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, July 27, 2017. 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, JULY 27, 2017, AT 9:00 A.M.

1. **MEETING CALLED TO ORDER**: Geraldine Pyle, President

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

3. **APPROVAL OF MINUTES**: Regular meeting of June 29, 2017 (Attachment)  

4. **ADOPT PROCLAMATION OF APPRECIATION FOR JOHN H. NUTLEY, ROSSMOOR HISTORIAN, FOR HIS 44 YEARS OF OUTSTANDING SERVICE TO ROSSMOOR**. (Attachment)  
   
   SPECIAL PRESENTATION BY PRESIDENT TO JOHN H. NUTLEY

5. **UPDATE FROM CINDY SILVA, WALNUT CREEK CITY COUNCIL MEMBER AND THE CITY’S LIAISON TO ROSSMOOR**.

6. **TREASURER’S REPORT** (Attachment)

7. **CHIEF EXECUTIVE OFFICER’S REPORT** (Attachment)

8. **RESIDENTS’ FORUM**
9. **RESIDENT MEMBER COMMITTEE REPORTS**
   a. Finance – Jean A. Autrey, Member
   b. Golf Advisory – John H. McDonnell, Chairman (Attachment)  

10. **BOARD COMMITTEE REPORTS**
   a. Compensation – Stephen D. Roath (Attachment)  
      1) Consider recommendation that the 2018 benefits program budget be increased by $111,000, based on rate increase projections from GRF’s benefits broker. (Attachment)  
      2) Consider recommendation that the 2018 GRF operations budget include an additional $169,000 for increased contractual costs for the GRF union employees. (Attachment)  
      3) Consider recommendation that in the 2018 budget a total of $30,680 be allocated for potential compensation increases for the CEO (Attachment)  
   b. Policy – Robert D. Kelso, Chairman (Attachment)  
      1) Consider recommendation that the Board approve the draft Charter for the Board Planning Committee. (Attachment)  

11. **UNFINISHED BUSINESS**  
   a. Consider Policy Committee’s recommendation that the Board approve the following attached proposed revised Policies relating to the Access Control System Project implementation. Deferred June 29, 2017. (Attachment)  
      • Policy 102.1.1, User Fees and Service Charges  
      • Policy 104.1.1, Membership Guidelines  
      • Policy 104.1.2, Use of Community Facilities by Lessees  
      • Policy 304.0, Community Facilities Use  
      • Policy 304.1, Guest Usage Policy  
      1) Suggested changes to proposed draft policies listed above, as proposed by Leslie Birdsall. (Attachment)
12. **NEW BUSINESS**

a. Discuss and prioritize traffic and pedestrian safety recommendations. (Attachment)  

b. Consider approving, as recommended by the President, the appointment of Leslie Birdsell, Carl W. Brown, Mary Lou Delpech, and Melvin C. Fredlund to the Board Planning Committee for one-year terms, effective immediately. (Attachment)

c. Consider approving, as recommended by the President, the appointment of Mary A. England, Frederick J. Kern, Wayne B. Lanier, Donald J. Liddle, Christopher J. Slee, Sheldon Solloway, and Heinz Weirich to the Ad Hoc Technology Committee effective immediately. (Attachment)

d. Consider approving a contract with D-Line Constructors to replace the Drop Creek Structure in the amount of $663,000 and approving a total expenditure of up to $950,000 from the Trust Estate Fund to cover change orders and contingency. Approval is contingent upon the contractor’s ability to complete the project by October 15, 2017. The approved budget for this project is $550,000. (Attachment)

e. Consider whether to accept the City of Walnut Creek’s offer of:  
   1. A $15,000 contribution towards the cost of removal of turf and the installation of drip irrigation and drought tolerant landscape in the portions of the Rossmoor Parkway medians outside the gate that are currently grass  
   2. The City’s continuing payment of the EBMUD water bill for the median and parkway irrigation  

In exchange, GRF would agree to:
   1. Obtain an encroachment permit from the City  
   2. Submit a lane closure plan for City review  
   3. Remove the median turf  
   4. Manage the installation of the drip irrigation system  
   5. Select and install drought tolerant landscape, subject to City approval  
   6. Continue to provide the landscape maintenance on the City-owned parcels along Rossmoor Parkway from the gate to Tice Valley Road.  

(Attachment)

13. **ANNOUNCEMENTS**

a. There will not be a mid-month regular meeting of the Board in August.
b. The next end-of-the month regular meeting of the Board will be held on Thursday, August 31, 2017, at 9:00 a.m. in Peacock Hall at Gateway Complex.

14. **EXECUTIVE SESSION**

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

15. **RECESS**

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MINUTES
GOLDEN RAIN FOUNDATION OF WALNUT CREEK
REGULAR MEETING OF THE BOARD OF DIRECTORS
THURSDAY, JUNE 29, 2017, AT 9:00 A.M.

A regular meeting of the Board of Directors of the Golden Rain Foundation (GRF) of Walnut Creek was convened by the President, Geraldine Pyle, at 9:00 a.m. on Thursday, June 29, 2017, in Peacock Hall at Gateway Complex, 1001 Golden Rain Road, Walnut Creek, California.

ROLL CALL: Present: Geraldine Pyle, Stephen D. Roath, Robert D. Kelso, Mary K. Neff, Sue DiMaggio Adams, Leslie Birdsall, Carl W. Brown, Mary Lou Delpech, Melvin C. Fredlund, and Timothy O’Keefe, Chief Executive Officer (CEO), ex-officio member of the Board

Absent: None

There being no corrections, the minutes of the regular meetings of the Board held on May 25 and June 13, 2017, were approved, as written, by unanimous consent.

Before proceeding further with the agenda for the meeting, the President announced that Cindy Silva, Walnut Creek City Council member and the City’s Liaison to Rossmoor, is not present to make a report on the City’s activities.

Mary Neff gave the Treasurer's report for the period ending May 31, 2017.

The CEO reviewed his written report dated June 21, 2017. Discussion followed during which it was noted that the members of the Board are using laptops or other electronic devices at today’s meeting to access the agenda for the meeting rather than getting hard copies of it and will continue to use them at Board meetings.

During the Residents’ Forum, Annette Fairbanks requested that, when people are waiting for a lane at Hillside Pool, the swim time be cut to half an hour thereby giving more people a chance to swim.

Margaret DeGraca commented on the subject of Realtors buying coops with the intention of remodeling and then reselling them, citing a specific instance.

Sheila Peterson said that she is having trouble understanding some of the explanations that were in the Rossmoor News regarding the proposed revised
Policies relating to the Access Control System Project implementation and asked if it is going to be made any clearer at this meeting how this is to work. Mr. Kelso, Chairman of the Policy Committee, said that he will summarize the proposed revisions later in the meeting.

John H. Nutley commented on proposed revised Policy 304.1, Guest Usage Policy, saying that he thought it was well stated; said he was glad to see that some work was being done on Hillside and hoped to see improvements to the entire building in the future; and said that next week he will be in Rossmoor 44 years and invited residents to celebrate the Fourth of July with him at Dollar Clubhouse.

In the absence of David Smith, Chairman, Finance Committee, Rick Chakoff, CFO, commented on the Finance Committee’s recommendation regarding the 2018 Budget Development Calendar.

A motion was made by Mr. Kelso, seconded by Mr. Roath, and CARRIED UNANIMOUSLY to approve, as recommended by the Finance Committee, the 2018 Budget Development Calendar (agenda attachment 8a1-1).

Mr. Chakoff then commented on the Finance Committee’s recommendation regarding the FY2018 Operations Budget Principles, noting that the Committee recommended that Budget Principle #13.1 be revised to include the CPI-U percentage of 3.8% as of April 30, 2017.

A motion was made by Ms. Adams, seconded by Ms. Delpech, and CARRIED UNANIMOUSLY to approve, as recommended by the Finance Committee, the FY2018 Operations Budget Principles (agenda attachment 8a2-2) with the addition of the CPI-U percentage of 3.8%.

Claudia Tierney, Chairman, Fitness Center Advisory Committee, referred residents to the rossmoorfitness.com website to view the progress on the Del Valle Complex renovation project. Discussion followed.

In the absence of John McDonnell, Chairman, Golf Advisory Committee, the CEO reported that the courses are in great shape and noted that golf rounds have been increasing. He went on to say that even though the bad weather earlier in the year reduced golf significantly by 22% year-to-date, the revenue of the golf operation is only down 11%.

Bob Kelso, Chairman, Policy Committee, summarized the Committee’s recommended proposed revisions to the following Policies relating to the Access Control System Project implementation: Policy 102.1.1, User Fees and Service
Charges; Policy 104.1.1, Membership Guidelines; Policy 104.1.2, Use of Community Facilities by Lessees; Policy 304.0, Community Facilities Use; and Policy 304.1, Guest Usage Policy. Discussion followed during which it was noted that this was the first reading on the proposed revised Policies, and Mr. Birdsall and other residents were invited to attend the July 18th meeting of the Policy Committee to ask questions about and further discuss the proposed revised Policies. In keeping with the Board’s practice that policy, procedure, and rule items be on the agenda for two end-of-the-month meetings to allow time for resident input, consideration of approving proposed revised Policies 102.1.1, 104.1.1, 104.1.2, 304.0, and 304.1 was deferred to the July 27, 2017, regular meeting of the Board.

Following introductory remarks by the President, a motion was made by Ms. Delpech and seconded by Mr. Roath to approve, as recommended by the President, the following resident member Committee appointments, effective July 1, 2017, the names of which were then read by the President:

**Aquatics Advisory Committee**

- Norman P. Gorsuch, Three-Year Term
- Daryl Svoboda, Three-Year Term

**Audit Committee**

- Dwight Walker, Three-Year Term
- Christopher T. Yahng, Three-Year Term

**Finance Committee**

- Della Temple, Three-Year Term
- Gery Yearout, Three-Year Term

**Fitness Center Advisory Committee**

- Barbara Leonard, Three-Year Term
- Virginia Lee Rapp, Three-Year Term
- Sherry S. Smith, Three-Year Term

**Golf Advisory Committee**

- Michael Wener, Three-Year Term

The vote was then taken on the motion to approve, as recommended by the President, the aforementioned resident member Committee appointment of Approving Proposed Revised Policies Deferred to 7/27/17.
appointments, effective July 1, 2017, and the motion CARRIED UNANIMOUSLY.

The following were reappointed by the President to serve as Chairmen of the resident member committees:

- Aquatics Advisory Committee – Brian K. Stack
- Audit Committee – Paul Rosenzweig
- Finance Committee – David H. Smith
- Fitness Center Advisory Committee – Claudia Tierney
- Golf Advisory Committee – John McDonnell

A motion was made by Ms. Delpech, seconded by Ms. Adams and CARRIED UNANIMOUSLY to approve establishing a Board Planning Committee and directing the Policy Committee to develop a Charter for the Committee.

Following introductory remarks by Paul Donner, Director of Mutual and Trust Operations, a motion was made by Ms. Delpech, seconded by Ms. Adams, and CARRIED UNANIMOUSLY to approve a contract with Oak Park Construction in the amount of $90,000 from the Trust Estate Fund to complete the Hillside overhead piping project.

Before concluding, the President announced that there will not be a mid-month regular meeting of the Board in July; that the next end-of-the month regular meeting of the Board will be held on Thursday, July 27, 2017, at 9:00 a.m. in Peacock Hall at Gateway Complex; and that there will be an executive session of the Board following this meeting to discuss legal matters and any other appropriate business.

There being no further business to come before the Board, the meeting was recessed at 9:55 a.m. and reconvened in executive session at 10:07 a.m. in the Board Room.

Robert D. Kelso, Secretary
Golden Rain Foundation of Walnut Creek

pj
PROCLAMATION OF APPRECIATION

WHEREAS, the Golden Rain Foundation hereby recognizes the efforts of John H. Nutley, the Historian of the Rossmoor Community since the inception of the Rossmoor Historical Society in 1973. It is because of his dedication to preserve the history of Rossmoor that our community has a permanent archived history of works of past boards and clubs and of social events as well as pictures and videos on the 53-year history of this community.

WHEREAS, the Golden Rain Foundation hereby recognizes the importance of this task, which covers being the keeper of Rossmoor’s earliest papers, notes and the many items categorized and stored representing the beginning of Rossmoor. Mr. Nutley also established and maintained proof of the Miwok and Saklan Indian tribes (baskets, bones and tools) that existed on this land many centuries before the beginning of Rossmoor.

WHEREAS, the Golden Rain Foundation hereby recognizes the immense efforts of John H. Nutley as the creator of the video series known as the “History of Rossmoor”. This series covers the earliest recorded history to the year 2000. The Golden Rain Foundation applauds John H. Nutley for his continuous devotion for over 20 years to researching, reviewing historical documents and writing the scripts for these 12 documentaries.

WHEREAS, the Golden Rain Foundation hereby also thanks John H. Nutley for appearing at most Golden Rain Board meetings and providing information and details of past data regarding the history of Rossmoor.

NOW, THEREFORE, BE IT PROCLAIMED THAT the Board of Directors of the Golden Rain Foundation hereby extends its heartfelt thanks and appreciation to John H. Nutley for his special efforts and unwavering support of the Golden Rain Foundation and the Rossmoor Community in Walnut Creek.

Approved by the Golden Rain Foundation Board of Directors this 27th day of July 2017.
Golden Rain Foundation, Inc.
Treasurer’s Report
Board Meeting July 27, 2017

For the month of June operating results were $35,000 unfavorable to budget. Total revenues exceeded the budget by $4,000 and total expenses were over budget by $39,000. Cumulative for the first six months of the year, revenues were under budget by $48,000 and expenses were below budget by $103,000, for a combined positive cumulative variance for the year-to-date of $55,000. All amounts are rounded to the nearest thousand for this report.

**Revenues:**
Variances from budgeted revenue included surpluses of $8,000 in golf pro shop revenue and $9,000 in bus grant revenue which were partially offset by a deficit to budget of $10,000 in golf play revenue.

**Expenses:**
Variances from budgeted expenses for the month included:
- A surplus of $24,000 in salaries and employee expenses bringing the year-to-date variance to a surplus of $26,000 or 0.4% of budget.
- A deficit of $18,000 in professional/legal services that included $6,000 for the transit study and $9,000 in legal fees.
- A deficit of $14,000 in the cost of ticketed events & excursions primarily due to payments for 4th of July activities.
- A deficit of $44,000 due to costs relating to damage resulting from a tree falling on a restroom on the golf course.

**Trust Estate Fund**
There were 61 sales in June 2017, including 46 sales that paid a membership transfer fee generating $414,000 compared to 42 membership fees received in June 2016 generating $378,000. As of July 18, there have been 17 membership fees received during the month and there are 70 pending escrows.

Total expenditures for the month were $275,000 including $72,000 for the Del Valle renovation project, $29,000 in street restorations, $26,000 for a Rossmoor Gardens fence and $135,000 in debt service.
Del Valle Renovation Status

The Fitness Center continues on track for a January re-opening although the renovation project has not been without its unique challenges. Rossmoor acquired the Del Valle pool, gym and locker rooms (also the baseball and football fields which are now Mutuals 56 and 58) in 1984 when the facilities were already 25 years old. Rossmoor did not receive the original blueprints for any of the facilities it acquired. As a result, there have been surprises when the walls, ceilings, roofs and floors have been opened up during the demolition phase. In addition, the City Planning Department has created new demands and additional restrictions before signing off on each subsequent phase of the renovation. There have been some delays and some added costs but the project is still scheduled to be completed on time and on budget.

The pool renovation is in process, albeit with some delays. The replacement of pool plaster, pumps and heaters as well as the installation of the UV filtration system do not require the obtaining of building permits from the City. The only requirement was for us to obtain a permit with the County’s Environmental Health Department. However, when the City inspector saw the workers removing the plaster in the pools when he was at the Fitness Center for an inspection, he insisted on making changes to the accessibility of the pools in order for the pools to be re-opened prior to the completion of the Fitness Center because the pools and Fitness Center share a common wall.

Our architect is in the process of working with the City to create the necessary designs to comply with current standards resulting in a delay in the completion of the pool renovations. More to follow.

Rossmoor Parkway Roadway Improvements and Nixle

The roadwork and the striping are finally complete outside the Rossmoor gate. Thanks to everyone for their patience while the City of Walnut Creek completed the project but special thanks to the City for finally improving the roadway. Some residents have wondered why the roadway is not as smooth as a full asphalt replacement. As explained previously, the City did not have funds budgeted for new asphalt and indicated they were not going to budget to replace the roadway outside our gate for several more years due to other
more pressing roadway repairs throughout Walnut Creek, particularly on streets with heavier traffic. Instead, the City agreed to overlay a “cape seal” of emulsified gravel with a couple of layers of slurry. We’re told that a cape seal costs about 1/10 of the cost of a full asphalt replacement and will extend the life of the roadway 6-10 years. While not as nice and smooth as a full asphalt replacement, it is a significant improvement over the previously rutted, chopped and cracked roadway.

If you traveled in/out of Rossmoor on the days the City crews were working, you would have experienced frustrating delays during the lane closures. However, if you had signed up for Nixle—Rossmoor’s emergency notification system—you would have learned about the road closures in advance and avoided the traffic tie-ups. If you would like to receive emergency notifications pertinent to Rossmoor via your phone, text message or email—or all three(!)—then go to www.rossmoor.com and click the link in the box about half way down the page on the left. There is no cost to join.

Drop Creek Structure

After more than 2 years of government agency delays, GRF has received all the necessary permits from the Army Corps of Engineers, SF Bay Regional Water Quality Control Board, Federal and State Departments of Fish and Wildlife, City of Walnut Creek and others. We are finally ready to begin work on the replacement of the failed Drop Creek structure located in the creek between the gate and Waterford. Neglecting this item poses risks to Rossmoor Parkway and possibly Waterford should erosion continue unabated in the creek which could result in much more expensive repairs. Unfortunately, with the final approvals coming so late in the summer from the various regulators, the permits require that the work be completed no later than October 15. If not completed by then, the work cannot commence until mid-June 2018 when the creek levels should again be at their lowest.

GRF went out to bid but only one bidder responded. The GRF Board of Directors will be evaluating the bid at the July 27 meeting and determining whether the work should commence now or re-bid next spring in the hope of attracting more bidders. As with any construction project but especially during this very busy time for construction contractors throughout the Bay Area, delays usually add to the cost and there is no assurance that it will be bid any cheaper—or that there would be any more bidders—a year from now. The current bidder has extensive experience with creek restoration projects.

Traffic and Pedestrian Safety Study

The GRF Board of Directors last year authorized a traffic and pedestrian safety study as a result of extensive and ongoing feedback from residents that many drivers in the valley pose a risk for others on the road, in the parking lots and on the sidewalk due to unsafe driving and excessive speed.
At the July 27 GRF Board meeting, the Board will be reviewing the final draft of the safety study prepared by TJKM, traffic engineering consultants. TJKM has monitored vehicle speeds at several locations around the valley, reviewed accident data and made extensive recommendations that they believe will reduce speeds and make the roadways, entries and parking lots safer for drivers and pedestrians. Residents are encouraged to review the study and provide input on the recommendations.

**Employee Transition**

One employee, Amanda Forsland, Front Desk Attendant, Fitness Center, commenced employment with the Golden Rain Foundation in June.

Two employees terminated employment with the Golden Rain Foundation in June: Jose Tinajero, Landscape Technician, MOD Landscape; and Ann Pagliaro, Counseling.

One employee, Maria “Lucy” Limon, transferred from Office Aide, Recreation, to Administrative Assistant, MOD, in June.
A regular meeting of the Golf Advisory Committee (GAC) was convened by the Chairman, John McDonnell, at 9:00 a.m. on Friday, July 14, 2017, in the Board Room at Gateway Complex.

Present, in addition to the Chairman, were Mary Jane Hargrove, William L. Herrick, Mary Hufford, Robert L. Montgomery, Michael D. Wener, and Susan Williamson. Also attending were Mark K. Heptig, Director of Golf; Blake Swint, Golf Course Superintendent; Dickey Nitta, Chief Marshal; and one resident.

The report of the Committee’s regular meeting held on June 9, 2017, was approved as written.

On a motion made, seconded, and CARRIED UNANIMOUSLY, William L. Herrick was elected Vice Chairman of the GAC.

In Ms. Delpech’s absence, Mr. Heptig gave the GRF Board report. He reported that the bathroom at the Dollar picnic area will have to be made ADA compliant and as such, the cost and time to complete the repairs to the bathroom will increase.

Ms. Hufford, representing the Women’s 18-Hole Club, reported the following: 1) there are currently 128 members; and 2) the Club’s Guest Day was held on July 13th and had 76 participants.

Ms. Hargrove, representing the Women’s 9-Hole Club, reported the following: 1) with the completion of two applications in process, the Club will have 156 members; 2) the June 29th Jamboree on the Dollar Ranch course was well attended and very successful; 3) On July 6th, the Club hosted nine First Tee girls for golf and lunch; 4) the Club’s general meeting will be held on July 20th. Mr. Heptig will speak on golf rules specific to the Creekside Course and any short and long-range plans for the course; and 5) the Club is considering printing its own membership directory.

Mr. Montgomery, representing the Rossmoor Men’s Golf Club (RMGC), reported the following: 1) The Club currently has 370 members; 2) the meeting for new members will be held on July 25th from 4:00 p.m. to 5:30 p.m. in the Fairway Room at Creekside Clubhouse; 3) regarding course care, Mr. Heptig will arrange sanding and ball repair sessions with Club coaches for next season; 4) the Marin Country Club cannot reschedule the previously postponed Home and Away event, and will not attend the July 12th Home and Home event at Rossmoor due to lack of interested players. The Sequoyah Country Club will be the only club attending the July 12th event; 5) the RMGC Board has decided to provide a less expensive printed version of the Club’s directory to members in addition to putting it on the website. The Club’s Communications
Chairman, Jack Meng, felt that there is not enough interest in members using the website to warrant posting the directory exclusively online; and 6) the June Twilight Tournament was a successful event with 176 golfers participating and 170 attending the dinner afterwards.

Following Mr. Montgomery’s report for the RMGC, the Committee discussed the Golf Clubs’ directory and planning for same.

Ms. Williamson, representing the Happy Hackers, reported the following: 1) the Club currently has 173 members; 2) the Club’s last scramble had 64 players; and 3) the Club still holds eight clinics per year, and they are usually full.

There was no Golf Hosting Program report this month. Going forward, updates for the Golf Hosting Program will be included in Mr. Heptig’s staff report.

Mr. Heptig presented the financial reports and the Golf Management report, which are attached.

Mr. Swint presented the Golf Course Superintendent’s report, which is attached.

Mr. Swint presented the Golf Course Superintendent’s report, which is attached.

The Committee then discussed the courses and Mr. Heptig’s and Mr. Swint’s reports.

Mr. Nitta, Chief Marshal, reported there had been an incident on the course involving a player, which was reviewed. The GAC then discussed the player discipline process. Mr. Nitta also reported that current Marshall Stephen Pinter will be leaving soon, and asked the Committee to approve his replacement.

A motion was made, seconded, and CARRIED UNANIMOUSLY, to appoint Jerry Weinstein as the Marshall to replace Stephen Pinter when he leaves the position.

There being no further business to come before the Committee, the meeting was adjourned at 10:45 a.m.

The next regular meeting of the Committee will be held on Friday, August 4, 2017, at 9:00 a.m. in the Board Room at Gateway Complex.

John McDonnell, Chairman
Golf Advisory Committee

JM/kv
## 2017 Golf Course Rounds

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<td>18 hole - prepaid</td>
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<td>18 holes @ 24.00</td>
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<td>Guests - Weekends &amp; Holidays</td>
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<td></td>
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<td>258</td>
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<td><strong>Subtotal - Guests Weekends &amp; Holidays</strong></td>
<td>77</td>
<td>25</td>
<td>124</td>
<td>267</td>
<td>320</td>
<td>264</td>
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<td>-</td>
<td>1,077</td>
<td>1,444</td>
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<tr>
<td><strong>Total - Guests</strong></td>
<td>175</td>
<td>95</td>
<td>471</td>
<td>726</td>
<td>1,015</td>
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<td>0</td>
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<td>3,312</td>
<td>4,675</td>
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<tr>
<td><strong>Tournaments</strong></td>
<td>68</td>
<td>204</td>
<td>213</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>485</td>
<td>654</td>
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<tr>
<td><strong>Total Rounds Played</strong></td>
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<td>3,731</td>
<td>4,963</td>
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<td>23,221</td>
<td>26,460</td>
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### 2016 Golf Course Cash Receipts

<table>
<thead>
<tr>
<th>Golf Cards</th>
<th>Actual</th>
<th>YTD</th>
<th>Actual</th>
<th>YTD</th>
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<tbody>
<tr>
<td>Annual 18 holes @$1,800.00</td>
<td>61,200.00</td>
<td>1,800.00</td>
<td>(2,400)</td>
<td>60,600.00</td>
</tr>
<tr>
<td>1st Qtr (Jan-Mar) @$400.00</td>
<td>3,200.00</td>
<td></td>
<td>3,200.00</td>
<td>5,200.00</td>
</tr>
<tr>
<td>2nd Qtr (Apr-Jun) @$600.00</td>
<td>6,000.00</td>
<td>12,000</td>
<td>18,000.00</td>
<td>23,400.00</td>
</tr>
<tr>
<td>3rd Qtr (Jul-Sep) @$600.00</td>
<td>600.00</td>
<td></td>
<td>7,200.00</td>
<td>12,000.00</td>
</tr>
<tr>
<td>4th Qtr (Oct-Dec) @$400.00</td>
<td>400.00</td>
<td></td>
<td></td>
<td>400.00</td>
</tr>
<tr>
<td>Annual 9 holes @$900.00</td>
<td>15,300.00</td>
<td>900.00</td>
<td>16,200.00</td>
<td>20,700.00</td>
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<tr>
<td>1st Qtr (Jan-Mar) @$200.00</td>
<td>1,400.00</td>
<td></td>
<td>1,400.00</td>
<td>5,500.00</td>
</tr>
<tr>
<td>2nd Qtr (Apr-Jun) @$400.00</td>
<td>3,200.00</td>
<td></td>
<td>8,100</td>
<td>9,900.00</td>
</tr>
<tr>
<td>3rd Qtr (Jul-Sep) @$400.00</td>
<td>4,200.00</td>
<td></td>
<td>3,000</td>
<td>22,800.00</td>
</tr>
<tr>
<td>4th Qtr (Oct-Dec) @$200.00</td>
<td>2,400.00</td>
<td></td>
<td>3,000</td>
<td>22,800.00</td>
</tr>
<tr>
<td>Sponsored Guest @$1,000.00</td>
<td>9,000.00</td>
<td></td>
<td>19,800.00</td>
<td>22,800.00</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Greens Fees</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents</td>
<td>195,200.00</td>
<td>1,900.00</td>
<td>18,300.00</td>
<td>20,700.00</td>
</tr>
<tr>
<td>Subtotal - Cards</td>
<td>248,600.00</td>
<td>248,154.00</td>
<td>255,600.00</td>
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</table>

<table>
<thead>
<tr>
<th>Greens Fees</th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Residents</td>
<td>5,739.00</td>
<td>4,101.00</td>
<td>24,021.00</td>
<td>30,369.00</td>
</tr>
<tr>
<td>Subtotal - Residents</td>
<td>146,733.00</td>
<td>181,550.00</td>
<td>172,779.00</td>
<td>186,756.00</td>
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<table>
<thead>
<tr>
<th>Guests</th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Guests - Weekdays</td>
<td>306.00</td>
<td>201.00</td>
<td>1,215.00</td>
<td>1,440.00</td>
</tr>
<tr>
<td>Subtotal - Guests weekdays</td>
<td>1,810.00</td>
<td>1,575.00</td>
<td>7,250.00</td>
<td>9,413.00</td>
</tr>
<tr>
<td>Subtotal - Guests Weekends &amp; Holidays</td>
<td>2,546.00</td>
<td>740.00</td>
<td>4,147.00</td>
<td>9,542.00</td>
</tr>
<tr>
<td>Total - Guests</td>
<td>4,662.00</td>
<td>2,516.00</td>
<td>12,213.00</td>
<td>20,170.00</td>
</tr>
<tr>
<td>Total Play Revenue</td>
<td>205,601.00</td>
<td>8,517.00</td>
<td>57,969.00</td>
<td>71,219.00</td>
</tr>
<tr>
<td>Fuel Gallons</td>
<td>0</td>
<td>10.6</td>
<td>17.9</td>
<td>-9.3</td>
</tr>
<tr>
<td>Subtotal - Guests Weekends &amp; Holidays</td>
<td>2,546.00</td>
<td>740.00</td>
<td>4,147.00</td>
<td>9,542.00</td>
</tr>
<tr>
<td>Total - Guests</td>
<td>4,662.00</td>
<td>2,516.00</td>
<td>12,213.00</td>
<td>20,170.00</td>
</tr>
<tr>
<td>Fuel Gallons</td>
<td>0</td>
<td>10.6</td>
<td>17.9</td>
<td>-9.3</td>
</tr>
</tbody>
</table>

**Total Golf Course Revenue**

<table>
<thead>
<tr>
<th></th>
<th>actual</th>
<th>ytd</th>
<th>actual</th>
<th>ytd</th>
</tr>
</thead>
<tbody>
<tr>
<td>Golf Cards</td>
<td>205,601.00</td>
<td>8,517.00</td>
<td>57,969.00</td>
<td>71,219.00</td>
</tr>
<tr>
<td>Greens Fees</td>
<td>5,739.00</td>
<td>4,101.00</td>
<td>24,021.00</td>
<td>30,369.00</td>
</tr>
<tr>
<td>Guests</td>
<td>1,810.00</td>
<td>1,575.00</td>
<td>7,250.00</td>
<td>9,413.00</td>
</tr>
<tr>
<td>Subtotal - Golf Course Receipts</td>
<td>205,601.00</td>
<td>8,517.00</td>
<td>57,969.00</td>
<td>71,219.00</td>
</tr>
<tr>
<td>Fuel Gallons</td>
<td>0</td>
<td>10.6</td>
<td>17.9</td>
<td>-9.3</td>
</tr>
</tbody>
</table>
## 2017 Golf Shop Sales

<table>
<thead>
<tr>
<th>Golf Shop Sales</th>
<th>June</th>
<th>2017 YTD</th>
<th>2016 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merchandise Sales</td>
<td>35,518</td>
<td>100,038</td>
<td>114,507</td>
</tr>
<tr>
<td>Cart Rental</td>
<td>11,416</td>
<td>38,006</td>
<td>45,392</td>
</tr>
<tr>
<td>Club Repair</td>
<td>45</td>
<td>336</td>
<td>283</td>
</tr>
<tr>
<td>Golf Lesson</td>
<td>3,760</td>
<td>16,450</td>
<td>18,195</td>
</tr>
<tr>
<td>Driving RNG</td>
<td>5,940</td>
<td>23,338</td>
<td>27,757</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>56,678</strong></td>
<td><strong>178,167</strong></td>
<td><strong>206,133</strong></td>
</tr>
</tbody>
</table>
* The month of June saw excellent play for three of the four weeks. Unfortunately during one week we had extremely high temperatures and play predictably dropped off on the courses and the practice areas. The courses also suffered a bit during the heat wave as the temperatures hung around 102-108 degrees. The amount of fees collected for July was about the same as June but the rounds dropped slightly. For the year we are still about 5,000 rounds behind last year's pace. We have collected a little over $500,000 for the year which is $60,000 behind last year’s numbers.

* The good news is that the golf shop has been able to stay busy and the percentage of drop is less than in the play numbers. Through June we are about $14,000 behind in sales. Cart rental, lessons and driving range are down when compared to last year reflecting the poor start due to weather. All together we have done over $178,000 in shop business compared with $206,000 in 2016.

* The Director of Golf has been working with the 18ers Golf Club to rewrite the “local rule” regarding the hillside on #15 Dollar Ranch. After spending time on the semantics and reviewing the “Rules of Golf” our suggestion is the following.

“A ball coming to rest in bounds on the hillside left of the fairway should be abandoned. The drop zone is the yellow tee markers and there is no penalty”.

* The Director of Golf and Golf Course Superintendent have had several meetings to go over the 2018 budgets for the golf course maintenance, lawn bowling greens and golf shop operations. During this GAC we will highlight the most important recommendations to the Gold Rain Board. These recommendations will be presented in September to the Board.
Golf Course Superintendent’s Report

July 14, 2017

It was necessary to open the 8” EBMUD valve that provides supplemental irrigation water to our irrigation reservoir on June 19th. During the month of June slightly less water passed through the flow meters that are located in our main pump station than in May. A total of 12,885,704 gallons passed through the meters. The good news is that only 1,185,336 gallons of EBMUD water was used during the last 10 days of the month.

Both golf courses have been fertilized with a fertilizer than contains herbicides that eradicates most broadleaf weeds and prevents new weed growth. This year clover has been a huge problem. As in years past it will be necessary to make another application to reduce the amount of clover that survived the first application.

Yardage stripes have been repainted on both courses. The plastic ball type tee markers that were used on the Dollar Ranch tees were replaced with a more natural looking type. We intend to continue to use the plastic ball type tee markers on Creekside. We will place new tee markers on the Creekside course in the near future.

Irrigation coverage improvements have been made at several locations. Most notably are the improvements of coverage that were made along the right side of the cart path on the 12th hole. The improved coverage will make it easier to improve turf density this fall.

Our attempt to save several Deodar Cedar trees located between the road and 2nd hole on Dollar Ranch by injecting liquid fertilizer at low rates into the root zone weekly failed. A recently planted Oak tree on the 17th hole did recover nicely from the applications. We will continue to make low rate fertilizer applications on our younger trees. It is because some of the Deodar Cedar trees do not tolerate the growing conditions at Rossmoor that we planted the more durable Atlas Cedars this past year. Ed Waraner, the primary tree contractor that is used at Rossmoor mentioned that the tree may not have tolerated wet soil conditions that existed this past winter.
A regular meeting of the Compensation Committee was convened by Chair Steve Roath, at 1:30 PM, in the Board Room at the Gateway complex.

Present, in addition to the Chair, were Committee members Les Birdsall, Carl Brown, and Bob Kelso. 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 Maria Pascoe, HR Generalist.

The report of the Committee’s meeting held on May 11, 2017, was reviewed and approved by the Committee as presented.

GRF Board President Geri Pyle, and Directors Sue Adams, Mel Fredlund, and Mary Neff were present. No other residents attended, and no comments were offered.

After a motion duly seconded the Committee discussed, and subsequently voted unanimously to recommend to the Board of Directors that the 2018 benefits program budget be increased by $111,000, based on rate increase projections from the Foundation’s benefits broker.

After a motion duly seconded the Committee discussed and subsequently voted unanimously to recommend to the Board of Directors that the 2018 GRF operations budget include an additional $169,000 for increased contractual costs for the GRF union employees.

CEO O’Keefe left the meeting. After a motion duly seconded, the Committee discussed and subsequently voted unanimously to recommend to the Board of Directors that in the 2018 budget, a total of $30,680 be allocated for potential compensation increases for the CEO.

No future meeting date was established.

The meeting was adjourned at 2:25 pm.

__________________________
Steve Roath, Chair
Compensation Committee
SUMMARY REPORT
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

REPORT PREPARED BY:
Judith Perkins, Sr. Manager Human Resources.

REQUESTED ACTION/ RECOMMENDATION:
Approve the recommendation of the Compensation Committee that the 2018 benefits program budget be increased by $111,000, based on rate increase projections from GRF’s benefits broker.

BACKGROUND:
At its July 10, 2017 meeting, the Compensation Committee voted unanimously to recommend to the Board, that the 2018 benefits program budget be increased by $111,000, based on rate increase projections from the Foundation’s benefits broker.

The Golden Rain Foundation provides medical benefits to part-time non-union employees regularly scheduled to work a minimum of 20 hours per week. All other benefits are available only to full-time non-union employees regularly scheduled to work a minimum of 32 hours per week. Specific non-represented employee classifications (e.g., seasonal lifeguards; range workers; news carriers, etc.) are not eligible for benefits, regardless of the number of hours worked per week. Medical benefits are cost shared on an 80/20 basis with employees. Dental and vision benefits are cost shared on a 75/25 basis with employees. Employees may enroll as employee only, employee plus 1 dependent, or family coverage. January 1, 2017 eligible employee and enrollment numbers in the Foundation benefits are summarized in Table 1 on the following page.

Medical Benefits Summary
The Foundation currently offers part-time non-union employees regularly scheduled to work a minimum of 20 hours per week and full-time non-union employees a cafeteria plan with a choice among 3 medical benefits plans through Kaiser Permanente: 2 HMO plans, and a High-Deductible health plan.

Dental Benefit
Eligible full-time non-union employees of the Foundation may enroll in the MetLife dental plan.
Vision Benefit
Eligible full-time non-union employees of the Foundation may enroll in the vision coverage offered through Vision Service Plan.

Other Benefits
The Foundation also provides other specific benefits to full-time employee regularly scheduled for 32 or more hours per week. These benefits include group term life and accidental death & dismemberment insurance (AD&D), long-term disability (LTD) insurance, and an employee assistance program which provides free or low-cost assistance to employees on a wide range of topics.

<table>
<thead>
<tr>
<th>Table 1a: Benefits Enrollment as of January 1, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit</td>
</tr>
<tr>
<td>Core HMO</td>
</tr>
<tr>
<td>Buy-Up HMO</td>
</tr>
<tr>
<td>High Deductible Plan</td>
</tr>
<tr>
<td>Dental</td>
</tr>
<tr>
<td>VSP</td>
</tr>
<tr>
<td>Other Benefits</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 1b: Benefits Eligible Employees as of January 1, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit</td>
</tr>
<tr>
<td>Medical</td>
</tr>
<tr>
<td>Dental &amp; Vision</td>
</tr>
</tbody>
</table>

Rate Changes
Actual 2018 rate increases may not be available until the fourth quarter of 2017. However, working in consultation with GRF’s benefits broker, Table 2 below itemizes the preliminary projected rate increases for employees funded by the GRF operating budget. Note that these projections are based on current enrollment rates; actual enrollment in 2018 may vary.

<table>
<thead>
<tr>
<th>Table 2: 2018 Projected Rate Increases by Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit</td>
</tr>
<tr>
<td>OPERATING BUDGET</td>
</tr>
<tr>
<td>2017 Budget</td>
</tr>
<tr>
<td>Projected Increase Range</td>
</tr>
<tr>
<td>* Projected 2018 Budget</td>
</tr>
</tbody>
</table>

* All projected cost figures are based on the maximum increase and rounded to next thousand.
SUBSEQUENT ACTIONS:
As in years past, staff will continue to work with the Foundation’s benefits broker to more accurately calibrate the projected ranges and will keep the Board apprised. Historically, we have been able to reduce some of the ranges and lock in lower increases, thereby reducing budgeted amounts and potential coupon increases, before the draft budget is presented for approval in September.

FINANCIAL IMPACT:
The maximum financial impact based on preliminary estimates is $111,000. However the final financial impact will depend on 2018 employee enrollment and the final rate changes.
REQUESTED ACTION/ RECOMMENDATION:
Approve the recommendation of the Compensation Committee that the 2018 GRF operations budget include an additional $169,000 for increased contractual costs for the GRF union employees.

BACKGROUND:
At its July 10, 2017 meeting, the Compensation Committee unanimously voted to recommend to the Board that the 2018 GRF operations budget include an additional $169,000 for increased contractual costs for the GRF union employees.

The Foundation currently has 50 union employees which are covered by a Collective Bargaining Agreement (CBA) with Laborers' Union, Local 324 AFL-CIO (the “Union”) dedicated to the GRF operations budget. The CBA contains terms and conditions of employment for Union employees including wages, pension contributions, and health & welfare contributions. Budgeting for Union expenses is complicated by the fact that neither GRF nor the union has any control over pension or welfare benefits costs, and by the fact that the fiscal years for GRF, the union, and the union benefits and pension plans do not correspond with each other. GRF’s fiscal year is the calendar year. The CBA generally follows the union’s fiscal year, which is August 1 to July 31 of the following year. The health and welfare plan year begins February 1 of each year. And, the plan year for the Union pension starts on July 1.

In 2012, GRF finalized an amendment to the CBA that included predetermined increases in wages, health and welfare, and pension benefits, subject to caps, through August 1, 2014. A significant consideration that went into the negotiation was the need for more certainty for budgeting purposes, and the need to limit GRF’s exposure to substantial unbudgeted increases. Steps were taken to bring wage increases in line with GRF’s fiscal year, linking union wage increases to the percentage allocated for non-union wage increases (Non-Union Wage Adjustment).

The most recent CBA amendment (Amendment 3) included as Attachment 1 to this Summary Report, and expiring July 31, 2018, provides for the following economic benefits in addition to wages, addressed above:

- Health and Welfare (H&W) contributions made by GRF may increase annually by up to 5% of the total premium amount per year, not to exceed 80% of the total
premium. If actual H&W premiums increase by more than 10% in one year, the Union may demand a reopener to renegotiate H&W benefits and wages.

- Pension contributions may increase annually up to $0.50 per hour to a maximum of 80% of the total required contribution.

RECOMMENDED INCREASES:
Table 1 displays the current costs and the recommended rates of increase for 2018, as well as the resulting recommended 2018 budget increase amounts.

<table>
<thead>
<tr>
<th>Table 1: Estimated Increases, Union-Related Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2018</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>GRF 2017</th>
<th>Recommended Budget Increase</th>
<th>Recommended Budget Amount</th>
<th>GRF 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages</td>
<td>$2,292,000</td>
<td>3.8%</td>
<td>$88,000</td>
<td>$2,380,000</td>
</tr>
<tr>
<td>H&amp;W Contribution</td>
<td>$569,000</td>
<td>5% (of total premium)</td>
<td>$29,000</td>
<td>$598,000</td>
</tr>
<tr>
<td>Pension Contribution</td>
<td>$962,000</td>
<td>$0.50/hr/employee</td>
<td>$52,000</td>
<td>$1,014,000</td>
</tr>
</tbody>
</table>

Note: 2018 amounts are rounded to the next thousand dollars.

The total estimated increase for union employees is $169,000 for GRF operations-funded union employees.

ATTACHMENT:
1) Memorandum of Understanding, Amendment 3, 2014
MEMORANDUM OF UNDERSTANDING (AMENDMENT 3)

between
GOLDEN RAIN FOUNDATION OF WALNUT CREEK,
and
LABORERS' LOCAL UNION 324,
and
THE NORTHERN CALIFORNIA DISTRICT COUNCIL OF LABORERS

This Memorandum of Understanding shall serve as the third amendment of that certain Collective Bargaining Agreement dated December 15, 2009, and as subsequently amended (the "Agreement") by and between the GOLDEN RAIN FOUNDATION OF WALNUT CREEK, the "Employer", and LABORERS' LOCAL 324 (the "Union"), and the NORTHERN CALIFORNIA DISTRICT COUNCIL OF LABORERS, and is hereby adopted pursuant to Section 17 of the Agreement, on the date last set forth below, as follows:

1. **Term of Agreement (§17):**

   Section 17 of the Agreement as amended is hereby deleted in its entirety and replaced with the following language:

   "This Agreement shall remain in effect from the first day of August 2009, to and including the 31st day of July, 2018, and shall continue thereafter from year to year on the same terms, unless at least sixty (60) days prior to the first day of August 2018, or any subsequent anniversary thereof, either party shall serve written notice upon the other of its desire to amend, modify, or terminate this Agreement."

2. **Pension/Retirement (§12A)** Section 12A of the Agreement as amended, is hereby amended to incorporate the following provisions, which shall be appended to the end of Subsection A:

   "Notwithstanding any other provision of this Agreement to the contrary, Employer's pension contributions shall at all times be limited to not more than 80% of the total pension contribution amount.

   Beginning on July 1, 2015 and each succeeding July 1 thereafter during the term of this agreement, if Employer's pension contribution is less than 80% of the total required pension contribution, Employer agrees to increase its pension contribution by up to a maximum of fifty cents ($0.50) per hour for all hours worked, or such lesser amount required or necessary to bring employer's contribution to eighty percent (80%) of the total required pension contribution per employee.

   If the Pension Trustee determines that any additional increase is required for Pension Rehabilitation or under the Funding Improvement Plan, such additional increase may be reallocated by the Union from wages or other fringe benefits."
If, during the term of this Agreement and any extensions thereof, the Plan Trustee requires increases to the Pension contributions of greater than $1.00 per hour, the Union may, upon notice as set forth in Section 17 of this Agreement as amended, reopen the Agreement in order to renegotiate changes in Pension contribution amounts and wages."

3. **Health & Welfare (§ 12B)** Section 12B of the Agreement as amended, is hereby amended to incorporate the following provisions:

   "Beginning February 1, 2015 and each anniversary thereof during the term of this Agreement, Employer shall increase its contribution to the Laborers Health and Welfare Trust Fund by an amount not to exceed 5% of the prior year's total premium, provided however, that Employer's share of the premiums shall not exceed eighty percent (80%) of the total premiums for Health and Welfare benefits.

   In the event additional increases greater than those set forth above are required by the Plan Trustee for Health and Welfare premiums, such additional amounts may be allocated from wages and fringe benefits by the Union.

   If, during the term of this Agreement and any extensions thereof, the Plan Trustee requires increases to the Health and Welfare premiums of greater than ten percent (10%) of the prior year's total premium, the Union may, upon notice as set forth in Section 17 of this Agreement as amended, reopen the Agreement in order to renegotiate changes in premium amounts and wages."

4. **Wages:**

   Appendix A of the Agreement, as amended, is hereby amended to incorporate the following language:

   "Effective January 1, 2015, and each succeeding January 1 where there was no reopener for Pension and/or Health and Welfare benefits during the preceding calendar year, the Employer shall increase union wages commensurate with the percentage increase budgeted for all non-represented employees, but in any case not less than one percent (1%).

   The Union may, upon notice to the Employer, allocate to health and welfare and/or pension, such wages as may be necessary to maintain health and welfare and/or pension at their current level of benefits. Except as specified in Section 12, any additional costs of maintaining health and welfare and/or pension during the life of this Agreement shall be deducted from wages."

5. **Work Shoe Allowance:**

   A. Section 7 of the Agreement is hereby amended to add new paragraph R, which shall read as follows:

   "R. Safety Boots. Employees will be reimbursed up to $200 per year, for up to two (2) pairs of properly fitted and pre-approved steel-toed boots. Boots must meet ANSI standards and the employee must provide documentation certifying this when requesting reimbursement. With prior
approval, the cost of resoling steel-toed boots may be reimbursed as well, subject to the same requirements as new purchase. Employees will not be reimbursed for a second pair of steel-toed boots within 12 months of purchasing the first pair, unless the supervisor and Director agree that the first pair is no longer functional.

Employees will also be reimbursed up to $40 per year, for one pair of pre-approved ankle-length "chukka" style boots. A second pair of chukka boots may be reimbursed up to $40 within 12 months of purchasing the first pair, at the supervisor's discretion, based on the nature of the work performed and the condition of the first pair of boots.

In order to receive any reimbursement, the employee must turn in the original receipt, signed and dated by the employee with an approved form appropriately signed by the supervisor. Duplicate copies of the original receipt will not be accepted.

6. Temperature Extremes:

Section 13 of the Agreement is hereby amended to add new paragraph H, which shall read as follows:

"The parties agree that on mutual consent of the Employer and the employee, employees may be released from work without pay when the temperature exceeds 100° F or when weather conditions otherwise prevent employees from performing their jobs safely and comfortably."

All other terms and conditions of the Agreement not referenced above shall remain unchanged.

Agreed to and accepted by:

FOR THE EMPLOYER
GOLDEN RAIN FOUNDATION
OF WALNUT CREEK, TRUSTEE

Warren T. Salmons, Chief Executive Officer
Date: 12/18/2014

FOR THE UNION
NORTHERN CALIFORNIA DISTRICT
COUNCIL OF LABORORS

Oscar De La Torre, Business Manager
Date: 12/17/14

LABORERS' LOCAL 324

Randy LeMoine, Business Manager
Date: 11/26/2014
SUMMARY REPORT
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

REPORT PREPARED BY:
Judith Perkins, Sr. Manager Human Resources.

REQUESTED ACTION/RECOMMENDATION:
Approve the recommendation of the Compensation Committee that in the 2018 budget a total of $30,680 be allocated for potential compensation increases for the CEO.

BACKGROUND:
At its July 10, 2017 meeting, the Compensation Committee voted unanimously to recommend to the Board, that in the 2018 budget, a total of $30,680 be allocated for potential compensation increases for the CEO.

The CEO’s current compensation package for 2017 consists of an annual salary of $235,000. The CEO was hired pursuant to an employment contract effective November 16, 2015, for a term of four years. Per the contract, compensation changes are at the discretion of the Board. The contract calls for an annual performance review by the Board to determine the actual amount of any salary increase. Additional items include the provision of all benefits available to non-union employees of the Foundation, including accrual of twenty (20) days’ vacation per year.

The recommendation is for a budget line item only. The Board will evaluate the CEO’s performance late in 2017, and will decide at that time what, if any, changes should be made to the CEO’s compensation.
A regular meeting of the Policy Committee was convened by the Chairman, Robert D. Kelso, at 1:30 p.m. on Tuesday, July 18, 2017, in the Board Room at Gateway Complex.

Present, in addition to the Chairman, were Mary Lou Delpech, Geraldine Pyle, and Stephen D. Roath, who arrived at 1:35 p.m. Also attending were Timothy O’Keefe, CEO; Anthony W. Grafals, General Counsel; Maureen A. O’Rourke, Director of Communications, who stayed for a portion of the meeting; Mary K. Neff, Treasurer, and Sue DiMaggio Adams, Leslie Birdsall, and Carl W. Brown, Directors, GRF; and two residents.

The Policy Committee’s report of its meeting held on June 6, 2017, was approved as written.

During the Residents’ Forum, Mary A. England and Mr. Brown commented on the proposed Planning Committee Charter on today’s agenda.

The Chairman announced he was adding the following item to “Old Business”: discussion of proposed changes to Policy 102.1.1 (User Fees and Service Charges), Policy 104.1.1 (Membership Guidelines), Policy 104.1.2 (Use of Community Facilities by Lessees), Policy 304.0 (Community Facilities Use), and Policy 304.1 (Guest Usage Policy), which were discussed and voted on by the Committee last month. The proposed changes to the Policies were presented to the GRF Board for a first reading at its June 29th meeting. The Chairman explained that Mr. Birdsall had some comments to the proposed changes.

Mr. Birdsall then presented his comments regarding the wording of some of the proposed changes and his suggested revisions, which were discussed by the Committee. It was the consensus of the Committee that Mr. Birdsall’s suggested revisions were not substantive and did not need to be voted on by the Committee. The Chairman suggested that Mr. Birdsall present his suggested revisions to the Board at its July 27th meeting.

Ms. Adams left the meeting at 2:40 p.m.

The Chairman then asked Mr. Grafals to introduce discussion of the proposed Planning Committee Charter.

Ms. Neff left the meeting at 2:45 p.m.

During discussion, staff answered questions posed by Committee members. The Committee then asked staff to make the following revisions to the proposed Charter:
1. In the third paragraph under “Purposes and Responsibilities”, add “GRF” preceding the words “community, which appear twice.

2. In the first paragraph under “Organization and Membership” edit the first sentence as follows: “The Committee shall consist of four (4) members, comprised of the ____________ and three (3) additional GRF Directors nominated by the GRF Board President and approved by the GRF Board for a one (1) year term, effective June first of each calendar year.”

Following additional discussion, a motion was made by Mr. Roath, seconded by Ms. Delpech, and CARRIED UNANIMOUSLY to recommend to the GRF Board that it approve the proposed Planning Committee Charter, as amended.

The Chairman announced that the next regular meeting of the Policy Committee will be held on Tuesday, August 1, 2017, at 1:30 p.m. in the Board Room at Gateway Complex.

There being no further business to come before the Committee, the meeting was adjourned at 3:05 p.m.

Robert D. Kelso, Chairman
Policy Committee
SUMMARY REPORT
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

REPORT PREPARED BY:
Anthony W. Grafals, General Counsel and Director of Confidential Services

RECOMMENDATION/REQUESTED ACTION:
Consider recommendation from the Policy Committee that the Board approve the draft Charter for the Board Planning Committee.

BACKGROUND:
At its June 13, 2017 regular meeting, the GRF Board approved and adopted as a goal for the 2017 – 2018 Board Year, the creation of a Planning Committee. Staff was directed to prepare a proposed draft charter for such committee for review, revision, and eventual recommendation to the Board for adoption.

At its July 18, 2017 meeting, the Policy Committee requested staff to make changes to the draft charter, and forward the revised draft charter to the GRF Board with a recommendation to adopt the proposed revised draft Board Planning Committee Charter.

ATTACHMENTS:
Draft Revised Proposed Board Planning Committee Charter
PLANNING COMMITTEE CHARTER
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

PURPOSE AND RESPONSIBILITIES

The Committee shall act in an advisory capacity to the Board of Directors.

The Committee shall seek out and identify opportunities, potential goals, and possible new programs or enhancements to existing programs, consistent with GRF’s mission, vision and values statements, for consideration by the GRF Board. The Committee shall also explore matters referred to the Committee by the Board, which the Board deems to be appropriate.

Matters referred to the Board by the Committee shall be sufficiently developed for the Board to take affirmative action, rather than merely conceptual, and shall consider present and future needs of the GRF community, availability of resources, competing needs/interests, potential impact on the GRF community, and other relevant factors. However, the Committee shall not retain responsibility for implementation, once approved by the Board.

ORGANIZATION AND MEMBERSHIP

The Committee shall consist of four (4) GRF Directors nominated by the GRF Board President and approved by the GRF Board for a one (1) year term, effective June first of each calendar year.

The GRF President shall designate one of the Committee members as Chairperson, to serve a one-year term, effective June first of each year.

The GRF Board President may nominate a replacement to finish the term of any Director who is unable to complete their term for any reason, subject to GRF Board approval.

The frequency, dates, times and location of the Committee meetings shall be established by the Committee Chairperson.

The Committee shall annually elect its own Vice-Chairperson, and any other officers necessary, and may appoint subcommittees, as necessary.

The Committee shall follow Policy 201.4 regarding open committee meetings, and provide a residents’ forum in which residents may address concerns of the Committee.

The Committee shall publish an agenda, keep minutes, and make periodic reports of its activities and recommendations to the Board of Directors.

Roberts Rules of Order shall govern all committee proceedings.

ADOPTED BY THE GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS, AS REVISED, ON __________________, 201_.

Page 30
SUMMARY REPORT
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

REPORT PREPARED BY:
Anthony W. Grafals, General Counsel and Director of Confidential Services

RECOMMENDATION:
At its June 6, 2017 meeting, the Policy Committee voted unanimously to recommend that the GRF Board adopt the revisions contained in the attached markups to the following Policies, in order to accommodate future implementation of an Access Control System:

- P102.1.1 User Fees and Service Charges
- P104.1.1 Membership Guidelines
- P104.1.2 Use of Community Facilities by Lessees
- P304.0 Community Facilities Use
- P304.1 Guest Usage Policy

BACKGROUND:
At its May 9, 2017 meeting, the Board was presented with and discussed an Access Control Concept, for possible adoption. The result of the discussion was direction to staff to further develop the Concept for possible implementation by the Board at a later date. Staff worked to address the relevant issues in order to facilitate implementation of the proposed system at a future date. A number of issues were addressed which will require modifications to existing GRF Policies in order to implement and adopt such a system. Among these, several Policies would need to be modified to permit and/or provide for the following:

- access categories based on Membership/occupancy status
- access level limits differentiated by category
- issuance/renewal of access cards based on category
- charge/collection of administrative fees
- charge/collection of facilities usage fees
- verifications such as proofs of occupancy, lease terms, etc.

Existing Policies in need of modification were determined to include:

- P102.1.1 User Fees and Service Charges
- P104.1.1 Membership Guidelines
- P104.1.2 Use of Community Facilities by Lessees
- P304.0 Community Facilities Use
- P304.1 Guest Usage Policy

Staff believes that with the proposed modifications, there will not be a need to create any new Policies.

The proposed revisions were introduced to the Board at its June 29, 2017 regular meeting.

ATTACHMENTS:
- P102.1.1 User Fees and Service Charges (BLACKLINE)
- P104.1.1 Membership Guidelines (BLACKLINE)
- P104.1.2 Use of Community Facilities by Lessees (BLACKLINE)
- P304.0 Community Facilities Use (BLACKLINE)
- P304.1 Guest Usage Policy (BLACKLINE)
- Draft Proposed Member Records Department Access Fee Matrix (SAMPLE)
Subject: User Fees and Service Charges

Purpose: To Establish a Policy to Govern and Guide Decisions Concerning Cost Support of Community Facilities and Services

Rossmoor has a long tradition of policies and practices supporting the shared cost concept, which is enumerated in the Trust Agreement. By spreading the cost of operations over the entire membership, the community is able to support a great array of facilities and services, which are integral to residential retirement community living. At the same time, there are circumstances when shared support of some activities may not be appropriate.

The principle underlying the shared cost concept is that the service or facility is available to all residents on an equal basis and that the particular activity or improvement benefits the community at large. When the entire community does not benefit, it is not appropriate that the cost be spread over the entire membership. When recovery of a cost is not shared by equal assessment of the membership, it is termed a non-shared cost and is recovered by either user fees or service charges. The objective of these charges, at a minimum, is to recover the cost attributable to the activity or service or to generate revenue for allocating a portion of the Trust Estate for specific exclusive use by a limited number of members or registered tenants for their dedicated use versus other competing groups.

When a resident or recognized Rossmoor organization requests use of a facility, the Board may impose additional fees for use as a result of the restricted exclusive use to recover direct costs or to approximate charges for similar services outside Rossmoor. Such fees will normally be determined annually during the budget development and approval process. Room set-up fees are subject to the charges in effect at the time of usage.

Also included in this category are facilities that, due to special use restrictions, are not generally available for use by all members. The Recreational Vehicle (RV) storage facility is an example of this type of facility. Excluded are GRF facilities universally available to all residents that are operated by resident volunteer groups in lieu of staff, such as the library, crafts rooms and the computer room, where computers and internet access are available to all residents.

Examples of fees for exclusive benefit use are: clubhouse room reservation charges, clubhouse set-up charges, and RV storage rental charges, etc.

Authority: Policy

12/5/96 9/30/99 Rev.
1/29/98 Rev. 10/26/00 Rev.
10/29/98 Rev. 5/25/06 Rev.
12/3/98 Rev.
1/28/99 Rev.
Subject: Membership Guidelines

Purpose: To Establish Clarity Guidelines for Membership

The Bylaws of the Golden Rain Foundation of Walnut Creek state that Membership is limited to, “one or more natural persons residing in a single manor, one of whom must be at least 55 years of age.” Additionally, such Member must either be an owner of a Manor or shareholder of a cooperative, or a Designated Occupant. The Bylaws further define a Designated Occupant as one who resides in a Manor who has been designated by the applicable owner or shareholder, as an approved occupant in accordance with the requirements of the applicable Mutual.

Although GRF may not impose restrictions on ownership or occupancy, GRF has the authority to impose limitations on Membership in the GRF. Moreover, most, if not all, Mutuas require that residents must be eligible for Membership in the GRF, in order to purchase or reside in a Manor qualify for membership in a Mutual. Although the Bylaws of GRF predominate, the following is intended to supplement and clarify the requirements of the GRF Bylaws:

1. All occupants must be approved by the applicable Mutual in order to qualify for GRF Membership.

2. All prospective GRF Members must be approved by the Golden Rain Foundation.

3. No person shall be a member of the Golden Rain Foundation added to an existing Membership unless that person intends to occupy the Manor to which such membership Membership is appurtenant, which may be verified by proof of residence.

4. The execution of the Waiver of Right to Use Community Facilities document is required when the Member will not be the owner(s) of record. Execution of this document establishes the non-owner occupant as a Designated Occupant and Member of the Foundation, pursuant to the Bylaws of the Foundation. Execution of this document establishes conclusively that the owner is not a Member of GRF and enjoys none of the privileges thereof. Any subsequent change to Membership will be subject to payment of any applicable Membership fee pursuant to Policy 102.1.4.

5. Each Membership must include at least one person who is 55 years of age or older.

6. Each Membership shall be limited to the number of residents per manor as prescribed by the applicable Mutual.

7. All co-occupants shall be registered by the Foundation as residing in the applicable Manor and may be required to pay a fee for such registration at the discretion of the Board of Directors. A schedule of any such applicable fees shall be maintained by Member Records and provided to Members upon request.
8. Only co-occupants who have been properly registered are entitled to use of the community facilities.

9. Members may be issued an identification card or other access devices, which may be subject to periodic renewal, and an administrative fee for issuance, renewal or replacement.

Authority: Policy

5/29/69
7/1/76 Rev.
1/1/85 Rev.
6/6/89 Rev.
2/28/13 Rev.
Subject: Use of Community Facilities by Lessees

Purpose: To Establish Guidelines for Use of the Community Facilities by Approved Lessees

Occupancy of any manor in Rossmoor, Walnut Creek by a lessee is subject to approval by the applicable Mutual Corporation and registration at the Member Records office. Each Mutual Corporation has restrictions pertaining to the leasing of a manor. Before leasing a manor, the lessor/owner should contact their Mutual for specific requirements, and must comply therewith.

A Golden Rain Foundation Member/owner of record must notify the Foundation when an unoccupied manor not occupied by a GRF Member is leased, including evidence of acceptance by the applicable Mutual, the identity of the lessee(s), and a copy of the lease agreement including the termination date, along with any other information reasonably requested by GRF. Leasing a unit will not impair the Membership rights of an existing Member in good standing.

The use of Rossmoor’s community facilities may be enjoyed by an approved, registered lessee subject to all GRF governing documents and compliance with the following requirements:

1. Upon approval by GRF, an identification card valid for the term of the lease shall be issued to the lessee, provided that the lessor/Member/owner of record previously paid a Membership Transfer Fee, pursuant to Policy 102.1.4.

2. The lessee identification card and registration entitles the lessee(s) to the use of GRF facilities and amenities only during the term of the lease.

3. The GRF Board may impose a Facilities Usage Fee for lessees in an amount and upon such terms as it deems appropriate. The amount and terms of any such fee can be obtained from Member Records upon request.

4. Upon termination of a lease, the GRF Member/owner of record must return the lessee’s identification card(s) and other access devices to GRF.

5. Unregistered lessees have no status with GRF and are therefore not permitted to use or access any GRF facilities or amenities, except pursuant to the Guest Policy.

6. Nothing herein precludes an owner of record from naming a lessee as a Designated Occupant, subject to all of the requirements and privileges thereof, as set forth in the GRF Bylaws and further described in Policy 104.1.1 (Membership Guidelines).

7. Failure or refusal to comply with this Policy and/or the applicable policies/rules of the Mutual wherein the leased property is located may subject the applicable GRF Member/owner of record to discipline, including a fine and/or suspension of Membership privileges.
Authority: Policy

5/29/69
7/1/76 Rev.
4/15/82 Rev.
1/1/85 Rev.
6/6/89 Rev.
10/26/00 Rev.
12/4/14 Rev.
1/28/16 Rev.
Subject: Community Facilities Use

Purpose: To Establish a Policy for Use of Community Facilities

Facility Usage

Golden Rain Foundation community facilities, including clubhouses, parks, pools and other recreational facilities are for use by residents Members, GRF recognized organizations and their respective guests and the GRF. Upon authorization by the Board, approved, registered lessees may also be provided access to community facilities, subject to established limits. Residents Members and GRF recognized organizations are responsible for the actions of their guests and must be in attendance with their guests at all times during use of Golden Rain Facilities in accordance with the Guest Usage Policy 304.1. The utilization of community facilities for any commercial activity is not permitted unless in conjunction with a GRF-sponsored event or specifically authorized by the Board of Directors. Political activities are permitted if sponsored by a GRF recognized organization or GRF. Children must be supervised at all times at any event.

Reservations

1. All facility reservations are made through the Recreation Department.

2. All reservations require a Rental Agreement.

3. The GRF may block out facilities at any time for scheduled maintenance or for a GRF hosted event.

4. Reservations may be made by GRF recognized organizations beginning the last week of August and anytime thereafter for the following calendar year. Priority for reservation requests are based on the following:

   A. Previous years history of use

   B. Size and purpose of the event

   C. Availability

5. Residents Members and Lessees may request reservations for facilities a maximum of six (6) months in advance. Residents Members and Lessees may only request dates for January-March six months in advance if those facilities were not reserved the prior year by a GRF recognized organizations. This provides GRF recognized organizations the opportunity to renew their rentals for the upcoming calendar year prior to residents booking these spaces for private functions.
6. Members and Lessees, Residents and GRF recognized organizations must provide the Recreation staff with detailed information regarding the set-up of their event. The set-up includes information about the number of tables and chairs, the desired configuration for the tables and chairs, information regarding audio and video presentation needs and any other equipment or layout information that will be required. Set-up information must be submitted a minimum of two (2) working days in advance of the event. No changes can be made unless received one (1) working day in advance of the event from the responsible person named in the Rental Agreement.

7. Decorations should be kept to a minimum. The use of staples, tacks, nails and glue to affix decorations to facilities is prohibited. All decorations must be removed immediately following the event. No decorations or signage can be attached to acoustical panels located throughout the clubhouse facilities.

8. Indoor Clubhouse furniture and equipment must not be taken outside or moved from one room to another.

9. Equipment, food, and beverages cannot be stored in community facilities prior to or following an event unless previously authorized by GRF staff.

10. All use of community facilities must comply with applicable federal, state and local laws and regulations, and with all applicable GRF Bylaws, Policies, Rules, and Procedures.

11. Each GRF recognized organization will be limited to one December clubhouse reservation. This does not apply to the regular meetings of service clubs.

Cancellation

Facility reservations are subject to cancellation by the GRF. The Director of Mutual Operations & Trust Maintenance or the Resident Services Director or their designee may cancel a reservation when deemed necessary for maintenance issues or other unforeseen emergencies.

Cancellations by residents—Members, Lessees and GRF recognized organizations must be in writing. Late cancellations by residents and organizations that have already been set-up by Custodial staff will result in a cancellation fee for staff hours put into the set-up. Fees will be based on the rates for set-ups in effect at the time.

Fees

All fees are approved by the GRF Board of Directors and are subject to periodic review. A list of current fees is available from Recreation Services and will be provided to Members upon request.
1. Rossmoor residents, Members and Lessees may reserve GRF community facilities for private functions. Rentals by residents are charged a rental fee. Rental fees are billed at the rate in effect at the time the reservation is confirmed. GRF recognized organizations are not charged a fee for rental of GRF community facilities.

2. Private rentals by residents and rentals by GRF recognized organizations that require GRF staff time to set-up the room and operate the audio/video equipment will be charged a set-up fee. Set-up fees are billed at the rate in effect at the time the reservation is confirmed.

3. Reservations typically end by 11:30 p.m. Reservations lasting beyond 11:30 p.m. will be subject to additional staffing fees based on the rate in effect at the time the reservation is confirmed. No reservation may last beyond 2:00 a.m.

4. A cleaning fee will be charged to Residents or Clubs that do not leave facilities in a clean orderly fashion at the conclusion of their reservation. Cleaning fees are billed at the rate in effect at the time the reservation is confirmed.

5. A late fee will be charged for residents or GRF recognized organizations that exceed the time limit for their reservation. Late fees are billed at the rate in effect at the time the reservation is confirmed.

Occupancy

It is understood that current posted Contra Costa County Fire District room occupancy limits are not to be exceeded. If the maximum occupancy is exceeded, GRF staff will notify renters of the need to reduce the number of attendees and may cancel an event that continues to exceed the posted limits.

Cleanup

All community facilities, including kitchens, must be vacated and all personal property and equipment removed at the exact time designated on the rental agreement form. Users who exceed this time are subject to a late fee. All rooms, including the kitchen, must be left in a clean and orderly condition. All refuse must be removed from the clubhouse and properly deposited in the outside refuse containers. If special cleanup by GRF staff is required, or if there is damage to the equipment or facilities, the renter will be billed accordingly. Particular care should be given to insure that all appliances and lights are turned off before leaving.

Authority: Policy

4/30/98
3/28/02 Rev. 9/26/13 Rev.
For purposes of this Policy the term “Guest” refers to non-Members, not registered with GRF as either a Lessee (P104.1.2), or Domestic Employee, as set forth below. The Golden Rain Foundation’s programs, services and facilities are intended primarily for use by GRF Members as defined in the Bylaws, either individually or as members of Rossmoor clubs and organizations. The Foundation supports a policy of accommodating guests accompanied by their Member host when their presence does not interfere with Members’ use of facilities.

For purposes of this Policy the term “Guest” refers to non-Members, not residing in Rossmoor.

1. Guest privileges are intended by the Foundation to enhance family and friendship relationships. Guests must be accompanied by a Member host at all times, unless otherwise specifically provided for elsewhere by Policy, Rules, or Procedures.

2. Guests may be limited to a number of days or excluded for specific days or portions thereof, from any programs, services or facilities if it is determined by the Foundation that Guest usage may interfere, or is inconsistent, with Member usage, or is unduly demanding or detrimental to the program, service or facility. A list of such limitations, if any, will be available from Member Records and provided to Members upon request.

3. Guests must follow all policies, rules and procedures of the applicable program/facility. Members are responsible for making their Guests aware of the Foundation’s policies, rules and procedures and for the acts of their Guests.

4. No Guest who is a client, patient, or customer of a Member may use Foundation facilities for professional purposes.

5. Subject to approval of the GRF Board, Guests may be charged a fee for use of, or access to, any program, service or facility on terms and conditions prescribed by the Board. A schedule of such charges will be maintained by Member Records and provided to Members upon request.

5.6. The term Domestic Employee refers to an employee of a Member or Tenant as either a care-giver or housekeeper or similar capacity, whether or not such employee lives with the Member or Tenant full-time. Domestic Employees must be registered with GRF as such, and will be considered to be Guests of the Member, for purposes of access only. Domestic Employees will not be permitted to make use of any amenities or facilities, and must be accompanied by the applicable Member at all times. Domestic Employees may be issued limited access devices subject to the fees and restrictions established by the Board, which are available from Member Records upon request.
6.7. Notwithstanding any of the above limitations, exceptions to this Policy may be made by express provisions contained in the applicable Rules for participation and use of any GRF program, service or facility approved by the GRF Board.

Authority: Policy

6/24/04
9/27/07 Rev.
2/24/11 Rev.
10/31/13 Rev.
/ /17 Rev.
## Member Records Access and Fee Matrix

<table>
<thead>
<tr>
<th>CLASSIFICATION</th>
<th>GATE ACCESS</th>
<th>TRANSIT ACCESS</th>
<th>FACILITY ACCESS</th>
<th>AMENITY USAGE</th>
<th>LIMITATIONS</th>
<th>RENEWAL</th>
<th>BASE FEE¹</th>
<th>ADMIN FEES</th>
<th>POLICY REFERENCES</th>
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<tr>
<td><strong>MEMBER OCCUPANTS</strong></td>
<td></td>
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<tr>
<td>Owner-Occupant²</td>
<td>Yes</td>
<td>Yes</td>
<td>All</td>
<td>All</td>
<td>None</td>
<td>Annual</td>
<td>$9,000</td>
<td></td>
<td>Bylaws P102.1.1 P102.1.4 P104.1.1 P304.0</td>
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<td>Designated Occupant</td>
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<td>Co-Occupant</td>
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<tr>
<td><strong>NON-MEMBER OCCUPANTS</strong></td>
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</tr>
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<td>Tenants</td>
<td>Yes</td>
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<td>All</td>
<td>All</td>
<td>Lessor is Member in Good Standing; Lease Registration and Approval by Mutual</td>
<td>Lease Term</td>
<td>$X/mo.</td>
<td>P104.1.2 P304.0</td>
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<td>Domestic Employees</td>
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<tr>
<td></td>
<td>None</td>
<td>Same as Guest</td>
<td>Annual</td>
<td>$X</td>
<td></td>
<td></td>
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<td>P304.1</td>
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<tr>
<td><strong>NON-OCCUPANTS</strong></td>
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<td>Guests</td>
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<td>Must be Accompanied by Member at all Times</td>
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<td>$X for each Fitness Center visit in excess of 10 per year</td>
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<td></td>
</tr>
</tbody>
</table>

¹ Does not include ID/Access Card or Administrative/Processing Fees.

² Occupancy is deemed unless Designated Occupant registered or unit is leased.

³ CA ID Card, recent tax return, recent DMV registration, recent utility bill, current lease, recent pay stub, recent letter from gov’t.
Suggested Changes to Proposed Draft Policies
Proposed by Les Birdsall
June 29, 2017

1. **Policy 104.1.1** Section 4: Clarify that the owner is not a Member of GRF. Suggest that the Waiver of Right to Use Community Facilities document be reviewed by Legal for possible modifications to make this clearer to those filling out the form.

2. **Policy 104.1.2**
   a. Introductory Paragraph: change “and registration with Member Records office” to “and MUST register with the Member Records office.”
   b. Second Paragraph: Add the phrase, “unless it is a designated occupant” to the end of the last sentence.

3. **Policy 304.0**
   a. Reservations: Section 5: delete the “s” from “organizations” in the 4th line.
   b. Reservations: Section 6: delete the “and” from the first sentence between “Members” and “Lessees,” and replace with a comma.
   c. Fees: Section 1: Delete the second sentence and replace with, “A rental fee may be charged for all rentals by Members and Lessees.”

4. **Policy 304.1**
   a. Section 2: Delete first sentence and replace with, “At the discretion of GRF, Guests may be limited to a number of days or excluded for specific days or portions thereof, from any programs, services or facilities in order to ensure adequate access to Members.”
   b. Section 6: change “Tenant” to “Lessee” throughout this paragraph.
SUMMARY REPORT
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

REPORT PREPARED BY:

Dennis Bell, Public Safety Manager

REQUESTED ACTION/RECOMMENDATION:

TJKM Traffic Engineering Consultants will present their final recommendations for changes to improve Traffic/Pedestrian Safety in Rossmoor. The presentation is for discussion only and no decisions on implementation will be made.

BACKGROUND:

On June 30, 2016, the Board approved retaining TJKM Traffic Engineer Consultants staff to conduct traffic and pedestrian safety study in Rossmoor. In August 2016 TJKM began work in Rossmoor. TJKM made numerous site visits, held a community meeting, solicited feedback through the Rossmoor website, conducted traffic counts, and reviewed traffic accident data. From their review, TJKM developed a number of recommendations to improve traffic and pedestrian safety.

At the May 25, 2017, Board Meeting, TJKM presented the draft report findings and recommendations to the Board. The Board provided input on the draft report and that information was forwarded to TJKM. TJKM reviewed the input from the Board and developed a final report (attachment 1) which TJKM will present to the Board.

ALTERNATIVES AND OPTIONS:

Discussion only.

FINANCIAL IMPACT:

None and this time.

SUBSEQUENT ACTIONS:

At a future meeting and based on the Board’s input today, staff will provide an update regarding implementation for consideration by the Board.

ATTACHMENT:

Excerpt from TJKM Final Report, *Rossmoor Vehicle and Pedestrian Study*. (Note: A full copy of the report is available for review at the Board Office)
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1 INTRODUCTION

1.1 Background

The Golden Rain Foundation (GRF) retained TJKM Transportation Consultants to assess roadway conditions and driver behavior on the Rossmoor community’s street network, and identify solutions to improve traffic and pedestrian safety and circulation. The project goals include:

- Make Rossmoor streets safer for all modes of travel;
- Provide safe and convenient pedestrian, golf carts, bicycle, and automobile connections for residents; and
- Improve quality of life by making Rossmoor more appealing to walking, living, and leisure.

The scope of work is comprised of an inventory of existing conditions, community outreach and engagement, identification of transportation issues, analysis of needs, development of alternatives, and prioritization of recommendations. TJKM summarizes the following strategies for achieving the project goals:

- Evaluate street system design, intersections, driveways, signage, markings, speed, and pedestrian accommodations for Rossmoor Parkway, Tice Creek Drive, Golden Rain Road, and Stanley Dollar Drive;
- Evaluate crosswalks;
- Recommend improved safety for all modes of transportation in the community, including walking, golf carts, bicycling, and driving;
- Develop improved network connectivity for golf carts and pedestrians;
- Identify solutions, such as medians, restriping, lighting, signage, traffic calming measures to improve traffic and pedestrian safety, traffic flow, and pedestrian safety/travel/accessibility; and
- Incorporate traffic calming features and programs to slow vehicular speeds and improve driver awareness.

1.2 Study Area

The study area consists of the community entrance and all major streets in the community, including the following roadway segments:

- Rossmoor Parkway between community entrance and Tice Creek Drive
- Tice Creek Drive between Upper Golden Rain Road and Rossmoor Parkway
- Golden Rain Road between Rossmoor Parkway and Upper/Lower Golden Rain Road
- Upper Golden Rain Road between Golden Rain Road and Lower Golden Rain Road
- Lower Golden Rain Road between Upper Golden Rain Road and Golden Rain Road
- Stanley Dollar Drive between Tice Creek Drive and Rossmoor Parkway

Figure 1 illustrates the study area with study roadway segments highlighted.
Figure 1. Study Area
2 EXISTING CONDITIONS

2.1 Field Review

This section summarizes preliminary findings based on field reviews. There were three field reviews conducted in September 2016, October 2016, and March 2017 to understand existing roadway configurations, capacity, and the actual utilizations of the roadways and transportation facilities. Field reviews focused on identifying safety issues and investigating areas of concern expressed by Golden Rain Foundation staff and Rossmoor residents. Based on the field reviews conducted, TJKM identified the following preliminary findings. Unless otherwise specified, findings reflect multiple locations exhibiting the same issue:

- Crosswalks are misplaced or too close together
- Crosswalks are difficult for motorists to see
- Crosswalks are narrow
- Vehicles parked at crosswalks are blocking view of pedestrians
- Sight distance issues exist at various locations with vertical and/or horizontal curves, particularly Tice Creek Drive and Golden Rain Road.
- Golf carts are sharing roads with automobiles
- Travel lanes are wide
- Vehicular speeds are high
- Motorists are not fully obeying traffic controls such as stop signs
- The intersection of Tice Creek Drive and Oakmont Drive has alignment issues
2.2 Roadway Network

This section summarizes all major roadways analyzed for safety and connectivity.

**Rossmoor Parkway** is a two-to-four lane north–south street that runs between Tice Valley Boulevard to the north and Tice Creek Drive to the south. Rossmoor Parkway serves as the entrance to the community and as a major thoroughfare. It has two lanes in each direction between the community entrance and Stanley Dollar Drive with a center median approximately 18 feet wide and a curb-to-curb width of 65 feet. It narrows to one lane in each direction between Stanley Dollar Drive and Tice Creek Drive without a center median, while the curb-to-curb width remains 65 feet. The posted speed limit on Rossmoor Parkway is 25 mph.

**Tice Creek Drive** is a two lane north–south street that runs between Castleberry Lane to the north and Terra Granada Driveway to the south. Tice Creek Drive serves as a parallel thoroughfare to Rossmoor Parkway and connects with Rossmoor Parkway at the south end of the community. Tice Creek Drive has one lane in each direction throughout the entire corridor with a curb-to-curb width of approximately 40 feet, except for the segment between Avenida Sevilla and Rossmoor Parkway, where the curb-to-curb width is approximately 32 feet. The posted speed limit on Rossmoor Parkway is 25 mph.

**Golden Rain Road** is a two-to-four lane east–west street that runs between Rossmoor Parkway and the Upper/Lower Golden Rain Road intersection. The posted speed limit on Golden Rain Road is 25 mph.

**Upper Golden Rain Road** is a two lane street continuing from Golden Rain Road and running to Skycrest Drive. The posted speed limit on Upper Golden Rain Road is 25 mph.

**Lower Golden Rain Road** is a two-lane street continuing from Upper Golden Rain Road and running to the Upper/Lower Golden Rain Road intersection. The posted speed limit on Lower Golden Rain Road is 25 mph.
Stanley Dollar Drive is a two lane east-west street that runs west from Rossmoor Parkway and provides an important connection between Tice Creek Drive and Rossmoor Parkway. The posted speed limit on Stanley Dollar Drive is 25 mph.

2.3 Pedestrian Network

2.3.1 Crosswalks
TJKM has updated a crosswalk inventory provided by the GRF staff, included in Figure 2. The updated inventory contains 74 crosswalks in the community. Out of these 74 crosswalks, 11 are on Rossmoor Parkway, 17 on Tice Creek Drive, five on Stanley Dollar Drive, five on Golden Rain Road, five on Upper Golden Rain Road, and four on Lower Golden Rain Road. Crosswalks in the community are generally painted either in ladder style with two stripes outlining the crosswalks, or with white double stripes outlines only. Crosswalks are commonly found at major intersections, where driveways enter a roadway with a sidewalk on only one side, and at shuttle stops. Crosswalks at the intersections of Tice Creek Drive and Oakmont Drive, and Tice Creek Drive and Golden Rain Road, have pedestrian flags to enhance visibility of pedestrians crossing the street. Appendix A details every crosswalk found in the community with its attributes, e.g., length, availability of advanced warning legends, ADA accessibility, posted signage, and locations and control type if located at an intersection.

2.3.2 Sidewalks
Sidewalks provide a continuous pedestrian network along all arterials and a portion of the minor roadways, connecting residents’ homes to the numerous clubhouses and other community amenities. Most street corners and driveway entrances with sidewalks feature curb ramps; however, not all intersections are fully accessible under ADA guidelines. Although many of the roadways feature sidewalks on only one side, crosswalks are provided at most places where pedestrians would need to cross to access driveways and shuttle stops on the opposite side of the street.
Figure 2. Existing Crosswalks
2.4 Golf Cart Network

Golf carts constitute a major form of transportation within Rossmoor and are integrated into the transportation network through specific facilities not typically found on city streets.

2.4.1 Golf Cart Lane

Golf cart lanes exist along a portion of Stanley Dollar Drive. There is a westbound golf cart lane between the Creekside Clubhouse driveway and the golf cart crossing location. An eastbound golf cart lane is located about 400 feet east of Tice Creek Drive, running to the Creekside Clubhouse driveway about 400 feet east of Tice Creek Drive. Eastbound golf cart traffic is guided to exit to a pathway in the golf course and re-enter the roadway at the golf cart crossing location. The width of the golf cart lanes on both sides of the street is about 6.5 feet.

2.4.2 Golf Cart Crossing Locations

Golf cart crossings are shared use crossings with pedestrian crosswalks striped at various locations in the community where wider ramps (golf cart driveways) are provided. The following lists all existing golf cart crossing locations in the community:

   a. Crosswalk #20 – Stanley Dollar Drive, between Tice Creek Drive and Rossmoor Parkway;
   b. Crosswalk #17 – Rossmoor Parkway, between Terra California Drive and Rossmoor Parkway Driveway #1;
   c. Crosswalk #18 – Rossmoor Parkway, between Rossmoor Parkway Driveway #1 and #2; and
   d. Crosswalk #59 – at the junction of Tice Creek Drive, Rossmoor Parkway, and Terra Granada Drive.

2.5 Data Collection

2.5.1 Average Daily Traffic and Speed Survey

Average Daily Traffic volumes (ADT) and vehicular speeds were collected at eight locations within the study area. These locations were selected to represent volumes and speed conditions along the community roadways. The 24-hour bi-directional counts were conducted on three consecutive days (October 6th, 7th, and 8th, 2016). Appendix B includes count and speed data collected. Table 1 below summarizes ADTs and speeds at the eight locations:
Table 1. Existing Average Daily Traffic and Vehicle Speeds

<table>
<thead>
<tr>
<th>#</th>
<th>Location</th>
<th>ADT</th>
<th>85th Percentile Speed (mph)</th>
<th>Posted Speed Limit (mph)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rossmoor Parkway, between Community Entrance and Golden Rain Road</td>
<td>18,129</td>
<td>36</td>
<td>25</td>
</tr>
<tr>
<td>2</td>
<td>Golden Rain Road, between Rossmoor Parkway and Tice Creek Drive</td>
<td>12,146</td>
<td>26</td>
<td>25</td>
</tr>
<tr>
<td>3</td>
<td>Golden Rain Road, north of Oakmont Way</td>
<td>5,114</td>
<td>37</td>
<td>25</td>
</tr>
<tr>
<td>4</td>
<td>Tice Creek Drive, west of Oakmont Drive</td>
<td>6,178</td>
<td>29</td>
<td>25</td>
</tr>
<tr>
<td>5</td>
<td>Rossmoor Parkway, between Terra California Drive and Saklan Indian Drive</td>
<td>6,781</td>
<td>35</td>
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<tr>
<td>6</td>
<td>Stanley Dollar Drive, at the Rossmoor Event Center</td>
<td>3,230</td>
<td>27</td>
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<tr>
<td>7</td>
<td>Tice Creek Drive, west of Avenida Sevilla</td>
<td>1,601</td>
<td>33</td>
<td>25</td>
</tr>
<tr>
<td>8</td>
<td>Rossmoor Parkway, south of Entry 4 Driveway</td>
<td>1,439</td>
<td>37</td>
<td>25</td>
</tr>
</tbody>
</table>

Note: ADT and 85th Percentile Speeds are presented as the three-day average.

2.5.2 Turning Movement Counts
Turning movement counts were conducted at three key intersections in the community where various traffic issues exist. Intersection turning movements provide traffic engineers knowledge of existing lane utilization and any existence of queueing and congestion, and the volume linkages among intersections. The selection of the peak hours of 11:30 a.m. to 1:30 p.m. used for data collection was based on field observations and advice given by the GRF staff. Appendix B includes turning movement count data. The data contains a two-hour summary of pedestrian, bicycle, and vehicular turning movement counts at the following intersections:

1. Rossmoor Parkway and Golden Rain Road
2. Tice Creek Drive and Golden Rain Road
3. Tice Creek Drive and Oakmont Drive
**Rossmoor Parkway and Golden Rain Road**

During the observed peak period, 2,300 vehicles passed through this intersection, with the highest volumes turning right from Rossmoor Parkway onto Golden Rain Drive, traveling from the gate (550 vehicles) and vehicles turning left from Golden Rain Road onto Rossmoor Parkway, toward the gate (517 vehicles). There were also two bicycles and seven pedestrians crossing through the intersection during the peak period. Pedestrians used the following crosswalks:

1. Crosswalk #53 – 5
2. Crosswalk #54 – 2

**Tice Creek Drive and Golden Rain Road**

During the observation period, 1,007 vehicles passed through this intersection, with the highest volumes traveling eastbound on Golden Rain Road (240 vehicles), turning right from Tice Creek Drive onto Golden Rain Road (211 vehicles), and turning right from Golden Rain Road onto Tice Creek Drive (211 vehicles). There were also one bicycle and fourteen pedestrians crossing the intersection during the peak period. Pedestrians used the following crosswalks:

1. Crosswalk #66 – 5
2. Crosswalk #67 – 3
3. Crosswalk #68 – 5
4. Crosswalk #69 – 1

**Tice Creek Drive and Oakmont Drive**

During the observation period, 1,007 vehicles passed through this intersection, with the highest volumes traveling southbound on Tice Creek Drive (264 vehicles), traveling northbound on Tice Creek Drive (225 vehicles), and exiting the clubhouse parking lot driveway westbound (225 vehicles). There were also eleven pedestrians crossing the intersection during the peak period, but no bicycles. Pedestrians used the following crosswalks:

1. Crosswalk #32 – 4
2. Crosswalk #33 – 2
3. Crosswalk #34 – 2
4. Sidewalk along driveway – 3

**Figure 3** shows the locations of counts collected for Average Daily Traffic and intersection turning movements.
Figure 3. Data Collection Location

Legend

- ADT Counts
- Turning Movement Counts

A G REY EAGLE DRIVE
B F OXWOOD WAY
C FAL CON WOOD COURT
D H IGH EAGLE COURT
E R ED WING COURT
F SPOTTED OWL COURT
G Q UAIL HILL COURT
H WOODWREN COURT
I S HADOWHAWK WAY

12a-15
3 COMMUNITY OUTREACH

3.1 Community Outreach

GRF and TJKM held a community event on December 5, 2016 to introduce the project and gain input from the community members regarding their day-to-day traffic safety concerns. TJKM engineers presented a brief project overview and the community members were invited to express their concerns regarding vehicle speeding, pedestrian crossing safety, and any other traffic issues.

A comment sheet was provided for the community members to write down specific concerns. A preferred measure sheet was provided for community members to prioritize potential implementation measures.

All materials, including exhibits and presentation are provided in Appendix C.

3.2 Community Feedback

A project website was developed to post general information and updates about the project and for receiving additional comments from the residents. Table 2 provides a summary of frequently mentioned comments. A more detailed comment matrix is provided in Appendix D.

Figure 4 summarizes most commonly mentioned areas of concerns.

(Top) Community members expressing concerns during the event; (Middle) Community members writing comments; (Bottom) Exhibit area.
Preferred measure sheet 1 includes: high visibility crosswalks, lighted crosswalks, flashing beacons, speed feedback signs, and speed humps.

Preferred measure sheet 2 includes: dedicated golf cart lanes, removal of parking spaces, and extended red curbs.
Table 2. Frequently Mentioned Location and Major Concerns

<table>
<thead>
<tr>
<th>#</th>
<th>Frequently Mentioned Location</th>
<th>Major Concerns</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Golden Rain Road and Lower Golden Rain Road Intersection</td>
<td>High vehicle speeds; and pedestrian crossing safety.</td>
</tr>
<tr>
<td>2</td>
<td>Lower Golden Rain Road and Hillside Clubhouse Driveway Intersection</td>
<td>Sharp turns at the intersection; and limited visibility due to Hillside Clubhouse sign.</td>
</tr>
<tr>
<td>3</td>
<td>Rossmoor Parkway and Golden Rain Road Intersection</td>
<td>Stop control compliance; and confusing multi-lane stop control intersection.</td>
</tr>
<tr>
<td>4</td>
<td>Rossmoor Parkway and Terra California Drive Intersection</td>
<td>Stop control compliance.</td>
</tr>
<tr>
<td>5</td>
<td>Golden Rain Road and Gateway Clubhouse Driveway Intersection</td>
<td>Confusion of three-way stop; and stop control compliance.</td>
</tr>
<tr>
<td>6</td>
<td>Golden Rain Road and Tice Creek Drive Intersection</td>
<td>Stop control compliance.</td>
</tr>
<tr>
<td>7</td>
<td>Tice Creek Drive and Oakmont Drive Intersection</td>
<td>High speed vehicle traveling on Tice Creek Drive; unsafe pedestrian crossing location; and traffic hard to make turns in and out Gateway Clubhouse Driveway.</td>
</tr>
<tr>
<td>8</td>
<td>Tice Creek Drive and Fairlawn Court</td>
<td>Limited sight distance; minor street traffic hard to make turns out onto Tice Creek Drive.</td>
</tr>
<tr>
<td>9</td>
<td>Tice Creek Drive and Running Spring Court</td>
<td>Limited sight distance; minor street traffic hard to make turns out onto Tice Creek Drive.</td>
</tr>
<tr>
<td>10</td>
<td>Tice Creek Drive and Canyonwood Court</td>
<td>Limited sight distance; minor street traffic hard to make turns out onto Tice Creek Drive.</td>
</tr>
<tr>
<td>11</td>
<td>Stanley Dollar Drive, between Tice Creek Drive and Rossmoor Parkway</td>
<td>High golf cart and pedestrian activities; confusing pedestrian and golf cart right-of-way; and high vehicle speeds in the area.</td>
</tr>
<tr>
<td>12</td>
<td>Stanley Dollar Drive and Leisure Lane</td>
<td>Vehicles going downhill at high speeds.</td>
</tr>
</tbody>
</table>
Figure 4. Community Feedback Map

Legend
- **Blue**: Rossmoor Entrance
- **Black**: Study Area
- **Red**: Top Survey Response Areas

NOTE: NUMBERS OR LETTERS ON STREETS DENOTE ENTRIES
4 COLLISION AND CROSSWALK SAFETY - ANALYSIS AND METHODOLOGY

4.1 Collision Analysis

TJKM analyzed the reported accidents provided by GRF and identified where each was located. Of the 537 accidents that occurred between January 2011 and July 2016, 323 (about 60 percent) occurred on roadways or in parking lots within the study area. Table 3 below shows the number of accidents within each portion of the study area, including the number of injury accidents in each area and a breakdown of pedestrian involvement. Accidents occurring at intersections were categorized based on the primary street identified in the accident record. Note that the accident data does not differentiate accidents occurred on the GRF roads from those within the entries. TJKM categorized the accidents into locations based on the name and description of each accident. Figure 5 illustrates accident locations more precisely, identifying hot spots.

Notably, there were two injury accidents at the intersection of Tice Creek Drive and Golden Rain Road and three injury accidents at the intersection of Tice Creek Drive and Oakmont Drive. There were also three injury accidents at various points along Golden Rain Road, five injury accidents along Tice Creek Drive, and three injury accidents in clubhouse parking lots. Seven injury accidents involved vehicles striking pedestrians: one at Tice Creek Drive and Golden Rain Road, two at Tice Creek Drive and Oakmont Drive, and one each at Golden Rain Road and Oakmont Way, Stanley Dollar Drive and Tice Creek Drive, the Gateway Clubhouse parking lot, and the Creekside Clubhouse parking lot. There were also two pedestrians struck by vehicles with no injuries reported, one each at the intersection of Stanley Dollar Drive and Tice Creek Drive, and in front of the Gateway Club House on Golden Rain Road.

<table>
<thead>
<tr>
<th>Location</th>
<th>All Accidents</th>
<th>Injury Accidents</th>
<th>Vehicle vs. Pedestrian</th>
<th>Pedestrian Injured</th>
<th>Pedestrian Not Injured</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rossmoor Entrance</td>
<td>111</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clubhouses</td>
<td>78</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Rossmoor Parkway</td>
<td>16</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Golden Rain Road</td>
<td>39</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Tice Creek Drive</td>
<td>66</td>
<td>9</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Stanley Dollar Drive</td>
<td>13</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total within Study Area</strong></td>
<td><strong>323</strong></td>
<td><strong>20</strong></td>
<td><strong>9</strong></td>
<td><strong>7</strong></td>
<td><strong>2</strong></td>
</tr>
<tr>
<td>Yearly Average</td>
<td>65</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: Accidents at intersections are categorized by the main street included in the report.*
Figure 5. Collision History

Legend

- 1-2 Accidents
- 3-4 Accidents
- 5-10 Accidents
- >10 Accidents

NOTE: NUMBERS OR LETTERS ON STREETS DENOTE ENTRIES
4.2 Crosswalk Safety Analysis

A crosswalk safety analysis was conducted by analyzing each pedestrian and golf cart crossing location in the study area. TJKM looked into the following components to determine if required safety considerations of a crosswalk are met: sight distance, visibility of a crosswalk, and the utilization (the actual demand) of a crosswalk. It was noted by the GRF staff that crosswalks were installed through a resident request system without detailed considerations of traffic safety and efficiency. TJKM analyzed each crosswalk in the study area and identified needed improvements.

**Sight Distance.** Sight distance is categorized into intersection and stopping sight distance. Intersection sight distance is defined as the required clear vision triangle when approaching an intersection, as illustrated in the diagram. Stopping sight distance defines the distance a driver, at a given speed, can see in order to have room to stop before colliding with something in the roadway, including pedestrians, vehicles, or objects. Some common visual obstructions include landscaping, parked vehicles, residential fences, utility poles, signposts, roadway curves (horizontal and vertical), etc. Table 4 summarizes crosswalks in the study area having sight distance issues.

![Intersection Sight Distance Triangle. Source: FHWA](image)

**Table 4. Problem Crosswalks and Reasons for Limited Sight Distance**

<table>
<thead>
<tr>
<th>Crosswalk #</th>
<th>Reasons for Limited Sight Distance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Horizontal curve</td>
</tr>
<tr>
<td>15</td>
<td>Horizontal curve</td>
</tr>
<tr>
<td>25</td>
<td>Horizontal curve</td>
</tr>
<tr>
<td>35</td>
<td>Vertical curve</td>
</tr>
<tr>
<td>43</td>
<td>Horizontal curve</td>
</tr>
<tr>
<td>44</td>
<td>Horizontal curve and parked vehicles</td>
</tr>
<tr>
<td>45</td>
<td>Horizontal curve and parked vehicles</td>
</tr>
<tr>
<td>52</td>
<td>Horizontal curve</td>
</tr>
</tbody>
</table>

**Visibility.** Crosswalk conditions, crosswalk styles, and lighting in the vicinity are factors that affect the visibility of a crosswalk to approaching motorists. Faded crosswalks may produce low visibility and should be maintained promptly. However, based on the field observations, the majority of the existing crosswalks in the community are in fair or better conditions due to constant maintenance by the GRF staff.
There are two crosswalk styles applied in the community: standard and ladder-styled crosswalks. A standard crosswalk is striped with two solid lines that outline the pedestrian walk area. This type of crosswalk is commonly used at locations with lower pedestrian activity. In contrast, a ladder-styled crosswalk has higher visibility and used for school crossings and where pedestrian activity is higher.

Based on field observations and consultations with the GRF staff, the community is progressively upgrading its crosswalks by converting standard crosswalks into ladder-styled (high visibility) crosswalks. In the following chapter, TJKM prioritizes these potential crosswalk upgrade opportunities for increasing safety levels for all modes of transportation in the community.

Street lighting provides additional aids to increase visibility of a crosswalk. Based on field observations and comments received from the community members, a few locations encounter inadequate lighting.

**Crosswalk Utilization.** Since pedestrian volume data is not available for all crosswalks, traffic engineering judgement was applied to evaluate the need for a crossing location. For example, two closely placed crosswalks lower the utilization of each crosswalk and create more conflicts with other modes of transportation, i.e., bicyclists, golf carts, and automobiles.
5 RECOMMENDATIONS

This chapter describes recommended vehicle and pedestrian safety improvements based on data collected, resident comments received, and technical analyses conducted. These recommended improvements are physical improvements that enhance existing transportation facilities, and programs and policies that help educate and improve user behavior in walking, driving, and operating golf carts in Rossmoor.

5.1 Physical Improvements

Physical improvements are organized into spot and network improvements. Spot improvements are improvements proposed for a particular location, e.g., an intersection, a crosswalk, a parking lot, etc. Network improvements are improvements proposed for a particular segment of roadways. Recommended improvements include high visibility crosswalks; relocation or removal of crosswalks, pedestrian crossing signs, pedestrian ahead signs, and golf cart crossing signs; and installation of Rectangular Rapid Flash Beacons (RRFB), corner bulb-outs (curb extensions), raised crosswalks, raised intersections, concrete median islands, and dedicated golf cart lanes.

5.1.1 High Visibility Crosswalk

High visibility crosswalks are ladder-styled pedestrian crossing facilities at intersections and mid-block crossing locations. These facilities are considered high visibility since more attention-getting paint or thermoplastic material is applied to the pavement. It is important that both drivers and pedestrians clearly see the crossings, which usually are accompanied by supplemental signage at mid-block locations. High Visibility Crosswalks are proposed at multiple crossing locations.

5.1.2 Pedestrian Crossing Sign, Pedestrian Ahead Sign, and Golf Cart Crossing Sign

The California Manual on Uniform Traffic Control Devices (CA-MUTCD) provides uniform standards and specifications for all official traffic control devices in California. CA-MUTCD Section 2B.11, 2B.12, 2C.49 and 2C.50 describe the proper use and locations of a pedestrian crossing signs (W11-2), golf cart crossing signs (W11-11) along with diagonal downward pointing arrows (W16-7P) and “Ahead” (W16-9P) plaques shown in the illustrations.
A pedestrian crossing sign (W11-2) may be placed overhead or post-mounted with a diagonal downward pointing arrow (W16-7P) plague at the crosswalk location. A W11-2 with an Ahead sign (W11-9P) may be used in conjunction with the pedestrian crossing sign located at least the minimum stopping sight distance in advance of the crosswalk. Signage improvements are proposed at multiple pedestrian and golf cart crossing locations.

5.1.3 Rectangular Rapid Flash Beacon (RRFB)

A Rectangular Rapid Flash Beacon (RRFB) is a device with rapidly alternating yellow LED lights. It is user-actuated to supplement pedestrian crossing signs at crossing locations. A RRFB can enhance at unsignalized intersections and mid-block crossings by increasing driver awareness of potential pedestrian conflicts. The existing in-roadway lighting/LED pedestrian crossing signs on Stanley Dollar Drive at Crosswalk #20 and #21 can achieve similar safety effect. However, the RRFBs are more attention-getting and are easier to maintain.

The RRFBs are recommended be installed at Crosswalk #32 at the intersection of Tice Creek Drive and Oakmont Drive, Crosswalks #17 and #18 on Rossmoor Parkway, and Crosswalk #59 at the intersection of Rossmoor Parkway and Tice Creek Drive.
5.1.4 Corner Bulb-Out (Curb Extensions)

A corner bulb-out, also called curb extensions, are located at intersections or mid-block on both sides of the street to decrease the crossing distance for pedestrians, enhance safety and comfort, and reduce vehicle speeds. They also tighten the curb radii at the intersections to reduce turning vehicle speeds. In addition, the construction of bulb-outs naturally prevents motorists from having their vehicles parked at the corners, increasing sight distance for minor street approaches and visibility of crossing pedestrians.

Bulb-outs are recommended be installed at the following intersections for enhancing vehicle and pedestrian safety:

- Tice Creek Drive and Rockledge Lane
- Tice Creek Drive and Fairlawn Court
- Tice Creek Drive and Running Springs Road
- Tice Creek Drive and Leisure Lane
- Tice Creek Drive and Singingwood Court
- Tice Creek Drive and Canyonwood Court
- Tice Creek Drive and Ptarmigan Drive

*Illustration for corner bulb-outs proposed at intersections to reduce pedestrian crossing distance and create narrowing effect approaching the intersection. Parking at corners will be removed to create visual clearance for pedestrians and motorists.*
5.1.5 Raised Crosswalk and Intersection

Raised crosswalks are flat-topped road bumps built as a pedestrian crosswalk with vehicle ramps on the approaches. They are vertical deflections installed across a roadway to reduce speed and create a safer crossing environment for pedestrians by making them more visible to approaching drivers. Raised crosswalks are well marked and may contain special paving or textures to enhance visibility.

Similar to a raised crosswalk, a raised intersection involves elevating the surface of an entire intersection to be at the same grade with adjoining sidewalks. They require extensive design and improvements, and are useful in creating a safe “shared-zone” where pedestrian and bicycle safety is enhanced.

A raised crosswalk is typically elevated by about three to four inches, having a ten foot-wide plateau with six-foot ramps. They generally allow vehicle speeds of 25 to 30 miles per hour (mph). The gradual ramp design is also preferable to a regular speed bump for emergency vehicles.

Effectiveness of Raised Crosswalks and Intersections

Research published by the Institute of Transportation Engineer (ITE) shows an average delay of less than three seconds per raised crosswalk or intersection on emergency responses. Research also shows a reduction in collisions by 45 percent and an increase in pedestrian visibility and a higher likelihood that drivers yield to pedestrians on treated streets.

Raised crosswalks are recommended be installed at Crosswalks #67 and #69 (east and west legs of the intersection of Golden Rain Road and Tice Creek Drive). It is recommended that a raised intersection be constructed at the intersection of Tice Creek Drive and Stanley Dollar Drive as this intersection is heavily used by pedestrians, golf carts, and automobiles. A raised intersection not only would reduce vehicular speeds entering the intersection, but also enhance the pedestrian and golf cart environment on this primary route to the Creekside and Dollar Clubhouses.
5.1.6 Center Median
The presence of medians creates a narrowing effect on vehicle travel lanes. Medians are typically landscaped and may provide accompanying pedestrian crossing signage and striping. Medians may be applied as part of a residential street road diet. The existing medians along the northern part of Rossmoor Parkway provide a good example not only where the vehicle travel lanes are narrower, but a beautified streetscape is provided.

Center medians are proposed to be installed on Golden Rain Road from Tice Creek Drive to Lower Golden Rain Road with an adjustment of the existing lane geometry.

5.1.7 Golf Cart Lanes
The high golf cart usage in the community triggered the consideration of installing new dedicated golf cart lanes and improving the existing lanes with green markings and sharrows.

Green golf cart lanes and sharrow markings reinforce right-of-way for golf carts and heighten drivers’ awareness of potential roadway conflict with golf carts. The implementation of golf cart lanes can also help to slow vehicular traffic, due to the reduced roadway width available to other vehicles. With the ample roadway widths, it is recommended that dedicated golf cart lanes be installed along Golden Rain Road between Tice Creek Drive and Lower Golden Rain Road; and along Rossmoor Parkway between Stanley Dollar Drive and Tice Creek Drive.
Proposed green golf cart lane, golf cart sharrow markings, golf cart signs, flashing beacons and ladder-styled crossings.
(Top) Rossmoor Parkway Existing and Proposed Cross Section (between Stanley Dollar Drive and Tice Creek Drive).

(Bottom) Rendering of proposed safety enhancement on Rossmoor Parkway (between Stanley Dollar Drive and Tice Creek Drive).
Table 5 and Table 6 list all spot and network improvements, respectively, that would improve Rossmoor vehicle and pedestrian safety. Detailed maps of improvement locations and conceptual drawings are provided in Appendix E.

Figure 6 shows all locations for spot and network improvements.
Figure 6. Locations of Improvements

Legend
- Rossmoor Entrance
- Study Area
- Spot Improvements
- Network Improvements

Note: Numbers or letters on streets denote entries.
Table 5. Spot Improvements

<table>
<thead>
<tr>
<th>ID</th>
<th>Name</th>
<th>Type</th>
<th>Area</th>
<th>Issue</th>
<th>Measures</th>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Gateway Area</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S-1</td>
<td>Rossmoor Entrance</td>
<td>Entrance</td>
<td>Gateway Clubhouse Area</td>
<td>1. Unclear wayfinding signs; 2. Observed weaving due to booth setup and lane geometry.</td>
<td>1. Re-allocate booth layout by specifying destinations (Rossmoor Parkway or Golden Rain Road) and vehicle types (visitor or resident); 2. Improve wayfinding signs along Rossmoor Parkway before entrance.</td>
<td>1. Reduce possibility of weaving.</td>
<td>1. Cannot fully accommodate all potential routes due to gate configuration; cannot fully prevent from weaving.</td>
</tr>
<tr>
<td>S-2</td>
<td>Rossmoor Parkway &amp; Golden Rain Road</td>
<td>Intersection Sidewalk</td>
<td>Gateway Clubhouse Area</td>
<td>1. High vehicular traffic volume; 2. Multi-lane intersection with stop control not fully complied by motorists; 3. Crosswalk #53 blocked by median island and street light.</td>
<td>1. Widen Crosswalk #53 toward east; paint Crosswalk #53 ladder style; 2. Install rumble strips on northbound traffic.</td>
<td>1. Safer environment for motorists and non-motorized users.</td>
<td>1. Noise increase that may be heard by manors above.</td>
</tr>
<tr>
<td>S-3</td>
<td>Golden Rain Road &amp; Gateway Clubhouse Driveway</td>
<td>Intersection</td>
<td>Gateway Clubhouse Area</td>
<td>1. Confusion of stop control (westbound traffic does not stop); 2. Low utilization of Crosswalk #1.</td>
<td>1. Remove Crosswalk #1</td>
<td>1. Eliminate conflict points with pedestrians.</td>
<td>1. Pedestrians are required to use crosswalks at Rossmoor Parkway or Tice Creek Drive.</td>
</tr>
<tr>
<td>ID</td>
<td>Name</td>
<td>Type</td>
<td>Area</td>
<td>Issue</td>
<td>Measures</td>
<td>Description</td>
<td>Pros</td>
</tr>
<tr>
<td>----</td>
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</tr>
<tr>
<td>S-4</td>
<td>Tice Creek Drive &amp; Golden Rain Road</td>
<td>Intersection</td>
<td>Gateway Clubhouse Area</td>
<td>1. Stop control compliance (feedback from residents).</td>
<td></td>
<td>1. Install raised crosswalks for east and west legs (Crosswalk #67 and #69).</td>
<td>1. Raised crosswalks can slow traffic and heighten visibility of pedestrians.</td>
</tr>
<tr>
<td>S-5</td>
<td>Tice Creek Drive &amp; Oakmont Drive</td>
<td>Intersection Crosswalk</td>
<td>Gateway Clubhouse Area</td>
<td>1. High volume of turning traffic; 2. Crosswalk #32 conflicts with vehicle Right-of-Way (Gateway Clubhouse driveway); 3. Mislocation of refuge; 4. Low visibility of Crosswalk #34.</td>
<td></td>
<td>1. Install RRFB at Crosswalk #32; 2. Install pedestrian crossing signs 3. Install advanced warning signs (W11-2 and W16-9P) for Crosswalk #32 and 34.</td>
<td>1. Slows vehicle speeds; 2. Increase visibility of pedestrians;</td>
</tr>
<tr>
<td>S-6</td>
<td>Gateway Clubhouse Parking</td>
<td>Parking</td>
<td>Gateway Clubhouse Area</td>
<td>1. In-lot circulation.</td>
<td>1. Preliminary engineering review shows current parking lot layout is better than any other variations assessed.</td>
<td>N/A</td>
<td>(No impact on existing traffic)</td>
</tr>
</tbody>
</table>

**Golden Rain Area**

<p>| S-7 (N-1) | Crosswalk #2 (Golden Rain Road &amp; Oakmont Way) | Crosswalk Golden Rain Area | 1. High vehicle speeds (downhill); 2. Limited sight distance due to horizontal curve for traffic coming uphill. | 1. Install pedestrian crossing sign; 2. Install advanced &quot;Pedestrian Ahead&quot; sign. | 1. Enhanced pedestrian crossing safety. | (No impact on existing traffic) |</p>
<table>
<thead>
<tr>
<th>ID</th>
<th>Name</th>
<th>Type</th>
<th>Area</th>
<th>Issue</th>
<th>Measures</th>
<th>Description</th>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>S-8</td>
<td>Crosswalk #48 (Golden Rain Road &amp; Upper Golden Rain Road)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Limited sight distance due to vertical curve (Crosswalk #48 located at lowest point of roadway segment;)</td>
<td>1. Install stop control; 2. Install &quot;Stop Ahead&quot; sign.</td>
<td>1. Enhanced pedestrian crossing safety.</td>
<td>(No impact on existing traffic)</td>
<td></td>
</tr>
<tr>
<td>S-9</td>
<td>Crosswalk #43 (Upper Golden Rain Road)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Limited sight distance due to great horizontal curves from both directions.</td>
<td>1. Install pedestrian crossing sign; 2. Install advanced &quot;Pedestrian Ahead&quot; sign.</td>
<td>1. Enhanced pedestrian crossing safety.</td>
<td>(No impact on existing traffic)</td>
<td></td>
</tr>
<tr>
<td>S-10</td>
<td>Crosswalk #44 (Upper Golden Rain Road)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Limited sight distance due to horizontal curve and parked vehicles.</td>
<td>1. Remove Crosswalk #44</td>
<td>1. Enhanced pedestrian crossing safety.</td>
<td>(No impact on existing traffic)</td>
<td></td>
</tr>
<tr>
<td>S-11</td>
<td>Crosswalk #45 (Upper Golden Rain Road)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Limited sight distance due to great horizontal curves from both directions; 2. Limited sight distance due to parked vehicles.</td>
<td>1. Extend red curb southbound to Driveway #18; extend red curb northbound to Driveway #13 to create visual clearance near the crosswalk.</td>
<td>1. Enhanced pedestrian crossing safety. 1. Reduced parking availability.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>S-12</td>
<td>Crosswalk #47 (Upper Golden Rain Road)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Crosswalk #47 presents low visibility; 2. Sidewalk gap in vicinity.</td>
<td>1. Move Crosswalk #47 near Driveway #20 where grade is flat; 2. Install pedestrian crossing sign; 3. Build sidewalk to connect</td>
<td>1. Enhanced pedestrian crossing safety.</td>
<td>(No impact on existing traffic)</td>
<td></td>
</tr>
<tr>
<td>ID</td>
<td>Name</td>
<td>Type</td>
<td>Area</td>
<td>Issue</td>
<td>Measures</td>
<td>Pros</td>
<td>Cons</td>
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</tr>
<tr>
<td>S-13</td>
<td>Crosswalk #52 (Lower Golden Rain Road)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Limited sight distance due to great horizontal curve from both directions.</td>
<td>1. Install pedestrian crossing sign; 2. Install advanced &quot;Pedestrian Ahead&quot; sign.</td>
<td>1. Enhanced pedestrian crossing safety.</td>
<td>(No impact on existing traffic)</td>
<td></td>
</tr>
<tr>
<td>S-14</td>
<td>Hillside Clubhouse</td>
<td>Parking</td>
<td>Golden Rain Area</td>
<td>1. Narrow parking lot entrance/exit at Golden Rain Road; 2. Limited sight distance and sharp turns at Golden Rain Road.</td>
<td>1. Squaring of intersection OR create southbound right turn pocket (9 feet).</td>
<td>1. Increased intersection sight distance; 2. Improved vehicle circulation.</td>
<td>(No impact on existing traffic)</td>
<td></td>
</tr>
<tr>
<td>S-15</td>
<td>Crosswalk #46 (Hillside Clubhouse)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Located away from intersection, increasing number of conflict points.</td>
<td>1. Install pedestrian crossing sign; 2. Install advanced &quot;Pedestrian Ahead&quot; sign; 3. Consider relocate to Hillside intersection.</td>
<td>1. Enhanced pedestrian crossing safety.</td>
<td>(No impact on existing traffic)</td>
<td></td>
</tr>
<tr>
<td>ID</td>
<td>Name</td>
<td>Type</td>
<td>Area</td>
<td>Issue</td>
<td>Measures</td>
<td>Pros</td>
<td>Cons</td>
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</tr>
<tr>
<td>S-16</td>
<td>Crosswalk #50 (Hillside Clubhouse)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Low visibility; 2. Lighting is not adequate.</td>
<td>1. Paint high visibility crosswalk; 2. Install pedestrian crossing sign; 3. Install advanced &quot;Pedestrian Ahead&quot; sign; 4. Enhance lighting for this crosswalk.</td>
<td>1. Enhanced pedestrian crossing safety.</td>
<td>(No impact on existing traffic)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Stanley Dollar Area</td>
<td></td>
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<tr>
<td>S-17</td>
<td>Tice Creek Drive &amp; Stanley Dollar Drive</td>
<td>Intersection</td>
<td>Stanley Dollar Area</td>
<td>1. A primary route to Creekside and Dollar Clubhouses; 2. High golf cart usage.</td>
<td>1. Install raised intersection.</td>
<td>1. Heighten drivers' awareness of entering a pedestrian- and golf cart-oriented area.</td>
<td>1. May increase emergency response time.</td>
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<td>(N-2)</td>
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<tr>
<td>S-18</td>
<td>Crosswalk #20 (Stanley Dollar Drive)</td>
<td>Crosswalk</td>
<td>Stanley Dollar Area</td>
<td>1. Crosswalk #20 presents low visibility; 2. Crossing signs and push buttons too far from crossing point.</td>
<td>1. Add golf cart crossing sign; 2. Paint legend &quot;Golf Cart Crossing Ahead&quot;; 3. Paint high visibility crosswalk; 4. Add raised pavement markers on Stanley Dollar Drive west of Crosswalk #20; 5. Paint curb red to remove parking near Crosswalk #20 (approx. 5 stalls); 6. Move crossing signs closer to crossing point; 7. Make crossing signs double-sided.</td>
<td>1. Enhanced pedestrian and golf cart safety.</td>
<td>(No impact on existing traffic)</td>
<td></td>
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<tr>
<td>ID</td>
<td>Name</td>
<td>Type</td>
<td>Area</td>
<td>Issue</td>
<td>Measures</td>
<td>Pros</td>
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<tr>
<td>S-19 (N-2)</td>
<td>Crosswalk #21 (Stanley Dollar Drive)</td>
<td>Crosswalk</td>
<td>Stanley Dollar Area</td>
<td>1. Low contrast of crosswalk color compared to pavement; 2. Pedestrian crossing signs and push buttons too far from crossing point.</td>
<td>1. Add painted stripes to outline Crosswalk #21; 2. Relocate existing pedestrian crossing sign and push button closer to curb; 3. Make pedestrian crossing signs double-sided.</td>
<td>1. Enhanced pedestrian and golf cart safety.</td>
<td>(No impact on existing traffic)</td>
<td></td>
</tr>
<tr>
<td>S-20 (N-3)</td>
<td>Tice Creek Drive &amp; Singingwood Court</td>
<td>Intersection</td>
<td>Lower Rossmoor Area</td>
<td>1. Limited sight distance due to vertical curve; 2. Accident rate 5+ between 2011 to 2015</td>
<td>1. Install curb extension (bulb-out) at intersection.</td>
<td>1. Increases visibility of pedestrians; 2. Shorten crossing distance; 3. Slows vehicle speed due to narrowed roadway.</td>
<td>1. Minimum impact on existing traffic.</td>
<td></td>
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<tr>
<td>S-21 (N-3)</td>
<td>Crosswalk #35 (Tice Creek Drive &amp; Ptarmigan Drive)</td>
<td>Crosswalk</td>
<td>Lower Tice Creek Area</td>
<td>1. Limited sight distance (vertical curve).</td>
<td>1. Install curb extension (bulb-out) at intersection; 2. Install pedestrian crossing sign Or RRFB.</td>
<td>1. Improved crosswalk sight distance; 2. Shorten crossing distance.</td>
<td>1. Minimum impact on existing traffic.</td>
<td></td>
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<tr>
<td>S-22 (N-3)</td>
<td>Crosswalk #25 (Tice Creek Drive)</td>
<td>Crosswalk</td>
<td>Lower Tice Creek Area</td>
<td>1. Limited sight distance due to horizontal curve; 2. Closely placed with Crosswalk #24 in vicinity.</td>
<td>1. Remove Crosswalk #25</td>
<td>1. Enhanced pedestrian and vehicle safety.</td>
<td>1. Reduced pedestrian accessibility.</td>
<td></td>
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<tr>
<td>ID</td>
<td>Name</td>
<td>Type</td>
<td>Area</td>
<td>Issue</td>
<td>Measures</td>
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<tr>
<td>S-23</td>
<td>Crosswalk #24 (Tice Creek Drive)</td>
<td>Crosswalk</td>
<td>Lower Tice Creek Area</td>
<td>1. Missing red curb at crosswalk. 2. Low visibility.</td>
<td>1. Paint curb red at and near Crosswalk on both sides; 2. Paint high visibility crosswalk.</td>
<td>1. Enhanced pedestrian and vehicle safety.</td>
<td>1. Reduced parking availability.</td>
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<tr>
<td>S-24</td>
<td>Crosswalk #26 (Tice Creek Drive)</td>
<td>Crosswalk</td>
<td>Lower Tice Creek Area</td>
<td>1. Missing red curb at crosswalk. 2. Low visibility.</td>
<td>1. Paint curb red at and near Crosswalk on both sides; 2. Paint high visibility crosswalk.</td>
<td>1. Enhanced pedestrian and vehicle safety.</td>
<td>1. Reduced parking availability.</td>
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<tr>
<td>S-25</td>
<td>Crosswalk #59 (Tice Creek Drive)</td>
<td>Crosswalk</td>
<td>Lower Tice Creek Area</td>
<td>Low visibility.</td>
<td>1. Paint high visibility crosswalk; 2. Install RRFB for golf cart crossing.</td>
<td>1. Enhanced pedestrian and golf cart safety.</td>
<td>(No impact on existing traffic)</td>
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<tr>
<td><strong>Lower Rossmoor Area</strong></td>
<td><strong>Lower Rossmoor Area</strong></td>
<td>Crosswalk</td>
<td>Lower Rossmoor Area</td>
<td>1. Ramps not compliant with ADA requirements.</td>
<td>1. Rebuild ramps on both side to comply with ADA requirements; 2. Paint high visibility crosswalk. 3. Install pedestrian crossing sign.</td>
<td>1. Enhanced pedestrian safety and accessibility.</td>
<td>(No impact on existing traffic)</td>
<td></td>
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<tr>
<td>S-26</td>
<td>Crosswalk #19 (Rossmoor Parkway)</td>
<td>Crosswalk</td>
<td>Lower Rossmoor Area</td>
<td>Not correctly striped; Short crosswalk</td>
<td>1. Install golf cart crossing sign; 2. Add golf cart crossing legend; 3. Paint curb red to prevent parking at crossing location. 4. Consider RRFB for golf carts and pedestrians.</td>
<td>1. Enhanced pedestrian and golf cart safety.</td>
<td>1. Reduced parking availability.</td>
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<tr>
<td>S-27</td>
<td>Crosswalk #17 (Rossmoor Parkway)</td>
<td>Crosswalk</td>
<td>Lower Rossmoor Area</td>
<td>Golf crossing location but not clearly signed.</td>
<td>1. Install Crosswalk #16</td>
<td>1. Enhanced pedestrian and vehicle safety.</td>
<td>1. Reduced pedestrian accessibility.</td>
<td></td>
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<td>ID</td>
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<td>S-29</td>
<td>Crosswalk #18 (Rossmoor</td>
<td>Crosswalk</td>
<td>Lower Rossmoor Area</td>
<td>1. Golf crossing location but not clearly signed.</td>
<td>1. Install golf cart crossing sign; 2. Add golf cart crossing legend;</td>
<td>1. Enhanced pedestrian and golf cart safety.</td>
<td>1. Reduced parking availability.</td>
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<td></td>
<td>Parkway)</td>
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<td>3. Paint curb red to prevent parking at crossing location; 4. Consider</td>
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<td>RRFB for golf carts and pedestrians.</td>
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<td>S-30</td>
<td>Crosswalk #14 (Rossmoor</td>
<td>Crosswalk</td>
<td>Lower Rossmoor Area</td>
<td>1. Crosswalk #14 presents low visibility to northbound traffic.</td>
<td>1. Install pedestrian crossing sign; 2. Install advanced &quot;Pedestrian</td>
<td>1. Enhanced pedestrian and vehicle safety.</td>
<td>(No impact on existing traffic)</td>
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<td></td>
<td>Parkway)</td>
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<td>Ahead&quot; sign.</td>
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<tr>
<td>S-31</td>
<td>Crosswalk #15 (Rossmoor</td>
<td>Crosswalk</td>
<td>Lower Rossmoor Area</td>
<td>1. Limited sight distance due to horizontal curve on southbound traffic</td>
<td>1. Install pedestrian crossing sign; 2. Add hashed striping (striped</td>
<td>1. Enhanced pedestrian and vehicle safety.</td>
<td>1. Reduced parking availability.</td>
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<td></td>
<td>Parkway)</td>
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<td>bulb-out) to narrow southbound approach; 3. Construct ADA compliant</td>
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<td>ramps; 4. Paint curb red near crosswalk.</td>
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<tr>
<td>N-1</td>
<td>Golden Rain Road (Tice Creek Drive and Upper/Lower Golden Rain Road)</td>
<td>Roadway</td>
<td>1. Great vertical curves.</td>
<td>1. Install golf cart lanes in both directions from Tice Creek Drive to Pine Knoll Drive;</td>
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<td></td>
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<td>2. Consider raised medians;</td>
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<td>3. Install raised pavement markers approaching crosswalk locations along this segment.</td>
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<tr>
<td>N-2</td>
<td>Stanley Dollar Drive (Tice Creek Drive and Rossmoor Parkway)</td>
<td>Roadway</td>
<td>1. High pedestrian activity; 2. High golf cart usage;</td>
<td>1. Reinforce this segment to be pedestrian- and golf cart-oriented</td>
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<td>2. Add golf cart sharrows/markings eastbound between Tice Creek Drive and “Golf Cart Must Exit” sign;</td>
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<td>3. Add golf car sharrows/markings westbound from Creekside Clubhouse driveway to Tice Creek Drive where golf cart lane is not provided;</td>
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<td>4. Green golf cart lane.</td>
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<tr>
<td>N-3</td>
<td>Tice Creek Drive (Rockledge Lane and Rossmoor Parkway)</td>
<td>Roadway</td>
<td>1. Horizontal curves and sight distance.</td>
<td>1. Paint curb red at locations where sight distance are limited;</td>
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<td></td>
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<td></td>
<td>2. No Parking Signs (or red curb) south of Avenida Sevilla due to narrowed street width;</td>
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<td>3. Stripe parking lane along this segment;</td>
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<tr>
<td>ID</td>
<td>Name</td>
<td>Type</td>
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<tr>
<td>N-4</td>
<td>Rosmoor Parkway (Stanley Dollar Drive and Tice Creek Drive)</td>
<td>Roadway</td>
<td>1. Wide travel lane; 2. Shared use with golf carts.</td>
<td>1. Striped golf cart lane on both side between Stanley Dollar Drive and Tice Creek Drive; 2. Dashed green golf cart lane treatment or guiding lines at intersections (Rosmoor Parkway at Stanley Dollar Drive and Terra California Drive); 3. Golf cart sharrows at intersections and merging areas.</td>
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<tr>
<td>N-5</td>
<td>Stanley Dollar Drive (West of Tice Creek Drive)</td>
<td>Roadway</td>
<td>1. High percentage grade; 2. High vehicle speeds (comments from residents).</td>
<td>1. Install speed lumps at one or two locations</td>
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</tbody>
</table>

*N-5 is not within the study area. TJKM considers including this segment due to multiple comments received from the residents regarding speeding.*
5.2 Programs and Policies

This section describes potential education and enforcement solutions through program initiatives, activities and policies to address senior driver and pedestrian behaviors.

5.2.1 Enforcement

Increased level of enforcement can be achieved by installing radar speed photo enforcement at critical locations, periodic patrol, issuance of warnings and citations in the community. These measures are easily implemented and effective with low impact on normal traffic. However, GRF does not have access to vehicle registration information. Enforcement could only be used for vehicles that have access tags. These vehicles are in the GRF system and associated with residents. This implies that GRF would not be authorized to enforce vehicles without access tags, e.g., visitors.

The presence of such devices or staff create negative perception of the community. In addition, the locations where radar speed photo enforcement are setup are more likely to be familiarized by the community members after a period of time. The ongoing staffing and other administrative expenses can be a financial burden.

5.2.3 Education

Currently, GRF offers the AARP Smart Driver's Course to provide education on safe driving behavior in the community. It is recommended that GRF continue to provide this education program.

Street Smarts is another growing trend in California which aims at increasing roadway safety through traffic education programs. It is a nationally recognized traffic safety education and awareness program first developed in 2002. The program is aimed at reducing vehicle speeds and enhancing safety on neighborhood streets by focusing on educating students and adults about safe walking and driving behavior. Strategies include development and dissemination of informational flyers and brochures, safety lectures and workshops, and print and electronic media campaigns. The primary focus is to enhance overall traffic safety via education and community empowerment. It is recommended that such a program be initiated by GRF staff by holding workshops and events for the community members, fostering the shift of walking and driving behavior in the community.

Street Smarts brochures. Source: City of San Jose.
6 COST ESTIMATES AND PHASING

This chapter describes the cost estimation and prioritization process for the spot and network improvements proposed in the previous chapter. The cost of each improvement was calculated and determined based on consultant’s experience in working with various jurisdictions in the Bay Area. The phasing of all spot and network improvements were prioritized considering the following attributes:

- Cost-effectiveness of each improvement;
- Degree of enhanced safety levels for each improvement; and
- Values created that will ensure the enhancement of overall safety in the community.

6.1 Phase I Projects

Phase I contains 11 projects. These projects were expected to improve safety at the key locations, and maximize overall level of safety for the community. All 11 projects can be implemented within existing budget available. Table 7 lists all Phase I improvements with preliminary cost estimates. Note that cost estimates include only construction cost of each improvement, with a 20 percent contingency. Phase I improvements totals $101,100.

<table>
<thead>
<tr>
<th>ID</th>
<th>Name</th>
<th>Type</th>
<th>Area</th>
<th>Measures</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>S-2</td>
<td>Rossmoor Parkway &amp; Golden Rain Road Intersection Sidewalk Gateway Clubhouse Area</td>
<td>1. Widen Crosswalk #53 toward east; paint Crosswalk #53 ladder style; 2. Install rumble strips on northbound traffic.</td>
<td>$1,850</td>
<td></td>
<td></td>
</tr>
<tr>
<td>S-3</td>
<td>Golden Rain Road &amp; Gateway Clubhouse Driveway Intersection Gateway Clubhouse Area</td>
<td>1. Remove Crosswalk #1</td>
<td>$1,250</td>
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<tr>
<td>ID</td>
<td>Name</td>
<td>Type</td>
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<td><strong>Phase I</strong></td>
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<tr>
<td>N-5*</td>
<td>Stanley Dollar Drive (West of Tice Creek Drive)</td>
<td>Roadway</td>
<td>Golden Rain Area</td>
<td>1. Install speed lumps at one or two locations</td>
<td>$10,000</td>
</tr>
<tr>
<td>S-5</td>
<td>Tice Creek Drive &amp; Oakmont Drive</td>
<td>Intersection</td>
<td>Gateway Clubhouse Area</td>
<td>1. Install RRFB at Crosswalk #32; 2. Install pedestrian crossing signs 3. Install advanced warning signs (W11-2 and W16-9P) for Crosswalk #32 and 34.</td>
<td>$30,000</td>
</tr>
<tr>
<td>S-8</td>
<td>Crosswalk #48 (Golden Rain Road &amp; Upper Golden Rain Road)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Install stop control; 2. Install &quot;Stop Ahead&quot; sign.</td>
<td>$2,500</td>
</tr>
<tr>
<td>N-2</td>
<td>Stanley Dollar Drive (Tice Creek Drive and Rossmoor Parkway)</td>
<td>Roadway</td>
<td>Golden Rain Area</td>
<td>1. Reinforce this segment to be pedestrian- and golf cart-oriented 2. Add golf cart sharrows/markings eastbound between Tice Creek Drive and &quot;Golf Cart Must Exit&quot; sign; 3. Add golf car sharrows/markings westbound from Creekside Clubhouse driveway to Tice Creek</td>
<td>$5,000</td>
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<tr>
<td>ID</td>
<td>Name</td>
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<td>Drive where golf cart lane is not provided; 4. Green golf cart dashes.</td>
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<tr>
<td>S-18</td>
<td>Crosswalk #20</td>
<td>Crosswalk</td>
<td>Stanley Dollar Area</td>
<td>1. Add golf cart crossing sign; 2. Paint legend &quot;Golf Cart Crossing Ahead&quot;; 3. Paint high visibility crosswalk; 4. Add rumble strips on Stanley Dollar Drive west of Crosswalk #20; 5. Paint curb red to remove parking near Crosswalk #20 (approx. 3 stalls); 6. Move crossing signs closer to crossing point; 7. Make crossing signs double-sided.</td>
<td>$3,200</td>
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<td>(N-2)</td>
<td>(Stanley Dollar Drive)</td>
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<tr>
<td>S-19</td>
<td>Crosswalk #21</td>
<td>Crosswalk</td>
<td>Stanley Dollar Area</td>
<td>1. Add painted stripes to outline Crosswalk #21; 2. Relocate existing pedestrian crossing sign and push button closer to curb; 3. Make pedestrian crossing signs double-sided.</td>
<td>$1,500</td>
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<tr>
<td>(N-2)</td>
<td>(Stanley Dollar Drive)</td>
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<td>ID</td>
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<td>Phase I</td>
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<tr>
<td>S-14</td>
<td>Hillside Clubhouse</td>
<td>Parking</td>
<td>Golden Rain Area</td>
<td>1. Squaring of intersection OR create southbound right turn pocket (9 feet).</td>
<td>$12,000</td>
</tr>
<tr>
<td>S-27 (N-4)</td>
<td>Crosswalk #17 (Rossmoor Parkway)</td>
<td>Crosswalk</td>
<td>Lower Rossmoor Area</td>
<td>1. Install golf cart crossing sign; 2. Add golf cart crossing legend; 3. paint curb red to prevent parking at crossing location. 4. Consider RRFB for golf carts and pedestrians.</td>
<td>$30,000</td>
</tr>
<tr>
<td>N-3*</td>
<td>Tice Creek Drive (Rockledge Lane and Rossmoor Parkway))</td>
<td>Roadway</td>
<td>Stripe parking lane along this segment</td>
<td></td>
<td>$3,800</td>
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</tbody>
</table>

**Phase 1 Total (including 20% contingency)**  

$101,100
### 6.2 Phase II Projects

Phase II contains 15 improvement projects. These projects would create additional safety enhancement at particular locations. The implementation of Phase I and II is a comprehensive safety improvement that will make Rossmoor a safe environment for all modes of transportation. Some of the Phase II projects might require budgeting efforts for the next five fiscal years to ensure budget is available upon design and construction. Table 8 below lists all Phase II improvements with attached preliminary cost estimates, including a 20 percent contingency. Phase II improvements totals $222,300.

#### Table 8. Phase II Improvements and Preliminary Cost Estimates

<table>
<thead>
<tr>
<th>ID</th>
<th>Name</th>
<th>Type</th>
<th>Area</th>
<th>Measures</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>S-4</td>
<td>Tice Creek Drive &amp; Golden Rain Road</td>
<td>Intersection</td>
<td>Gateway Clubhouse Area</td>
<td>1. Install raised crosswalks for east and west legs (Crosswalk #67 and #69).</td>
<td>$25,000</td>
</tr>
<tr>
<td>S-7 (N-1)</td>
<td>Crosswalk #2 (Golden Rain Road &amp; Oakmont Way)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Install pedestrian crossing sign; 2. Install advanced &quot;Pedestrian Ahead&quot; sign.</td>
<td>$500</td>
</tr>
<tr>
<td>S-10</td>
<td>Crosswalk #44 (Upper Golden Rain Road)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Remove Crosswalk #44</td>
<td>$1,250</td>
</tr>
<tr>
<td>S-21 (N-3)</td>
<td>Crosswalk #35 (Tice Creek Drive &amp; Ptarmigan Drive)</td>
<td>Crosswalk</td>
<td>Lower Tice Creek Area</td>
<td>1. Install curb extension (bulb-out) at intersection; 2. Install pedestrian crossing sign OR RRFB.</td>
<td>$50,000</td>
</tr>
<tr>
<td>S-28 (N-4)</td>
<td>Crosswalk #16 (Rossmoor Parkway)</td>
<td>Crosswalk</td>
<td>Lower Rossmoor Area</td>
<td>1. Remove Crosswalk #16</td>
<td>$1,250</td>
</tr>
<tr>
<td>S-29 (N-4)</td>
<td>Crosswalk #18 (Rossmoor Parkway)</td>
<td>Crosswalk</td>
<td>Lower Rossmoor Area</td>
<td>1. Install golf cart crossing sign; 2. Add golf cart crossing legend; 3. paint curb red to prevent parking at crossing location; 4. Consider RRFB for</td>
<td>$30,000</td>
</tr>
</tbody>
</table>
## Phase II

<table>
<thead>
<tr>
<th>ID</th>
<th>Name</th>
<th>Type</th>
<th>Area</th>
<th>Measures</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>S-1</td>
<td>Rossmoor Entrance</td>
<td>Entrance</td>
<td>Gateway Clubhouse Area</td>
<td>1. Re-allocate entrance area layout by specifying destinations (Rossmoor Parkway or Golden Rain Road) and vehicle types (visitor or resident); 2. Improve wayfinding signs along Rossmoor Parkway in advance of entrance.</td>
<td>$5,000</td>
</tr>
<tr>
<td>S-11</td>
<td>Crosswalk #45 (Upper Golden Rain Road)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Extend red curb southbound to Driveway #18; extend red curb northbound to Driveway #13 to improve sight distance near the crosswalk.</td>
<td>$1,200</td>
</tr>
<tr>
<td>S-15</td>
<td>Crosswalk #46 (Hillside Clubhouse)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Install pedestrian crossing sign; 2. Install advanced &quot;Pedestrian Ahead&quot; sign; 3. Consider relocation to Hillside intersection.</td>
<td>$500</td>
</tr>
<tr>
<td>S-16</td>
<td>Crosswalk #50 (Hillside Clubhouse)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Paint high visibility crosswalk; 2. Install pedestrian crossing sign; 3. Install advanced</td>
<td>$2,250</td>
</tr>
</tbody>
</table>
## Phase II

<table>
<thead>
<tr>
<th>ID</th>
<th>Name</th>
<th>Type</th>
<th>Area</th>
<th>Measures</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>S-17</td>
<td>Tice Creek Drive &amp; Stanley Dollar Drive</td>
<td>Intersection</td>
<td>Stanley Dollar Area</td>
<td>1. Install raised intersection.</td>
<td>$51,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“Pedestrian Ahead” sign; 4. Enhance lighting for this crosswalk.</td>
<td></td>
</tr>
<tr>
<td>S-20</td>
<td>Tice Creek Drive &amp; Singingwood Court</td>
<td>Intersection</td>
<td>Lower Rossmoor Area</td>
<td>1. Install curb extension (bulb-out) at intersection.</td>
<td>$24,000</td>
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<tr>
<td></td>
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<td></td>
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</tr>
<tr>
<td>S-22</td>
<td>Crosswalk #25 (Tice Creek Drive)</td>
<td>Crosswalk</td>
<td>Lower Tice Creek Area</td>
<td>1. Remove Crosswalk #25</td>
<td>$1,250</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S-25</td>
<td>Crosswalk #59 (Tice Creek Drive)</td>
<td>Crosswalk</td>
<td>Lower Tice Creek Area</td>
<td>1. Paint high visibility crosswalk; 2. Install RRFB for golf cart crossing.</td>
<td>$27,650</td>
</tr>
<tr>
<td>ID</td>
<td>Name</td>
<td>Type</td>
<td>Area</td>
<td>Measures</td>
<td>Cost</td>
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<tr>
<td>Phase II</td>
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</tr>
<tr>
<td></td>
<td>S-31 (N-4)</td>
<td>Crosswalk #15 (Rossmoor Parkway)</td>
<td>Crosswalk Lower Rossmoor Area</td>
<td>1. Install pedestrian crossing sign; 2. Add hashed striping (striped bulb-out) to narrow southbound approach; 3. Construct ADA compliant ramps; 4. Paint curb red near crosswalk.</td>
<td>$1,450</td>
</tr>
<tr>
<td>Phase II Total (including 20% contingency)</td>
<td></td>
<td></td>
<td>$222,300</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 6.3 Phase III Projects

Phase III contains 10 improvement projects. These projects were considered long-term improvements that can be implemented in a five to ten year timeframe. The improvements on safety are incremental and do not require immediate attention. Additional budgeting is required to ensure funding is available upon design and construction. Table 9 below lists all Phase III improvements with attached preliminary cost estimates, including a 20 percent contingency. Phase III improvements totals $672,180.

**Table 9. Phase III Improvements and Preliminary Cost Estimates**

<table>
<thead>
<tr>
<th>ID</th>
<th>Name</th>
<th>Type</th>
<th>Area</th>
<th>Measures</th>
<th>Cost</th>
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<tbody>
<tr>
<td></td>
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<td></td>
<td><strong>Phase III</strong></td>
<td></td>
</tr>
<tr>
<td>S-9</td>
<td>Crosswalk #43 (Upper Golden Rain Road)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Install pedestrian crossing sign; 2. Install advanced &quot;Pedestrian Ahead&quot; sign.</td>
<td>$500</td>
</tr>
<tr>
<td>S-12</td>
<td>Crosswalk #47 (Upper Golden Rain Road)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Move Crosswalk #47 near Driveway #20 where grade is 0%; 2. Install pedestrian crossing sign; 3. Build sidewalk to connect new location with overlook path.</td>
<td>$52,740</td>
</tr>
<tr>
<td>S-13</td>
<td>Crosswalk #52 (Lower Golden Rain Road)</td>
<td>Crosswalk</td>
<td>Golden Rain Area</td>
<td>1. Install pedestrian crossing sign; 2. Install advanced &quot;Pedestrian Ahead&quot; sign.</td>
<td>$500</td>
</tr>
<tr>
<td>S-23</td>
<td>Crosswalk #24 (Tice Creek Drive)</td>
<td>Crosswalk</td>
<td>Lower Tice Creek Area</td>
<td>1. Paint curb red at and near Crosswalk on both sides; 2. Install pedestrian crossing sign.</td>
<td>$1,200</td>
</tr>
<tr>
<td>ID</td>
<td>Name</td>
<td>Type</td>
<td>Area</td>
<td>Measures</td>
<td>Cost</td>
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<td></td>
<td><strong>Phase III</strong></td>
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</tr>
<tr>
<td>N-1</td>
<td>Golden Rain Road</td>
<td>Roadway</td>
<td></td>
<td>1. Install golf cart lanes in both directions from Tice Creek Drive to Pine Knoll Drive;</td>
<td>$64,000</td>
</tr>
<tr>
<td></td>
<td>(Tice Creek Drive and Upper/Lower Golden Rain Road)</td>
<td></td>
<td></td>
<td>2. Consider raised medians;</td>
<td>$400,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3. Install raised pavement markers approaching crosswalk locations along this segment.</td>
<td>$3,000</td>
</tr>
<tr>
<td></td>
<td>Tice Creek Drive</td>
<td>Roadway</td>
<td></td>
<td>1. Paint curb red at locations where sight distances are limited;</td>
<td>$121,800</td>
</tr>
<tr>
<td></td>
<td>(Rockledge Lane)</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>S-24</td>
<td>Crosswalk #26 (Tice Creek Drive)</td>
<td>Crosswalk</td>
<td>Lower Tice Creek Area</td>
<td>1. Paint curb red at and near Crosswalk on both sides; 2. Paint high visibility crosswalk.</td>
<td>$2,450</td>
</tr>
<tr>
<td>(N-3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>S-26</td>
<td>Crosswalk #19 (Rossmoor Parkway)</td>
<td>Crosswalk</td>
<td>Lower Rossmoor Area</td>
<td>1. Rebuild ramps on both side to comply with ADA requirements; 2. Paint high visibility crosswalk. 3. Install pedestrian crossing sign.</td>
<td>$1,490</td>
</tr>
<tr>
<td>(N-4)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S-30</td>
<td>Crosswalk #14 (Rossmoor Parkway)</td>
<td>Crosswalk</td>
<td>Lower Rossmoor Area</td>
<td>1. Install pedestrian crossing sign; 2. Install advanced &quot;Pedestrian Ahead&quot; sign.</td>
<td>$500</td>
</tr>
<tr>
<td>(N-4)</td>
<td></td>
<td></td>
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<tr>
<td>ID</td>
<td>Name</td>
<td>Type</td>
<td>Area</td>
<td>Measures</td>
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<td>Phase III</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Phase II</td>
<td>$24,000</td>
</tr>
<tr>
<td>N-4</td>
<td>Rossmoor Parkway (Stanley Dollar Drive and Tice Creek Drive)</td>
<td>Roadway</td>
<td></td>
<td>1. Striped golf cart lane on both sides between Stanley Dollar Drive and Tice Creek Drive; 2. Dashed green golf cart lane treatment or guiding lines at intersections (Rossmoor Parkway at Stanley Dollar Drive and Terra California Drive); 3. Golf cart sharrows at intersections and merging areas.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Phase III Total (including 20% contingency)</td>
<td>$672,180</td>
</tr>
</tbody>
</table>
SUMMARY REPORT
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

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

REQUESTED ACTION/RECOMMENDATION

Approve, as recommended by the President, the appointment of Leslie Birdsall, Carl W. Brown, Mary Lou Delpech, and Melvin C. Fredlund to the Board Planning Committee for one-year terms, effective immediately.

BACKGROUND:

The Board, at its meeting on June 13, 2017, approved as a Board goal for 2017-2018 establishing a Planning Committee, which would be comprised of not more than 4 members of the Board. To fulfill that goal, that Board approved, at its meeting on June 29, 2017, establishing the Committee and directed the Policy Committee to develop a Charter for the Committee for consideration of the Board.

The President invited members of the Board interested in serving on the Committee to apply for appointment to the Committee. Board members Delpech, Birdsall, Brown, and Fredlund applied.

ALTERNATIVES AND OPTIONS:

• Not approve one or more of the President's recommended appointees to the Planning Committee
• Approve the appointment of other members of the Board to the Planning Committee

SUBSEQUENT ACTIONS:

Announce the Chairman of the Planning Committee at the Board’s meeting on July 27, 2017.

The approved appointees will begin serving as members of the Planning Committee and the Committee roster will be revised to reflect the approved appointments and then distributed.

FINANCIAL IMPACT: None

ATTACHMENTS: None
REQUESTED ACTION/RECOMMENDATION:

Approve, as recommended by the President, the appointment of Mary A. England, Frederick J. Kern, Wayne B. Lanier, Donald J. Liddle, Christopher J. Slee, Sheldon Solloway, and Heinz Weirich to the Ad Hoc Technology Committee effective immediately.

BACKGROUND:

In the Rossmoor General Plan, 2024 Action TEC-1.6 states: “Consider establishing a qualified resident technology committee to advise the GRF Board on innovative issues.”

At its meeting on April 27, 2017, the Board approved forming an Ad Hoc Technology Committee to develop a strategic five-year plan for GRF technology, and at its meeting on May 25, 2017, the Board approved a Mission Statement for the Committee indicating that the Committee shall consist of seven non-GRF Board members and one GRF non-voting Board member, all of whom shall be recommended by the President and approved by the GRB.

Notice was published in the Rossmoor News in late May announcing that the Board was accepting applications from non-GRF Board members for appointment to the newly formed Ad Hoc Technology Committee. The applicants were interviewed recently by the President and the Secretary of the Board. The President, with input from the Board Secretary, then selected the applicants she recommends for appointment to the Committee 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:

- Not approve one or more of the President’s recommended appointees to the Ad Hoc Technology Committee
• Approve the appointment of other individuals to the Ad Hoc Technology Committee

SUBSEQUENT ACTIONS:

The President will announce the name of the appointee she has designated to be Chairman of the Ad Hoc Technology Committee.

The approved Committee appointees will begin serving on the Committee effective immediately.

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.

FINANCIAL IMPACT:

None

ATTACHMENTS:

Letters of application from the recommended appointees
GRF BOARD OFFICE

To: President and Golden Rain Foundation (GRF) Board of Directors

From: Mary A. England

Subject: GRF Ad Hoc Committee to Prepare 5 Year Strategic Technology Plan

I am submitting my letter of interest and have attached resume for your consideration of my qualifications to participate on the GRF Ad Hoc Committee to Prepare 5 Year Strategic Technology Plan.

As you may know, I have been and remain actively engaged in contributing to GRF Board of Directors' decision-making processes. I have the interest, relevant experience, time, skills, and energy to dedicate to the Committee work.

The GRF Ad Hoc Committee presents an opportunity to participate in planning and identifying technology and innovation-related recommendations for Board consideration.

I have studied the 2016 Strategic Technology Plan developed for Leisure World, Maryland. The Strategic Technology Plan process, methodology, and outline provide an excellent template for the GRF Ad Hoc Committee to proceed on the Mission Statement for the Committee.

Finally, I do have concerns about the Committee work. Planning for a 5 Year timespan is a long planning cycle. Secondly, I anticipate that some GRF members and Committee members may have “technology solutions looking for a problem.” The chairperson of the committee will need to be aware of this and facilitate a process which is guided by identified need and priorities, not technical solutions looking for a place to be implemented. I am also interested in understanding how the Ad Hoc Committee will interface with a new GRF Board Planning Committee.

Thank you,

Mary A. England
Mary A. England Resume

Objective
To participate on the Golden Rain Foundation (GRF) Board Ad Hoc Committee to prepare a 5 Year Strategic Technology Plan.

Education
BS | University of Oregon
- General Social Sciences

MA | Stanford University School of Medicine
- Clinical Specialty in Physical Therapy

Leadership
- Developed and presented proposal recommendations for strategic planning of business and clinical process technologies to enable enterprise strategies
- Developed and led strategy for Kaiser Permanente Northern California online presence (KP.org) 1995

Professional Experience
STRATEGIC TECHNOLOGY PLANNING | KAISER PERMANENTE |
- Led assessment of business and clinical requirements for requirements of projects to acquire and implement technologies to enable strategic advantage for regional and corporate planning initiatives.
- Coordinated pilot Telemedicine project between UC Davis, KP Research and Cardiology

DIRECTOR FOR STRATEGIC APPLICATIONS | DIGNITY HEALTH, CORPORATE OFFICES
- Led and coordinated corporate evaluation of 6 strategic application business and clinical initiatives for a network of 50 regional hospitals and 12 medical groups affiliated with Dignity Health
- Partnered with diverse clients in business, clinical, technology, legal areas to standardize applications
- Coordinated planning meetings, evaluated vendor solutions, participated in negotiations to acquire applications, database integration, and implementation of vendor solutions
- Evaluated software solutions based on product, performance, price, platform (cost: benefit analysis)

VICE PRESIDENT, IMPLEMENTATION AND CLIENT SERVICES, CONSULTANT IN HEALTHCARE INFORMATION TECHNOLOGY
- Coordinated business development proposals, presentations to CEO, CIO, Senior Management of Healthcare organizations
- Developed, managed, and led project implementation plans with IT, business, clinical leaders for Decision Support Software solution
- Conducted enterprise technology inventory to enable strategic IT planning for regional Health Network
Mary A. England Resume

Skills
- Strategic Planning for technology project proposals, technology assessment
- Facilitation of Strategic planning, business and communication, integration, network requirement
- Developed Project proposals, planning, management, implementation requirements
- Focus on priorities defined by leadership, cost: benefit of project proposals
- Understanding of Trust Agreement GRF & MUTUAL(s) roles and responsibilities
- Ability to prioritize projects based on projected needs, budget, Board annual goals, and priorities
- Participate in consensus decision-making, document and report on committee progress

Recent Experience

PARTICIPATED IN GRF IT WORKGROUP (2016-2017)
- Participated in two GRF Member IT Workgroup Meetings
- Developed and distributed Proposal for IT Workgroup planning for IT Committee-attachment*
- Participated in online workgroup development of proposed IT Committee documents

ATTEND AND CONTRIBUTE TO GRF COMMITTEE MEETINGS
- Policy Committee
- Finance Committee
- Fitness Center Advisory Committee
- Long-Range Planning (General Plan) Task Force
- Trust Agreement Review & Revision Committee

CHAIR AND INITIATED FIRST WALNUT CREEK MUTUAL COMMITTEES
- FWCM Disaster & Safety Committee
- FWCM Trust Agreement Review & Revision Committee

RECENT VOLUNTEER ACTIVITIES
- Walnut Creek Community Emergency Response (CERT) Leadership Group
- Rossmoor Area CERT Coordinator, Leadership Team
- Rossmoor Area CERT Operations Chief

CURRENT VOLUNTEER ACTIVITIES
- Contra Costa County Medical Reserve Corp Member
- Medical Friends of Rossmoor Board Director
Components of GRF Technology Assessment Inventory (Mary A. England)

An inventory of existing GRF technical solutions is a useful process to understand where the Ad Hoc Committee recommendations need to proceed. This outline is one model, consistent with Leisure World, Maryland Strategic Technology plan for the inventory and development of recommendations.

I. Current GRF Data Architecture
   A. What data/database/application architecture GRF manages

II. Potential GRF Data Architecture
   A. What data/database/application architecture GRF needs to implement to support priority GRF innovations, projects, member interface

III. Networks
   A. Assess current Network architecture to support priority GRF innovations, projects, member interface.

IV. Lines of Demarcation (Corporate v. Member V. Public)
   A. GRF Board Policy determines Scope
   B. GRF Policy Committee involvement in Policy development

V. External Partnerships
   A. Assess Technology-Innovation Partnerships.
   B. Example:
      1. Comcast/Xfinity proposed Telehealth project
      2. Google Foundation
Components of Proposal for GRF Technology-Innovation Committee-continued

VI. Security Architecture
   A. Assess and recommend Security Controls for
      ✓ Data Access
      ✓ GRF Facility Access Control Project
      ✓ Network Access
      ✓ Application Access
      ✓ Member and other Personal Information Access

VII. Priority Innovations/Technology Projects
   A. Sources of Priority Projects
      1. GRF Board 2017 Priorities
      2. GRF General Plan Tech Section and other opportunities
      3. GRF Member-connected initiatives
      4. GRF Member Problem identification
      5. GRF Member Solution ID

VIII. GRF Board-approved or under review projects
      1. Fitness Center Renovation- need Technology partner RFP
      2. Universal Access process proposal
      3. Comcast/Xfinity Telehealth project proposed in Rossmoor News
      4. Digitizing GRF Member Records
      5. GRF Member Financial Accounting (Accounts Payable & Payments)
      6. Traffic Studies

IX. Conduct GRF Member Survey of Priority Tech-Innovation Needs
      1. Utilize summary of March 8, 2017 Meeting
      2. Survey Monkey, etc.
      3. Consolidate priorities and GRF Member resources database

SUMMARY

"Lots of moving parts to develop technology-innovation opportunities on behalf of GRF Board of Directors to benefit Members and Trustees".
Dear Paula,

Please find attached an introduction letter/bio for application to be considered for membership to the ad hoc Technology Committee.

Yours

Fred Kern

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This email has been checked for viruses by Avast antivirus software.  
https://www.avast.com/antivirus
Brief Bio of Fred Kern

Education:
Cal State Long Beach: BS Industrial Technology, electronics specialty
North Western University: Executive MBA

Employers:

Bell system companies: 1964 - 1994
- Pacific Bell
- Bell Laboratories
- AT&T
- Pac Tel Publishing

Assignments:
- Network engineer
- Systems Design Architect
- Application development
- Manager SF Business office
- Ex Director responsible for Statewide Directory company operations
- Ex Director responsible for the Manufacturing, Printing, Paper and graphics operations for Directory Company
- Technology chair for a corporate wide reengineering task force in conjunction with the Bain Consultancy group.
- One of a small number of managers selected to be a development boss for high potential future corporate staff “jet jobs”

Logos Consulting Group: 1995 – present
- Formed a specialty consulting group targeted at leading large development projects on a national and international scope. Partial client list:
  - AT&T
  - Ameritech
  - Southern Bell
  - Bell Canada
  - Bermuda Telephone
  - Nippon Telephone and Telegraph
  - IBM
  - PRN (Premier Retail Network)
  - YellowPages.com
  - Botswana Telephone Corporation
  - Telkom South Africa
Personal Statement

I have been a part time resident of Rossmoor since 2014 and a full time resident since last week. I have split my time between my residence in Johannesburg South Africa and here. This past week, we located to the USA and Rossmoor on a permanent basis.

During the time that I resided in Rossmoor, I was an active member on the large scale solar project and on the Electric Vehicle Charging committee.

I like to be active and a good contributor.

I also like to work on projects that are going to be effective and acted upon. In this light, I am curious as to what obligation, if any, the GRF Board feels under to act upon the technology committee recommendations.

Another concern is the interaction between the GRF and the Mutuals on some of the technology issues. Is there a feedback loop or a periodic sharing of ideas/findings?

The technology committee should have significant interaction with the full time staff members. Are there provisions to insure the availability of the staff members?

Yours

Fred Kern
TO: GRF Assistant Secretary Paulette Jones  
GRF Board Office, Gateway

I was involved in the initial meetings and discussions of what was then described as the GRF Technology Committee. There have been many changes in both concept and goals since then. I am not sure I fully understand the mission and goal of the GRF Ad Hoc Technology Committee, so I will informally describe my background and interests and you folks, most of whom know me, can decide whether you think I might make a useful contribution.

I was lucky. When I was in High School the Russians put up the satellite “Sputnik”. The Eisenhower Administration, which had shown little interest in science and technology prior to then, immediately began setting goals to produce and funding to support scientists and engineers. As a result, my education was entirely financed by scholarships, fellowships, grants, and summer employment in various aspects of technology (including 8-months as a NASA “computer” analyzing rocket flight geometry). This was partly because I was a “Merit Scholar” and partly because I had written two technical papers, one published while I was in High School and the other during my first year in college.

I got a BS degree in mathematics (minor in electrical engineering) from Oklahoma State University. I went on to the University of Chicago to study mathematical biophysics, but drifted into biochemical genetics along the way. My PhD dissertation and initial publications were in what is now called “genetic engineering”. I went on to a year of postdoc studies at Oak Ridge National Laboratory; then went to teach at New York University; then to teach at the University of Texas Southwestern Medical School; and then to teach at the University of London Polytechnic of the Southbank in England.

When I returned to the US at the end of the 1970s, I spent a brief time as a fellow at the California Academy of Science, then went into biotechnology as Director of Research developing products in various Palo Alto companies. After the 1989 earthquake destroyed the laboratory in which I was working, I went into consulting on the design and management of large-scale clinical trials. Much of that work involved adapting computer technology to clinical trials under the 1992 FDA program "Title 21 CFR Part11" (note: At that time all "new drug applications" involved one or more large trucks delivering paper files to FDA in Maryland - Almost 10-years later, our first electronic submission, with Genentech, consisted of two disks delivered by mail). The real problem was developing a reliable and secure electronic alternative to a paper “Case Report Form” filled out by a physician or nurse likely to have had little computer training.

When I retired I got a grant from the Exploratorium and began a project studying the microbial communities of the San Francisco Bay salt marshes (I have a Dept. of the Interior study site out at the Don Edwards San Francisco Bay National Wildlife Refuge). This is casual stuff. I have produced an Exploratorium Exhibit with photographer Cris Benton, along with a couple of symposia and videos for KQED and for The Discovery Channel. If I publish, it has been in Bay Nature or in the Don Edwards quarterly Tideline. I also lead kids out to the study sites (the only thing I regret is that I did not discover the joy of teaching younger children until I retired). You can see (and hear, turn the sound up) some of this stuff at http://www.youtube.com/WLANier.
Here at Rossmoor, I started the club "Solar-Powered Rossmoor", which became "Sustainable Rossmoor", and which worked with GRF on the concept, data, and design of the GRF Solar Farm (as of this year I am no longer an officer in that club, just a member). I sometimes write for the Rossmoor News column "Earth Matters". I have also been involved in the club "Informed Rossmoor Voices", IRV, which sponsors public discussions with HOA Directors and the yearly "IRV Meet the Candidates" in which GRF Board Candidates meet Residents informally.

I grew interested in the original concept of a GRF Technology Committee because I observed that rapid advances in science and technology have an increasing impact on life in Rossmoor. We consult with lawyers before legal decisions; we consult with accountants or financial advisors before financial decisions; we consult with designers before remodeling our kitchens; and, we consult with medical professionals before making medical decisions.

It seemed to the several of us in the technical fields and in science that Rossmoor's leaders would do well to consult with professionals in the Technology/Science/Engineering arena before making decisions involving technology. We also noticed that hiring a professional "technical consultant" almost always resulted in the consultant "selling" what was most profitable to them. No consultant, even a friendly one, is totally disinterested - but those with deep connections to specific vendors cannot help promoting ideas compatible with their vendor sponsors. So, it seemed to the several of us that we might have useful ideas to offer, based on our professional experiences - even if all we offer is the methodology of developing and writing user specifications before hiring a consultant or company.

So, I am not sure what I might be volunteering for in a GRF Ad Hoc Technology Committee that requires a formal application and aims at a 5-year plan. Accurately projecting technical developments over 5-years is a dicey proposition. Imagine: Five years ago the US was just rolling out a massive new Health Care Plan (now under threat), we were pushing and joined an International plan on limiting Global Warming (we have now withdrawn from that Paris Agreement), California had not started the huge Ivanpah Solar Energy Project (it is now on line), PG&E was still finding ways to limit the purchase of solar power from solar panel owners (purchases are now routine and pricing established), Community Choice was only a concept (most of us in Rossmoor now use Community Choice), and the Tesla was a toy for the wealthy (there is an increasing flock of all-electric cars in Rossmoor and very many hybrids).

What I might be useful for is help discriminating between ideas well grounded in science and established technology and speculative ideas that appear attractive. It is not easy. Until 1913, when the first drive-in gasoline station with fuel-dispensing pumps (that displayed the amount dispensed) opened in St. Louis, Missouri, electric cars seemed clearly the only practical choice. You could easily charge your electric car at home, but purchasing gasoline from pharmacies or warehouses or hardware stores or blacksmith shops was a complicated and sometimes dangerous problem.

Wayne Lanier, PhD
June 19, 2017

TO WHOM IT MAY CONCERN

I HEREBY APPLY FOR MEMBERSHIP ON THE AD HOC TECH COMMITTEE.

I PREVIOUSLY SERVED ON THE GRF BOARD OF DIRECTORS, THE TWCM BOARD OF DIRECTORS, AND SEVERAL COMMITTEES.

Donald J. Liddle
Paulette L. Jones

From: Christopher Slee
Sent: Thursday, June 22, 2017 2:38 PM
To: Paulette L. Jones
Subject: Ad-hoc Technology Committee - Christopher Slee

Paulette,

Please submit this to the Board as they consider applications for the Ad-Hoc Technology Committee.

Christopher Slee

Ad-hoc Technology Committee

Technology offers numerous opportunities to improve life at Rossmoor, bringing new capabilities, services and convenience. Many of these are low cost, big benefit items that can significantly affect the economics of the community. In some areas Rossmoor should lead, not bleed; in others Rossmoor lags, and needs to play catch up to reap “low hanging fruit” and meet the changed expectations of newer residents. I believe my background in business, management consulting, technology and methodology can contribute significantly, and it could be fun.

Background and Capabilities
B. Tech Computer Science (Honors) 1975

MBA, (Honors) concentration in Management, 1983

I'm going to use CSC's Catalyst Box of Boxes to frame some relevant background. During my time at CSC Consulting, it grew from 40 people to a $800M business with 4,000 consultants.

Development 1975-82 becoming expert in high volume commercial database applications and online development. Taught commercially for years.
Architecture ... numerous! Most challenging: Director of Architecture for 6 months, reporting to CIO of Motorola to turn around a failing $100M+ program

Project Management (82): largest fix price contract in company history. Then helped launch a new direction of pre-cell phone radios at Motorola.

Account and Program Management (83-90) ... for Motorola, AC Nielsen ... numerous other with 130+ directing up to 130 consultants in small to v. large programs. Executive Director for 200+ man year program replacing everything in company that became OfficeMax. Ran major initiative with Walgreens applying rules based expert systems to patient health care, interfacing on the web to pharmacists in all their stores. (04-06)

Process redesign and TQM (86-94) ... project won Motorola CEO’s 6-Sigma award which led me into Reengineering etc. Ran a Process Redesign practice for 18 months (1992-1994).

Sales and Marketing (91-91, 95-03) ... rebuilt sales forces for 2 consulting firms. Helped sell major outsourcing deals to Hughes Aircraft, DuPont, British Aerospace etc.

Portfolio Management (94-96) ... Ran Corporate Center of Excellence, invented Portfolio Management to answer outsourcing client issues about legacy applications integration, reinvestment and sunsetting. Introduced Service Management practices and processes. Applied Process Redesign to IS.

Vision and Strategy (86-02) ... did company’s first IT strategy in 1986 for Stone Container, that inevitably addressed significant business issues like accurate cost accounting. Evolved into Business operations and strategy. (97) Analyzed outsourcing business problems in profitability, defining and providing proof-of-concept to introduce product management. One of 3 People that thought out CSC’s approach to Vision and Strategy, with variations for Business centric and IT centric change (95). Jointly lead eBusiness Strategy group (99-00) to understand internet’s effect on business growth strategy, economics, opportunities. Then evangelist and speaker for clients like Senso, Sargent, Kraft. (01)

Vice President Applications (08-11) ... for a small SAAS Software and a Service company supporting sales force incentive programs for companies like Ingram-Micro ($40B). Led 20 person staff to turn around outsourcing failure. Used all the modern web technologies. Java, MySQL etc.

Other Trivia ... I walked around in a valve computer when I was 4, wrote my first commercial code when 17 and my son is a 3rd generation computer science professional, my own private technical consultant!

Yours
APPLICATION FOR MEMBERSHIP
AD HOC TECHNOLOGY COMMITTEE

SHELDON SOLLOWAY
LETTER OF INTEREST AND RESUME

It is my understanding that the committee's objective is to submit recommendations that anticipate GRF's technology needs for the next 5 years to the Board of Directors, by December 2018. More specifically, the committee will identify, and recommend technologies, their priority, implementation, and maintenance, that will improve the effectiveness and cost-efficiency of existing and future GRF physical properties and services—evaluating the relative merits and disadvantages and the estimated cost and benefit of its recommendations.

I believe that I have particular in-point experience that qualifies me to make a valuable contribution to the committee's deliberations and goals. My professional career includes eight years of management in the Research and Development Division of Lockheed Missiles and Space Corporation where my responsibilities included the evaluation of the relative merits and disadvantages and the estimated cost and benefit of technology. My experience as a member of the GRF Board of Directors and as a member of the Board's original Ad Hoc Long-Range Planning Task Force speaks for itself.

I have enjoyed and received a good deal of satisfaction in participating in Rossmoor affairs and I believe I have demonstrated my commitment to the welfare of our community.
To: Paulette Jones, Email: pjones.rossmoor.com
From: Heinz Weihrich
Walnut Creek, June 15, 2017
Ref. Ad Hoc Technology Committee

Dear Ms. Jones:

In reference to the article in the Rossmoor News, I would like to indicate my interest in serving on the Ad Hoc Technology Committee. The reasons are:

1. I was impressed by your well-organized technology meeting I recently attended.
2. I have taught Global Strategic Management (which includes long-range planning) for 30 years on the MBA level in the United States and abroad.
3. My interest in management and innovation (which includes technology) is illustrated by my textbooks on that topic. Please see attached “About the Author” from one of my textbook.

I am looking forward discussing the mission statement of the Ad Hoc Technology Committee.

With kind regards,

Heinz Weihrich

Heinz Weihrich, Ph.D. (UCLA)
Professor of Global Management and Behavioral Science, Emeritus
University of San Francisco
Dr. H.C. San Martin University, Peru
About the Author

Heinz Weihrich is Professor of Global management and Behavioral Science at the University of San Francisco. He received his doctorate from the University of California in Los Angeles (UCLA) and an honorary doctorate from San Martin de Porres University of Lima, Peru. He was a visiting scholar at the University of California in Berkeley and Harvard Business School. His fields of work are management, international management, and behavioral science. Dr Weihrich has taught at Arizona State University, at UCLA, and in various places such as Austria, China, Egypt, France, Germany, Hong Kong, Jamaica, Kuwait, Malaysia, Mexico, Singapore, Switzerland, Taiwan and Thailand. He is also a visiting professor at the Graduate School of Business in Zurich, Switzerland, at the China Europe International Business School (CEIBS) in Shanghai, at Chulalongkorn University in Bangkok, and at Peking University in Beijing.

Dr Weihrich has published more than 60 books, including various editions and translations, and is the author of the classic Management: A Global Perspective (which has been translated into more than 16 languages in its various editions) and Essentials of Management (also in several language editions), both formerly coauthored by the late Harold Koontz and the late Cyril O'Donnell. Management has been a bestseller for many years worldwide including China. Its Spanish-language edition has topped the bestseller list for more than twelve years. Another book, Management Excellence: Productivity through MBO, discusses a goal-driven, success-oriented management system. It has been translated into six European and Asian languages. Over one hundred of Dr Weihrich's articles have been published in the United States and overseas in several languages in journals such as Human Resource Planning, Journal of Systems Management, Management International Review, Long Range Planning, European Business Review (in which one of his articles won the most outstanding paper in 1999), and the Academy of Management Executive. Dr Weihrich is the author of the TOWS Matrix, a widely used approach for strategy formulation and the analysis of the competitive advantage of nations. His current research interests are in improving the global competitiveness of
enterprises and nations, strategic management, managerial excellence, and global leadership.

In addition to pursuing his academic interests, Dr. Wehrich was active in management consulting as well as executive and organizational development in the United States, Europe, Africa, and Asia. His consulting, business, and teaching experiences include working with companies such as Eastman Kodak, Volkswagen, General Motors (UK), Hughes Aircraft, ABB (Switzerland), Mercedes-Benz, China Resources Co., Guangdong Enterprises (China), and the Institute Pembangunan Keusahawanan (Malaysia). He has given many speeches on management topics in the United States, Europe, Asia and Mexico. He has been elected as a Fellow of the International Academy of Management, the highest honor conferred by the international management movement. He is also listed in *International Businessmen's Who's Who, Men of Achievement, Dictionary of International Biography, International Leaders in Achievement, Who's Who in California, Who's Who in American Education, Marquis' Who's Who in the West, Who's Who in America, and Who's Who in the World.*
SUMMARY REPORT
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

REPORT PREPARED BY:

Paul Donner
Director of Mutual Operations

REQUESTED ACTION/RECOMMENDATION:

Consider approving a contract with D-Line Constructors to replace the Drop Creek Structure in the amount of $663,000 and approving a total expenditure of up to $950,000 from the Trust Estate Fund to cover change orders and contingency. Approval is contingent upon the contractor’s ability to complete the project by October 15, 2017. The approved budget for this project is $550,000.

BACKGROUND:

The Drop Creek structure is located within Tice Creek just beyond the guard gate. This project was first approved in 2011 for design work only in the amount of $60,000. A contract was awarded to BKF Engineers. The design work exceeded the original budget and the project was put on hold by the CEO employed at that time. The project was revived in February of 2015 and the GRF Board approved an expenditure of $550,000 from the Trust Estate fund to have BKF complete the design and manage the project. Currently $40,000 has been spent on the project. After many delays due to permitting issues with government agencies the project went to bid in June of 2017.

The new design involves removing the existing Drop Creek Structure and replacing it with a series of Rock Weirs that will meter the flow of water through the creek. The work must be completed by October 15th in order to comply with Department of Fish and Wildlife regulations. BKF Engineers sent out bid packages to six different contractors. D-Line construction was the only contractor to respond. BKF Engineers has verified the legitimacy of the single source bid and believe the numbers are in line with their Engineer estimates. MOD and BKF have reviewed work product from the bidder and found the work to be satisfactory. D-Line Constructors have assured us that they can meet the October 15 deadline if Board approval can be obtained at the July meeting.

The $950,000 estimate is based on the following costs:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>BKF current costs incurred</td>
<td>$ 40,000</td>
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<tr>
<td>D-line Constructors Bid</td>
<td>$663,000</td>
</tr>
<tr>
<td>10% contingency</td>
<td>$ 66,300</td>
</tr>
<tr>
<td>Biologist cost</td>
<td>$ 70,000</td>
</tr>
<tr>
<td>BKF Engineers cost</td>
<td>$ 60,000</td>
</tr>
<tr>
<td>City Permit</td>
<td>$ 40,000</td>
</tr>
<tr>
<td>Unforeseen costs</td>
<td>$ 10,700</td>
</tr>
</tbody>
</table>
ALTERNATE AND OPTIONS:

The Board could defer the project until 2018 and rebid the project with the hopes of receiving multiple bids. Permits are valid for one year.

SUBSEQUENT ACTIONS:

If approved by the Board work would begin on the project as soon as it could be scheduled in order to complete work by October 15, 2017.

FINANCIAL IMPACT:

The financial impact for the project if approved in total is $950,000. If approval is granted the total amount spent would reflect the approval amount. Funding would come from the trust estate fund.

ATTACHMENTS:

None
SUMMARY REPORT
GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS

REPORT PREPARED BY:

Tim O'Keefe, CEO
Paul Donner, Director of Mutual and Trust Operations
Rebecca Pollon, Landscape Manager

REQUESTED ACTION/RECOMMENDATION:

Consider whether to accept the City of Walnut Creek’s offer of:
1. A $15,000 contribution towards the cost of removal of turf and the installation of drip irrigation and drought tolerant landscape in the portions of the Rossmoor Parkway medians outside the gate that are currently grass
2. The City’s continuing payment of the EBMUD water bill for the median and parkway irrigation

In exchange, GRF would agree to:
1. Obtain an encroachment permit from the City
2. Submit a lane closure plan for City review
3. Remove the median turf
4. Manage the installation of the drip irrigation system
5. Select and install drought tolerant landscape, subject to City approval
6. Continue to provide the landscape maintenance on the City-owned parcels along Rossmoor Parkway from the gate to Tice Valley Road.

BACKGROUND:

For at least 2 decades, GRF has maintained the City-owned median and parkway landscaping on Rossmoor Parkway due to Rossmoor’s desire to have an attractive entrance to the community. The City had previously agreed to this arrangement.

Despite the official end of the drought, the State of California has ordered that all cities cease irrigation of turf on city-owned street medians. EBMUD had provided the City of Walnut Creek with a meter shut-off notice effective July 1. As a courtesy, the City notified Landscape Manager Rebecca Pollon of the pending water shut-off.

Concerned that the City was planning on installing stone cobble in place of the turf which would not be consistent with Rossmoor’s landscaping standards or aesthetics, Rebecca notified the CEO and Trust Operations Director of the City’s plan. After consultation with the Board of Directors in Executive Session, a proposal was submitted
to the City with several options including GRF assuming control of the water meter which EBMUD confirmed would not be subject to the state mandate.

After several offers and counter offers, the City and GRF agreed to the tentative terms noted above which should ensure that the medians outside our gate remain attractive and are properly maintained. The City would continue to pay for the water meter and GRF would continue to provide the maintenance.

**ALTERNATIVES AND OPTIONS:**

**Option one:**
If GRF is not interested in or does not accept the terms noted above, EBMUD will permanently turn off the water meter to the medians outside the gate. The City has indicated that it will allow the turf to die but will not remove it. Instead, the City will install stone cobble directly over the turf. The City has not indicated whether or not they would install drip irrigation for the olive trees but it is possible that they will not which would result in the eventual death of the trees.

**Option two:**
The City and EBMUD have both indicated they might agree to allow the water meter to be turned over to GRF and the irrigation to continue. The estimate from EBMUD is that the current cost of water would be approximately $16,000 per year. However, there would not be any financial contribution from the City with this option and we would be subject to meter shut-offs for turf areas in future droughts.

**SUBSEQUENT ACTIONS:**
Staff will convey the Board’s decision to the City and proceed accordingly.

**FINANCIAL IMPACT:**
The estimated net cost to GRF to remove the turf and install the irrigation and landscaping after the City’s contribution could be approximately $25,000. (The actual cost would not be known until the project is bid.) The City would continue to pay for the water cost. Rossmoor would continue to pay for the landscape maintenance cost however the landscape maintenance cost will likely be less expensive to maintain drought tolerant plantings rather than turf. If the Board accepts the City’s offer, staff will solicit bids for the project and submit for approval from the Board at a later date.

**ATTACHMENTS:**
None