for overflow without express permission of
  GRF.
• Maître de shall remain in the current location.
• Artwork in the Gallery shall remain under GRF control.
• Residents can continue to use Gallery even if not patrons of the restaurant.
• Monthly responsibility for carpet cleaning in Creekside hallways will alternate
  between GRF and Tenant.
• Tenant shall be responsible for cleaning GRF-owned Gallery chairs and carpet
  not less than monthly.
• Tenant will replace bar stools with swivel chairs and repair tile floor in bar within
  15 days of lease execution.
• Tenant will be permitted to convert restaurant employee bathroom into a walk-in
  freezer/fridge subject to GRF approval of modifications which will not be
  unreasonably withheld.
o Tenant to obtain and pay for all permits and construction costs for any approved modifications.

o Upon expiration or termination of lease, walk-in fridge/freezer and improvements therein shall become property of GRF

- Restaurant employees shall be allowed to use outside bathroom.
- Tenant to be allowed continued use of the west patio (facing pond) but shall keep the area clean and free of debris and trash, and perform a walk-through no less than every half hour.
- Service delivery area shall be kept clean and free of debris and packages.
- The Lease rate will be subject to an annual increase of 5% maximum, at the discretion of GRF.
- Catering recordkeeping and relationships needs to improve
  o Contracts need to be in writing, in advance

- The current 2016 lease rate is $8,820/mo ($105,840/yr). The amendment will be effective 7/1/16 with annual adjustments on January 1. With a July 1 start date, tenant can immediately get to work on equipment and service enhancements, including replacing the stools in the bar area. Rent payment for 7/1/16 shall be:

  Current Rent: $8,820.00  
  Gallery Rent:       544.76  
  Total Rent:  $9,364.76

- Effective January 1, 2017, the rent will increase to a new monthly lease rate of:

  Current rent:  $9,364.76  
  Annual Adjustment: 441.00  
  Total Rent:  $9,805.76

- In addition, tenant will pay for all utilities in excess of $60,000 per year, which is estimated to be $15,000 for 2017, payable in monthly installments of $1,250 and reconciled to the actual expense for the preceding year each January. The utilities for the Creekside complex (Creekside building including restaurant, Communications building, Securitas building, parking lot) will be allocated to the restaurant using the following formula:
25% PG&E Electric
95% PG&E Gas
70% EBMUD Water
50% Allied Waste Garbage

The renewal term for this amendment will be 66 months, with a 2 year option to extend. GRF may negotiate a new lease amount for the two year extension.
This First Amendment (the "Amendment") to that certain Lease Agreement (the "Lease") dated December 20, 2013 with an effective date of January 1, 2014, by and between Golden Rain Foundation of Walnut Creek, Trustee ("Landlord"), and Rossmoor Creekside Holdings, LLC ("Tenant"), is and shall be effective on and after July 1, 2016. This Amendment modifies, replaces and supersedes all prior inconsistent terms of any/all prior agreements or amendments as to the Premises (as defined in the Lease) between the parties, pursuant to Section 33 of the Lease as set forth herein. Any terms not expressly modified herein shall remain unchanged from the prior provisions of the Lease in effect at the time of execution of this Amendment, including any exhibits, attachments or amendments thereto. The Parties hereby agree as follows:

1. Section 1 of the Lease is hereby deleted in its entirety and replaced with the following language:

PREMISES. Landlord, in consideration of the Lease Payments set forth in Section 4, hereby leases to Tenant for Tenant’s exclusive use, specific portions of property more fully described in Exhibit A (the "Premises") located within the building at 1010 Stanley Dollar Dr., Walnut Creek, CA 94595.

Additionally, beginning on July 1, 2016, Landlord agrees to provide Tenant with a non-exclusive, revocable right to use the area outside of the internal entrance to leased Premises, and more fully described in Exhibit A (the “Gallery”), also located within the building at 1010 Stanley Dollar Dr., Walnut Creek, CA 94595, subject to the following additional terms and conditions:

a. Tenant shall pay an additional amount as set forth in Section 4 (Lease Payments) for each month during which Tenant is permitted to use the Gallery as set forth herein.

b. Tenant may place not more than twelve (12) bar stools with not more than six (6) small two-person tables in the Gallery for the convenience of Tenant’s customers.

c. Tenant shall not remove, replace, cover re-arrange or otherwise interfere with placement of any of Landlord’s furnishings or decorations, including artwork in the Gallery without Landlord’s express consent. Landlord hereby expressly provides its revocable consent to permit Tenant to rearrange Landlord’s furnishings, excluding artwork, in the Gallery once per calendar month on a Sunday to be agreed upon between the parties, for brunch service.
d. **Tenant** may serve drinks and hors d’oeuvres in the **Gallery**, provided that the **Gallery** hallway remains clear and compliant with all state and federal accessibility standards.

e. The hallway and any other areas outside of the **Leased Premises** and the **Gallery** may not be used as a waiting area or for any other purposes without **Landlord’s** express consent.

f. The maître de stand shall remain inside the **Leased Premises** and may not be relocated to the **Gallery** or elsewhere without **Landlord’s** express consent.

g. **Tenant’s** access to the **Gallery** is nonexclusive, and persons other than customers of **Tenant** shall be free to use the **Gallery** at all times.

h. As a condition for **Tenant’s** use of the **Gallery**, **Tenant** agrees to clean all carpets and upholstery in the **Gallery** and the **Premises**, not less than monthly, and to clean all interior hallways of the building monthly, alternating with **Landlord**.

i. **Landlord** may revoke **Tenant’s** right to use the **Gallery** at any time, either permanently or temporarily, with or without cause, provided, however, that **Tenant** shall not be required to make additional payment set forth in **Section 4 (Lease Payments)**, during any calendar month in which **Landlord** retains exclusive control of the **Gallery** for the entire calendar month.

2. **Section 2** of the **Lease** is hereby deleted in its entirety and replaced with the following language:

**LEASE TERM.** The **Lease Term** will begin on January 1, 2014 and will terminate on December 31, 2021 (the, **Lease Termination Date**), unless otherwise extended pursuant to the terms hereof.

If following the **Lease Termination Date**, **Tenant** remains in possession of the **Premises** with the express consent of **Landlord**, then the **Lease Term** shall be month-to-month, and either party may terminate the **Lease** upon sixty (60) days prior written notice to the other party.

Notwithstanding any other provision of this **Lease**, **Landlord** may terminate this **Lease** upon ninety (90) days written notice to **Tenant** that the **Premises** have been or will be sold, foreclosed upon, condemned, or fully or partially demolished or otherwise unavailable for use.
3. **Section 3** of the *Lease* is hereby deleted in its entirety and replaced with the following language:

**TENANT’S OPTION TO EXTEND.** The *Lease Term* as defined in **Section 2** hereof, may be extended by *Tenant* upon provision by *Tenant* of not less than six (6) months’ prior written notice to *Landlord* of such intent. In the event *Tenant* elects to exercise this **Option to Extend**, all terms of the **Agreement** as amended shall remain in effect except that the terms shall include an annual **Lease Payment** increase of five percent (5%). *Landlord* reserves the right to renegotiate the **Lease Payments** as set forth in **Section 4**, for the period of any such extension.

4. **Section 4** of the *Lease* is hereby deleted in its entirety and replaced with the following language:

**LEASE PAYMENTS.** For 2016, *Tenant* shall be required to pay rent to *Landlord* in the amount of one-hundred and five thousand eight-hundred and forty dollars ($105,840) payable in twelve (12) monthly installments of eight thousand eight hundred and twenty dollars ($8,820.00) each, as set forth herein. Beginning on January 1, 2017 and for each calendar year thereafter during the term of the Lease, the above described rent shall be increased by no more than five percent (5%), at the discretion of *Landlord*.

Beginning on July 1, 2016 and for each month thereafter during the term of the Lease, *Tenant* shall pay *Landlord* an additional monthly amount of five-hundred forty-four dollars and seventy-six cents ($544.76) as **Gallery Rent**, as set forth in **Section 1**, for each calendar month during which *Landlord* permits *Tenant* to use the **Gallery** as set forth in **Section 1**.

As **Additional Rent** not subject to annual increases, beginning on January 1, 2017, *Tenant* shall pay an amount equal to the difference between the actual total amounts paid by *Landlord* for all **Utilities** attributable to the **Creekside Complex** for the calendar year (the “**Actual Utilities Costs**”), multiplied by the percentage rates of usage attributable to the **Premises** (the “**Attribution Rates**”) to determine the “**Adjusted Utilities Cost**” minus sixty-thousand dollars ($60,000) (the “**Base Utilities Cost**”), equals the **Additional Rent**. For this purpose, **Utilities** shall be defined to include electricity, gas, water and garbage collection and the **Creekside Complex** shall include the building wherein the **Premises** are located, along with the adjacent buildings wherein the **Communications** and **Public Safety** departments are located at the time of execution of this Amendment, along with the appurtenant parking areas. The **Attribution Rates** agreed to and accepted by the parties are as follows:
Electricity – 25% of Actual Utilities Cost for Electricity
Gas – 95% of Actual Utilities Cost for Gas
Water/Sewer – 70% of Actual Utilities Cost for Water/Sewer
Garbage Collection – 50% of Actual Utilities Cost for Garbage Collection

For example, Landlord pays Actual Utilities Costs of $170,000 comprised of the following amounts during calendar year 20XX:

- Electricity - $100,000
- Gas - $20,000
- Water/Sewer - $40,000
- Garbage Collection - $10,000

The Adjusted Utilities Cost is determined by multiplying the components of the Actual Utilities Cost by the Attribution Rates, as follows:

- Electricity - $100,000 x 25% = $25,000
- Gas - $20,000 x 95% = $19,000
- Water/Sewer - $40,000 x 70% = $28,000
- Garbage Collection - $10,000 x 50% = $5,000

Therefore, the Adjusted Utilities Cost is $77,000.

In this example, the Additional Rent is $17,000, determined by subtracting the Base Utilities Cost ($60,000) from the Adjusted Utilities Cost of $77,000.

Annually, Landlord shall provide Tenant with a good faith estimate of the projected Actual Utilities Costs for each of the Utilities during the forthcoming calendar year, and Tenant may pay the Additional Rent in equal monthly installments during the calendar year. Thereafter, upon calculation of the true Actual Utilities Costs, Landlord will either return any excess of the monthly installment payments made by Tenant during the preceding calendar year within fifteen (15) days, or Tenant shall be required to pay Landlord any deficiency in the installment payments made during the preceding calendar year within fifteen (15) days. For 2017, the estimated Actual Utilities Costs shall be $75,000.

For example, Landlord estimates the Actual Utilities Cost attributable to the Creekside Complex to be $75,000 for calendar year 2017. After subtracting the Base Utilities Cost of $60,000, Tenant owes Landlord Additional Rent in the amount of $15,000. Thereafter, Tenant pays Landlord $1,250 per calendar month as Additional Rent. At the conclusion of 2017, Landlord calculates that the true Actual Utilities Costs for 2017 as $84,000. Tenant is required to pay Landlord an additional $9,000 within fifteen days of notice of that fact.
5. Section 8 of the Lease is hereby deleted in its entirely and replaced with the following language:

USE OF PREMISES. Except as otherwise provided in this Lease, Tenant shall have exclusive use of the Premises. Tenant may use the Premises only for on-Premises bar and restaurant service including such lawful uses which are ancillary thereto. Additionally, the Premises may be used to provide catering and ancillary services within Rossmoor, subject to the condition that all such services be supported by the existence of a written agreement therefore, setting forth the time and place of the services to be provided, and signed by the parties in advance of the services being provided. As a further condition, Tenant hereby consents to permit Landlord or its agent to review all such agreements for compliance with these terms. The Premises may not be used for any other purpose without the prior written consent of Landlord in its sole discretion.

Tenant may not provide restaurant or beverage service in any area other than the Premises, and the Gallery, except pursuant to a fully executed written catering agreement or with the express consent of Landlord in its sole discretion.

During the term of this Lease, bar and restaurant must remain in continuous regular operation not less than six (6) days per week offering lunch and dinner daily, and breakfast service not less than three (3) days per week. Tenant shall notify Landlord of any anticipated extended absence resulting in closure for more than three (3) consecutive days not later than twenty-four (24) hours after first becoming aware of the need of such extended absence. Failure to maintain continuous operations consistent with this section shall constitute abandonment of the Premises entitling Landlord to re-enter the Premises without prejudicing any of Landlord’s rights hereunder.

Tenant acknowledges that Landlord’s purpose in entering into this Lease is in part to provide restaurant services to the diverse population of Rossmoor. Therefore, as a material requirement of this Lease, Tenant agrees to provide food and beverage items at a variety of prices, including a reasonable selection of food items at each service, to be priced at or under ten dollars ($10.00).

The Premises may not be exclusively reserved for private functions during normal operating hours.

6. Section 9 of the Lease is hereby deleted in its entirely and replaced with the following language:

REMODELING OR STRUCTURAL IMPROVEMENTS. Tenant shall have the obligation to conduct any construction or remodeling (at Tenant’s expense) that may be required to use the Premises as specified above. Tenant may also
construct such fixtures on the Premises (at Tenant’s expense) that appropriately facilitate its use for such purposes. Such construction shall be undertaken and such fixtures may be erected only with the prior written consent of the Landlord which shall not be unreasonably withheld. Tenant shall not install awnings or advertisements on any part of the Premises without Landlord’s prior written consent. At the end of the Lease term, Tenant shall be entitled to remove (or at the request of Landlord shall remove) such fixtures, and shall restore the Premises to substantially the same condition of the Premises at the commencement of this Lease. Any improvements or fixtures not removed by Tenant on or before the Termination Date shall become the property of Landlord, and Landlord may modify or remove such improvements or fixtures at Tenant’s expense.

Notwithstanding the foregoing, Landlord hereby expressly consents to the following renovations by Tenant at Tenant’s sole expense:

Tenant may convert the restaurant employee bathroom into a walk-in freezer/refrigerator, subject to approval of the proposed modifications by Landlord which may not be unreasonably withheld. Upon such conversion, Tenant’s employees shall be irrevocably permitted by Landlord to use the outside restroom during the term of the Lease. At the conclusion/termination of this Lease, such walk-in freezer/refrigerator and all improvements appurtenant thereto shall revert to the Landlord without cost thereto.

7. Section 11 of the Lease is hereby deleted in its entirely and replaced with the following language:

FURNISHINGS and EQUIPMENT. All tables, chairs and stools originally provided by Landlord for customer use in the bar and/or dining area are hereby transferred to Tenant for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by the parties. Any and all replacement tables, chairs and stools are to be purchased and owned by Tenant, subject to prior approval by Landlord, which shall not be unreasonably withheld.

Within fifteen days of execution of this Amendment, Tenant shall replace all existing barstools located in the bar as of the date of execution of this Amendment, with swivel chairs/stools, appropriate for the location and clientele of the bar.

The Lease of the Premises includes the furnishings and equipment listed on the attached Exhibit D and any amendments thereto. Tenant shall maintain and return all such items at the end of the Lease Term in the same condition when received by Tenant, normal wear and tear excepted. Tenant shall replace in like-kind, such furnishings and equipment not returned in the condition set forth
above, at Tenant's sole expense. 
Tenant may use/install additional equipment as necessary for operations, such as refrigeration, major appliances, etc. at Tenant's expense. All Tenant owned equipment affixed to the Premises must be compatible with existing building mechanical systems and approved by Landlord in advance. Tenant shall be responsible for any permits necessary to install equipment, and for any removal/restore of the Premises upon termination of the Lease. Any furnishings and equipment not removed by Tenant upon termination of the Lease shall be deemed abandoned and become the property of Landlord. Additionally, Tenant shall pay for any costs incurred by Landlord for the removal of any/all such equipment and restoration of the property, following the termination of the Lease.

8. Section 12 of the Lease is hereby deleted in its entirely and replaced with the following language:

MAINTENANCE.

Landlord's obligations for maintenance shall include:
- the roof, outside walls, and other structural parts of the building
- the parking lot, driveways, and sidewalks
- the sewer, water pipes, and other matters related to plumbing
- the electrical wiring and all other permanently installed utility conduits
- the HVAC system
- exterior landscaping
- common areas of the building appurtenant/adjacent to Premises but not otherwise addressed in this Lease.

Tenant's obligations for maintenance shall include all other items of maintenance not specifically delegated to Landlord including without limitation, all fixtures, furniture, equipment, windows (interior and exterior), décor, floor coverings, etc. Tenant shall maintain all hoods, flues and ventilation systems to professional health and safety standards and maintain records of cleaning schedules and maintenance logs for all equipment.

Tenant shall be responsible for and pay for vector control services from a licensed company and maintain proof of not less than monthly treatments for Landlord's inspection.

Not less than monthly, Tenant shall professionally clean all carpets and upholstery in the Premises and the Gallery.

Not less than bi-monthly, in coordination with Landlord, Tenant shall professionally clean all carpets located in the building wherein the Premises are located, including the hallway adjacent to the Gallery.
The Service Delivery Area is to be kept clean and free of debris and packages at all times.

**Tenant's** continued use of the West Patio facing the pond shall be permitted only conditioned upon **Tenant's** maintenance of the area clean and free of debris and trash, and provided that Tenant performs a visual inspection no less than semi-hourly.

Within fifteen (15) days of execution of this Amendment, Tenant shall repair/replace the tile flooring located in the bar area.

**9. Section 16 of the Lease** is hereby deleted in its entirely and replaced with the following language:

**PARKING.** Tenant shall be entitled to parking privileges as set forth in attached Exhibit B.

**10. Section 17 of the Lease** is hereby deleted in its entirely and replaced with the following language:

**INSURANCE.** From the date of this Agreement, **Tenant** shall, at its own expense, procure and maintain reasonable and prudent insurance coverage to include without limitation, Workers' Compensation, Employer's Liability, Commercial General Liability, Automobile Liability, and Liquor Liability, on terms and in amounts not less than as set forth in Exhibit C, attached hereto.

**11. Section 40 of the Lease** is hereby deleted in its entirely and replaced with the following language:

**EXHIBITS AND ATTACHMENTS.** The following Exhibits and attachments are incorporated into the terms of this Lease:

Exhibit A – Premises
Exhibit B – Parking
Exhibit C – Insurance
Exhibit D – Furnishings and Equipment

**12. All Exhibits the Lease** are hereby deleted in their entirety and replaced with the Exhibits attached hereto.

**EXECUTION ON FOLLOWING PAGE**
AGREED AND ACCEPTED AS OF THE DATE SET FORTH BELOW BY THE DULY APPOINTED AND AUTHORIZED REPRESENTATIVES OF THE PARTIES WHOSE NAMES AND TITLES HAVE BEEN AFFIXED BELOW:

Golden Rain Foundation of Walnut Creek (as Trustee)  

BY: Timothy O'Keefe  
ITS: Chief Executive Officer  
DATE:  

Rossmoor Creekside Holdings LLC  

BY: Stanley S. Gedeon, President of Corporate Cuisine, Inc.  
ITS: Operator  
DATE:
EXHIBIT C – INSURANCE

**Tenant** shall, at its own expense, procure and maintain in force Workers’ Compensation and Employer’s Liability Insurance, Commercial General Liability Insurance, including Liquor Liability Insurance, and Automobile Liability Insurance as required hereunder. **Tenant** shall also be solely responsible for insuring its own inventory and property stored on the **Premises**.

A. ENDORSEMENT AND CERTIFICATES OF INSURANCE. Upon execution of this **Lease**, Certificates of Insurance, including the required endorsements, shall be furnished by **Tenant** to **Landlord** as evidence of the insurance required by this **Lease**. The Certificates of Insurance and required endorsements shall provide that there will be no cancellation or reduction of coverage without at least thirty (30) days prior written notice to **Landlord** (except for 10-days’ notice of cancellation for nonpayment).

Failure of the **Landlord** to demand a Certificate of Insurance or endorsement or failure of **Landlord** to identify a deficiency from evidence provided will not be construed as a waiver of the **Tenant’s** obligation to maintain such insurance.

The acceptance by **Landlord** of any Certificate of Insurance or endorsement evidencing the required coverage and limits does not constitute conclusive proof that the insurance requirements have been met or that the insurance policies shown in the Certificate(s) of Insurance are in compliance with the requirements.

**Landlord** will have the right, but not the obligation, of excluding **Tenant** from the **Premises** until such Certificates of Insurance and endorsements have been evidenced in complete compliance with these requirements.

If **Tenant** fails to maintain insurance as set forth herein, **Landlord** will have the right, but not the obligation, to purchase insurance at **Tenant’s** expense, the costs to be added to the amount of the **Lease** Payment. Alternatively, **Tenant’s** failure to maintain the required insurance may result in termination of the **Lease** at **Landlord’s** option.

Coverage required to remain in force after final completion will be evidenced by additional Certificates of Insurance and endorsements evidencing continuation of coverage.

B. ADDITIONAL INSURED. **Landlord**, its officers, directors, employees, volunteers and independent contractors shall be named as additional insureds by endorsement to the Commercial General Liability, Liquor Liability and Automobile Liability policy(ies). The Commercial General Liability additional insured endorsement shall be Form CG2010 11 85 or equivalent.
The additional insured coverage shall include no special limitations on the scope of protection afforded to Landlord or any of the other additional insureds.

The policy(ies) shall stipulate by endorsement that the insurance afforded the additional insureds shall apply as primary insurance and that any other insurance or self-insurance carried by Landlord, its officers, directors, employees, will be excess only and will not contribute with this insurance.

If applicable, Tenant shall include all contractors and subcontractors as additional insureds under its policies or shall furnish separate certificates and endorsements for each contractor and subcontractor.

C. WAIVER OF SUBROGATION. Tenant will require all insurance policies to waive subrogation against Landlord.

D. INSURER RATING. All policies required shall be written by insurance companies with a Best’s Rating of no less than “A:VIII”.

E. WORKERS’ COMPENSATION AND EMPLOYER LIABILITY. Tenant shall maintain Workers’ Compensation insurance which shall be provided as required by applicable law or regulation. Employer’s Liability insurance shall also be provided in an amount not less than:

- $1,000,000 bodily injury for each accident
- $1,000,000 bodily injury by disease for each employee
- $1,000,000 bodily injury disease aggregate

F. COMMERCIAL GENERAL LIABILITY INSURANCE. Tenant shall maintain Commercial General Liability Insurance, on an occurrence basis only, covering all operations by or on behalf of Tenant providing insurance for personal injury (including bodily injury and death) and property damage (including loss of use) for the minimum limits of insurance and coverage indicated below. Such limits may be provided through a combination of primary and excess liability policies:

a) Limits: $5,000,000 each occurrence
   $5,000,000 personal injury liability
   $5,000,000 products and completed operations aggregate
   $5,000,000 general aggregate

b) Coverage: Premises and operations
   (1) Products and completed operations
   (2) Contractual liability insuring the obligations assumed by Tenant in this Lease
   (3) Broad form property damage
   (4) Personal injury liability
If the policy does not have a general aggregate that applies separately to this line of business or if defense costs are included within the limits, then the required general aggregate limits shall be doubled.

G. AUTOMOBILE LIABILITY INSURANCE. **Tenant** shall maintain automobile liability insurance covering liability arising from any auto, including all owned, hired, or non-owned autos.

   a) Limits: $1,000,000 combined single limit each occurrence

   b) Coverage: (1) Additional insured endorsement
                 (2) Specific waiver of subrogation
                 (3) Contractual liability

H. LIQUOR LIABILITY COVERAGE. **Tenant** shall maintain coverage for bodily injury (including death) and property damage losses related to and arising out of the sale, serving and distribution of alcoholic beverages in an amount sufficient for the volume of business conducted, but in no case for less than:

   $5,000,000 per occurrence for liquor liability.
### Kitchen Equipment

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Manufacturer/Model</th>
<th>Equipment Description</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kelvinator/2SF</td>
<td>Dipping Cabinet w/dipper well</td>
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<tr>
<td>2</td>
<td>Bunn/ Dual Satelite-11</td>
<td>Coffee Brewer</td>
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<tr>
<td>2</td>
<td>Wells/HW-106D</td>
<td>Soup Warmers</td>
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<tr>
<td>1</td>
<td>Silver King/ SKP278</td>
<td>Refrigerated prep table</td>
<td>New</td>
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<tr>
<td>1</td>
<td>ACCU-Temp/ S32081D060</td>
<td>Countertop Steamer</td>
<td>New</td>
</tr>
<tr>
<td>1</td>
<td>Silver King/ SKF 27D</td>
<td>Under Counter Freezer</td>
<td>New</td>
</tr>
<tr>
<td>1</td>
<td>TRUE/ TSSU-48-12D-4</td>
<td>Refrigerated Prep Table</td>
<td>New</td>
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<tr>
<td>1</td>
<td>HATCO/ GRAH-84</td>
<td>Infrared Food Warmer</td>
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<tr>
<td>1</td>
<td>Wells/ MOD-200TDM/AF</td>
<td>Warming Wells</td>
<td>New</td>
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<tr>
<td>1</td>
<td>Toastmaster/ HT424</td>
<td>Slot Toaster</td>
<td>New</td>
</tr>
<tr>
<td>1</td>
<td>ALTO-SHAAM/ 1000-TH-1/HD-D</td>
<td>Cook &amp; Hold Oven</td>
<td>New</td>
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<tr>
<td>1</td>
<td>American Range/ SAG-36</td>
<td>36” Counter Mounted Griddle</td>
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<tr>
<td>1</td>
<td>TRUE/ TRCB-72</td>
<td>Refrigerated Base</td>
<td>New</td>
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<tr>
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<td>36” Counter Model Radiant Char Broiler</td>
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<tr>
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<td>American Range/ HD25-25F</td>
<td>Heavy Duty Fryer</td>
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<td>Metroseal/ D2436NC</td>
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<td>Up Blast Exhaust Fan</td>
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<td>Ansel</td>
<td>Fire Suppression System</td>
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<td>Wall Mounted Hand Sinks</td>
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<td>NEXEL/ 18487Z</td>
<td>4-Tier Wire Shelving (18”x 48”, 18”x 36”, 18” x 60”)</td>
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<td>Duracold</td>
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<td>2</td>
<td>Fisher</td>
<td>Pre-Rinse Unite</td>
<td>New</td>
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<td>Captive Aire/ DU33HFA</td>
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<td>1</td>
<td>Captive Aire/ VHB-G</td>
<td>42” x 42” Vapor Hood</td>
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<td>1</td>
<td>True/ T-49F</td>
<td>Reach-In Freezer</td>
<td>New</td>
</tr>
<tr>
<td>1</td>
<td>UNIVEX/8512</td>
<td>Automatic Food Slicer</td>
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<tr>
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<td>Fisher/ 13250</td>
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<td>Banquet Cart</td>
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<tr>
<td>1</td>
<td>HOSHIZAKI/ KM630MRH</td>
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</tr>
<tr>
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<td>Captive Aire/ A2-D500-G15</td>
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<td>1</td>
<td>MARS/NHV48</td>
<td>Un-Heated Air Curtain</td>
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### Furnishing for Dining Patio Area

<table>
<thead>
<tr>
<th>Quantity</th>
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<th>Equipment Description</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Landscape Forms- Catena</td>
<td>42” Round Tables</td>
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</tr>
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<td>48</td>
<td>Landscape Forms- Catena</td>
<td>Patio Chairs</td>
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<tr>
<td>4</td>
<td>Landscape Forms- Catena</td>
<td>40000 BTU Stainless Steel Heaters</td>
<td>New</td>
</tr>
</tbody>
</table>
Bar Area Equipment

2 ea BACKBAR, STORAGE CABINET, REFRIGERATED
Perlick Corporation Model No. BS84
Backbar Storage Cabinet, three-section, side-mount self-contained refrig., s/s interior & exterior cabinet, interior lights centered above each door, door locks, vinyl coated shelves, 1/3 hp, NSF#7 packaged food approved

1 ea BAR SINK
Perlick Corporation Model No. TS63C
TS Underbar Sink Unit, 72", (3) 10" X 14" sink compartments, splash mounted NSF listed faucet, (2) 18" drainboards, 18-9/16" front to back with 6" splash, s/s construction, 1-5/8" s/s legs with 1" adjustable thermoplastic feet
1 Universal Wet Waste Box, perforated, black ABS with 3/16" diameter holes in bottom
1 ea 7054L Left End Splash, 6" for TS & TSD series

1 ea SINK, HAND
Perlick Corporation Model No. TS12HSN
TS Underbar Hand Sink, 12", 10" x 14" x 9-1/4" sink w/splash mount faucet, soap & towel dispenser, 18-5/8" front-to-back w/6" backsplash, s/s top, front end and legs, (NSF listed component)
1 ea 7054R Right End Splash, 6" for TS & TSD series
1 ea 7054L Left End Splash, 6" for TS & TSD series

1 ea TRASH CONTAINER
Perlick Corporation Model No. TS12TRA
TS Trash Receptacle, 12", general purpose waste, with hinged drop lid, 23-gallon capacity, stainless steel construction

1 ea GLASS FROSTER
Perlick Corporation Model No. FR24
Glass Froster, 2 ft., underbar, self-contained refrig system, top opening with sliding door, black vinyl clad exterior, s/s interior, top & door, push button defrost, 1/3 HP, 5.8 amps

1 ea BLENDER STATION
Perlick Corporation Model No. TS12BLW
TS Blender Station, 12", dump sink (10-5/8" x 9-5/8" x 6") w/splash mounted faucet, recessed blender shelf w/duplex outlet, 23-15/16" front to back w/6" splash, stainless steel construction
1 ea 7055-52 Wet Waste Box, perforated, 1/4" size clear polycarbonate pan with 1/8 diameter holes in bottom
1 ea 7054R Right End Splash, 6" for TS & TSD series
1 ea 7054L Left End Splash, 6" for TS & TSD series

1 ea WORKBOARD, ICE/COCKTAIL STATION
Perlick Corporation Model No. TS30IC8
TS Ice Chest, 30", with 8 circuit cold plate & ABS top ledge, modular, 18-5/8" deep, 6" splash, approximately 70-lb. ice capacity, galvanized steel back & bottom, stainless steel construction, 1-5/8" s/s legs with 1" adjustable thermoplastic feet

1 ea UNDERBAR ADD-ON UNIT
Perlick Corporation Model No. 7055A-D
Glass Rack Storage Unit, drainboard top, self with drain, s/s interior, front & legs

1 ea BEER DISPENSING HEAD UNIT
Perlick Corporation Model No. 4006-4BTF-2
EXTRA HIGH DRAFT TOWERS WITH 5020 TF Tee Tower, single base, for beer system, includes (4) 9-1/2" faucets, (black handles not included), tarnish-free brass finish

55 ea BAR ASSEMBLY
Perlick Corporation Model No. MBS
Modular Bar System, 6" bar structure section, factory-joined to Perlick’s Topshelf underbar workboards to form bar sections up to 8-1/2 ft. long 28 ea MBS-MT Full size foot print template (printed on durable film) per ft. 4 ea MBS-ERCL Mini fluorescent light kit 4 ea MBS-EC Electrical (junction) box & cover 3 57420 Stand Off Clip for Front Panel (customer side) 3/4" stand off (24 pieces)

1 ea RACK, KEG
Nexel Model No. BK18606N
Container/Keg Rack, 6 keg capacity, 3 shelves, reinforced 3 sided steel framing, 63"H, 18"W, 60"L, blue metallic epoxy powder coated zinc-chromate plated finish w/chemical conversion under coat, Nexelon
SUMMARY REPORT
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

REPORT PREPARED BY:

Dennis Bell, Public Safety Manager

REQUESTED ACTION/RECOMMENDATION:

Consider approving and authorizing the CEO to execute a contract with the firm of TJKM to complete a traffic and pedestrian safety study in Rossmoor in an amount not to exceed $33,400, which is to be paid from the Trust Estate Fund.

BACKGROUND:

On April 28, 2016, the Board authorized staff to release a Request for Proposal (RFP) for a traffic consultant to study traffic and pedestrian safety in Rossmoor. Staff discussed the RFP and traffic consulting firms with the City of Walnut Creek Traffic Engineer. The City Traffic Engineer provided staff with a list of companies and recommended five that he thought would best meet Rossmoor’s traffic study needs.

The RFP was sent to five traffic consulting firms and two (2) responses were received from:

1. Ferh and Peers
2. TJKM Transportation Consultants

The three other consulting firms who did not respond were Omi-Means, DKS Associates, and Kittleson and Associates.

Staff reviewed the proposals using the criteria established in the RFP. Both proposals met all the criteria outlined in the RFP. After careful consideration and analysis of the proposals, staff recommends the firm of TJKM.

Some of the strengths noted by staff include:

- TJKM offers a wide range of services with specialized expertise in transportation planning, traffic operations, traffic calming, pedestrian and bicycle master plans, traffic impact studies, parking lot circulation and pedestrian studies, and Complete Streets which integrates all modes of travel to safely meet the needs of motorists, bicyclists, pedestrians, and bus transportation riders.
TJKM currently has its headquarters in Pleasanton and offices in San Jose, Santa Rosa, Oakland, Sacramento, and Fresno.

TJKM has been involved in more than 8,000 transportation projects throughout California and Nevada. For more than 40 years, TJKM has worked with more than 3,500 clients. TJKM serves a full range of clients, including municipalities, congestion management agencies, metropolitan planning organizations, Caltrans, transportation agencies, private developers, other consulting firms, and attorneys.

TJKM provided a comprehensive response to the RFP and their proposal matched the scope of work and deliverables described in the RFP. This showed staff that TJKM follows the direction of the client. TJKM was responsive to staff’s follow-up questions.

TJKM has a great deal of experience developing traffic and pedestrian studies. The firm has experience with the City of Walnut Creek and Contra Costa County.

Staff contacted the City of Walnut Creek’s Traffic Engineer who highly recommended TJKM. The City has worked with the firm for many years and is currently working with the firm. The City has always been pleased with TJKM’s deliverables. The City Traffic Engineer told staff that TJKM is a reliable consulting firm and that he finds their approach very reasonable. Additionally, he told staff that TJKM’s traffic engineers have a wealth of knowledge and experience.

The personnel assigned to this project have considerable experience with traffic and pedestrian safety, and other traffic calming projects. Among the personnel assigned are the firm’s principal, senior transportation planner and senior associate.

The cost of the TJKM proposal is significantly lower than the Fehr and Peers proposal, yet will still provide all deliverables. Furthermore, TJKM is offering 37 hours more on this project than Fehr and Peers. The average hourly cost for TJKM is considerably lower than Fehr and Peers.

After three years, TJKM offers, at no additional cost, a desktop review of standards. This desktop review will examine the changes made and data review.

Staff contacted two references, City of Hayward and City of Belmont Traffic Engineers who have both recently worked with TJKM. Both references highly recommend TJKM and were pleased with the quality of TJKM’s work. They told staff that TJKM was responsive to their needs, completed all deliverables, and were pleased with their outcomes. GRF staff also reviewed reports completed by TJKM and found those to be complete and easy to understand.
Below is a comparison of costs for the two consulting firms that responded to the RFP.

<table>
<thead>
<tr>
<th>Consultant</th>
<th>Base Cost</th>
<th>Community Meeting</th>
<th>Survey</th>
<th>Project Website</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>TJKM</td>
<td>$29,960</td>
<td>$3,400</td>
<td>Included*</td>
<td>Included</td>
<td>$33,400</td>
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<tr>
<td>Fehr and Peers</td>
<td>$39,900</td>
<td>$4,500</td>
<td>N/A</td>
<td>$7,000**</td>
<td>$51,400</td>
</tr>
</tbody>
</table>

*Online and hard copies
**Website includes an interactive map for resident feedback

ALTERNATIVES AND OPTIONS:

- Accept the proposal from TJKM and authorize the CEO to execute a contract.
- Accept the proposal from Fehr and Peers and authorize the CEO to execute a contract.
- Reject the proposal and not complete a traffic/pedestrian safety study.

FINANCIAL IMPACT:

The cost of the proposal for the TJKM traffic and pedestrian safety study is $33,400 to be paid from the Trust Estate Fund.

SUBSEQUENT ACTIONS:

If the Board approves the request, a contract with TJKM will be finalized, the schedule of work developed/refined, and the contract executed by the CEO.

ATTACHMENTS:

1) TJKM Proposal
2) Cost Proposal

Rossmoor Walnut Creek
May 27 2016
May 26, 2016

Dennis Bell, Public Safety Manager
Golden Rain Foundation
800 Rockview Drive
Walnut Creek, CA 94595

Subject: Proposal for a Vehicle and Pedestrian Safety Analysis in Rossmoor

Dear Mr. Bell:

TJKM Transportation Consultants appreciates the opportunity to present our team’s qualifications to conduct a comprehensive vehicle and pedestrian safety analysis, and provide recommendations to improve safety/travel/accessibility to senior residents in Rossmoor. TJKM, established 42 years ago, has completed numerous similar projects and is uniquely qualified to assist Golden Rain Foundation with professional services to successfully complete this project. We have the depth and blend of resources with extensive experience that will allow us to deliver this project on schedule and within budget to your satisfaction. Besides the tasks identified in the Request for Proposal, we will explore additional strategies that have been proven effective in many similar communities.

The TJKM Team
Our Team-specific qualifications to complete a comprehensive vehicle and pedestrian safety analysis:

► A uniquely qualified Project Manager with proven track record in all modes of transportation;
► History of successfully completing similar projects throughout California;
► Availability and commitment to the successful completion of the project; and
► A strong reputation for competence and quality.

Our proposed Project Manager is Vamsi Tabjulu. He has over 11 years of traffic engineering and transportation planning experience and has worked in both the public and private sectors. He regularly works with the City of Walnut Creek Traffic Engineer on a variety of projects.

Commitment
TJKM hereby commits our resources and capabilities as a firm to assist Golden Rain Foundation in achieving its goals. This proposal constitutes a firm offer for a period of 90 days from the date of this submittal. You have my personal assurance that all of the firm’s necessary resources for the project will be available. TJKM has reviewed the sample agreement for consulting services and is willing to accept the terms and conditions set forth in the agreement.

We appreciate the opportunity to submit our proposal, and look forward to hearing from you soon. During the proposal process, if you have any questions, please contact Vamsi Tabjulu at 510.325.3462 or via email at vtabjulu@tjkm.com.

Sincerely,

TJKM Transportation Consultants

Nayan Amin
President
Title Page

Proposal for Golden Rain Foundation of Walnut Creek Vehicle and Pedestrian Safety Analysis in Rossmoor

Vamsi Tabjulu
TJKM Transportation Consultants
4305 Hacienda Drive, Suite 550
Pleasanton, CA 94588
925.264.5008 (direct)
510.325.3462 (cell)
925.463.0611 (office)
vtabjulu@tjkm.com

May 27, 2016
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Appendix A Resumes
1 | OVERVIEW AND SUMMARY

PROJECT UNDERSTANDING AND STUDY PURPOSE

The Golden Rain Foundation (GRF) is seeking a professional traffic engineering consultant to evaluate roadway conditions and driver behavior on the Rossmoor retirement community’s street system, and identify solutions to improve traffic and pedestrian safety and circulation. TJKM expects the analysis and recommendations to focus on:

- Evaluating the street system design, intersections (streets and entry driveways), signage/markings, speed, and pedestrian accommodations for the following arterial streets: Rossmoor Parkway, Tice Creek Drive, Golden Rain Road, and Stanley Dollar Drive;
- Improving pedestrian connections and safety, especially near the various Clubhouses and recreation and community activity centers within the community;
- Improving vehicle traffic safety and flow, particularly at intersections and parking access driveways and circulating through the following parking lots: Gateway Clubhouse, Waterford Parking Lot, Creekside Clubhouse, Event Center, Dollar Clubhouse, Buckeye Grove, Hillside Clubhouse, and Del Valle Clubhouse;
- Identifying solutions, such as addition of medians, restriping, lighting, signage, traffic calming measures to improve traffic and pedestrian safety, traffic flow, and pedestrian safety/travel/accessibility;
- Evaluating the two golf cart crossings on Rossmoor Parkway between entries one and two, the one at the Rossmoor Parkway/Tice Creek Drive intersection and the one on Stanley Dollar Drive near the Event Center and the Creekside Clubhouse;
- Evaluating pedestrian and traffic safety concerns on all secondary roadways within Rossmoor;
- Design and operations of Rossmoor Parkway Entrance Control Facility and its entrance and exit lanes; and
- Programs, activities and policies to address senior driver and pedestrian behavior and physical challenges.

Our proposed Project Manager, Mr. Vamsi Tabjulu and team members have worked on numerous traffic and pedestrian safety projects in residential communities, and have an intimate understanding of the issues that need to be addressed during the project. Based on this knowledge, TJKM has identified the following key issues we intend to address over the course of the project:

- Improve safety and connectivity of pedestrian facilities.
- Incorporate design features and programs to discourage speeding of vehicular traffic.
- Improve safety of pedestrian and golf cart crossings.
- Improve traffic safety and operations for roadways and parking lots.
ORGANIZATION OF THE STUDY EFFORT

Our proposed Project Manager will lead our team of experienced traffic engineering professionals throughout the study effort to perform the Scope of Work outlined in the RFP. In summary, the work will be organized as follows:

- Data collection and review: TJKM will gather all of the available data and information listed in the RFP, and review it to determine any gaps relevant to the project tasks that may require further data collection efforts. Where such gaps are identified, TJKM will collect new data, such as vehicle and pedestrian volume counts, vehicle speed surveys, etc.

- Collision analysis: TJKM will analyze the traffic accident data available from GRF to identify locations with the highest accident frequency, the types of collisions that occur most often, and other patterns that may help diagnose safety issues.

- Field review of traffic and pedestrian conditions: TJKM engineers will visit Rossmoor to observe and document existing traffic operations, pedestrian activity, and infrastructure.

- Analysis of traffic and pedestrian conditions: TJKM will analyze the information obtained in the tasks above, plus the guidance received in meetings with GRF and City of Walnut Creek staff, to identify problem locations and conditions, diagnose the primary and contributing factors, and conceptualize potential solutions.

- Develop improvement design concepts: TJKM design engineers will develop potential physical solutions into preliminary design graphics clearly depicting improvement concepts and how they would fit into existing infrastructure, as well as preliminary cost estimates for improvements.

- Develop safety programs and policies: TJKM will develop potential education and enforcement solutions into programs, activities and policies to address senior driver and pedestrian behavior.

- Senior Driving Specialist review: TJKM Vice President Mr. Chris Kinzel will apply his 53 years of traffic engineering expertise and longer driving experience to review our analysis and proposed solutions from the perspective of senior drivers and pedestrians.

- Document findings and recommendations: TJKM will submit clearly written preliminary draft, revised draft, and final reports, which will include graphics, tables, and technical appendices.

- Meetings and presentations: Our Project Manager will attend meetings and make presentations to the GRF Board.

More details on the organization of the study effort and the qualifications of our team members are provided in the subsequent Detailed Work Plan and Management Program sections.

SUMMARY OF APPROACH

Our goal is to build on existing traffic data and recent traffic studies of the community, and coordinate with GRF and City of Walnut Creek stakeholders, to develop measures to improve traffic and pedestrian safety through the process described above in Organization of the Study Effort and detailed below in the Work Plan. Based on TJKM’s preliminary review of Rossmoor’s vehicle and pedestrian network, some of the potential measures to consider for achieving GRF’s goals may include:

- Corner curb bulb-outs at intersections to reduce pedestrian crossing distance and exposure to vehicle traffic, and increase pedestrian visibility to drivers.

- Add medians to provide safe pedestrian refuge and to channelize vehicle traffic and reduce speed.

- Enhanced pavement striping and warning signs at crosswalks to increase driver awareness.

- Modify lane striping configurations to channelize traffic for increased safety and reduced speed.

- Add lighting at intersections and pedestrian and golf cart crossings.
Add stop sign control on the right turn from Rossmoor Parkway to Golden Rain Road to improve pedestrian safety in the crosswalk.

Wherever possible, provide continuous sidewalks or paved paths on both sides of the street along the entire length of primary arterials Rossmoor Parkway, Golden Rain Road, Tice Creek Drive, and Stanley Dollar Drive.

Within parking lots, explore options for creating internal pedestrian corridors with sidewalks connecting from the major parking aisles.

To potentially reduce vehicle trips between homes and community activity centers within Rossmoor and reduce parking demand at Clubhouse lots, explore ways to improve pedestrian access and increase walking between homes and Clubhouses.

Enhance programs to promote driver awareness of pedestrians, as well as healthy walking and safe pedestrian behavior.

The proposed TJKM team members with their extensive experience working on similar projects are very familiar with an approach that has proven successful on numerous projects.
WORK PLAN

In the Detailed Work Plan that follows, please note that in the interest of limiting the length of this proposal, we have not repeated all of the specific locations to be evaluated that are identified in the Scope of Work outlined in the RFP, but they are hereby incorporated by reference to the RFP.

Task 1: Project Administration

Task 1.1: Kick-Off Meeting with GRF Staff

TJKM will coordinate with GRF staff to convene an initial kick-off meeting. The purposes of the meeting include: review project work plan, milestones and budget; confirm the respective roles and responsibilities of the project participants including the proposed timeline for the implementation of the technical tasks; and develop a schedule for progress meetings to review activities, facilitate communications and ensure that all deliverables are on track and generating results. The TJKM team will prepare an agenda for the kick-off meeting and action minutes with follow up items.

Task 1.2: Monitor Consultant Progress

TJKM will start the project with a clear scope, budget and schedule. For the duration of the project, we will use budget, schedule and labor tracking systems and tools to plan and track deliverables and progress. TJKM will also participate in progress meetings with GRF staff to review technical task findings as well as budget and schedule tracking with the percentage of work completed.

TJKM will submit monthly invoices to GRF with a written status report on work accomplished to date and anticipated activities for the next month. The progress report may also flag any issues related to schedule adherence or barriers encountered for carrying out the assigned tasks, and proposed follow up actions to address any potential issues.

Deliverables:

⇒ Kick-Off Meeting – Agenda and Minutes
⇒ Progress Meetings (two) – Agenda and Minutes
⇒ Monthly Status Reports

Task 2: Data Collection and Collision Analysis

Task 2.1: Data Collection

Existing available data will provide an excellent foundation for understanding the travel patterns and traffic conditions in Rossmoor. TJKM will gather all of the available data and information listed in the RFP, and review it to determine any gaps relevant to the project tasks that may require further data collection efforts. Where we identify such gaps, TJKM will collect new vehicle and pedestrian volume counts during peak travel and activity periods in Rossmoor along with 72-hour vehicle traffic volumes and speed surveys at a total of up to 10 locations. Data on prevailing traffic speeds is particularly relevant for locations where pedestrian activity is present or safety enhancement is desired. The collected speed information will provide verifiable speeding data to be used as a basis to establish any potential speed control measures. How much of the traffic is exceeding the speed limit? What time of day are speeding violations most prevalent?
Task 2.2: Collision Analysis

TJKM will analyze the traffic accident data available from GRF to identify locations with the highest accident frequency, the types of collisions that occur most often, and other patterns that may help diagnose safety issues. A summary of the collision analysis will be included in the subsequent report.

Task 3: Field Review and Safety Analysis

Task 3.1: Field Review

In order to establish a foundation and define a framework for the development and evaluation of improvement alternatives, TJKM will field review existing conditions and the safety context based on the traffic, pedestrian, and collision data collected under the previous task. TJKM will focus its existing conditions field review effort on the following key components:

- Existing vehicular, pedestrian, golf cart, and transit networks
- Pedestrian and golf cart amenities, including crosswalks, sidewalks, and golf cart crossings
- Transit amenities
- Key intersections and the Entrance Control Facility, including traffic control and channelization
- Sight-distance at traffic and pedestrian conflict points, including any obscuring landscape features
- Parking lot access driveways and circulation layout
- Known deficiencies
- Constraints and obstructions to potential improvements

Task 3.2: Meet with City of Walnut Creek Staff

Based on the information obtained in the preceding tasks and guidance received from GRF staff, TJKM will perform analysis to formulate preliminary identification of problem locations and conditions and diagnosis of primary and contributing factors. We believe that this stage of the work would be the most productive time to meet with the City of Walnut Creek Traffic Engineer and Police Department, to review the study findings to date, receive input and questions from City staff regarding possible areas for further study, and brainstorm potential solutions for problem conditions. Additionally, our past experience suggests that a joint meeting with both the Traffic Engineer and Police Department present may be the most productive approach, to allow immediate discussion of any potentially conflicting guidance and seek resolution.

It should be noted that TJKM staff, including the proposed Project Manager, are currently working closely with the City of Walnut Creek Traffic Engineer on a regular basis. TJKM provides staff augmentation services on an on-call basis and has been working with the City for the past few years.

Task 3.3: Safety Analysis and Conceptual Solutions

Incorporating the guidance received from City of Walnut Creek staff, TJKM will further analyze the information obtained in the tasks above to identify problem locations and conditions, diagnose the primary and contributing factors, and conceptualize potential solutions. Some of the potential measures to consider may include:

- Corner curb bulb-outs at intersections to reduce pedestrian crossing distance
- Medians to provide safe pedestrian refuge and to channelize vehicle traffic and reduce speed
- Enhanced pavement striping and warning signs at crosswalks to increase driver awareness
- Modify lane-stripping configurations to channelize traffic for increased safety and reduced speed
- Add lighting at intersections and pedestrian and golf cart crossings
- Add stop sign control at intersections with marked crosswalks.
- Add sidewalks or paved paths to provide continuity on both sides of the street along arterials
- Within parking lots, explore options for creating internal pedestrian corridors with sidewalks
Explore ways to improve pedestrian access and increase walking between homes and Clubhouses

Enhance programs to promote driver awareness of pedestrians, as well as healthy walking and safe pedestrian behavior

**Deliverable:**
⇒ Meetings with City Traffic Engineer and Police Department - Agenda and Minutes

### Task 4: Develop Recommendations

#### Task 4.1: Physical Improvements

TJKM design engineers will develop potential physical solutions into preliminary design graphics clearly depicting improvement concepts and how they would fit into existing infrastructure, as well as preliminary cost estimates for improvements. TJKM will also suggest prioritization for implementing improvements based on factors such as relative safety need, likely effectiveness, and cost, for possible phasing of implementation.

#### Task 4.2: Programs and Policies

TJKM will develop potential education and enforcement solutions into programs, activities and policies to address senior driver and pedestrian behavior.

#### Task 4.3: Senior Driving Specialist Review

TJKM Vice President Mr. Chris Kinzel will apply his 53 years of traffic engineering expertise and longer driving experience to review our analysis and proposed solutions from the perspective of senior drivers and pedestrians.

### Task 5: Document Findings and Recommendations

TJKM will provide all deliverable documents in electronic form compatible with GRF software along with one original “camera-ready” hard copy.

#### Task 5.1: Preliminary Draft Report

TJKM will prepare a preliminary draft report (including tables, figures, and appendices) summarizing the data, methodology, findings and recommendations of the study, including cost estimates and prioritization for phased implementation of improvements.

TJKM will coordinate and participate in up to two meetings with GRF staff to review the preliminary draft report.

#### Task 5.2: Revised Draft Report

TJKM will incorporate comments on the preliminary draft report into a revised draft report, and present the draft report to the GRF Board at a meeting.

#### Task 5.3: Final Report

TJKM will incorporate comments on the revised draft report into a final report, and present the final report to the GRF Board at a meeting.

**Deliverables:**
⇒ Preliminary Draft Report
⇒ Meetings (up to two) to Review Preliminary Draft Report - Agenda and Minutes
⇒ Revised Draft Report
⇒ Presentation of Draft Report to GRF Board – Agenda and Minutes
⇒ Final Report
⇒ Presentation of Final Report to GRF Board – Agenda and Minutes
SCHEDULE

The TJKM team has worked on hundreds of traffic studies and developed solutions for both public sector and private sector clients. We truly value diverse viewpoints and allow ample opportunities for our clients, residents and businesses to provide feedback into the process. It is equally important to involve elected officials and governing bodies at appropriate stages of the policy development and implementation process. Based upon the information provided in the RFP, we propose the following schedule:

<table>
<thead>
<tr>
<th>TASK/DELIVERABLES</th>
<th>DATE</th>
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<tbody>
<tr>
<td>Contract Award</td>
<td>by July 31, 2016</td>
</tr>
<tr>
<td>Notice to Proceed/Contract Fully Executed</td>
<td>Week of August 1, 2016</td>
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<tr>
<td>Kick-Off Meeting/Field Observations</td>
<td>Week of August 1, 2016</td>
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<tr>
<td>Literature Review and Benchmarking</td>
<td>August 8 – September 7, 2016</td>
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<tr>
<td>Meeting with GRF Staff (Meeting #2)</td>
<td>Week of September 21, 2016</td>
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<tr>
<td>Development of Standards and Draft Report</td>
<td>September 28 – November 15, 2016</td>
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<tr>
<td>Meeting with GRF Staff (Meeting #3)</td>
<td>Week of November 18, 2016</td>
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<tr>
<td>Revised/Final Report Submitted to GRF*</td>
<td>December 30, 2016</td>
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<tr>
<td>Optional – 3-year Review of Standards/Revisions**</td>
<td>December 2019</td>
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* TJKM will attend the Board of Directors meeting and present the Draft Report for Board’s review and feedback prior to finalizing the report.

** We recognize that any standards need to be reviewed periodically and revised as necessary to keep them applicable and effective. Therefore, we include a review of standards after three years of initial acceptance by the GRF and actual experience. TJKM will perform this task at no cost to GRF. If additional field review or in-person meetings are necessary, we will work with GRF to come up with a scope and schedule.

LEVEL OF EFFORT

The anticipated number of hours per TJKM staff position by task, as well as direct expenses, are shown on the following table.

<table>
<thead>
<tr>
<th>Team Member</th>
<th>N. Amin</th>
<th>C. Kinzel</th>
<th>V. Tabjuulu</th>
<th>E. Bjorklund</th>
<th>R. Patel</th>
<th>P. Dullu</th>
<th>C. Higbee</th>
<th>I. Lin</th>
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<tr>
<td>Title</td>
<td>Principal</td>
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<td>Sr. Engineer</td>
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<td>Task 5: Document Findings &amp; Recommendations</td>
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3 | MANAGEMENT PROGRAM

MANAGEMENT PLAN

The TJKM Project Management Plan that will be used on the project is based on proven management and administrative systems developed to enhance communication among GRF, the TJKM project manager and team members, and other affected agencies. This management approach has been used successfully on numerous projects throughout California. The TJKM project management plan has the following elements:

Work Plan
It is a TJKM policy to prepare a Work Plan for all projects, large and small. Upon receipt of a Notice-to-Proceed, we will prepare, in consultation with GRF, an overall project work plan that includes detailed work elements. A TJKM work plan typically includes: definition of the project purpose; task objectives; scope of services; staffing; coordination requirements; deliverables; budget; schedule; and monitoring and reporting procedures.

Coordination and Communication
Frequent and effective communication between GRF and the TJKM team is needed to maintain the project schedule and ensure a quality product. The key to our success is an integrated team approach. Our goal is "no surprises" and a partnership that has common understanding and expectations every step of the way. Mr. Vamsi Tabjulu will maintain close communication with GRF’s Project Manager by personal contact, telephone, written communications, and meetings. Our project manager strongly believes in the necessity and benefit of scheduled monthly progress meetings. Mr. Tabjulu, as well as other key team members, will meet with GRF’s Project Manager monthly to discuss project issues, status, schedule, budget and invoicing items. This will ensure that our "no surprises" goal is maintained and GRF is thoroughly aware of all aspects of the project.

The TJKM team will maintain regular contact with GRF staff to ensure clear communication on project tasks, products, meetings and schedule. Specifically we will:

- Hold scheduled conference calls to review project status and discuss key issues. During these calls, we will discuss various project deliverables including meeting agendas, meeting summaries, proposed alternatives, preferred alternatives, draft report and final report documents.
- Participate in additional calls and meet with GRF staff as needed at key stages during the planning effort to review key ideas, products, deliverables, project status and overall project direction and budget.
- Manage all aspects of the project to maintain project schedule and budget, maintain continuous liaison with GRF and other stakeholders.
- Prepare and submit monthly progress status updates to GRF. The reports will include progress of work; status of stakeholder involvement; updated project schedule; information/decisions required to maintain schedule and complete deliverables; problems encountered that may affect schedule; budget or work products and anticipated work products for the following month.
Cost Control
Control of project costs will be accomplished by monitoring on a task level basis. This detailed task level will roll up into milestone summaries and a project summary. Our cost accounting system is a "live" database that the project manager can access to determine the financial status of the project at any time. Cost control reporting to TJKM’s Project Manager will be implemented through the invoicing process. Progress reports will also be included to relay information on project progress and critical issues.

Schedule Control
Establishing a schedule that meets the project objectives is relatively easy. Maintaining this schedule during changing project priorities, unforeseen conditions, stakeholder consensus building, etc., is a challenge. The project work scope will be broken down by function and separated into defined tasks. Tasks will be linked logically and will be sufficiently detailed to allow for realistic representation of the project. Project progress will also be monitored by percent complete for each task.

Quality Control
QA/QC Procedures – TJKM’s Design Quality Assurance Procedures are utilized throughout the life of the Project. Quality Control starts at the proposal and scope definition stage and continues through the completion of all assignments. To assure that errors, omissions and ambiguities in submittals and drawings are limited to an absolute minimum, the responsibilities for technical review, peer review/coordination checking, and technical audit functions are assigned to the appropriate TJKM team members. TJKM’s approach integrates the work of our subconsultants into the quality control system through the use of established procedures and our peer review/independent checking capability augmented with technical audits.

Quality Control (QC) – TJKM’s QC Program provides quality services and products that meet or exceed the expectations of our clients. Quality Control is an integral part of TJKM’s entire professional service process, which is integrated into our work plan, and CADD design and drafting processes. The formal Quality Control Reviews consist of "Constructability Reviews" and "Project Manager and Project Engineer Reviews". All formal Quality Control Reviews will result in comments recorded on Comment Sheets. TJKM’s established Quality Control Plan ensures that TJKM will receive thorough and accurate design documents and reports that are prepared in formats consistent with local agency and Caltrans guidelines. Our Project Manager has responsibility for implementation of the Quality Control Plan.
TEAM ORGANIZATION

Our Team Organization Chart illustrates our proven “chain of command” for performance on similar projects. Work performed will be conducted under the direct supervision/direction of the Project Manager, Mr. Vamsi Tabjulu. He will be responsible for overall coordination on this contract, maintaining the effectiveness and efficiency of the work, schedule, and ensuring the work products are to the satisfaction of GRF and stakeholders. We anticipate working closely with the GRF staff to ensure understanding of project objectives from start to project completion. Mr. Tabjulu will be responsible for day-to-day coordination and activities. He will be available to GRF and stakeholders at a short notice. The team members shown on the Organization Chart have worked together on many similar projects.
STAFFING

With specialists in transportation planning, traffic operations, traffic engineering, public outreach, and pedestrian facilities, TJKM’s Team offers the experience needed to successfully complete the Vehicle and Pedestrian Safety Analysis. Our Team’s skills and depth of resources have been shaped by the successful completion of hundreds of projects for local agencies, cities, counties, and Caltrans. TJKM commits a dedicated staff of seasoned, experienced engineers, shown in the following table.

<table>
<thead>
<tr>
<th>Team Member</th>
<th>Project Role/Experience</th>
<th>Representative Projects</th>
</tr>
</thead>
</table>
| Vamsi Tabjulu | Project Manager 11 years of experience | ▶ San Benito Street Corridor Study, Hollister  
▶ Shoreline Boulevard Transportation Corridor Study, Mountain View  
▶ California Street/Esuela Avenue Complete Street Feasibility Study, Mountain View  
▶ South County Corridor Study, Stanislaus County  
▶ Scramble Phase at Shoreline Boulevard/Charleston, Mountain View |
| Nayan Amin, TE | Principal-In-Charge 24 years of experience | ▶ Principal-in-Charge of dozens of municipal contracts  
▶ San Benito Street Corridor Study, Hollister  
▶ Shoreline Boulevard Corridor Study, Mountain View  
▶ Charleston-Arastradero Corridor Improvements, Palo Alto  
▶ California Street/Esuela Avenue Complete Street Feasibility Study, Mountain View  
▶ Mary Avenue Street Scape Allocation Study, Sunnyvale |
| Chris Kinzel, PE, TE | Senior Driving Specialist & QA/QC 53 years of experience | ▶ Bicycle and Pedestrian Master Plan, Pleasant Hill  
▶ Citywide Bicycle/Pedestrian Trail Crossing Enhancements, Pleasant Hill  
▶ San Antonio Road Pedestrian Safety Improvements Project, Los Altos  
▶ Charleston/Arastradero Road-Diet Study, Palo Alto |
| Erik Bjorklund | Conceptual Designs 24 years of experience | ▶ Citywide Trail Crossing Enhancements Project, Pleasant Hill  
▶ Pedestrian Illuminated Crosswalks  
▶ Front Street – Danville  
▶ San Antonio Road (4 locations) – Los Altos  
▶ Central Parkway & Main Street – Community of Mountain House  
▶ Hudson Bike and Pedestrian Improvements, Redwood City |
| Rutvij Patel, EIT | Project Engineer 8 years of experience | ▶ Shoreline Boulevard Corridor Study, Mountain View  
▶ Charleston-Arastradero Corridor Project, Palo Alto  
▶ San Benito Street Corridor Study, Hollister  
▶ Concord Downtown Bicycle Improvement Project, Concord  
▶ Bike Loop Detection & San Antonio Road/1st Street Signal Modification, Los Altos |
## Team Member | Project Role/Experience | Representative Projects
--- | --- | ---
Prashanth Dullu | Project Engineer<br>7 years of experience | Safe Route to School Designs, Palo Alto<br>Safe Route to School Designs, Sunnyvale<br>Miramonte and Covington Pedestrian/Bike Safety Improvements, Los Altos<br>Shoreline Boulevard Corridor Study, Mountain View
Chris Higbee, EIT | Project Engineer<br>2 years of experience | Hayward Traffic Calming Program<br>Charleston-Arastradero Corridor Project, Palo Alto<br>San Benito Street Corridor Study, Hollister<br>2014-2015 PASS Project, San Ramon
Ian Lin | Transportation Planner<br>2 years of experience | Los Angeles Metro Exposition Line Extension and TOD: Research on Potential for TOD and Last Mile Travel, Los Angeles<br>Bus Stop Improvement Plan, San Benito County<br>Transit Service Improvement for the LAX Free Shuttle Services, Los Angeles
FORM AGREEMENT

TJKM has reviewed the sample agreement for consulting services and is willing to accept the terms and conditions set forth in the agreement.
5 QUALIFICATIONS AND EXPERIENCE

TJKM is a traffic engineering and transportation planning firm that services Northern and Central California. Founded in 1974, it currently has a staff of 28 employees with offices in Pleasanton, San Jose, Fresno, Sacramento, and Santa Rosa. Our projects range in size from short-term engagements developing meaningful traffic solutions for a wide range of transportation issues to long-term planning for new developments, communities, and transportation systems. For over 40 years, more than 3,500 satisfied Clients have entrusted TJKM with their critical work. We serve a full-range of Clients, including municipalities, congestion management agencies, metropolitan planning organizations, transportation agencies, private developers, other consulting firms and attorneys. TJKM has been involved in more than 9,000 transportation projects throughout California, and averages 240 new projects each year. TJKM’s primary service categories include traffic engineering design (including PS&E), transportation planning, traffic operations, corridor studies, intelligent transportation systems (ITS), traffic safety and multimodal studies. Our motivation comes from satisfying Clients’ objectives and improving communities. TJKM has a strong roster of both public and private sector Clients and continually builds upon this base.

Nearly 85 percent of our clients are repeat clients, and about 40 percent are public agencies and municipalities. Prompt service, attention to details, strict adherence to schedule requirements and commitment to our clients’ goals are among the reasons for this steady client base. Our objective on every assignment is to provide the most cost-effective product that meets the specific needs and criteria of each client within the planned schedule and budget.

WALNUT CREEK EXPERIENCE

TJKM has completed over 100 Walnut Creek projects successfully, and the services performed have included traffic impact studies/Environmental Impact Reports (EIRs); access and parking studies; plans, specifications and estimates (PS&E) for traffic signals; detour analysis and traffic control plans; traffic counts; and other miscellaneous traffic engineering services. TJKM has provided these services for private clients, as well as for the City of Walnut Creek.

TJKM’s previous work in Walnut Creek has included the Downtown Parking Study; access, parking, and traffic impact analyses for the Kaiser Permanente expansion; and traffic analysis for the expansion of the Rossmoor community. TJKM is currently providing on-call traffic engineering services to the City, including development of Guidelines for Traffic Impact Studies in Walnut Creek.

Traffic Analysis of the South Locust Street Extension, Walnut Creek

TJKM conducted a traffic analysis for the South Locust Street extension between Olympic Boulevard and Botelho Drive. The extension would provide a link between the thriving traditional downtown and Broadway Plaza areas. The street extension would involve the development of a vacant parcel bounded by Olympic Boulevard. The primary focus of the study was to evaluate and suggest alternatives to improve pedestrian circulation. TJKM presented three alternatives including the signalization of South Locust/Olympic Boulevard, installing a truck loading zone, and installing 50 feet long exclusive left-turn and right-turn lanes in certain driveways.
RELEVANT PROJECTS

Neighborhood Traffic Calming Program, Hayward
TJKM developed the first Neighborhood Traffic Calming Program for the City of Hayward. Our services included benchmarking with other cities, conducting research on pros/cons of various traffic calming devices, developing community engagement processes, identifying funding options, developing a strategy toolbox that included solutions in four areas – Engineering, Education, Empowerment and Enforcement, etc.

Avalon Heights Traffic Calming, Fremont
The project involved speed and traffic volume data collection, engineering analysis and development of alternatives to curtail speeding on various streets within this exclusive gated community. The recommendation included removal of an existing speed bump and utilizing lane narrowing, bike lanes and traffic circles. The project involved extensive collaboration with the community and the Home Owners’ Association.

St. Francis Avenue Traffic Calming Study, San Carlos
TJKM developed traffic calming solutions that addressed speeding and excessive traffic volumes along St. Francis Way, Walnut Avenue, Glover Lane and Emerald Avenue. Various alternatives were developed and discussed with the City and the stakeholders prior to finalizing recommendations. The project required close coordination with city departments, residents, business owners and other stakeholders.

San Benito Street Corridor Study, Hollister
State Route 25, between San Felipe Road in the north and Airline Highway in the south was relinquished by Caltrans to the City of Hollister in March of 2014. Downtown Strategic Plan for the length of San Benito Street called for a redesign of traffic pattern. The Strategic Plan calls for a design consisting of reduced through lanes and center lane for turning to enhance the downtown land uses and enhance traffic safety for vehicular, pedestrian and bicyclists along the corridor. The goal of this project is to develop an implementation plan with base maps to guide the City in implementation of improvements in the orderly manner. The study also needs to evaluate the feasibility of constructing a roundabout at the intersection of Gateway Drive/San Felipe.

TJKM Scope of Services is based on the goal of the project and to develop an implementation plan with base maps that will assist the City in implementation of improvements.

Charleston-Arastradero Corridor Project, Palo Alto
The Charleston - Arastradero Corridor project in Palo Alto serves multi-modal users including bicycles, vehicles, transit and the general public from 11 schools and adjacent neighborhoods. Issues to be addressed are the high speed vehicular traffic, morning/school-related traffic congestion, gaps in the bike lanes and overall bicycle and pedestrian safety. Goals include improving pedestrian and bicycle safety, reducing traffic congestion and reducing vehicular speeds. Community workshops will be conducted to gain public input on design alternatives.

TJKM is responsible for completing traffic analysis, developing conceptual design, sections of the environmental document, and preparation of PS&E related to pavement delineation, signing, traffic signals and enhancements of pedestrian facilities.
Neighborhood Transportation Management Program (NTMP), El Cerrito

TJKM assisted in the preparation of the City of El Cerrito Neighborhood Traffic Management Program (NTMP), which represents the City’s commitment to enhance the safety and livability of El Cerrito and relies on the active participation of its community. The adopted program (May 2010) provides City staff and residents the resources to work together in addressing neighborhood traffic concerns such as speeding, high traffic volumes, and pedestrian and bicycle obstacles. The NTMP represents a comprehensive process and a toolbox of traffic management measures to create neighborhoods that are safer for residents living in these neighborhoods and all modes of travel through them.

Previously, the City had no formalized process to verify the need for these other types of measures and many neighborhood streets did not meet the screening criteria established by the Speed Hump Program. Thus, the City addressed resident requests on a case-by-case basis – with each request becoming a unique process and involving extensive City resources. The problem became how to place these requests in context – which have priority, and which represent “normal” traffic conditions on residential streets. The adopted NTMP provides a streamline, comprehensive, effective and equitable process for City staff and residents.

Willow Road and University Avenue Traffic Study, San Mateo County

TJKM conducted a traffic study for the City/County Association of Governments of San Mateo County (C/CAG) to identify conceptual plans for traffic improvements on Willow Road and University Avenue to improve traffic operations for vehicles, including transit, and to improve safety for pedestrians and bicyclists, while mitigating potential impacts on parallel streets and neighborhoods. The project required outreach to neighboring residents, businesses, and the City Councils of East Palo Alto and Menlo Park.

The study involved analysis of all existing signalized intersections and mid-block pedestrian crossing locations along the two corridors. TJKM performed traffic analysis; reviewing collision history; identifying transit routes, bicycle facilities, and pedestrian activity; and made recommendations for multi-modal improvements to meet the project goals. As part of this study, TJKM conducted safety evaluation of mid-block pedestrian crossings by checking if they meet the warrants and for locations meeting the warrants TJKM recommended measures to improve pedestrian safety at those locations. Based on the evaluation of various crossings, TJKM recommended installing in-roadway warning lights at two existing marked crosswalks on University Avenue. TJKM also proposed installing devices to warn drivers about the pedestrian crossing, including warning signs, pedestrian-activated flashing beacons, and pavement markings to increase pedestrian safety across US 101 NB off ramp at University Avenue.

Willows Area-Wide Traffic Calming, Menlo Park

TJKM conducted a thorough and comprehensive study of practical solutions to improve neighborhood livability by reducing traffic volumes and speeds through the Willows Neighborhood. The project goals of this study were to identify areas of concern for residents, clarify parameters and metrics for a traffic study (e.g., traffic speed, volume) and to develop appropriate traffic calming plan with neighborhood consensus.
There are often competing interests from one street to the next, often even between neighbors. Residents’ perception of the safety of their streets is a very strong driver and can lead to a challenging environment in which to rationally discuss the pros and cons of implementing traffic calming measures. Therefore, a critical element of this study was the community engagement process focused on responsiveness to resident concerns, explaining the traffic data collected, soliciting useful and targeted input, and ensuring that community members are clear on the larger policy framework within which the traffic calming program is being considered.

Safe Routes to School Projects, San Carlos
TJKM provided Safe Route to School (SRTS) assistance for a number of projects in San Carlos, as detailed below.

- **St. Charles School & Brittan Acres School Safe Route to School (SRTS) Plan Study** - TJKM prepared the SRTS map that help facilitates use of pedestrian and bicycle travel to St. Charles School & Brittan Acres School. During the study process, TJKM staff met with St. Charles School and Brittan Acres School Administration and other stakeholders. The discussions focused on some pick-up and drop-off issues as well as potential improvements for streets in the surrounding area.

- **Pedestrian and Circulation Improvements Evaluation for Arundel Elementary School** - Arundel is a K-4 elementary school of approximately 440 students with three roadway access points to the school. Traffic safety around Arundel School has long been a concern. Due to the lack of sidewalk and safety control at Arundel School, it was the consensus of the City/School District that safety improvements at Arundel School should be the top priority of the school district. TJKM helped identify necessary improvement projects at three locations, all critical to promote safe walking and bicycling to school. These improvements included installation of sidewalks, curb ramps, lighted crosswalk, all-way stop control and a mini-roundabout.

Traffic Calming Study at the Discovery Bay
Discovery Bay is a gated private community. All streets are private and the posted speed limit is 25 mph on Country Club Drive and 20 mph on all other streets.

To determine the existing conditions for the community, 48-hour average daily traffic (ADT) and speed survey counts were conducted at four locations. Some recommendations were to install speed bumps and/or speed cushions along with other potential calming measures. Based on various studies, research has shown that to prevent excessive speed it is critical to keep distances short between uncontrolled intersections on a roadway, no more than 400 to 600 feet – see Exhibit 1. Therefore, to control excessive speeds, it is important not only to reduce street width but also to break up long uncontrolled roadways.

Field observations showed that long unimpeded spacing between bumps on St. Andrews Drive and Cherry Hills Drive might be a contributing factor for the higher speeds at some segments of the roadway.
It was recommended that continuous centerline striping be installed on these segments. The recommended striping detail is based on Caltrans Standard Plan Detail 4.

Traffic Calming Study for the Norris Canyon Estates
TJKM conducted a traffic calming study for the Norris Canyon Estates gated community, which consisted of the following:

► Evaluated adequacy of the current speed humps;
► Proposed additional traffic calming actions as appropriate; and
► Proposed additional solutions to encourage compliance with the All-Way Stop.

There are several other traffic calming measures available to deal with speeding. Several of these are “tool box” applications such as: radar speed-display signs, traffic circles, intersection bulb-outs and mid-block neck downs. Based on our field survey, TJKM recommended that a radar speed sign be install on Ashbourne Circle, approximately midway between Henley Court and Winsford Court. The selected location is near the steepest downhill segment and the radar speed-display sign will be an effective way to alert and remind drivers of their excessive speed and for them to slow down. In addition to the speed radar display sign, TJKM recommended that continuous centerline striping be installed on this zigzag segment of Ashbourne Circle from near Cliffcastle Court to near Henley Court. The recommended striping detail is based on Caltrans Standard Plan Detail 10. Additionally, the circulatory lane width through the traffic circle at Sudbury Court is approximately 26 feet. To be an effective deterrent for speeding through the circle, additional design features such as a splitter island and truck apron were recommended.

Citywide Bicycle/Pedestrian Trail Crossing Enhancement Project, Pleasant Hill
TJKM was selected to complete a project that will install various traffic control and crosswalk visibility enhancement devices at key trail crossing locations along the Contra Costa Canal Trail and the East Bay Municipal Utilities District (EBMUD) Trail. The objective of the preliminary safety analysis is to find strategies that, when implemented, are expected to improve pedestrian and bicycle safety at the eight trail crossings along the Contra Costa Canal Trail and the EBMUD Trail. The project has the following study objectives:

► Evaluate existing conditions to identify traffic safety issues related to speed, collisions, traffic controls, sight distance and traffic operations.
► Based on the existing conditions evaluation, provide recommendations to reduce existing deficiencies related to pedestrian and bicycle safety at the crossings.
► Prepare a recommended concept layout for each location and provide an “order of magnitude” cost estimate for recommended improvement strategy.

TJKM performed a bicycle/pedestrian crosswalk safety analysis for each trail crossing location, and developing a layout of proposed improvements under the Phase 1 portion of the study, which consists of conceptual plans and an estimated construction cost for each location. Subsequently, TJKM prepared the Plan, Specification and Estimate (PS&E) package for this project. The project goal is to enhance safety for all modes of transportation, including motor vehicles, bicycles, and pedestrians by providing proper signage at the crosswalk and at advanced locations.
Corridor Safety Audit Study, City of El Cerrito
TJKM conducted a safety audit of corridors in El Cerrito. The study corridors were based on segments of arterial and collector streets having significantly higher accident rates per million vehicle miles of travel, ranked in descending order of accident rates. The main objective of our study was to identify potential short-term and long-term improvements for each of the study corridors to mitigate the collision rates. Our study included evaluation of the existing traffic operation conditions, collision statistics, average daily traffic, short-term and long-term improvement findings. Almost all short-term findings dealt with signing and striping changes, or changes in signal timing. The longer-term findings required construction or signal modifications to the extent that new signal poles would be needed. During the course of the study, TJKM conducted extensive site reviews and observations, analyzed the collision data and work closely with the City staff to arrive at our findings. The study evaluated the collision history for a five-year period based on data from Statewide Integrated Traffic Reporting System data (SWITRS).

San Antonio Road Pedestrian Safety Improvements Project, Los Altos
TJKM completed 100% PS&E at five intersection locations for the systems on San Antonio Road. The work included research and evaluation of available In-Road Flashing Light pedestrian and bike crossing systems, review of existing roadway conditions and traffic operations for signing and striping modifications, and complete design for final bid documents. The results of the evaluation indicated selection of the wireless solar powered system made by Silicon Constellation.

Channing Avenue Pedestrian Crossing Study, Palo Alto
Residents complained that pedestrians experience speeding vehicles when crossing Channing Avenue at Webster Street, and they wanted to install All-Way Stop control at the intersection. Seven-day ADT data were collected and field observations made. Field observations indicated school children crossing Channing Avenue in the morning and after school periods. In addition, the location is located near a retirement home. Data did not satisfy the All-Way Stop warrant criteria. To slow down the speed of vehicles and to provide safer pedestrian crossing, staff recommended restriping the one-way, two lanes Channing Avenue to slow down vehicles and to provide pedestrian crossing on Channing Avenue. In addition, a vertically mounted pedestrian crossing sign was installed on both approached of the median.

Front Street Pedestrian Safety Improvements Project, Danville
TJKM completed 100% PS&E for in pavement lighted crosswalk system on Front Street in the Town of Danville near the library. The work included research and evaluation of available lighted crosswalk systems and LED flashing pedestrian warning signs. The design included review of existing roadway conditions, traffic operations for signing and striping modifications, ADA curb ramps, street lighting, and complete design for final bid documents.

Bicycle and Pedestrian Master Plan, Pleasant Hill
TJKM teamed with Alta Planning +Design on the City of Pleasant Hill’s Bicycle and Pedestrian Master Plan update. TJKM reviewed preliminary bicycle lane facility designs prepared by Alta and evaluated them in terms of adequate cross section to accommodate bicycle lanes, as well as traffic operational level of service (LOS). TJKM evaluated eight segment locations on Cleveland Road/Woodsworth Road, Gregory Lane, Monument Boulevard, and Contra Costa Boulevard.

TJKM’s evaluations have helped Pleasant Hill establish a citywide bicycle and pedestrian blueprint well into the future.
As per the RFP, we have submitted our cost proposal in a separate sealed envelope marked “Cost Proposal”.

Appendix A
Resumes
Mr. Tabjulu is a seasoned and highly motivated transportation and urban planning professional with more than 10 years of work experience in transportation planning, arterial management, traffic engineering, complete streets, and urban design. He has a proven record of accomplishment of building effective working relationships between cities, counties, Caltrans, transit agencies, congestion management agencies, Metropolitan Transportation Commission (MTC), consultants, and contractors. He has a clear understanding of resource constraints of public agencies and strives to accommodate their needs. He has implemented various arterial operations initiatives at the regional level, such as the Program for Arterial System Synchronization (PASS), Regional Signal Timing Program (RSTP), Traffic Engineering Technical Assistance Program (TETAP), and Tech Transfer program. He has successfully completed over 100 arterial management projects involving over 1,850 traffic signals in the Bay Area. Several of these projects involved implementing adaptive signal timing, traffic responsive signal timing, ITS, central traffic management systems, communications upgrades, signal modifications, etc. He has served as the staff liaison for the Arterial Operations Committee (AOC) meetings for over six years and made presentations to several city councils, transportation commissions, and various committees.

PROJECT EXPERIENCE

San Benito Street Corridor Study, Hollister, CA, City of Hollister, 2014-Ongoing, $39K: Project Engineer assisted on Downtown Strategic Plan, which called for a design consisting of reduced through lanes and center lane for turning to enhance downtown land uses and traffic safety for vehicular, pedestrian and bicyclists along the corridor. The goal of this project is to develop an implementation plan with base maps to guide the city in implementation of improvements in an orderly manner. The study also needs to evaluate the feasibility of constructing a roundabout at the intersection of Gateway Drive/San Felipe Road.

California Street/Escuela Avenue Complete Street Feasibility Study, Mountain View, CA, Nelson\Nygaard, 2014-Ongoing, $59K: Project Engineer assisted in analyzing traffic operations of the Escuela Avenue, California Street and Shoreline Boulevard (South of Montecito Avenue) Complete Street Study Project. TJKM’s role includes review of the existing and ongoing planning documents (2030 General Plan and San Antonio Precise Plan), preparation of traffic data collection based on gaps in the existing data, community outreach and collection of traffic data. TJKM is also doing analysis of the existing data and alternatives developed by Nelson\Nygaard using traffic operations software.
(Synchro) and documentation of the operational results of the Existing Conditions report and Final Report.

**Shoreline Boulevard Corridor Study, Mountain View, CA, Confidential Client, 2014-Ongoing:** Project Engineer in a study to improve traffic operations along one of the most heavily congested corridors in Mountain View. Shoreline Blvd. provides direct connectivity to major arterials and US 101, is subjected to heavy pedestrian and bicycle activity, and is proposed to be developed as a multimodal friendly arterial according to several planning and policy guidelines as well as pending and approved projects. Three short-term alternatives were proposed based on the existing conditions analysis in order to help relieve traffic congestion.

**South County Corridor Study, Stanislaus County, CA, Stanislaus Council of Governments (StanCOG), 2014-Ongoing, $80K:** Project Engineer assisting with feasibility study evaluating the existing conditions and future conditions for various alternatives and offer intersection control and geometric recommendations bicycle and pedestrian accommodations and potential bus stop locations.

**Scramble Phase at Shoreline Boulevard/Charleston, Mountain View, CA, Confidential Client, 2015-Ongoing:** Project Engineer assisted in evaluating the feasibility of implementing a scramble phase (exclusive pedestrian phase) at the intersection of Shoreline Boulevard and Charleston Road, and including the new signal at Shorebird Way in the signal coordination from Pear Avenue to Amphitheatre Parkway. Based on the analyses, implementation of exclusive pedestrian phase was projected to increase the delay at the Charleston Road intersection by approximately 25% during the a.m. and p.m. peak periods. But overall, there is an increase in throughput along the corridor due to signal coordination. The inclusion of Shorebird Way with the coordinated system showed a decrease in delay, at the intersection, and the Scramble Phase at Charleston Road is projected not to severely impact the intersections within the study corridor.

**Tech Corner, Sunnyvale, CA, Confidential Client, 2015:** Associate Project Engineer assisted in providing multiple alternatives to relieve congestion and improve traffic flow on the Innovation Way and Mathilda Avenue, which are heavily congested as they provide access to an IT companies such as Google, LinkedIn, Comcast, Microsoft, Amazon, and Motorola. After analyzing the project area, the Team proposed alternatives including retiming of signals, prohibiting turn movement or closing of one road to improve traffic flow.
Mr. Amin has more than 24 years of both public and private sector experience in the areas of transportation planning, traffic impact studies, transportation management plans, construction scheduling, construction area signs, signing and striping, traffic signal coordination, traffic operations, transit priority, traffic signal systems, freeway and arterial management studies, and intelligent transportation systems planning, design and construction oversight. He specializes in macro and microscopic model development and application for analysis of impacts across all modes of transportation. His projects range from traffic studies for developments, specific plans, general plans, corridor studies, area-wide studies to long-term planning studies. Studies also include multi-modal operations, light-rail, bus rapid transit, pedestrian, bicyclists and traffic safety and operations.

**PROJECT EXPERIENCE**

**San Benito Street Corridor Study, Hollister, CA, City of Hollister, 2014-Ongoing, $40K:** Project Manager responsible for redesigning traffic patterns as part of Downtown Strategic Plan. The Strategic Plan calls for a design consisting of reduced through lanes and center lane for turning to enhance the downtown land uses and enhance traffic safety for vehicular, pedestrian and bicyclists along the corridor. The goal of this project is to develop an implementation plan with base maps to guide the city in implementation of improvements in the orderly manner. The study also needs to evaluate the feasibility of constructing a roundabout at the intersection of Gateway Drive/San Felipe.

**Shoreline Boulevard Corridor Study, Mountain View, CA, Nelson\Nygaard, 2013-Ongoing, $22K:** Principal-In-Charge on project, which seeks to design corridor alternatives that address key transportation needs for the Shoreline corridor and North Bayshore area, with particular attention on potential improvements to the local and regional transit system, and developments to benefit pedestrians and bicyclists. The effort includes gathering new input to confirm community desires for transit improvements and bicycle and pedestrian facilities. Alternatives may include exclusive transit lanes, transit signal priority and jump lanes, as well as narrowing traffic lane widths, buffered bike lanes, enhanced crossings for pedestrians and signal modifications. Multiple alternatives will be offered to include low-cost operational strategies as well as long-term, capital intensive projects. Evaluating those alternatives will require the development of criteria that will incorporate not just technical merits of each option, but also the level of community support, connectivity and accessibility, transit ridership, bicycle and pedestrian activity, compatibility with land use and urban design and funding potential.

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**Nayan Amin, TE**

**President**

**Project Role:** Principal-In-Charge

**YEARS EXPERIENCE:**

24

**REGISTRATIONS & CERTIFICATIONS:**

CA TE 2290 (Traffic)

**AREAS OF EXPERTISE:**

- Transportation Planning
- Traffic Impact Studies
- Transportation Management Plans
- Traffic Operations
- Transit Priority
- Freeway & Arterial Management Studies

**PROFESSIONAL HISTORY:**

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**EDUCATION:**

- MS Civil Engineering, San Jose State University, San Jose, CA
- BS Civil Engineering, Saurashtra University, India
Charleston-Arastradero Corridor Project, Palo Alto, CA, Mark Thomas & Company, 2014-Ongoing, $142K: Task Leader on project for corridor serving multi-modal users including bicycles, vehicles, transit and pedestrians from 11 schools and adjacent neighborhoods. Issues to be addressed are the high-speed vehicular traffic, morning/school-related traffic congestion, gaps in the bike lanes and overall bicycle and pedestrian safety. Community workshops will be conducted to gain public input on design alternatives. TJKM is responsible for completing traffic analysis, developing conceptual design, sections of the environmental document, and preparation of PS&E related to pavement delineation, signing, traffic signals and enhancements of pedestrian facilities.

Mary Avenue Street Space Allocation Study, Sunnyvale, CA, City of Sunnyvale, 2010-2013, $143K: Principal-in-Charge of project investigating alternatives for re-allocating existing roadway space on Mary Avenue and installing continuous Class II (on-street, striped) bicycle lanes on a road previously designated as a Class III signed bicycle route. TJKM generated a ranked list of alternatives that accommodated all modes of travel. This project involved an extensive community outreach, including meetings, developing and maintaining a project website, and developing and distributing project updates via email and US mail.

Hudson Bike & Pedestrian Improvements, Redwood City, CA, City of Redwood City, 2014-Ongoing, $188K: Principal-In-Charge of project to recommend improvements to the only truly continuous north-south roadway through Redwood City west of El Camino Real, which was seen as a potentially desirable route for bicyclists and pedestrians even though it attracts relatively high vehicle traffic volumes. TJKM addressed design constraints by developing improvements, such as traffic circles, curb bulb-outs, raised islands, landscaping, and peak hour bicycle lanes, which provided an optimal balance among roadway width for bicyclists, reduced crossing distance for pedestrians, and safe accommodation of vehicle traffic. Rapid rectangular flashing beacon signs and traffic signal modifications along the corridor and pedestrian push button and bicycle detection were also designed as part of the project. The TJKM Team prepared exhibits and conducted two public workshops to receive input from the surrounding neighborhoods on the concepts developed. The Team refined alternatives and prepared detailed design plans of the pedestrian and bicycle improvements.
Mr. Kinzel is the Vice President of TJKM. He has 53 years of experience in nearly all aspects of traffic engineering. Mr. Kinzel has managed and performed hundreds of traffic studies over the years.

A former municipal engineer, much of his career today is focused on working with city and county traffic engineers to determine the most effective strategies for reducing traffic congestion. He has also worked with many California developers and homebuilders, performing development studies and presenting results.

Mr. Kinzel has made presentations at hundreds of city council/planning commission/public meetings to present traffic study recommendations, and has taught traffic-engineering courses for the University of California and the University of Santa Clara. He wrote the “Traffic Studies” chapter of the Traffic Engineering Handbook, published by Prentice-Hall, and he assisted ITE with updating their Parking Generation Manual that is now in circulation. Mr. Kinzel also conducted a peer review of the 7th, 8th and 9th Editions of the ITE Trip Generation Manual.

PROJECT EXPERIENCE

Orinda On-Call Traffic Engineering Services, Orinda, CA, City of Orinda, 2005-Ongoing, $50K: Project Manager responsible for overseeing a variety of traffic engineering services provided to the city, including conducting a field review of centerline striping for four corridors and recommended modifications, conducting a traffic study near SR 24 and recommending improvement measures for the corridor. TJKM has also conducted speed surveys on 26 roadway segments and a focused pedestrian safety study near Glorietta Elementary School and provided recommendations for improvements. Other tasks included investigating intersection traffic safety conditions to determine if a stop sign was warranted and conducting a Peer Review of EIR transportation section for a new residential development.

Redwood City On-Call Traffic Engineering Services, CA, City of Redwood City, 2007-Ongoing, $95K: Principal-In-Charge responsible for overseeing numerous reviews of traffic impact studies, provided construction plan reviews and regional transportation planning support. For two days per week, TJKM provides on-site staffing assistance with traffic calming and parking restriction citizen requests, reviewing proposed traffic calming devices, pedestrian crossing signals, stop sign installation.

City of El Cerrito On-Call Project, El Cerrito, CA, City of El Cerrito, 2003-2012, $500K: Principal-In-Charge of updating the Congestion Management Program (CMP) and conducting 14 corridor safety audits. The Team also completed an
Upper Fairmount Avenue Beautification Study, Citywide Engineering & Traffic (Speed) Surveys, Citywide High Crash Location Analysis, and the Neighborhood Traffic Management Plan (NTMP), which provided the city staff and residents the resources to work together in addressing neighborhood traffic concerns such as speeding, high traffic volumes, and pedestrian and bicycle obstacles. The information contained in this document includes a comprehensive process and a toolbox of traffic management measures to create neighborhoods that are safer for residents living in these neighborhoods and all modes of travel through them.

**Charleston-Arastradero Corridor Project, Palo Alto, City of Palo Alto, 2014-Ongoing, $260K:** Principal-in-Charge on project for corridor serving multi-modal users including bicycles, vehicles, transit and pedestrians from 11 schools and adjacent neighborhoods. Goals include addressing gaps in the bike lanes, improving pedestrian and bicycle safety, reducing traffic congestion and reducing vehicular speeds. Community workshops were conducted to gain public input on design alternatives. TJKM is responsible for completing traffic analysis, developing conceptual design, sections of the environmental document, and preparation of PS&E related to pavement delineation, signing, traffic signals and enhancements of pedestrian facilities.

**Tri-Valley Learning Center Charter School Traffic Impact Study and Operations, Livermore, CA, ACRE Corporation, 2014-2015, $13K:** Project Manager on study for a proposed elementary and high schools on a site replacing primarily office and warehouse uses. TJKM evaluated conditions at six existing study intersections and three future study intersections that would potentially be impacted by proposed project traffic. TJKM also reviewed traffic issues in the pick-up areas during the a.m. and p.m. drop offs. The Livermore Charter School serves the entire Livermore area, meaning virtually all students are driven to school, which creates a greater than typical amount of potential congestion at the school. TJKM worked with the City and the school to develop special student loading areas and strategies to minimize congestion and optimize safety for both pedestrians and vehicles.
Mr. Bjorklund has 24 years of design experience, including 22 with TJKM. He has been the lead designer for more than 600 signal design, modification and signal interconnect projects throughout California. Mr. Bjorklund has extensive experience performing field analyses to determine geometric configurations of intersections and has conducted many peer reviews of other designers’ work, providing clients with useful design modifications. During his tenure with the city of Brentwood, Mr. Bjorklund plan checked Joint Trench, Interconnect, Fiber Optic, Street Lighting, Traffic Signals and Signing and Striping Plans.

Mr. Bjorklund has prepared hundreds of miles of signing and striping design plans using AutoCAD. Many of the design projects Mr. Bjorklund has led and managed include Caltrans coordination and obtaining encroachment permits. His familiarity with Caltrans’ design standards results in minimal plan check revisions, moving design projects efficiently through the agency’s approval process. TJKM’s design projects often include construction support services and Mr. Bjorklund has established a good working relationship with many of the developers and contractors in the Bay Area.

**PROJECT EXPERIENCE**

**Citywide Trail Crossing Enhancements Project, Pleasant Hill, CA, City of Pleasant Hill, 2011-2012, $135K:** Lead Designer for project funded by State Proposition 1B Transportation Bond, state SR25 grant funds, and matching city funds. The project installed raised crosswalks and various traffic control devices at key trail crossing locations along the Contra Costa Canal Trail and the EBMUD Trail. The trail crossings were at Chilpancingo Parkway, Viking Drive, Gregory Lane, Boyd Road, Oak Park Boulevard, Putnam Boulevard, and Astrid Drive. The SR25 grant will fund construction of new sidewalk and existing sidewalk repairs along the south side of Oak Park Boulevard between the EBMUD Trail crossing and Monticello Avenue, implementation of traffic control features at the EBMUD trail crossing including in-pavement crosswalk, and high visibility signing and striping. This project is expected to improve safety at the trail crossing in addition to providing an alternate path of travel for the Pleasant Hill Middle School students.

**Pedestrian Illuminated Crosswalks, Danville ($10K) and Los Altos ($40K), CA, 2007-2011:** Project Manager for the PS&E for the illuminated crosswalk designs along Front Street in Danville, San Antonio Road (4 locations) in Los Altos.

**Crosswalk Designs for Two Intersections, San Joaquin County, CA, Project Management Applications Inc., 2007-2012, $16K:** As Project Manager, prepared PS&E for lighted crosswalks on Central Parkway and Main Street. The crosswalks are now successfully in operation.
Hudson Bike and Pedestrian Improvements, Redwood City, CA, City of Redwood City, 2014-Ongoing, $188K: Project Engineer assisted with traffic signal modifications as part of a project to recommend improvements to the only truly continuous north-south roadway through Redwood City west of El Camino Real, which was seen as a potentially desirable route for bicyclists and pedestrians even though it attracts relatively high vehicle traffic volumes. TJKM addressed design constraints by developing improvements, such as traffic circles, curb bulb-outs, raised islands, landscaping, and peak-hour bicycle lanes, which provided an optimal balance among roadway width for bicyclists, reduced crossing distance for pedestrians, and safe accommodation of vehicle traffic. Rapid rectangular flashing beacon signs and traffic signal modifications along the corridor and pedestrian push button and bicycle detection were also designed as part of the project. The TJKM Team prepared exhibits and conducted two public workshops to receive input from the surrounding neighborhoods on the concepts developed. The Team refined alternatives and prepared detailed design plans of the pedestrian and bicycle improvements.

Charleston-Arastradero Corridor Improvements, Palo Alto, CA, Mark Thomas & Company, 2014-Ongoing, $142K: Lead Designer responsible for preparation of plans, specifications and estimates (PS&E) related to pavement delineation, signing, traffic signals and enhancements of pedestrian facilities. Project goal was to improve corridor serving multi-modal users including bicycles, vehicles, transit and pedestrians from 11 schools and adjacent neighborhoods. Issues addressed included high-speed vehicular traffic, morning/school-related traffic congestion, gaps in the bike lanes and overall bicycle and pedestrian safety. Community workshops were conducted to gain public input on design alternatives. TJKM was responsible for completing traffic analysis, developing conceptual design and sections of the environmental document.

Mary Avenue Street Space Allocation Study, Sunnyvale, CA, City of Sunnyvale, 2010-2013, $140K: Senior Project Engineer responsible for conceptual drawings and design. Project investigating alternatives for re-allocating existing roadway space on Mary Avenue and installing continuous Class II (on-street, striped) bicycle lanes on a road previously designated as a Class III signed bicycle route. TJKM created a ranked list of alternatives that accommodated all modes of travel. This project involved extensive community outreach, including meetings, developing and maintaining a project website, and developing and distributing project updates via email and US mail.
Mr. Patel has eight years of professional experience in transportation/traffic engineering and design. He spent his first four years at URS interning for the Traffic Engineering group, providing support on traffic impact studies, highway operation analysis, signal coordination projects and highway design plans, specifications and estimates (PS&E) packages. Upon joining TJKM, he has worked primarily on signal design projects.

PROJECT EXPERIENCE

Shoreline Boulevard Corridor Study, Mountain View, CA, Nelson\Nygaard, 2013-Ongoing, $22K: Project Engineer on project, which seeks to design corridor alternatives that address key transportation needs for the Shoreline corridor and North Bayshore area, with particular attention on potential improvements to the local and regional transit system, and developments to benefit pedestrians and bicyclists. The effort includes gathering new input to confirm community desires for transit improvements and bicycle and pedestrian facilities. Alternatives may include exclusive transit lanes, transit signal priority and jump lanes, as well as narrowing traffic lane widths, buffered bike lanes, enhanced crossings for pedestrians and signal modifications. Multiple alternatives will be offered to include low-cost operational strategies as well as long-term, capital intensive projects. Evaluating those alternatives will require the development of criteria that will incorporate not just technical merits of each option, but also the level of community support, connectivity and accessibility, transit ridership, bicycle and pedestrian activity, compatibility with land use and urban design and funding potential.

Charleston-Arastradero Corridor Project, Palo Alto, CA, Mark Thomas & Co., 2014-Ongoing, $142K: Project Engineer on project for corridor serving multi-modal users including bicycles, vehicles, transit and the general public from 11 schools and adjacent neighborhoods. Goals include improving pedestrian and bicycle safety, reducing traffic congestion and reducing vehicular speeds. Community workshops will be conducted to gain public input on design alternatives. TJKM is responsible for completing traffic analysis, developing conceptual design, sections of the environmental document, and preparation of PS&E related to pavement delineation, signing, traffic signals and enhancements of pedestrian facilities.

San Benito Street Corridor Study, Hollister, CA, City of Hollister, 2014-Ongoing, $39K: Project Engineer for project redesigning traffic patterns as part of Downtown Strategic Plan. The Strategic Plan calls for a design consisting of reduced through lanes and center lane for turning to enhance the downtown land uses and enhance traffic safety for vehicular, pedestrian and bicyclists.

VISION THAT MOVES YOUR COMMUNITY
Planning ● Engineering ● ITS ● Parking Operations ● Complete Streets
along the corridor. The goal of this project is to develop an implementation plan with base maps to guide the city in implementation of improvements in the orderly manner. The study also needs to evaluate the feasibility of constructing a roundabout at the intersection of Gateway Drive/San Felipe.

**Concord Downtown Bicycle Improvement Project, Concord, CA, City of Concord, 2015-Ongoing, $150K:** Project Engineer on the project. The project proposes corridor enhancements along five roadways in Downtown Concord to provide last mile bicycle and pedestrian connections to Concord BART from the west, east, and south. The improvements include buffered bicycle lanes, Class 2 bicycle lanes, Class 3 bicycle routes, improvements at two unsignalized crosswalks, sidewalk expansion, Class 1 pathways, and curb ramp upgrades. TJKM is preparing the E-76 Request for Authorization for construction documentation and the PS&E for the project along with providing public outreach assistance.

**Bike Loop Detection & San Antonio Road/1st Street Signal Modification, Los Altos, CA, City of Los Altos, 2014-Ongoing, $83K:** Traffic Engineer assisted on project identifying all design elements required to implement bicycle detection at various intersections and to upgrade the intersection of San Antonio Road and Cuesta Road/First Street to meet County of Santa Clara Standards. TJKM evaluated the existing traffic signal equipment at 13 intersections and recommended new equipment for where existing equipment does not provide adequate compatibility with traffic improvements, and provided research of alternative bicycle detection technologies and recommended appropriate technology for this project.

**Marin-Curtis Elementary Safe Route to School, Albany, CA, City of Albany, 2013-Ongoing, $94K:** Project Engineer, the project will enhanced the safety of pedestrian and bicyclists near the school and designed pedestrian bulb-outs, RRFB systems, raised crosswalks, and road humps. The design is complete and the City is bidding the project out in Spring, 2016.

**Safe Route to School Designs, Sunnyvale, CA, Bellicci & Associates, 2013-Ongoing, $319K:** Project Engineer assisted with preparing PS&E for installation of bike route signage for future routes throughout the city, and about 500 signs were installed on new and existing roadside sign and street light poles to improve safety for pedestrians, bicyclists, and vehicles near 16 intersections and corresponding roadway segments. Tasks included preparing signal modification, signing and striping plans and in-pavement crosswalk lighting plans.
Mr. Dullu has seven years of professional experience working with private and public agency clients. He has assisted in the preparation of plans, specifications and estimates for roadway signs and construction area signs on transportation projects as well as conducted traffic impact studies, traffic operational analysis and signal coordination. He has also assisted in the development of microsimulation traffic models using VISSIM, Synchro, SimTraffic and FREQ software to evaluate traffic operations at study intersections and/or roadway segments.

**PROJECT EXPERIENCE**

**Concept Plan for San Pablo/23rd Street/Road 20, San Pablo, CA, City of San Pablo, 2015-Ongoing, $24K:** Traffic Engineer on project entailing data collection, meetings, and development of up to three alternatives for the intersection of key roads at a bridge crossing, with interest in improving bicycle and pedestrian safety.

**County Connection Transit Access Improvement Project, Contra Costa County, CA, Central Contra Costa Transit Authority, 2013-2014, $113K:** Assistant Traffic Engineer assisted in field survey of existing conditions of bus stops in terms of passenger amenities and safety, compliance with the Americans with Disabilities Act (ADA) and functional characteristics, bicycle and pedestrian access, and environmental conditions. This fieldwork was used in development of recommendations for improving transit accessibility for 50 bus stops within the cities of Concord, Walnut Creek, Moraga, and Pleasant Hill. Ultimately, the recommendations from this project will be used to develop future capital grant applications for designing and constructing the recommended improvements.

**Bus Stop Improvement Plan, San Benito County, CA, San Benito County Local Transportation Authority (LTA), 2015-Ongoing, $65K:** Project Engineer on study and recommend improvements to amenities and multimodal access for 80 County Express bus stops within the LTA service area. County Express provides both local fixed route and inter-county service in San Benito County. The goal of the project is to evaluate all bus stops within the system and prioritize improvements that will enhance pedestrian and bicycle access to these stops, as well as add shelters, benches, and other amenities for County Express riders. Access and amenities for stops with high ridership will be the primary focus. The project also addresses several access issues at existing LTA bus stops. Stops located in unincorporated areas often have no sidewalk, and stops in older neighborhoods often have uneven or narrow sidewalks that prevent them from being used by people using wheelchairs. As a top priority, TJKM will propose improvements that increase the ability of disabled riders to access the system. Ultimately, the recommendations in this study will be used to develop future...
capital grant applications for designing and constructing the recommended improvements.

**Safe Route to School Designs, Palo Alto, CA, City of Palo Alto, 2013:** Project Engineer involved in performing design tasks, producing plans, specifications and estimates (PS&E) package, reviewing traffic control plans, and managing construction for Safe Routes to School project for 12 schools as part of an on-call traffic engineering contract. Improvements included signing and striping to ensure safe travel for student pedestrians and bicyclists to and from school.

**Safe Route to School Designs, Sunnyvale, CA, Bellecci & Associates, 2013-Ongoing, $319K:** Project Engineers responsible for preparing PS&E for a citywide bicycle signage for their bicycle routes, preparing signal modification plans at Maude/Sunnyvale-Saratoga and signing and striping plans along Maude Avenue, in pavement crosswalk lighting at Bayview and Maude Avenue, and preparing signing and striping improvements at 16 intersections citywide.

**Miramonte and Covington Pedestrian/Bike Safety Improvements, Los Altos, CA, City of Los Altos, 2013, $40K:** As Project Engineer, analyzed the intersection for signalized and unsignalized improvements, developed alternatives for intersection improvements to enhance bicycle and pedestrian safety.

**MacArthur Boulevard Complete Streets Project, Oakland, CA, 2012-2013:** Project Engineer for preparation of plans, specifications and estimates for four traffic signals a to incorporate complete streets elements along MacArthur Boulevard to enhance pedestrian and bicycle safety and operations along the corridor.

**2747 and 3045 Park Boulevard Traffic Impact Study, Palo Alto, CA, Jay Paul Company, 2015-Ongoing, $44K:** Project Engineer for proposed office development projects replacing an existing office and an existing storage facility, analyzing nine study scenarios and 16 study intersections. This study was unique in nature as it involved the analysis of the traffic impacts due to an adjacent proposed office building. TJKM analyzed a potential new scenario, which involved re-routing of traffic and provided detailed evaluations concerning potential project impacts on pedestrian and bicycle travel, site access and circulation for automobiles, emergency vehicles, trucks, transit, bicycles, and pedestrians, and evaluation of on-site parking supply.
Mr. Higbee started his professional career in the field of Transportation Engineering in July 2014. He has experience in a range of traffic engineering categories, including transportation planning and design incorporating complete streets concepts; high-level analysis of transportation systems; traffic impact analysis; highway geometrics and design; highway pavements design; and simulation and modelling in transportation. Mr. Higbee has been involved with a variety of transportation projects at TJKM providing him with the skills and tools necessary to produce innovative solutions.

**PROJECT EXPERIENCE**

**Safe Routes 2 School Study, Sunnyvale, CA, City of Sunnyvale, 2015-Ongoing, $279K:** Project Engineer on Safe Routes 2 School project involving 119 study intersections in the development of a Basis of Design Report. The project requires recommended improvements to study intersections based on warrant analyses for specified enhancements, including but not limited to All-Way Stop Control, Rectangular Rapid Flashing Beacon application, and marked crosswalk installation.

**Bike Safety Study, Atherton, CA, Town of Atherton, 2015-Ongoing, $27K:** Project Engineer on project evaluating lengths of intermittent bicycle lanes, installation of alternating bicycle lanes to provide a safe space for vehicles to pass cyclists, the need for bike turnout areas and potential turn lane restrictions to enhance bicyclist safety.

**Belmont Pedestrian & Bicycle Master Plan, Belmont, CA, City of Belmont, 2015-Ongoing, $67K:** Project Engineer on project to assess existing conditions, with emphasis on areas containing schools and major thoroughfares, perform public outreach and analyze needs for improvement. The project requires development of a Comprehensive Pedestrian and Bicycle Master Plan to be consistent with the adopted Complete Streets Policy, a Safe Routes to School study, congestion management plan and countywide bicycle and pedestrian plan, as well as determine where improvements should be made in future years.

**Campus Traffic Safety Study, Livermore, CA, Sandia National Laboratories, 2015, $50K:** Project Engineer for traffic safety improvement recommendations for client’s campus. Tasks include identification of unsafe conditions on campus roadway network, pedestrian walkways, and bicycle pathways and provision of guidance for systematic improvements to campus transportation infrastructure, reducing traffic safety hazards for all modes of transport.

**Shoreline Boulevard Corridor Study, Mountain View, CA, Confidential Client, 2014-Ongoing, $55K:** Project Engineer in a study to improve traffic operations...
along one of the most heavily congested corridors in Mountain View. Shoreline Blvd. provides direct connectivity to major arterials and US 101, is subjected to heavy pedestrian and bicycle activity, and is proposed to be developed as a multimodal friendly arterial according to several planning and policy guidelines as well as pending and approved projects. Three short-term alternatives were proposed based on the existing conditions analysis in order to help relieve traffic congestion.

San Benito Street Corridor Study, Hollister, CA, City of Hollister, 2014-2015, $39K: Project Engineer assisted in preparing design alternatives report as part of Downtown Strategic Plan. The Strategic Plan calls for a design consisting of reduced through lanes and center lane for turning to enhance downtown land uses and traffic safety for vehicular, pedestrian and bicyclists along the corridor. The goal of this project is to develop an implementation plan with base maps to guide the city in implementation of improvements in an orderly manner. The study also needs to evaluate the feasibility of constructing a roundabout at the intersection of Gateway Drive/San Felipe Road.

Charleston-Arastradero Corridor Project, Palo Alto, CA, Mark Thomas & Company, 2014-ONGOING, $142K: Project Engineer assisted in developing alternatives for intersections throughout corridor and prepared design alternatives report. Project for corridor serving multi-modal users including pedestrians, bicycles, vehicles, transit, and pedestrians from 11 schools and adjacent neighborhoods. Issues to be addressed are the high-speed vehicular traffic, morning/school-related congestion, gaps in bike lanes and overall bicycle and pedestrian safety. Goals include improving pedestrian and bicycle safety, reducing traffic congestion and reducing vehicular speeds. Community workshops were conducted to gain public input on design alternatives. TJKM is responsible for completing traffic analysis, developing conceptual design, sections of the environmental document, and preparation of PS&E related to pavement delineation, signing, traffic signals and enhancements of pedestrian facilities.

Fremont Road Traffic Calming Study, Los Altos Hills, CA, Town of Los Altos Hills, 2015-ONGOING, $3.67K: Project Engineer responsible for evaluating safety of existing crosswalk adjacent to school property. Evaluation required data collection, field review, and development of traffic calming alternatives for the location to enhance safety for crossing school children.
Mr. Lin is an intern transportation planner at TJKM with two years of professional experience in the field of parking study, parking operation, transportation planning, transit planning, and pedestrian and bicycle studies. Prior to joining TJKM, he served as a transportation analyst intern at the Los Angeles World Airports, assisting in development and implementation of major parking projects and capital improvement programs.

**PROJECT EXPERIENCE**

Los Angeles Metro Exposition Line Extension and TOD: Research on Potential for TOD and Last Mile Travel, Los Angeles, CA, USC, 2015: This pedestrian and bicycle study, “Envisioning a Walkable Expo/Bundy Neighborhood,” was conducted for the USC Master of Planning Comprehensive Exam upon graduation. The extended Los Angeles Metro Exposition Line consists of seven stations along the Exposition Boulevard corridor to the City of Santa Monica, including the Expo/Bundy Station at Bundy Drive, in which the station and its one-mile radius comprised the study area. The study focused on planning principles and the promotion of active transportation and analyzed the feasibility of potential transit-oriented development. The report recommended alternatives to the current Draft Exposition Corridor Transit Neighborhood Plan released by the Los Angeles Department of City Planning. Main recommendations include creating new linkages for pedestrian by minimizing block size, potential locations for bike sharrows, shaping local business to have pedestrian-oriented storefronts and the reinforcement of parking regulations.

Bus Stop Improvement Plan, San Benito County, CA, San Benito County Local Transportation Authority, 2015–Ongoing, §64K: Assisted with study and recommending improvements to amenities and multimodal access for 80 County Express bus stops within the LTA service area. County Express provides both local fixed route and inter-county service in San Benito County. The goal of the project is to evaluate all bus stops within the system and prioritize improvements that will enhance pedestrian and bicycle access to these stops, as well as add shelters, benches, and other amenities for County Express riders. Access and amenities for stops with high ridership will be the primary focus. The project also addresses several access issues at existing LTA bus stops. Stops located in unincorporated areas often have no sidewalk, and stops in older neighborhoods often have uneven or narrow sidewalks that prevent them from being used by people in wheelchairs. As a top priority, TJKM will propose improvements that increase the ability of disabled riders to access the system. Ultimately, the recommendations in this study will be used to develop future capital grant applications for designing and constructing the recommended improvements.

**EDUCATION:**

MS Transportation Planning, University of Southern California, Los Angeles

MS Financial Engineering, University of Michigan, Ann Arbor

BS Mathematics, Fu Jen University, Taipei

**PROFESSIONAL SOCIETIES:**

Institute of Transportation Engineers (ITE)
Transit Service Improvement for the LAX Free Shuttle Services, Los Angeles, CA, LAWA, 2014-2015: As Intern, assisted in tracking bus deployment schedule for free shuttle service, which transfers people between the terminals and remote parking lots, employee parking lots, the Metro Green Line station, and provides terminal-to-terminal service. As the passenger volume increases year over year, so do concerns about bus delays and overloading. Created an adjustable bus schedule based on time of flight arrivals and employment shifts and proposed signage improvements to the management, which are under review.

University Village Mixed-Use Retail and Residential Development, Los Angeles CA, University of Southern California, 2015: As student, conducted a traffic impact analysis on the potential traffic implications of a planned development includes 285 apartment units and 55,000 square feet of retail in the form of a Trader Joe’s specialty grocery store. The project was prepared to address the expectations of the City of Los Angeles Department of Transportation (LADOT) as well as the California Environmental Quality Act (CEQA). Analyzed impacts of current condition and in the opening year (2017) to comply with the lead agencies’ criteria and suggested proposed mitigations to significant impacts.

LAX Sepulveda Tunnel Traffic Study, Los Angeles, CA, USC, 2015: This project is a traffic efficiency analysis that sought plausible alternatives regarding overhead signage, lane marking, and signal optimization in a six lane Caltrans-owned, and operated tunnel constructed in the 1960s. Widening the tunnel is particularly difficult because it runs under an airport runway. Proper mitigation include signal optimization, adding more overhead signs to reduce confusion among drivers, and allocating one lane to be the dedicated airport lane as it will be able to accommodate 60% of the total traffic volume.
### Budget - Rossmoor Vehicle/Pedestrian Safety Analysis
May 26, 2016

**TJKM Overhead Rate:** 95.56%

**TJKM Profit:** 10%

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<th>Team Member</th>
<th>N/A</th>
<th>C. Kloet</th>
<th>V. Takemura</th>
<th>F. Blacklund</th>
<th>H. Pohel</th>
<th>P. Dahl</th>
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**Labor Sub-total**

|   | 2 | 16 | 82 | 12 | 40 | 22 | 44 | 64 | 8 | 8 | 510 | $19,825 |

**Direct Expenses: Mileage @ 50.54/mile**

|   | 250 miles | $195 |

**TOTAL**

$29,980

TJKM will submit status updates along with monthly invoices on a time and material basis.

Attachment 2
REQUESTED ACTION/ RECOMMENDATION:

List, discuss, and prioritize the Board’s goals for 2016 – 2017.

BACKGROUND:

Each year it is important for the Board to identify its priority goals. This gives the CEO, staff, and the community insight as to the Board’s priorities for what it wishes to accomplish. To help set the stage for this effort, at the June 16th Board retreat:

- The Board reviewed information from a variety of sources on best practices in corporate governance.
- The Board reviewed the GRF Mission and Values Statement which were approved in 2011.
- The Board reviewed staff input on GRF strengths, weaknesses, opportunities and threats to the operation. The Board also reviewed a proposal from staff to create a GRF Vision statement, which will be discussed today:
  - Staff suggestion: “Create an environment where every resident can thrive.”
- Individual Board members were asked to submit a list of specific projects, actions or achievements that would make this a successful 2016-2017 Board year. From this compiled list from each Board member (attached), the Board today will discuss and approve the goals for the 2016-17 Board year.

At today’s Board meeting, Board members will be asked to articulate any possible additional ideas until all members have listed all their goal ideas.

- The CEO will record any additions to the goals ideas list.
- At the conclusion of listing the Board will discuss the goals ideas, to ensure all are clear on the intent and that the idea should be considered.
- Each Board member will be given five (5) colored stickers (dots) to place by the goals they believe are of the highest priority (one dot per goal).
• Those goals with at least five dots, a majority of the Board, represent the priority list for 2016-2017.

• Ideas with less support may still receive attention during the year.

ALTERNATIVES AND OPTIONS:

• Continue the process to a future meeting.

• Formal adoption of goals will occur at the Board meeting of July 28th.

SUBSEQUENT ACTIONS:

Staff will work on the various goals. If funding or further Board authority is necessary staff will secure that going forward.

FINANCIAL IMPACT:

It is imperative that this process occur at this time of the year so that any goals with a financial impact can be incorporated into the 2017 Operations Budget.

The GRF Trust Estate Fund may need to be utilized to complete some of the goals. Any Trust Estate Fund expenditures will be presented to the Board for individual approval prior to incurring any costs.

ATTACHMENT:

“2016-17 Master List GRF Projects.doc”
Golden Rain Foundation Board of Directors
Master List of Suggestions

Specific Projects, Actions or Achievements
That Would Make This a Successful 2016-2017 Board Year

- Finalize renovation plans for the Fitness Center, commence construction and keep residents informed as to the progress.
- Complete Drop Creek structure
- Complete Hillside kitchen renovation
- Complete Gateway Studios renovation
- Decision on the old Creekside tennis courts: creek on its way to be redone
- Finalize Power Purchase Agreement and commence installation of GRF solar farm
- Complete long term 20 year capital needs analysis to have a better idea of future needs for projects, infrastructure, buildings, etc.
- Agreement on policy for how projects get on GRF agenda.
- Create linkages for residents to services available to senior citizens through county social services and nonprofit organizations.
- Create an umbrella, emergency planning organization to coordinate CERT, EPO, GRF and other groups in an emergency creating a text notification system.
- Evaluate different disaster scenarios and the impacts on our finances. Make sure GRF has a path to stay solvent.
- Install an elevator in Dollar.
- Create an online account system for residents that will enable them to pay online, check on work orders, etc.
- Upload Board meetings to YouTube so people can watch on their schedule.
- Set up defibrillator training.
- Implement a program to identify those for which our Comcast fee increase cannot be overcome with savings AND that pose a serious hardship on their ability to live in Rossmoor – PR to all others.
- Find some ways to begin to deal with one or more mutuals as a “customer” at their request.
• Identify a solution for pickleball.
• Create a Technology Advisory Committee
• Implement traffic and pedestrian safety improvements
• Create Trust emergency reserve
• More complete discussion of items in the operating budget. Not more department detail, but more calling out of key issues.
• Water strategy. Decide if we should continue to reduce water consumption, or hold where we are for higher base load for next drought.
• Possible change over with broadband provider will create problems of not understanding and helping residents.
• Resolve the mulch versus irrigation dilemma with a responsible, balanced solution that meets the needs of residents and the budget needs of GRF.
SUMMARY REPORT  
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

REPORT PREPARED BY:

Jeff Matheson, Director of Resident Services

REQUESTED ACTION/RECOMMENDATION:

Consider approving request from the Rossmoor Tennis Club to place a memorial plaque at the Buckeye Tennis Complex recognizing the dedicated service of Jerry McConnell to the Club.

BACKGROUND:

The Rossmoor Tennis Club has submitted a request, in accordance with Policy 501.0, to place a plaque at the Buckeye Tennis Complex in memory of Jerry McConnell. The request letter submitted is attached. The Club would like the plaque to be placed on the west side of court #1. The plaque would be oval, 24 inches wide, and made of stainless steel. The wording would say:

Dedicated to the memory of

Jerry McConnell

a true friend of RTC

According to Policy 501.0, all requests for the permanent placement of signs and plaques must be approved by the Board.

ALTERNATIVES AND OPTIONS:

Deny the request.

SUBSEQUENT ACTIONS:

If approved, the Rossmoor Tennis Club would purchase the plaque to be installed by the GRF Maintenance department.

ATTACHMENTS:

Letter from the Rossmoor Tennis Club
To: Tim O'Keefe

June 7, 2016

Dear Sir,

The Rossmoor Tennis club recently lost a very dear friend who devoted his time unselfishly for the betterment of the club.

We would like to have a small memorial plaque dedicated to him in a discreet location on court 1 at the Buckeye Complex. It is our understanding that we must ask the GRF board for approval. May we please have this request put on the board's agenda at the next meeting?

Thank you very much,

Randy Kuhl
Rossmoor Tennis Club President

(If you need to contact me, e-mail is best. Tennis.captains@gmail.com)
SUMMARY REPORT
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

REPORT PREPARED BY:
Paulette Jones, Senior Manager, Executive Services

REQUESTED ACTION:
Approve, as recommended by the President, the following resident member Committee appointments for the terms indicated, effective July 1, 2016:

Aquatics Advisory Committee
Barbara S. Jordan, Three-Year Term
Brian K. Stack, Three-Year Term

Audit Committee
Paul Rosenzweig, Three-Year Term
Sheldon Solloway, Three-Year Term
Alan W. Swanson, Two-Year Term

Finance Committee
Jean A. Autrey, Three-Year Term
Paul Rosenzweig, Three-Year Term

Fitness Center Advisory Committee
Charlotte A. Howard, Three-Year Term
Claudia Tierney, Three-Year Term

Golf Advisory Committee
John McDonnell, Three-Year Term
BACKGROUND:

As stipulated in the Committee Charters, the President recommends resident member Committee appointments to the Board for approval.

Committee vacancies were announced in the Rossmoor News in May, and residents were invited to apply for appointment to the Committees. The applicants were interviewed recently by the President, the Board representative to the Committees, and the Chairman, the Vice Chairman, or a member of the Committees. The President, with input from the interviewers, then selected the applicants he recommends for appointment to the Committees for Board approval.

The letters of application of the recommended appointees are attached. The letters of application of those applicants who are not being recommended for appointment are on file in the Board Office and can be seen by the members of the Board who wish to see them.

ALTERNATIVES AND OPTIONS:

Approve all, some, or none of the President’s recommended resident member Committee appointments.

SUBSEQUENT ACTIONS:

The President will announce the names of those he has designated as Chairmen of the resident member Committees.

The approved Committee appointees will begin serving on the Committee they are appointed to effective July 1, 2016, and the Committee Roster will be revised to reflect the approved appointments and then distributed.

The President will send letters to the newly appointed Committee members advising them of their appointment. The President will also send letters to those applicants who were not appointed thanking them for applying and for their interest and to retiring Committee members thanking them for their service on their respective Committee.

Staff will work with Committee Chairmen to orient new Committee members.

FINANCIAL IMPACT:

None

ATTACHMENTS:

Letters of application from the recommended appointees
June 1, 2016

Ms Paulette Jones  
Assistant Secretary  
Golden Rain Foundation  
1001 Golden Rain Road  
Walnut Creek, CA 94595

Dear Paulette,

Please accept this letter as my request to serve on the Aquatic Advisory Committee. I believe my experience as a past member and officer of the Golden Rain Foundation and past member of the Aquatic Advisory Committee, and my experience as a former swimmer, lifeguard, coach, pool manager and teacher qualifies me for this appointment.

Sincerely,

[Signature]

Barbara Jordan
Hi Paulette,

I would like to reapply for my position on the Aquatics Advisory Committee. In the three years that I have served on the committee I have come to find that working with staff and residents to improve the quality of Rossmoor Aquatics has been far more satisfying than I could have imagined.

I look forward to another three years of work to insure the continuation of current programs, and the opportunity to bring new and exciting aquatics programs to our residents.

Thank You
Brian Stack

Brian Stack
Rossmoor Aquatics Advisory Committee
Chairman
June 1, 2016

Ms Paulette Jones
Assistant Secretary
Golden Rain Foundation

Audit and Finance Committees reappointments

Dear Paulette,

I would like to be considered for reappointment to both the Audit and Finance Committees for three year terms. My resume is attached.

Sincerely,

Paul Rosenzweig

c: Leslie Birdsall
President
Golden Rain Foundation
PAUL ROSENZWEIG

Paul Rosenzweig's professional career, after graduation, followed the traditional career path in public accounting. He earned his CPA certificate as soon as regulations then permitted.

He then joined The Psychological Corporation, supervising the accounting and financial operations, as the company grew in its publishing and consulting activities. As Controller, he also directed the conversion to computerized accounting systems.

In 1974 he was asked by Harcourt Brace Jovanovich, Inc., to assume the title of Director of Subsidiary Accounting, charged with the responsibility for acquisitions and new business startups. In four years, the group included an audiovisual publisher, consumer magazine, newsletter publisher, a professional training and reference publisher, and a management consulting and outplacement counseling firm. The financial services of seven companies were consolidated instead of duplicating staff for a number of smaller entities.

In 1978 he became Vice President and Treasurer of Academic Press, Inc., a multinational publisher and distributor of technical books and scholarly journals, with revenues of $100 million. He developed off-the-Balance-Sheet financing for US and UK companies, and introduced sophisticated cash management techniques, effectively reducing accounts receivable balances from domestic and third-world customers.

For two years he conducted an independent management consulting practice for both market-and production-driven clients, all outside of the publishing industry. In 1986 he became affiliated with Moseley Associates, Inc., conducting valuation, litigation support, acquisition and divestiture assignments.

In 1993, he became President of Royalty Review Service, Inc., representing authors who wish to confirm the accuracy of their royalty statements. He continues to offer that service through a successor company, (ca)RRS, Inc., of which he is President.

Mr. Rosenzweig was Chairman of the Publishing and Printing Accounting Committee of the New York State Society of CPAs from 1988 to 1990, and served on the Society's Litigation Support and Publishing and Printing committees.

BS- Major in Accounting, Brooklyn College; MBA, Pace University

Rossmoor Activities:
GRF Finance Committee 2003-4; GRF Board 2004-2010 (Treasurer 2008-2010); GRF Audit & Finance committees 2010-current; Happy Hackers Treasurer 2011-12 and 2015-current; NY/NJ Club-Treasurer; Veterans History Project-Treasurer.
Memberships: Happy Hackers, 30's/40's/50's Club, Rossmoor Mens Golf Club.
Please accept this email as my request for a seat on the GRF Audit Committee for the pending administrative year.
My service on the committee in the past should meet the qualification requirements of the position.
Please confirm the receipt of this application.
Sheldon Solloway
June 3, 2016

Board of Directors
Golden Rain Foundation
1001 Golden Rain Road
Walnut Creek, CA 94595

Gentlemen:

This is an application for one of the open positions on the Audit Committee.

There is a lack of independence between an auditor and their client because the auditee pays the fee. The Board independent audit committee evolved in the 70’s to try to overcome this lack of independence. First for publicly traded companies then private companies, not for profits and governments, each with their own standard Audit Committee charters.

I practiced as a California Certified Public Accountant in public practice for 49 years before retiring about 4 years ago. I still retain my membership in the California Society and American Institute of Certified Public Accountants. Of pertinence was my position as Chair of the California State Board of Accountancy’s Administrative Committee investigating complaints by the public. One of my functions was reviewing reports by their CPA Investigators and recommending prosecution, if appropriate. I also conducted investigative hearings.

During the latter stages of my CPA career I contracted to other CPA firms to review their working papers. It was quality control. I am listed with the American Institute of CPAs as a volunteer member of audit committees for charitable organizations in the local area. If appointed to GRF Audit Committee I plan to attend professional seminars to catch up on accounting and auditing issues.

I served on the GRF General Plan Update Task Force and as the Assistant Treasurer of Third Mutual. A few of the Rossmoor clubs in which I am active include: Ballroom Dance Club, Sustainable Rossmoor, Sunday Dancers, 30s/40s/50s Couples Club, Penguin Dance Club (Treasurer), T.G.I.F., Financial Forum, Dixieland Jazz Club, Mens’ Golf Club, Social Dance Club and Fireside Dance Club.

I have lived, educated and employed my entire life in the San Francisco Bay Area.

Respectfully submitted:

Alan Swanson
May 10, 2016

Golden Rain Foundation Board

Re: Finance Committee

As a happy resident of Rossmoor since 2000, I would appreciate the opportunity to be of assistance to the community by serving on the Audit Committee of the Golden Rain Foundation.

My accounting degree is from UC Berkeley and I have been a corporate controller for many years in both large and small companies so my experience covers most areas of accounting & finance as my resume demonstrates. (A resume copy is attached)

I look forward to the next steps in this process.

Thank you for your consideration.

Very truly yours,

Jean A. Autrey

JAA/hs
Encl.
SUMMARY OF EXPERIENCE:

Extensive experience overseeing all aspects of accounting resulting in timely and accurate financial information for management decision making and audit purposes. Proven ability in design and implementation of accounting frameworks to support rapid growth. Financial statement and budget preparation/Analysis/Project job cost accounting/Preparation for and coordination of outside audits/Business insurance/Human resource procedures and policies/Banking relationships. Industry ranges: public accounting, motion picture and multi-media production, not-for-profit, digital imaging, consulting, and real estate.

WORK HISTORY:

Accounting Manager – Neptune Holdings, LLC 2005 – 2008

Analyzed and corrected existing accounting records for the holdings of a family office (3 corporations, 1 non-profit organization, 7 trusts and a personal set of books). Developed reporting systems for the Quarterly Family Advisor meetings. Prepared monthly financial statements. Supervised annual tax filings. Supervised accounting staff in Walnut Creek and coordinated with staff in Kansas.

Controller, Orbit Software, Inc. 2004 - 2005

Analyzed and corrected existing accounting records for software support company. Implemented financial reporting system for 3 European affiliates.

Financial Consultant, Kamer Consulting Group, LLC 2001 - Present

Designed and implemented full accrual accounting systems, budget procedures and management reports for public relations and crisis management consulting firm.

Controller, Digital Pond 1997 - 2000

Analyzed and corrected existing accounting records for digital imaging and management company. Designed and implemented internal controls, budget procedures and management reports. Established and managed all Human Resource functions (group insurance, 401K and Section 125). Developed employee handbook. Supervised annual audits. As a member of senior management team, directed company turnaround from negative to positive net worth as margins improved and annual sales grew 300%.


On a part-time basis, analyzed and corrected existing accounting records for rapidly growing brand strategy and web services consulting firm. Designed and implemented internal controls, budget procedures and management reports. Sales increased from $1M to $3M resulting in need for a full time Controller.


Stepped in when previous Controller left unexpectedly. Working part time, analyzed and corrected existing accounting records for the most successful infomercial production company. Designed and implemented budget procedures and management reports. Streamlined month-end close allowing in-house staff to operate unassisted.

Implemented budget procedures, systems for tracking capital acquisitions, and procedures for annual audit for non-profit organization. Developed reporting systems for contribution revenue tracking. Interfaced with City of San Francisco and private funders on $3 million of building renovations.


Directed accounting functions for non-profit organization operating a residential hotel. Developed and implemented financial reporting systems for Board of Directors. Coordinated two loan closings with the City of San Francisco. Developed reporting systems for State and City funders. Developed and implemented budget procedures. Supervised annual audit.

Controller, Colossal Pictures 1986 - 1993

Directed accounting functions for commercial production company with annual sales that grew from $3.8 million to $23.6 million. Supervised an accounting staff of 5 people; implemented two computer conversions; coordinated annual audits; administered corporate and employee benefit insurance policies including 401K and Section 125 plans; merged budgets from seven divisional units; implemented custom job cost reporting system.

Production Accountant, Various films 1982 - 1986

Prepared budgets, budget analysis and all accounting functions for a number of feature films in various locations including San Francisco, Los Angeles and Oklahoma.

Controller, Zoetrope Studios 1975 - 1981

Established and directed finance and accounting functions for 12 corporations controlled by Francis Coppola, including motion picture productions, post-production facility, various real estate investments, magazine publishing, and a winery. Supervised production accounting for "Apocalypse Now", "The Black Stallion" and other films.

Staff Accountant, Tong & Fong Accountants 1966 - 1975

Performed all accounting functions involved in a public accounting firm including preparation of payroll, sales, property, personal, partnership and corporate tax returns for a variety of clients.

EDUCATION:


Passed CPA exam at first sitting in 1974, but did not proceed with certificate due to entry into private industry.

COMPUTER EXPERIENCE:

Excel, Word, Microsoft Office, Quickbooks, Great Plains, Real World, Peachtree, Filemaker Pro, Timeslips, Platinum, FRx Reporting

REFERENCES AVAILABLE ON REQUEST
May 14, 2016

To Whom It May Concern:

I am applying for a third term on the Fitness Center Advisory Committee. In my first term I served as Secretary of the FCAC, as well as wrote many articles in the Rossmoor News called Wall of Fame which featured outstanding examples of resident users who regularly utilize the Fitness Center to either improve health problems or to maintain their level of functioning.

I have consistently belonged to health and fitness centers for more than 30 years. My fitness activities over the years have included walking, running, aerobic and step classes, and circuit training and strength training using both free weights and machines. For the past six months I have been taking the TRX classes.

Having worked in the mental health field for 25 years, I strongly believe in the mind/body connection. Staying physically fit and healthy helps one to maintain bone and muscle strength, flexibility and balance, thus reducing the risk of falls and broken bones. Furthermore, the physically fit person is less likely to be overweight and less likely to be prone to heart disease, diabetes, and other life-threatening illnesses. Thus, staying physically fit, one avoids the stressors of aging. The Fitness Center at Rossmoor also serves as a social center for many residents and helps them maintain good mental health in their declining years.

Rossmoor is very fortunate to have planned such a wonderful fitness facility and to have excellent staff members who are so adept and patient in working with the elderly and with persons with various disabilities. Good planning is required in the selection of the excellent variety and quality of fitness equipment that is currently in place. Rossmoor residents should be encouraged to take advantage of this facility.

The recent expansion of the Fitness Center into the Delta Room and the Sierra Room has greatly improved safety. The current modernization plan of the Fitness Center will be a great asset to Rossmoor residents.

During my 12 years at Rossmoor I have been an active member of the Trails Club, Happy Hackers, Penguins and Cotillion Dance Clubs, 30’s, 40’s, 50’s Couples Club, and TGIF. I have also been a member of the Rossmoor Rotary Club and a member of the Rossmoor Rotary Foundation Board of Trustees. Two years ago I was a member of the Planning Committee for Rossmoor’s 50th Anniversary. For the past
year I have been writing a series of articles in the Rossmoor News on Rossmoor Centenarians, a most satisfying and fulfilling experience.

My academic background includes receiving a BA from UC Irvine in 1975 and an MSW from USC in 1981. I enjoyed a long career in psychiatric social work, psychotherapy and psychiatric case management.

Thank you for considering my application. I look forward to once again working on the Fitness Center Advisory Committee.

If I am fortunate to be selected for interviews, I will be out of the country from June 12 through 26, 2016.

Sincerely,

Charlotte A. Howard
To: The Golden Rain Foundation Board
From: Claudia Tierney
Re: Application to re-apply for a seat on the FCAC Committee

This year, my term on the FCAC Board expires and I am re-applying for another term.

During the past three years that I've served on the FCAC Committee, there have been many issues at hand, most notably, around the renovation of the Del Valle Center. This has made my term on the Committee and my two years as Chairman, quite exciting. I feel fortunate to have been on the Committee during this very pivotal time. I especially enjoyed chairing the resident listening sessions as it was a great chance for varying opinions to be expressed and new ideas to be brought to the table. It has been a pleasure to work with Warren Salmons, Tim O'Keefe, Les Birdsall and Jeff Matheson in addition to welcoming various Board members to our meetings.

There is still so much work to be done that I would like to be onboard to see the Del Valle Center into the future.

Thank you for your consideration.

Claudia Tierney
Golden Rain Foundation.

My name is John McDonnell and I would like to be considered for a position on the Golf Advisory Committee. I have been a resident of Rossmoor since December of 2007.

I currently serve on the GAC as chairman and previously as member at large, and as the RMGC representative to the GAC.

I am a past president of the Rossmoor Men's Golf Club (2012) and past board member of the RMGC. As a member of the RMGC I served as Captain of the NCGA Rossmoor Team in 2011. I have been the RMGC Invitational Tournament Director since 2011 and the Asst. Invitational Tournament Director in 2010. I have been a past Vice-President of the Happy Hackers.

I am familiar with the GAC charter, the organization and membership, the purposes and responsibilities, golf course rules, the game and the appropriate behavior and look for players.

I want to serve on the Golf Advisory Committee to participate in the continuing efforts to make golf a fun experience for Rossmoor residents and to help promote and maintain the quality of the golf experience in Rossmoor.

I thank you for considering me for the GRF Golf Advisory Committee.

Sincerely

John McDonnell
SUMMARY REPORT
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

REPORT PREPARED BY:
Rick Chakoff, CFO

REQUESTED ACTION:
Adopt bank resolution from The Mechanics Bank authorizing the GRF President, Vice-President and Treasurer to sign and act on behalf of the organization.

RECOMMENDATION:
Adopt the bank resolution as requested.

BACKGROUND:
Golden Rain has operating, money market and payroll accounts with The Mechanic’s Bank. The bank requires a resolution authorizing the stated officers to act on behalf of the Foundation. This includes the authority to establish bank accounts, sign or change any agreement with the Bank regarding the Foundation’s bank deposit relationship and the ability to specify individuals who are authorized to withdraw funds using checks, orders or transfers or to otherwise access the Foundation’s deposit accounts.

SUBSEQUENT ACTIONS:
Once approved and signed, staff will forward the resolution to Mechanics Bank.

FINANCIAL IMPACT:
None

ATTACHMENT:
Resolution
BANKING RESOLUTION – MECHANICS BANK

I certify that I am secretary of Golden Rain Foundation, a corporation organized under the laws of the state of California (the “Foundation”). I also certify that a meeting of the Foundation’s board of directors held on ______, _____, at which a quorum was present and acting throughout, the following resolutions were adopted and are now in full effect:

### AUTHORITY TO SIGN AND ACT ON BEHALF OF THE FOUNDATION

WHEREAS, Mechanics Bank (the “Bank”) has requested an update to our banking resolution with respect to general banking services; and

WHEREAS, Bank has modified their standard resolution to meet our specific requirements; and

WHEREAS, Bank’s standard resolution as modified calls for designating officers of Golden Rain Foundation who are authorized to act in the name of and on behalf of the Foundation; now therefore

IT IS RESOLVED that the officers now or subsequently holding the positions named below are individually authorized in the name of and on behalf of the Foundation, to:

- Establish any banking accounts and services.
- Sign or change in writing, any agreement with the Bank regarding the Foundation’s banking deposit relationship.
- Specify in writing to the Bank the individuals who are authorized, in the name of and on behalf of the Foundation, to:
  - Withdraw funds from any of the Foundation’s banking accounts on the Foundation’s checks or orders, subject to any multiple signature requirements.
  - Send, review, and/or authorize wire and electronic transfers of funds from the Foundation’s accounts. Such authority may be exercised by such authorized individuals acting alone, regardless of any multiple signature requirements otherwise applicable to the accounts.
  - Otherwise access the Foundation’s deposit accounts.

IT IS FURTHER RESOLVED, that this authority may be exercised at such time and on such terms as the Foundation’s designated representatives believe proper, and this authority will remain in effect until the Bank receives written notice of revocation at the Office where the Foundation’s banking relationship is maintained; and

IT IS FURTHER RESOLVED, that the President, the Vice President, and the Treasurer are the Foundation’s designated representatives.

I further certify that the following are true and correct specimen signatures of the Foundation’s designated representatives, who hold the titles below:

<table>
<thead>
<tr>
<th>Representative’s typed name</th>
<th>Signature</th>
<th>Title</th>
</tr>
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<tbody>
<tr>
<td>LESLIE BIRDSALL</td>
<td></td>
<td>PRESIDENT</td>
</tr>
<tr>
<td>MELVIN FREDLUND</td>
<td></td>
<td>VICE PRESIDENT</td>
</tr>
<tr>
<td>KENNETH W HALEY</td>
<td></td>
<td>TREASURER</td>
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</tbody>
</table>

WITNESSED

<table>
<thead>
<tr>
<th>Secretary’s typed name</th>
<th>Secretary’s Signature</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>MARY LOU DELPECH</td>
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