

3 MAJOR CONCLUSIONS AND RECOMMENDATIONS



As the Task Force began to develop recommendations for the Plan, it realized there was an overriding principle underlying the recommendations. Although this overriding principle is not specifically stated as part of a recommendation, it should be carefully considered with each and every recommendation. The principle is to balance the expenditure of capital and/or operating cost against the available funding, the cost effectiveness of the expenditure, the expected results in terms of meeting the needs and desires of residents, the projected usage, and the timing involved in fulfilling the recommendation.

The major conclusions and recommendations of the Task Force take into consideration 1) the preference exercise of the Town Hall meeting on July 17, 2010, 2) a subsequent ranking exercise conducted by the Task Force, 3) the resident survey of early 2010, 4) the Focus Groups held early in 2010 in which ideas were generated

from residents and real estate professionals, 5) residents' input at 42 Task Force meetings over about a two-year period, and 6) the common themes and ideas that have emerged from Task Force deliberations since February 2009.

These various sources of preferences contributed in unique ways as background information and sources of comparison within the scope of the Plan. The survey generally represented extemporaneous answers to questions posed to a cross section of residents without providing background information. Focus group input was generally directed to specific areas or groups of participants. Those who attended the Town Hall meeting were presented with a large, carefully organized set of draft recommendations about which to voluntarily express preferences. Finally, the Task Force spent almost two years studying in greater depth the specific areas of the Plan and their relationship to each other and to the long term future of Rossmoor.

The fact that the Task Force is presenting the major conclusions and recommendations below does not mean that all these items should or could be started or accomplished in the very near future. Some take considerable advanced planning and/or a considerable amount of funding, so these major conclusions and recommendations need to be considered for implementation in that light. For example, the Trust Agreement does not expire until 2024, but may take a few years of careful preparation in advance since all the Mutuals and the GRF have to agree on the replacement of this central governance document. Likewise, planning and constructing or remodeling various facilities require both time and funding, both of which may take many years to accomplish.

These major conclusions and recommendations are not strictly in order of importance. However, the Task Force believes them to have the greatest impact on: 1) protecting and preserving what is good about Rossmoor, 2) providing opportunities for residents to enjoy living here, and 3) attracting new residents. The major conclusions and recommendations are as follows:

- I. Provide opportunities for residents to engage in an active lifestyle and age in place. This recommendation is supported through the Vision Chapter, Policy FAC-1.5, Policy WLN-1.1, and Policy SRP-1.1.

2. Manage Rossmoor effectively so that it remains fiscally healthy. Keep the coupon as low as possible while maintaining Rossmoor as a premier community. This recommendation is supported through Goal FIN-1, Policy FIN-1.1, Policy FIN-1.6, and Policy FIN-1.11.
3. Plan modern facilities to meet the needs and desires of residents: 1) by creating one Master Plan for all GRF Trust facilities, including completing the Master Plan for Creekside, and 2) by coordinating this Master Plan with ideas and suggestions offered by clubs, committees, and organizations that are listed in Appendix F. This recommendation is supported through Policy FAC-1.3, Action FAC-1.1, Action FAC-1.2, Action FAC-1.3, and Action FAC-1.4.
4. Revise the Trust Agreement or create alternative governing documents by 2024. This recommendation is supported through Policy GOV-1.2 and Action GOV-1.2.
5. Implement the General Plan in a timely and orderly manner. This recommendation is supported through Actions IMP-1.1 and IMP-1.2.
6. Communicate with residents in a timely manner using current technology, including improving websites and establishing a continuing relationship with a technology consulting firm. This recommendation is supported through Policy COM-1.1, Action COM-1.1, Policy TEC-1.1, and Action TEC-1.1.
7. Expand transportation opportunities for residents, including considering separate lanes for golf cars and enhancing bus connections to local transportation centers and other locations. This recommendation is supported through Policy TRA-1.3, Policy TRA-2.1, and Action TRA-2.1.
8. Upgrade security where appropriate. This recommendation is supported through Policies SEC-1.1, SEC-1.3 and SEC-1.4, and Action SEC-1.1.
9. Ensure that government is transparent and provides for resident participation and input. This recommendation is supported through Goal GOV-1, Policy GOV-1.3, Policy GOV- 2.1, and Policy GOV-2.2.
10. Coordinate emergency and disaster efforts, including working with Contra Costa County while developing emergency and disaster response programs. This recommendation is supported through Policies OSL-3.3, SEC-2.2, SEC-2.4, and SEC-2.5, and Action SEC-2.2.

11. Increase revenue through private and commercial activity and guest user fees while exploring outsourcing of some services. This recommendation is supported through Policies FIN-2.1, FIN-2.2, FIN-2.3, Action FIN-2.1, and Action TRA-2.1.
12. Maintain parks and golf courses as landscaped open areas, and work with the Trails Club with regard to open space. Conserve water and transition toward drought tolerant landscape. This recommendation is supported through Policy FAC-1.2, Policy OSL-2.2, Policy ENV-3.1, Action ENV-4.1, Action OSL-4.1, and Policy HMU-1.6.
13. Enhance marketing of Rossmoor by use of a pilot program for public relations and marketing, created by professionals, to develop “branding,” to enhance the positive image of Rossmoor, and promote the sale of residential units. This recommendation is supported through Action COM-1.2.