

I INTRODUCTION



A. Why Plan for the Future?

Many external and internal factors drive the need for long range planning in the Rossmoor community. These factors include Rossmoor's age - nearly 50 in 2010; the changing economic environment that results in a larger number of residents who may experience economic difficulties or elect to work full- or part-time; the very large boomer population; a greater expectation of aging in place as opposed to in a nursing home or in the care of extended family; longer life spans than prior generations; and competition from new, nearby retirement communities. A long range plan serves as a road map to help guide the community through the many and varied hurdles these factors present.

Rossmoor is a premier place to live and play, with strong governance institutions, a tradition of participation, and residents who bring diverse experiences to the community. This General Plan establishes goals, policies, and actions to guide the community over the next 14 years as it changes with the times and welcomes new residents.

B. Objectives of the General Plan

The general objective of this Plan is to set a Vision for Rossmoor that is consistent with the Golden Rain Foundation's mission, and to guide the GRF Board, committees, staff, Rossmoor's independent Mutuals and residents in administration and planning as they meet the challenges of the next 14 years.

The Plan aims to identify demographic, lifestyle, and other trends that may impact the Rossmoor community and to guide decisions that are consistent with a framework of long-term goals.

The specific objectives of this Plan are to:

- ◆ Identify actions that implement the Vision.
- ◆ Prioritize programs and services.
- ◆ Prioritize capital fund investments.
- ◆ Adopt policies, rules, and procedures that concern development and maintenance of Rossmoor's programs and physical facilities.
- ◆ Regularly reassess and modify the plan to meet changing conditions that impact the future direction of Rossmoor and regularly assess progress in realizing the plan's objectives.
- ◆ Allow present and potential board members a means to maintain continuity of direction for Rossmoor's future, as leadership transitions occur.

C. General Plan Update Process

This Plan was prepared at the direction of the GRF Board and involved significant effort on behalf of members of the community. In particular, the Board established the Task Force to guide the preparation of the Plan. The Task Force consisted of seven resident members representing the wide range of residents as well as a representative of the GRF Board.

The Task Force was appointed in February of 2009. Its efforts began with a tour of Rossmoor and were continued by regular meetings over a period of nearly two years. These meetings were open to residents, who had opportunities to speak through a Residents' Forum as well as to submit input to the Task Force in person or via email, telephone, or letter. The Task Force gathered background information through written materials and meeting with GRF staff; provided input on a community-wide survey that was conducted at the beginning of the General Plan effort; suggested participants for a series of focus groups designed to provide further background information; and then held a series of topic-specific meetings that led directly to the creation of the chapters found in this Plan. Once a draft set of policy statements was created, the Task Force hosted a Town Hall Meeting open to all residents and then reviewed the policy statements in light of the input gathered at that Town Hall meeting. The Task Force also hosted a Town Hall Meeting to review a draft version of the Plan and met with the GRF Board to review the Plan.

D. Contents of this Plan

This Plan includes this Introduction, the Vision chapter, and the Major Conclusions and Recommendations chapter, followed by twelve topic chapters that set goals, policies, and actions for each subject. The final chapter is devoted to implementation of the Plan. In addition, the Plan has several appendices that provide background information and document community input. A brief description of the topics addressed in the Plan is provided here:

1. Environment and Sustainability

This chapter sets policies related to energy and water conservation, treatment of toxic materials, waste management, and biological resource protection.

2. Open Space and Landscaping

This chapter sets policies regarding the uses and maintenance of open space areas and guides landscaping in the GRF-maintained areas.

3. Finance

This chapter establishes approaches to maintaining Rossmoor's fiscal health, keeping the GRF portion of the coupon as low as possible, and taking advantage of entrepreneurial opportunities.

4. Facilities

This chapter sets policies for management, maintenance, development, and use of GRF-managed and Trust-owned facilities.

5. Transportation

This chapter sets policies for transportation-related infrastructure, including roadways, transit service, and parking, as well as facilities for walkers, cyclists, and persons with disabilities.

6. Security

This chapter sets policies related to the security of the community and emergency response and preparedness.

7. Wellness

This chapter sets policies related to the social, emotional, and physical well-being of residents.

8. Social and Recreational Programs and Local Amenities

This chapter sets policies related to social, cultural, recreational, and educational programs and amenities.

9. Communication

This chapter sets policies guiding communication among GRF Board members, staff, contractors, residents, Mutuals, potential residents, local and State government agencies, and organizations with which Rossmoor works.

10. Technology

This chapter sets policies regarding the use of technology in Rossmoor's key functions.

11. Governance

This chapter establishes approaches to governance, including methods for and renewal of the Trust Agreement.

12. Housing and Mutuals

This chapter sets policies for GRF's relationship with the Mutuals on housing as well as for overall collaboration on matters of common interest.

13. Implementation

This chapter provides policy regarding Plan implementation. It also repeats the policies and actions found in each of the chapters listed above and presents information about how they will be completed, in what order, and by whom.

E. Plan Organization

Each of the topic chapters contains the following two sections:

- ◆ Background
- ◆ Goals, Policies, and Actions

Goals, policies, and actions, as articulated in this General Plan, are defined as follows:

- ◆ **Goal.** A goal is a description of the general desired result that the Rossmoor community seeks to create through the implementation of its General Plan. One or more goals are provided in each General Plan chapter.

- ◆ **Policy.** A policy, once adopted, is a statement that guides decision-making to achieve a goal throughout Plan implementation. The Term policy as used in this Plan is not to be confused with Policies recommended by the Policy Committee and adopted.
- ◆ **Action.** An action is a program, implementation measure, procedure, or technique intended to help to achieve a goal of the Plan.

As shown in Figure I-1, policies and actions are at the same level. Both are intended to implement goals, which are consistent with the Plan vision articulated in the next chapter. In most cases goals have both implementing policies and actions. However, it is also possible for a goal to be implemented exclusively through either policies or actions.

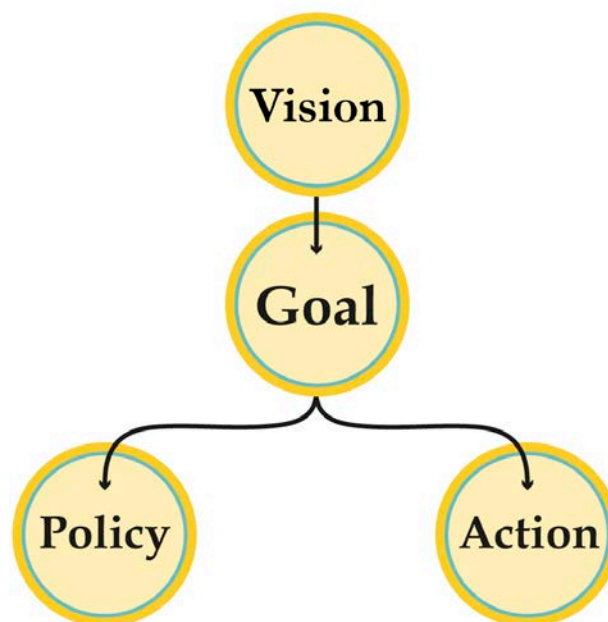


FIGURE I-1 GENERAL PLAN COMPONENTS