



ROSSMOOR WALNUT CREEK

BOARD OF DIRECTORS

HANDBOOK

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HELPFUL INFORMATION FOR NEW DIRECTORS

Welcome to the RWC Board! This handbook is intended to describe the general nature of duties and responsibilities of the Board of Directors, and to provide vital information that will help you be a productive member of the Board. It is not intended as an exhaustive list of all responsibilities, duties and actions required of Board members.

Helpful Hints

- See the Executive Services Sr. Manager who is the Assistant Secretary in the General Manager's office for additional inquiries.
- Check your RWC issued Outlook email inbox as often as possible, and always prior to meetings.
- Ask the RWC Information Technology Department how to use the RWC shared meeting calendar for Outlook (where meeting days and times are posted). Install Outlook on your computer and phone.
- To ensure you are well-prepared for Board and committee meetings, it is essential to thoroughly read and study the agenda packets beforehand. The Board agenda will be distributed via email through Simbli by the end of business on the Friday before the meeting. You can also find open meeting agendas and additional agenda packets on the Simbli website. Make sure to check both your Outlook email and the Simbli website to access all necessary documents in advance of the meeting. This preparation will enable you to engage effectively and make informed decisions during the meeting.
- Prepare for, attend, and participate in assigned committee meetings; learn what is happening within that committee, how it runs and what has happened in the previous year. Previous and current committee members and the Assistant Secretary are the best resources.
- Gain an understanding of the RWC Bylaws. (Found on Rossmoor.com under Rossmoor Walnut Creek Foundation)
- Gain an understanding of Robert's Rules of Order. (See section covering "Motions-Parliamentary Procedure")
- Vote on all motions. However, if you do not understand a motion, feel you are unprepared to vote, or have a conflict of interest, it is fine to abstain.
- Resolve to act with the best interests of the Foundation in mind, leaving personal agendas behind.
- Attend all scheduled meetings (See Policy 201.6, Attendance at Meetings found on Rossmoor.com).
- Engage in ethical governance behavior.
- Demonstrate business etiquette and professional business behavior.
- Maintain fiduciary responsibility.
- Engage in overall management of business decisions.

HELPFUL INFORMATION FOR NEW DIRECTORS

Office and Contact Information

- Office Hours: 8:00 a.m. to 4:30 p.m., Monday through Friday
- Telephone Number: 925-988-7710
- Mailing Address: 1001 Golden Rain Road, Walnut Creek, CA 94595

Communication Tools

- RWC issued email addresses are used for communication. The Outlook account will be set up by the RWC IT Department. Global messages often include the General Manager and the Assistant Secretary. Board member emails are not distributed to the public.
- A special Rossmoor email address (rwcboard@rossmoor.com) is available for resident communications, which are managed and forwarded by Executive Services.

Administrative Support

- Business cards are issued upon request, with options to include personal or RWC contact details.
- The Executive Services Department handles administrative tasks such as correspondence, reports, and copying.
- Office supplies are available upon request from the Executive Services Department.

Meeting Management

Regular and Special Meetings

- **Mid-month Meetings:** Occasionally held on the second Tuesday of each month in Peacock Hall, except December.
- **End-of-month Meetings:** Held on the last Thursday of each month in Peacock Hall, with a combined meeting for November/December on the first Thursday in December.
- **Executive Sessions:** Confidential sessions for discussing sensitive matters are confined to litigation, third-party contracts, member discipline, and personnel issues.
- **Special and Emergency Meetings:** Can be convened as needed with appropriate notice.

Annual and Organizational Events

- **Annual Meeting of Members:** Held on the second Monday in May, followed by an organizational meeting to elect officers.
- **Board Retreats:** Conducted semi-annually for informal review and discussion of Board roles and goals.

- Open meetings are livestreamed and recorded, available on YouTube and Rossmoor TV.

Budget Planning Meetings

- **Joint Meeting with Finance Committee:** Typically held on the second Tuesday and Wednesday in September to discuss the RWC operations budget.

Meeting Protocols

- **Rules of Order:** All meetings are conducted in accordance with Robert's Rules of Order, Newly Revised, except when they conflict with the RWC's Articles of Incorporation, Bylaws, or legal provisions.
- **Meeting Notifications and Agendas:** Meeting summaries and agendas are published in advance in the Rossmoor News. A monthly meeting calendar is distributed to Board members via Outlook calendar invites.
- **Attendance Notifications:** Members are requested to notify the Assistant Secretary when planning to be away from the community or if missing a meeting to ensure the absence is recorded as "excused."

Documentation and Records

Meeting Documentation

- Agenda packets are maintained on Simbli and distributed via email before meetings.
- Minutes are drafted by the Recording Secretary and finalized after review.
- Actions taken during meetings are summarized and communicated via memorandum. A copy of the memorandum is saved on Simbli.

Committees and Appointments

Committee Management

- Monthly meetings for residents and Board committees are scheduled and listed on the Rossmoor.com website.
- Committee chairs are appointed annually, and committee member appointments are ratified by the Board.
- **Board as Ex-Officio Members:** Members of the Board serve as ex-officio members of the resident member committees, except in the Finance Committee where the Treasurer serves as a voting member and is a non-voting member of the Audit Committee.

Collaborative Platforms and Leadership Meetings

Presidents' Forum

- **Description:** The Presidents' Forum, chaired by the General Manager, includes the president of each Mutual, the President of the RWC, and a liaison committee of three additional RWC Board members. The forum aims to discuss shared interests between RWC and the Mutuals.
- **Schedule:** Meetings are held monthly on the Monday before the last Thursday, except in November and December, when they are combined into a single meeting on the first Monday of December. These meetings take place in the Fairway Room at Creekside Complex.

Ethics and Compliance

- Board members complete the annual Conflict of Interest Policy and adhere to a Code of Conduct and Ethics.
- Bi-annual sexual harassment training is required for all Board members.

Staff Interaction Policy

- **General Interaction Guidelines:** Interaction with RWC staff, other than the General Manager, is limited, especially concerning the direction of staff duties. However, Board members are encouraged to contact senior management personnel directly to discuss expertise-specific matters, ensuring that such interactions are shared with the General Manager to keep him informed of Board member interests and concerns. All staff-related issues should be directed to the General Manager.
- **General Manager's Absence:** When the General Manager is away from Rossmoor for more than a day or two, a memorandum is sent to Board members noting the absence and naming a senior manager as the "Senior Manager in Charge" for handling urgent matters.

Facilities and Events

Facility Usage and Social Events

- Meeting rooms can be reserved through the Recreation or Executive Services Departments.
- Annual social events include an Annual Meeting of Members Board of Directors' party, an employee holiday luncheon, and a pancake breakfast for employees.

Additional Services

- Coffee, water, and soft drinks are provided in the Board Room during meetings.
- Unused documents can be returned to the Executive Services Department for recycling.

ROLES ON THE BOARD

- Exercise or direct the exercise of all corporate powers subject to Member approval where required (Corporations Code §7210) through decisions made collectively by **all** Board Members based on fiduciary duties owed to RWC, its members, and the Trust.
- All Members are equal and may not act individually on behalf of the Board or Foundation without delegated authority from the entire Board or through governing documents.
- Board decisions only occur at meetings through a vote of the Board.

President (Officer)

- Is a visible representative of the community and to the community.
- Makes it clear that the Board's role is to "preserve, protect and enhance the community".
- Oversees Board and committee business.
- Interviews and appoints committee chairs without Board approval.
- Interviews and appoints committee members with recommendation for Board approval.
- Should have a clear understanding of Robert's Rules/parliamentary procedure.
- Works with General Manager to ensure adequate support for the community.
- Sets meeting agendas.
- Runs meetings.
- Interfaces with legal counsel.
- Acts as a liaison with the General Manager
- Endorses/signs various documents/contracts/checks or other instruments in writing.
- By virtue of being president, is a member of the Mutual Liaison and Policy Committees.

Vice President (Officer)

- Fulfils president's responsibilities when president is absent.
- Serves at the discretion of the president.
- May be responsible for signing documents.
- Should have a clear understanding of Robert's Rules/parliamentary procedure.

Secretary (Officer)

- Endorses/signs various documents/minutes/or other instruments in writing.
- Keeping records of Board meetings and ensuring that all meeting minutes are accurate and complete.
- Serves at the discretion of the president.
- Manages the Members' Forum during Board meetings.

Treasurer (Officer)

- Overseeing the financial affairs of the Board.
- Requesting appropriate financial reports and assistance in selecting an auditor.

- Monitors financial records and notifies and reports any issues, challenges, overages, discrepancies, etc., to the Board in a timely fashion.
- May be responsible for signing documents.
- Should have a clear understanding of Robert's Rules/parliamentary procedure.
- By virtue of being treasurer, is a member of the Audit and Finance Committees.

Committee Chair

- Excellent working knowledge of Robert's Rules/parliamentary procedure.
- Sets meeting agendas.
- Reviews committee agendas with department head or staff liaisons.
- Runs meetings.
- Reads, understands, shares committee charter with entire committee.

Committees: Provide Board Support

- The committee is an extension of the Board.
- Research and make recommendations to the Board.
- Best represented by a cross-section of the community.
- Does not make decisions or take actions but provides well-researched recommendations.
- Protects both committee members and the Foundation.
- Reads/understands the committee's charter.

Board Member

- Always represents the Board both publicly and privately.
- Keeps matters of the Board confidential, even after leaving the Board.
- Studies issues carefully.
- Votes responsibly.
- Accepts Board decisions and does not speak against them once decided.
- If new information is found, may bring up previous decisions for the Board's consideration (see Robert's Rules on procedure).

QUALITIES OF A GOOD DIRECTOR

- **Integrity:** Demonstrates a zero tolerance for unethical behavior, both for themselves and their colleagues.
- **Discretion:** Shows discretion in emails, text messages and social media posts, remembering that these are all discoverable.
- **Mature confidence:** Speaks out and actively participates in Board and committee deliberations.
- **Corporate etiquette:** Recognizes the difference between productively participating in discussions and counterproductively dominating deliberations through the volume or length of comments; must be able to work with other members to create workable compromises.
- **A sense of context:** Makes relevant, informed comments focused on the specific aspect of the issue being considered; must be able to stay on topic.
- **Courage:** Willing to do the right thing/make the right decision even if it is difficult or unpopular.

Commitment: Understands that being an effective Board member requires the time, the heart and the standards to make the enterprise successful.

EFFECTIVE BOARD MANAGEMENT

A harmonious Board:

- Sees the unique contribution from each Board member.
- Acts as a team working toward a focused goal.
- Thrives on managing itself.
- Is content with taking challenges and risks.
- Completes work through support, encouragement, openness and valuing individual contributions.

Effective Delegation

- Clarify roles and responsibilities.
- Seek or develop a skilled board chairperson to fulfill ad hoc or task force needs.
- Provide an orientation process to ensure that members can contribute as quickly as possible.

Running Effective Meetings

- Ensure the objectives are clear (agenda)
- Determine the agenda covers all items that need to be addressed.
- Ensure Board and committee members have the agenda far enough in advance to prepare.
- Ensure the right people are invited.
- Key decision makers or those with critical information must be in attendance.
- Ensure enough directors for a quorum are in attendance.
- Manage conversations by sticking to the agenda/schedule.
- Create strict guidelines for participation to prevent one individual from monopolizing the conversation.
- Start on time and end on time.

Managing Conflict

- Clarify authority for tasks, decision-making and reporting.
- Deal with conflict openly when it arises.
- Define a decision-making process.
- Look for win-win resolutions.
- Be kind and respectful.
- Consider strategic planning approaches (listen to all opinions, perspectives, etc.)
- Review your decision-making approach.
- Remember the role—even when disagreement arises, committees/boards must carry out their responsibilities with integrity and in the best interest of the organization.
- Ask for outside mediation/help when it gets serious.

Addressing Challenging Board Behaviors

Board members who act unilaterally.

- Clarify authority for tasks, roles, decision-making and reporting.
- Provide sufficient information to the committee in writing.
- Introduce these concepts during orientation or prior to running for Board.
- Review roles and responsibilities of Board/committee members.
- Introduce or enforce a Code of Conduct for members.
- Outline behavioral expectations.

Board members who do not attend or participate in meetings.

- Confirm reason for lack of attendance/participation.
- Check governing documents for attendance requirements.
- Introduce/enforce a Code of Conduct.
- Clarify expectations in screening and/or orientation of new members.

Volatile Board members or monopolizers.

- Elect a chairperson who has effective interpersonal and meeting management skills.
- Create a “group contract” with meeting expectations.
- Outline how meetings are run.

Board members who pursue outside agendas.

- Introduce/enforce a Code of Conduct that addresses Conflict-of-Interest policy.
- Inform the members of their responsibility to act in the best interest of the organization.

Developing a Conflict Resolution Plan

Resolving conflict takes **EFFORT**:

Explain your intentions
Find common ground
Flexibility is crucial
Options
Resolve the conflict
Take action

THE RESPONSIBILITIES OF BOARDS AND MANAGEMENT

Boards

- Oversee all aspects of their Foundation.
- Ensure community compliance with governing documents, and all relevant Federal, State and local laws.
- Set policies, rules and regulations for residential conduct, usage of common spaces, landscaping standards and anything else that affects residential environment and enjoyment of the community.
- Oversee management's activities and procedures as it fulfills Board's directives.
- Boards and Board members do not act as employees; management implements Board directives.
- Board committees do deep investigation into matters in their respective areas and make recommendations to the Board for approval.
- Board members oversee, especially through committees, and staff execute decisions, directives and policies approved by the Board.

Management – Rossmoor Walnut Creek (RWC)

- Management executes Board policies, directives, rules, and regulations.
- Management provides business advice and best practices guidance to the Board.
- Management works with the Board to give training seminars and mentoring to help familiarize all Board members with governing documents, financial procedures, parliamentary procedures, and more.
- Management staff work for the Foundation and not for the Boards.
- The General Manager of RWC, not the Board members, is responsible for how the staff's work is done.
- Ultimately, the General Manager answers for management/staff.

Subject: Code of Conduct and Ethics

Purpose: To Establish a Code of Conduct for Directors and Committee Members

Background:

Board and committee members are expected to adhere to standards of conduct which serve the best interests of Rossmoor Walnut Creek ("RWC") and are consistent with the exercise of the duties of care and loyalty, which require the following:

- Directors and committee members shall perform their duties in good faith, in a manner they believe to be in the best interests of RWC, and with appropriate care, including reasonable inquiry, under the circumstances.
- In relying on the opinions or reports of others, directors and committee members must act in good faith and conduct reasonable inquiry when the need for such inquiry is indicated by the circumstances.
- Before making any decision, directors and committee members should request and obtain all necessary background information and reports to promote informed decisions. They should use their own judgment in voting, and not simply follow the lead of others, or adopt the recommendations of management or staff.

The Mutuals and the members of RWC Board are entitled to fair, ethical, and accountable RWC leadership. Effective governance requires that members of the RWC's Board and committee members:

- Comply with both the letter and the spirit of the rules and policies affecting the operations of RWC;
- Be independent, impartial, and fair in their judgments and actions;
- Use their positions for the good of RWC and not for personal gain; and
- Conduct meetings and deliberations openly, unless legally confidential, in an atmosphere of respect and civility.

The Board therefore adopts the following Code of Conduct for its members and for members of all committees, whether Board, advisory, standing, or ad hoc, to assure community confidence in the integrity of RWC and its effective and fair operation.

Policy:

All Board and committee members are expected to:

Perform their duties in accordance with the processes and rules of order as established by the Board.

- Respect and support majority decisions of the Board and/or their respective committees;
- Refrain from using Board or committee service for their own personal advantage or for the advantage of their family, friends, and/or associates;
- Keep confidential, all RWC confidential information;
- Disclose immediately to the Board, any perceived or real conflict of interest as soon as they have knowledge of the potential conflict, in accordance with Policy 201.2;

Approach all issues with an open mind, prepared to make the best decision for RWC;

- Refuse the acceptance of cash for any reason.
- Refuse gifts, favors, or promises of future benefits, for anything more than of nominal value, offered in connection with Board or committee services, which might compromise independence of judgement or action or give the appearance of such compromise;
- Refrain from using for private gain or personal benefit, RWC resources unavailable to the community in general such as staff time, equipment, supplies, or facilities;
- Support the maintenance of a positive and constructive work environment for RWC employees and for residents and businesses dealing with RWC;
- Refrain from abusive conduct and personal attacks upon the character or motives of other Board/committee members, the staff, or the community;
- Make every effort to attend all regular, special, and executive Board meetings and/or committee meetings;
- Prepare appropriately before all meetings, listen courteously and attentively during all meetings, and focus on the business before the Board/committee;

- Refrain from interrupting other speakers, making personal comments, or otherwise interfering with the orderly conduct of meetings;

Comply with all applicable Federal, State, and local laws and regulations in the performance of their duties.

- Exercise authority only as a Board/committee member when acting at a Board or committee meeting, or as delegated by the Board/committee or Board President;
- Refrain from retaliation, harassment or adverse consequences against persons making good faith allegations of wrongdoing;
- Refrain from using social media to harass, threaten, disparage, or discriminate against any individual.
- Do not use social media to share any RWC confidential, privileged, or copyrighted information or documents; and
- Provide a harassment, and discrimination free environment for everyone, regardless of gender, sexual orientation, disability, race, ethnicity, age, religion, physical appearance, or other legally protected status.

While conducting RWC business or affairs, sexual harassment is strictly prohibited. Such conduct includes but is not limited to the following behaviors:

- Unwelcomed physical contact of a sexual nature such as patting, pinching, or unnecessary touching;
- Overt or implied threats against an individual to induce him or her to perform sexual favors or engage in unwelcomed sexual relationships;
- Verbal harassment or abuse of a sexual nature, including intimating suggestions, making jokes or remarks of a sexual nature to, or in the presence of, an individual who finds them offensive;
- Use of sexually suggestive terms or gestures to describe an individual's body, clothing, or sexual activities; and
- Displaying, printing, or transmitting offensive sexually suggestive pictures or materials.

Enforcement:

The RWC Code of Conduct expresses standards of ethical conduct expected for members of the Board and RWC committees. Each Board and committee member shall receive a copy of this Code of Conduct annually and will be expected to abide by it.

Board and committee members are primarily responsible for assuring that ethical standards are understood and met, and that the community can continue to have full confidence in the integrity of RWC leadership.

Chairs of committees and the Board President are additionally responsible for intervening when actions of members are brought to their attention that appear to be in violation of the Code of Conduct.

If any member of the Board or any member of any RWC committee has reason to believe that a violation of the Code of Conduct that would adversely affect the best interests of RWC has occurred, he/she shall inform the accused Board/committee member of the basis for such belief at a meeting of the Board and/or committee and afford the accused Board/committee member an opportunity to respond to the allegation. Where warranted by the allegations, a hearing shall take place with the Board of Directors in executive session. A decision as to whether executive session is appropriate, shall be made in consultation with the General Manager and if necessary, counsel.

After hearing the accused Board/committee member's response and after making further investigation as warranted by the circumstances, if a majority of the Directors/committee members determine that the accused has committed a serious violation of the Code of Conduct, the Board/committee shall take appropriate disciplinary and corrective action. In the case of a violation by a committee member such appropriate corrective action shall be limited to referring the matter for consideration by the Board.

The Board may impose sanctions on Board/committee members when their conduct does not comply with the Board's Code of Conduct, such as a reprimand, censure, loss of committee assignment or loss of Board Office.

A violation of this Code of Conduct will not be considered a basis for challenging the validity of a Board or committee decision.

Authority: Policy

4/29/10

1/30/20 Rev.

1/4/23 Housekeeping

DUTY OF CONFIDENTIALITY

Board members have a fiduciary duty to keep confidential information confidential.

Pursuant to their fiduciary duties of loyalty and care, directors are required to protect and hold confidential all non-public information obtained due to their directorship position absent the express or implied permission of the Board of Directors to disclose such information.

Continuing Duty. While the fiduciary duties of a director terminate when the director ends his or her tour of duty, the duty to protect and preserve confidential information received during service as a director continues after the director leaves the Board. For most executive session matters, confidentiality should extend indefinitely. This includes personnel matters, an owner's delinquency payment plan, disciplinary actions, and attorney-client privileged communications.

Consequences. If an individual director discloses confidential information without prior Board approval, that director is acting outside his/her scope of authority and could be personally liable for claims of defamation, invasion of privacy, violations of statute, etc. Any judgments against the director would likely not be covered by the association's insurance.

Disciplinary Action. Directors who reveal confidential information without Board approval can be disciplined. Most often, the punishment is a censure by the Board. In addition, the Board could form an executive committee that excludes a problem director to handle sensitive matters. Any officer may resign at any time.

Confidentiality Agreement. In addition, the Board could require the misbehaving director to sign a confidentiality agreement. If he/she refuses, the Board can exclude the director from all communications and meetings involving confidentiality issues. Adversarial directors can be excluded from particular issues involving the director.

See Code of Conduct Policy 201.5

FIDUCIARY DUTY

The law imposes certain legal obligations on all Board members. Failure to fulfill these obligations could lead to a lawsuit against the association, the Board, and even you personally. Chief among these obligations is what's called a "fiduciary duty" to the Rossmoor Walnut Creek Foundation. This means that you must perform your duties as a Board member in good faith and with the degree of care that an ordinarily prudent person would use under similar circumstances, being at all times loyal to the association and its best interest.

However, in practice, it gets a little more complicated than that. While it is impossible to review every possible situation you might face, here are some basic guidelines to follow. As a Board member, you must:

1. Act in the Foundation's best interests at all times. Your decisions must be based on what's best for the association as a whole. Making decisions or taking actions that put the interests of yourself, your friends, or your supporters above those of the Foundation or its members is a breach of your fiduciary duty to the Foundation.
2. Act with care, including seeking advice from experts when appropriate. When making decisions or taking action, you must exercise the degree of care that an ordinarily prudent person would under the circumstances.
3. Act within the scope of your authority. Your authority is defined in the Foundation's bylaws, governing documents, and by applicable State and local law. It is important that you understand the scope of your authority and not exceed it. If a Board action violates the duly adopted bylaws, declaration, or other governing documents, or State or local laws, the Board may have breached its fiduciary duty, and the action may have to be invalidated. An example of this would be failing to comply with procedural requirements for community elections.
4. Act in good faith. Board members' motives must always be to further the legitimate best interest of the Foundation. If Board members make decisions based on favoritism, discrimination, or malice—or make arbitrary decisions—they are breaching their fiduciary duty. This does not mean that the Board cannot create a rule that affects some members differently from the way it affects others, it just means that the decision to create the rule must be based on Board members' honest and best judgment of what is best for the association as a whole.
5. You will have to use your best judgment in determining what your fiduciary duty requires of you in any specific situation. You must avoid the following four common mistakes:
 - o Do not take personal advantage of business opportunities that should benefit the entire community.
 - o Do not do business with the Foundation unless you disclose that fact and get the appropriate approval to do so. This avoids conflicts of interest.
 - o Do not give preferential treatment to friends and supporters or expect it for yourself from others.
 - o Do not accept gifts from vendors.

RISK MANAGEMENT AND LIABILITY

In order of supremacy, the RWC Board must follow applicable Federal or State laws, Articles of Incorporation, RWC Bylaws, and RWC Board Policies, Procedures, and Rules.

The Trust Agreement

- RWC is the Trustee (not the Board or its members).
- Gives RWC its initial authority as Trustee.
- Mutuals are Beneficiaries, not Members.
- Requires approval of all Beneficiaries to make changes to the Trust.

Articles of Incorporation

- Establishes the structure, nature and legal status of the corporation.
- Provides legal foundation and nature of the corporation.
- Creates legal structure and limitations on corporation activities.
- Provides basic operational principles of entity.
- To amend (change, add or delete) provisions contained in the Articles of Incorporation, it is necessary to prepare and file with the California Secretary of State a Certificate of Amendment of Articles of Incorporation in compliance with California Corporations Code sections 900-910.

Bylaws

- Governing documents for the corporation.
- Basic governing rules for the corporation.
- RWC requires the majority of Members to make changes.
- Robert's Rules of Order
- Meeting procedural rules required of the Board.

RWC AUTHORITY: TRUST AGREEMENT

No liability except for willful and wrongful misconduct.

- Does not Govern RWC or its Board.
- RWC is the Trustee (not the Board or its members).
- The Trust is a separate legal entity (however shared TIN).
- Trustee MUST follow the terms of the Trust to avoid liability.
- Breach of fiduciary duty may be a tort or a crime, in some cases.
- Only Beneficiaries have standing to enforce the Trust.
- Mutuals are the Beneficiaries, not the Members.
- Acting beyond the legal power or authority of the person performing an action may subject Board members to personal liability.

OVERVIEW OF THE RWC BOARD OF DIRECTORS MEETINGS

- Any gathering of a majority of RWC Board at same time and place to “hear, discuss, or deliberate” matters before the RWC Board (Bylaws Section 4. Article 5)
 - Majority must be present (physically or “virtually”)
 - Same time
 - Same place
- Unless bylaws prohibit, meetings may be by phone or video screen as long as members can hear each other concurrently and participate in all matters, including ability to propose or object to specific actions (CA Corporations Code §7211)
 - Majority must be present
 - Must hear concurrently
 - Ability to participate in all matters
 - Ability to propose
 - Ability to object

Serial Meetings Defined:

Serial meetings occur when smaller groups of Board members discuss issues outside of formal meetings, cumulatively involving a quorum before an official meeting. Such practices are prohibited under the Brown Act in California, which mandates that all communications forming a collective decision by a legislative body must be conducted transparently and publicly to prevent private agreements that bypass public participation. Additionally, these meetings violate RWC Bylaws that require prior notice and allow membership attendance at all meetings.

Email Meetings are Prohibited Due to:

- Not at the Same Time: These meetings don't happen simultaneously for everyone.
- No Common Location: There's no shared space where everyone "meets".
- Can't Hear or Talk Together: Members can't all listen and speak at the same time.
- No Way to Object Immediately: It's not possible to raise objections during the discussion.
- Against the Rules: Specific laws and bylaws make these kinds of meetings illegal.

Consequences of Improper Meetings:

- Decisions Can Be Overturned: If a meeting isn't held right, any decisions made can be challenged and possibly reversed.
- Costs Can Be Claimed Back: If someone challenges a decision successfully, they might get back what they spent on the challenge.
- Risk to Board Members: Board members might be personally responsible if things go wrong. Sometimes, insurance won't cover these issues.

PREPARING FOR BOARD MEETINGS

- Ensure your participation as needed.
- Read/study the agenda ahead of time, agendas are ready by the Friday afternoon of the week prior to the meeting, emailed to directors and are located on the meeting agenda website at <https://simbli.eboardsolutions.com/ca/goldenrain>
- The meeting agenda will include documents relevant to decisions on the agenda:
 - Previous meeting minutes
 - Financial reports
 - Committee reports
 - Staff reports
 - Special reports, memos, etc.

OPEN VERSUS CLOSED (EXECUTIVE SESSION) MEETINGS

Some Board meetings are open, and others are closed.

Open meetings: These meetings include general Board business and are publicly open to members who might wish to attend; sometimes televised. Minutes are made available to the public.

Closed meetings: These meetings include confidential matters, such as disciplinary actions, contracts and legal issues and are open only to the directors of the Board.

Matters discussed in these meetings are not to be discussed outside these meetings, even after you have retired from the Board.

Per Civil Code §4935, “The Board may adjourn to, or meet solely in, executive session to consider litigation, matters relating to the formation of contracts with third parties, member discipline, personnel matters, or to meet with a member, upon the member’s request, regarding the member’s payment of assessments, as specified in Section 5665.”

See also Procedure P101.1, Hearings

COMMITTEE MEETINGS

Attendance at committee meetings:

- Bylaws define meeting as congregation of majority at same time and place to, “hear, discuss or deliberate” on matters before the Board.
- Applicable definition of “hear” is not passive, but rather that of “listening to arguments at a formal ‘hearing’ or ‘taking testimony from an advocate or witness’ in the adjudicative context.
- Therefore, a majority of Board members passively attend committees and community events as a member of the community is not prohibited, provided there is no engagement in debate, discussion, or deliberation of the committee.
- Board members may ask clarifying questions during the committee meeting.

ATTENDANCE

Schedule Changes

If a director cannot attend a scheduled event or task, the director finds a replacement and notifies by email the Board president, the Board vice president and the General Manager.

Planned Absences

Directors notify by email the Board president, General Manager, and Assistant Secretary regarding their planned absences including begin and end dates. Directors try to provide this information at least three months in advance.

See Policy 201.6, Attendance at Meetings

RULES FOR DECORUM

1. Speakers must conduct themselves in a civil and respectful manner at all times.
2. Members must be recognized by the chair before speaking.
3. All members' comments shall be addressed to the chair.
4. Members shall refrain from discussing personalities or making personal attacks.
5. Speakers shall not use profanity or obscene language.
6. The audience shall not engage in disruptive behavior.
7. The audience shall refrain from private conversations during meetings.
8. Members should come and go as necessary from the meeting room in the least disruptive manner possible.
9. Everyone shall follow the rules of decorum.

The applicable standard of conduct requires that a director "*perform the duties of a director...in good faith, in a manner that the director believes to be in the best interests of the corporation, and with such care, including reasonable inquiry, as an ordinary prudent person in a like position would use under similar circumstances.*" (Corp Code §§5231(a), 7231(a))

- A director must act in a manner they believe to be in the best interests of the Rossmoor Walnut Creek Foundation and administer for the common benefit of the Foundation, even when such acts may be unfavorable to the director's own interests.
- The overriding objective of the Foundation is to advance and achieve the Foundation's purposes as stated in its governing documents, rather than to advance the interests of individuals, including directors.
- The director's "duty of inquiry," arises when the circumstances indicate that further inquiry is needed or prudent.
- A director must reveal all relevant information including potential conflicts of interest to his/her fellow directors and refrain from voting where such conflicts cannot be resolved or eliminated.

ROBERT'S RULES OF ORDER AND RWC BYLAWS

The RWC Bylaws, in Article 7, Section 6, state the following:

Rules of Order

The rules contained in Robert's Rules of Order, Newly Revised, shall govern all members' meetings and directors' meetings of the Foundation except in instances of conflict between said Rules of Order and the Articles or Bylaws of the Foundation or provisions of law.

MOTIONS: PARLIAMENTARY PROCEDURE

Obtaining and assigning the floor

- Member requests to speak and addresses chair
- Chair recognizes member

How to bring a motion before the assembly

- Member makes motion
- Another member seconds motion
- Chair restates motion

Consideration of a motion

- Members debate motion
- Chair puts question and members vote
- Chair announces result of vote

Guide to Motions

The language used for making motions is very precise. Please refer to the Parliamentary Motions Guide in the References section of this handbook. To be recognized, you may raise your hand.

Helpful References

- “Robert’s Rules of Order Newly Revised,” 12th Edition

RELIANCE ON THIRD PARTIES

Directors can and should rely on, and delegate duties to, experts and competent staff with expertise in the matter at hand. However, delegation to or reliance on a third party does not relieve a director of their duty.

Directors may rely on information, opinions, reports, or statements, including financial statements, prepared or presented by:

- 1) Officers or employees of the corporation the director believes to be reliable and competent;
- 2) Attorneys / accountants, and others in matters the director believes to be within their expertise;
- 3) A committee on which the director does not serve that the director believes to merit confidence as to matters within its authority, composed exclusively of any combination of directors or persons described in paragraphs (1) or (2).
- 4) In California, directors have a statutory duty to rely on experts.

(Cal. Corp Code §7231(b))

DIRECTORS AND OFFICERS INSURANCE

Directors & Officers (D&O) insurance protects against any wrongful act while serving on the Board. A wrongful act includes any breach of duty, neglect, error, misstatement, misleading statement, omission or act by a board member serving in his/her respective capacities. D&O insurance protects against any negligent act or error made by directors and officers while serving on the Board.

- RWC carries Directors & Officers insurance, which applies unless conduct is clearly unreasonable.
- Individual directors have a defense against personal liability if they reasonably relied on the expert advice of a professional or an employee who was in a better position to know.
- Any director who did not vote in favor of an action that caused injury/damage has a defense to personal liability.
- Generally, directors are not personally liable for their actions, unless the director engaged in self-dealing, or the act was knowingly wrongful, or the conduct was tortious.

DIRECTOR-STAFF COMMUNICATION PROTOCOL

As a director, you'll enjoy working with various members of Rossmoor Walnut Creek Foundation staff but remember that individual directors are not to give directives to staff. Committee

chairs may approach their key staff members, but all other directors should go through their committee chair, Board president or the General Manager if they have questions or wish to discuss something with staff.

Work Delegation

Board members may not direct or delegate any work to RWC employees, including senior managers or RWC consultants. Any such request must be referred to the General Manager by the individual Board member.

General Business

If Board members wish to direct a general RWC business-oriented request, suggestion, question, or comment to employees, they're asked to please limit such contact to the following senior managers or the General Manager:

- Chief Financial Officer
- Director of RWC Property Management
- Director of Community Services
- Director of Communications
- Director of Golf
- Director of Public Safety
- Director of Human Resources
- Sr. Manager of Executive Services

If a general business-oriented request, suggestion, question, or comment requires more than minimal time/work, the senior manager must contact the General Manager for authority to proceed. In all cases, senior managers are asked to inform the General Manager of any Board contact regarding business-oriented requests, suggestions, questions, or comments.

Employee Complaint

A complaint about an employee should go to the employee's most senior supervisor, see list below, or to the General Manager.

Chief Financial Officer: Accounting, Risk Management, Purchasing, and Information Technology

Director of RWC Property Management: RWC Property Management (including Member Records and Alterations), Landscape Maintenance, Handyman Service, and the Work Order Desk

Director of Community Services: Bus Transportation, Recreation, Fitness Center, Aquatics, Vehicle Maintenance, Custodial Services, Counseling, Public Safety, and Trust Facility Maintenance

Director of Human Resources: Human Resources

Director of Golf: Golf Courses, Lawn Bowling, Pro Shop

Director of Communications: Rossmoor News, Rossmoor TV (formally Channel 28) and Rossmoor websites

Director of Public Safety: Public Safety, Securitas

Sr. Manager of Executive Services: Executive Services

CAUSES FOR BOARD VACANCIES

In Article 4, Section 3, of the RWC Bylaws

Vacancies and Removal of Directors

A vacancy or vacancies in the Board of Directors shall be deemed to exist on the occurrence of the following:

a. Events Causing Vacancy

- i. The death or resignation of any director;
- ii. The declaration by resolution of the Board of Directors of a vacancy of a director who has become more than thirty (30) days delinquent in any payments due the Foundation or who, without good cause, does not attend three (3) consecutive Board meetings (unless said three meetings are held within a one hundred [100] day period), or who has been declared of unsound mind by order of court or convicted of a felony or has been found by final order or judgment of any court to have breached a duty under Section 7230 and following of the California Nonprofit Corporation Law;
- iii. The vote of the members to remove a director;
- iv. The increase of the authorized number of directors; or
- v. The failure of the members at any meeting of members at which any director or directors are to be elected to elect the number of directors to be elected at such meeting.

b. Removal by Members

A petition for removal of a director must bear signatures representing not less than one-third (1/3) of the memberships in the district then represented by that director. A statement of the grounds for removal, if any, shall accompany any such petition and a copy of that statement shall accompany each notice of election. Any director whose removal is being considered shall be given an opportunity to present a statement or rebuttal which must accompany the notice of election. Upon receipt of a valid petition, the Board of Directors shall call a special district election to consider the removal of a director. Any director may be removed with or without cause by votes which represent a majority of the memberships in the district from which that director was elected.

c. Resignation

Any director may resign, which resignation shall be effective on giving written notice to the President, the Secretary or the Board of Directors, unless the notice specifies a later time for the resignation to become effective.

d. Vacancies

Vacancies in the Board of Directors caused by any reason other than the removal of a director by a vote of the membership shall be filled by vote of the majority of the remaining directors, even though they may constitute less than a quorum; and each such person so selected shall be a director until a successor is elected by the membership of the district at the next regular election date to serve out the unexpired portion of the term. Any director so elected by the Board must reside in the same district as the predecessor. If a director moves from his elected district to another district during his term, he shall continue to serve in the district for which he was elected until the next regular election date, at which time the membership of the district will elect the successor to serve out the unexpired portion of the term.

ROSSMOOR WALNUT CREEK (RWC)

RWC is a California nonprofit corporation that oversees the management and maintenance of the facilities and services within the community. The RWC Board confirms RWC committee charters and appoints RWC Board members to serve as chair and vice chair of standing committees. RWC considers recommendations from the standing committees and by resolution adopts governing rules and regulations, annual budgets, and appropriation of funds.

RWC is a California Non-profit Mutual Benefit Corporation. It is not a 501c; or a charitable organization. Donations to RWC are not tax deductible.

REVIEW OF THE TRUST

What is the Trust Agreement?

The Trust Agreement is a third-party contract entered into among the Mutuals (as trustors) and RWC (as trustee) for the purpose of having RWC manage the recreational facilities within Rossmoor for the benefit of the Mutuals (as beneficiary), thus enabling the Mutuals to provide access to the recreational facilities to their members.

Who are the parties to the Trust Agreement?

The parties to the Trust Agreement are RWC as Trustee and the Mutuals who, depending on the action to be taken, serve as both trustors and beneficiaries.

What is the function/purpose of the Rossmoor Walnut Creek Trust?

In general, the purposes of the Trust are for the Trustee to own, operate and maintain all of the amenities within Rossmoor for the benefit of the Mutuals. More specifically, the Trust Agreement states in the Recitals that the purposes of the Trust are for the Trustee to:

- a. provide services and furnish community facilities to the Mutuals; and
- b. receive additional funds from the Mutuals to be held in trust; and
- c. acquire property to be held for use and benefit of the Mutuals; and
- d. acquire or build community facilities, streets and utilities to meet the needs of the Mutuals so that they can benefit their members; and
- e. own and maintain all such community facilities, streets and utilities acquired in trust; and
- f. pay to the Mutuals or apply to their benefit, sums received in excess of the costs of the performance of the Trustee's other duties, above; and
- g. safeguard the Trust Estate for the Mutuals, and in turn their members and successors in interest.

What are the responsibilities of the Rossmoor Walnut Creek Foundation?

In general, the responsibilities of RWC are to own and operate all facilities and amenities held in trust, and to collect, manage and distribute all sums to be held in trust to pay for the operation and administration of the Trust Estate. More specifically, the duties provided for in the Trust Agreement are for the Trustee to:

- a. perform all acts necessary or desirable to carry out the operations of the Trust Estate; and
- b. provide financial reports to the Mutuals detailing the Trustee's operations; and
- c. retain all funds which are part of the Trust Estate in a separate bank account.

How do the Mutuals fit into this arrangement? What are their responsibilities?

The Mutuals have dual roles of both beneficiaries and trustors.

- a. As beneficiaries, the Mutuals provide the continuing funding to pay for the expenses of the Trustee in administering the Trust Estate.
- b. As trustors, the Mutuals provide all of the initial funding that initially established the Trust Estate.

Are there limits on the actions of the Rossmoor Walnut Creek Foundation? What are those limits?

The Trust Agreement was written to provide the Trustee with the broadest powers possible within the law to enable the Trustee to carry out the Trust purposes without any outside oversight. However, the law prescribes limits to a trustee's authority to act. In general, those limits require that RWC must not:

- a. deviate from the terms of the written trust agreement; or
- b. act in the best interests of any party other than the beneficiaries; or
- c. act with bias towards any beneficiary; or
- d. profit from the administration of the Trust; or
- e. act in a manner that benefits the trustee over the beneficiaries; and
- f. waste the Trust Estate; or
- g. administer the Trust Estate in an imprudent or unreasonable manner; or
- h. comingle the Trust Property with other property of the Trustee; or
- i. invest the Trust Estate in an imprudent manner; or
- j. delegate its duties to others without retaining ultimate control and responsibility.

What rights are guaranteed to the Mutuals by the Trust Agreement?

The Trust provides the Mutuals with the right to amend the Trust Agreement, subject to the acceptance of the Trustee, and to terminate the Trust Agreement with or without the acceptance of the Trustee.

Does the trust govern residents within Rossmoor?

No. The Trust Agreement only governs the Trust Property and its use.

Why doesn't the trust pay to maintain or improve Mutuals?

The Mutuals are separate corporations, not affiliated with the Rossmoor Walnut Creek Foundation. As such, they are their own legal entities having exclusive control over Mutual Property and the corresponding obligations to maintain or improve their own property.

Why don't residents have a voice in how the Trust is administered?

In actuality, residents do have a significant voice in the administration of the Trust. Residents have indirect control through the election of the Board of Directors of the

Foundation, and through the election of the Boards of Directors of the Mutuals, which are the beneficiaries of the Trust. However, residents do not have direct control since the Trust is a contract between RWC and Mutuals. Residents are not a party to that contract and therefore, like any other contract, nonparties have no standing to directly control the administration of the contract.

Residents pay RWC don't they?

RWC's costs of operation are borne by the Mutuals. Although the Mutuals in turn pass along those expenses to residents, the obligation of the Mutual to pay RWC's expenses is clearly evident when a resident fails to pay the Mutual and the Mutual continues to pay its full share of RWC's expenses even if it does not collect the money from the resident. Moreover, to the extent a Mutual has excess funds available, it could elect to reduce the amount of the coupon it charges to the residents, without any impact of the amount of the coupon payable to RWC.

Although not part of the Trust Agreement, upon becoming a new Member of RWC, the Member is required to pay a membership fee as determined by the Board, presently set at \$13,000, with an annual increase of \$500 (2023). That money is generally applied to the capital expenditures of the Foundation.

Isn't it true that the Trust is like the constitution for Rossmoor's government?

There is a significant difference between a government subject to a constitution and a trustee regulated by a Trust Agreement. A government can exercise control over individuals and perhaps even expand its own scope of control. However, the Trustee has no authority over people and no authority over the Trust Property beyond that provided in the Trust Agreement. Moreover, the Trustee is subject to the laws applicable to trust administration. The Foundation cannot fine residents or seize their property. It can, however, restrict access to, and use of, RWC property for rules violations.

Why do we need a Trust?

The Trust is just one of many possible ways to allow for centralized administration of property owned by many separate entities, the Mutuals. Use of a Trust ensures smooth, timely administration of the property and avoids impasses in decision making.

Why do we need to change the Trust Agreement?

The Trust Agreement was originally written to terminate upon the later of sixty years following the date on which it was created, or 21 years after the death of the last to die of any one of six named individuals. One of the six named individuals was found, and his signature was notarized, extending the expiration date to 2035. If the Trust is allowed to expire, all of the Trust assets would be distributed to the various Mutuals, and the obligation would fall on the Mutuals to collectively operate all of the amenities in Rossmoor

without the benefit of any governing documents for orderly operations and without any full-time staff. To prevent this from happening, the Trust Agreement needs to be extended. This requires unanimous agreement of all Mutuals and the Rossmoor Walnut Creek Foundation.

Where can I see the existing agreement and the proposed changes?

Online at: <http://rossmoor.com/documents/golden-rain-foundation/trust-agreement/>

Or contact the Executive Services Department at the Gateway Complex for a hard copy of the documents.

What expenses can the Trustee charge to the Mutuals?

Customarily and consistent with the California Probate Code and the Trust Agreement as currently written, the Trustee is not liable for any of the expenses associated with the operation and maintenance of the Trust and is therefore entitled to reimbursement of all of the expenses associated with the Trust.

Can the Trustee be replaced?

The Trustee can resign and if the Trustee does resign, then it can be replaced by the beneficiaries through unanimous vote, or by a court order. The Trust Agreement makes no provision for removal of the Trustee. However, the California Probate Code provides that the beneficiaries of an irrevocable Trust may petition a court of competent jurisdiction for removal or replacement of a trustee where such trustee has committed a breach of trust or is insolvent or otherwise unfit to administer the Trust, or where the Trustee declines to act as such. Cases generally hold that mere disagreement with the actions of a trustee or hostilities between trustee and beneficiaries is insufficient to warrant removal by the court unless the relationship has deteriorated to the point where the Trustee is unable to perform as required.

ROSSMOOR WALNUT CREEK NEW DIRECTOR CHECKLIST

Photo taken	
Outlook meeting calendar - enroll and learn basics with RWC IT Dept.	
Install Microsoft Office Suite, IT Dept.	
Simbli Training module schedule	
Complete the 'Conflict of Interest' Policy	
Director supplies	
Name badge for events	
Business cards	

DIRECTOR ACCESS TO RECORDS

RWC Bylaws Article 7 Section 3

Inspection of Records

The membership register, the books of accounts and minutes of proceedings of the members and directors, including committee meetings, shall be open to inspection upon demand of any Member at any reasonable time during office hours and for a purpose reasonably related to the Member's interest.

WHERE TO FIND IMPORTANT DOCUMENTS



Accessing General Documents from the Rossmoor Walnut Creek

1. Navigate to Website:

- Visit Rossmoor.com.

2. Access RWC Documents:

- Hover your cursor over the "For Residents" tab on the homepage.
- Select "Rossmoor Walnut Creek" from the dropdown menu.
- On this page, you'll find links to meeting agendas, minutes, resolutions, governing documents, charters, financials, policies, and more.

ROBERT'S RULES OF ORDER- SIMPLIFIED

Adapted from “Robert’s Rules of Order Newly Revised,” 12th edition.

Guiding Principle:

- Everyone has the right to participate in discussion if they wish, before anyone
- may speak a second time.
- Everyone has the right to know what is going on at all times.
- Only urgent matters may interrupt a speaker.
- Only one thing (motion) can be discussed at a time.

A **motion** is the topic under discussion (e.g., “I move that we add a coffee break to this meeting”). After being recognized by the president of the Board, any member can introduce a motion when no other motion is on the table. A motion requires a second to be considered. Each motion must be disposed of (passed, defeated, tabled, referred to committee or postponed indefinitely).

How to do things:

You want to bring up a new idea before the group.

After recognition by the president of the Board, present your motion. A second is required for the motion to go to the floor for discussion or consideration.

You want to change some of the wording in a motion under discussion.

After recognition by the president of the Board, move to amend by

- inserting words
- striking words or
- striking and inserting words

You like the idea of a motion being discussed, but you need to reword it beyond simple word changes.

Move to substitute/amend your motion for the original motion. If it is seconded, discussion will continue on both motions and eventually the body will vote on which motion they prefer.

You want more study and/or investigation given to the idea being discussed.

Move to refer to a committee. Try to be specific as to the charge to the committee.

You want more time personally to study the proposal being discussed.

Move to postpone to a definite time or date.

You are tired of the current discussion.

Move to limit debate to a set period of time or to a set number of speakers. Requires a majority vote of at least 51%.

You have heard enough discussion.

Move to the previous question. This cuts off discussion and brings the assembly to a vote on the pending question (to close debate) only. Requires a majority vote of at least 51%.

You want to postpone a motion until some later time.

Move to postpone the motion to a time certain that day or the next meeting. (Where it will come up under unfinished business.) Only whether or not to postpone and details of postponement may be discussed; whether it is a good or bad motion may not.

You believe the discussion has drifted away from the agenda and want to bring it back.

Call for orders of the day.

You want to take a short break.

Move to recess for a set period of time.

You want to end the meeting.

Move to adjourn.

You are unsure that the president of the Board has announced the results of a vote correctly.

Without being recognized, call for a “division of the house.” At this point a roll call vote will be taken.

You are confused about a procedure being used and want clarification.

Without recognition, call for “Point of Information” or “Point of Parliamentary Inquiry.” The president of the Board will ask you to state your question and will attempt to clarify the situation.

You have changed your mind about something that was voted on earlier in the meeting for which you were on the winning side.

Move to reconsider. If the majority agrees, the motion comes back on the floor as though the vote had not occurred.

You want to change an action voted on at an earlier meeting.

Move to rescind or amend the authorization previously adopted. If previous written notice is given, a simple majority is required. If no notice is given, a majority vote is required.

You may INTERRUPT a speaker for these reasons only:

- to get information about business – point of information
- to get information about rules – parliamentary inquiry
- if you can't hear, safety reasons, comfort, etc. – question of privilege
- if you see a breach of the rules – point of order
- if you disagree with the president of the Board's ruling – appeal

TELEVISION FILMING TIPS

Dress for Success

Clothing is a major factor in controlling how you appear on television. Choose clothing with a professional, polished look.

- Avoid all black and all white clothing.
- Choose an outfit that makes you feel confident. Wear something comfortable that isn't too tight. Tugging or adjusting clothing looks like fidgeting or nervousness.
- Try the sit-down test. Some outfits look great when standing but reveal more than realized when sitting down.

Be Heard

Speak directly into the microphone; approximately 3-4". Speak slowly and thoughtfully.

Smile and Exude Energy

Your enthusiasm will shine in your video.

HOW TO INSTALL SIMBLI AND ZOOM

Simbli, RWC meeting agenda website.

Website

Using your computer, go to the Simbli website and favorite the site:

<https://simbli.eboardsolutions.com/ca/goldenrain>

Video on how to navigate Simbli:

https://youtu.be/pWEHw_EE63U?si=l8cbp4jCkpVqlCkt

Phone

Go to your app store, navigate to Simbli and download the application.

Zoom, RWC hybrid video conferencing meeting application.

Website

Go directly to <https://zoom.us/>

Phone

Using your cell phone, go to the following website and follow the prompts to download a free Zoom meetings app for your phone: <https://zoom.us/download>

Here is a helpful YouTube video on how to use the Zoom meeting cell phone app:
<https://youtu.be/V8JaUEORjSo>

IMPORTANT LINKS – ROSSMOOR WALNUT CREEK

Most RWC documents can be found on the Rossmoor Walnut Creek webpage on Rossmoor.com

Rossmoor Walnut Creek Bylaws: bit.ly/47Vo7Wr

Rossmoor Walnut Creek Articles of Incorporation: bit.ly/42ISWIZ

Rossmoor Walnut Creek Trust Agreement: bit.ly/3OnpHcU

Rossmoor Walnut Creek Board of Directors: bit.ly/3HDejWr

Committee charters are listed on the Rossmoor Walnut Creek page on Rossmoor.com
<https://rossmoor.com/residents/grf/>