(DRAFT) Civility Task Force
Summary Report for the
Golden Rain Foundation Board of Directors

(Date)

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Discuss

Executive Summary

The charter for the Civility Task Force (CTF) was approved by the Golden Rain Foundation (GRF) Board of Directors on June 30, 2022. The purpose of the Task Force was to identify ways to increase and maintain civility within Rossmoor.

The Task Force was composed of a staff liaison and seven task force members, including three GRF Board Members. Members included:

- Ted Bentley, Chairman, GRF Board Member
- Maxine Topper, Vice Chairman, GRF Board Member
- Leanne Hamaji, GRF Vice President
- Tom Consoli
- Anne Cooper
- Catherine Herdering
- Mike Parker
- Eric Wong, Senior Manager, Human Resources

According to Merriam-Webster, incivility can be defined as a rude or discourteous act. It can be subtle or overt. Uncivil behaviors can take many forms, such as:

- Insulting comments
- Harassing, threatening or intimidating remarks
- Harsh criticisms
- Condescending remarks and/or expressions
- Personal attacks (verbal or physical)
- Explosive anger or intimidating gestures
- Disrespectful or offensive manners and ways of speaking

History

During 2020-2022, various factors, including the Covid pandemic and other causes listed on page 3, increased fears and tensions within the Rossmoor community. The effects in Rossmoor were similar to what was experienced across the country. The 2021-2022 years were especially difficult with many GRF staff members, GRF Board Members and Rossmoor residents experiencing a malaise or worse, which led to tensions. Those tensions resulted in an uptick in some negative behaviors. Some of the incidents experienced included:

- Verbal mistreatment of staff.
- An increase in negative letters within the Rossmoor News' Residents Forum column.
- A lack of civility during resident calls and within email exchanges with GRF staff and/or Board Members.
- Verbal attacks addressed toward specific staff members and GRF Board Members during board meeting Residents Forums and via email.

- Other rude and negative outbursts during GRF Board meeting Residents Forums.
- Disparaging remarks and confrontations made between residents.
- Disparaging remarks made between residents and staff.

To summarize, resident to resident, resident to staff, and staff to resident communication appeared to decline.

In April 2022, several GRF Board Members felt compelled to address the lack of respect and professionalism witnessed during the situations mentioned above. The Board Members suggested creating a Civility Task Force to research the possible reasons for the increased uncivil behavior and explore ways to promote respectful behaviors within the Rossmoor community. The GRF Board of Directors approved the Civility Task Force Charter on June 30, 2022. (See Appendix 1)

In addition, GRF Board Members made a recommendation to revise the Residents Forum Instructions in order to clearly stipulate the expected behavior of the speakers. With the help of the GRF Policy Committee, staff and the GRF Board of Directors instituted new instructions that clearly defined the behavioral expectations of Residents Forum speakers and the consequences of rude or uncivil discourse. (See Appendix 2)

In September 2022, the Civility Task Force (CTF) began meeting and working on how to promote respectful behavior within the Rossmoor community. The Task Force held six monthly public meetings. With such a large topic which can be affected by myriad factors, the CTF continually tried to narrow their focus and planning on ideas that would have the greatest impact throughout the Rossmoor community.

To begin the process the CTF focused on the possible causes of residents' incivility such as:

- Fear of covid infection.
- Fear of disasters, such as fire.
- Unpredictability of a global pandemic.
- Feelings of isolation during the pandemic or after a personal loss.
- Uncertainty about economic stability.
- Concerns about deteriorating mobility or health.
- Dramatic national political climate.
- Behaviors caused by racism.
- Stress from the responsibility of being a caregiver.
- Lack of understanding about the differences between GRF and Mutual responsibilities.
- Lack of or insufficient responsiveness from Rossmoor staff and/or Mutual board members.

After identifying the possible causes, the CTF worked toward ways to address those fears and give residents tools to help them alleviate situations that seemed to be caused by a lack of effective communication. The CTF also tried to highlight how a climate of incivility manifested itself in everyday life, such as a seemingly growing disregard for traffic rules within the community.

One of the many goals of the CTF was to promote positive actions toward change versus chastising negative behaviors. The CTF tried to emphasize a positive approach within their Rossmoor News articles. (See Appendix 3-8)

Articles tracking the progress of CTF meetings were published in the Rossmoor News. (See Appendix 9-13)

Incivility on the National Level

The CTF often reflected on how at times, what was seen within Rossmoor paralleled what was occurring on a national level. It is important to remember that what Rossmoor experienced was not unique. What transpired during 2020-2022 was symptomatic of the fears and stress felt by society in general. Disagreements during national political discourse, HOA, school board and city council meetings, and even neighbors had a profound effect on the emotional climate of the country.

Civility Task Force Accomplishments

The monthly Civility Task Force (CTF) discussions exposed dozens of cause and effect examples of how fear and stress can result in uncivil behaviors. At times, the charter of the Task Force seemed insurmountable. While doing research on incivility within Rossmoor the CTF also tried to find simple and subtle ways to try to bring the community, staff and residents, together.

From September 2022 through February 2023, the CTF accomplished the following:

- Published five Rossmoor News articles. Below are some of the article topics: (See Appendix 3-8)
    - Traffic courtesy
    - Delineation of Rossmoor responsibilities and who to call
    - How to communicate effectively
    - The power of saying thank you
    - Pledging civility
- Invited Ann Peterson, Director, Communications, to speak at a CTF meeting about how the Rossmoor News and other communication methods had installed procedures to alleviate incivility and how they can be used to impart positive change in the future.
- Conducted a manager/staff questionnaire regarding their experiences with Rossmoor residents. (See Appendix 14)
- Invited Eric Wong, Senior Manager, Human Resources, to speak about the results of the CTF staff survey.
- Invited Paul Donner, Director, Mutual & Trust Operations, to speak at a CTF meeting and share his insights of uncivil behavior toward staff.
- Invited Penny Reed, Supervisor, Counseling Services, to speak at a CTF meeting about the possible causes of incivility that her staff observed during the past two years.

- Drafted a 'PAUSE' flier/poster to promote better communication within the community. (See Appendix 15)
- Drafted a civility PowerPoint to possibly present to clubs or other resident groups. (See Appendix 16)
- Drafted a Rossmoor Summary of Responsibilities flier/poster to help residents understand the delineation between GRF vs. Mutual responsibilities. (See Appendix 17)
- Drafted a Contact Chart to be further discussed, developed, and included on MyRossmoor.com and within a Rossmoor 'magazine'. (See Appendix 18)

Recommendations to the Golden Rain Foundation Board of Directors

The CTF had no authority and functioned at the direction of the Golden Rain Foundation (GRF) Board of Directors. The Task Force will need to rely on the GRF Board to consider and implement the ideas and activities recommended by the Task Force. It is the hope of the CTF that the GRF Board will, with staff's input, implement at least a few of the ideas presented below:

- Consider repeating/rotating the articles published by the CTF annually to keep the topics of civility and positive communication tools fresh in the minds of Rossmoor residents.
- Continue Rossmoor News articles highlighting GRF departments and their scope. Include staff photos to familiarize the residents with the staff and foster a sense of resident to staff community.
- Conduct a resident survey to determine how residents think civility and respect can be improved in Rossmoor. (See Appendix 19)
- Ask the Communications Department to:
    - Upgrade the 'PAUSE' poster to GRF standards and post on public bulletin boards.
    - Upgrade the Rossmoor Summary of Responsibilities flier to GRF standards and post on public bulletin boards.
    - Include the Contact Chart on MyRossmoor.com and publish in the proposed 'magazine'.
- Consider posting an updated version of the 2019 Trust, GRF, & Mutual Structure diagram (See Appendix 18) around campus and publishing it annually in the Rossmoor News.
- Designate a portion of the Gateway Redwood Room bulletin board for posting GRF and Rossmoor general information and posters as mentioned in the previous bullet point. The posting of Mutual information outside the Counseling Office aided communication. Posting GRF information within Gateway would also aid communication.
- Draw attention to and continue publishing the Rossmoor News Brightside column in order to continue a focus on positive issues and events.
- Investigate the Incourage Community Foundation and consider inviting them to speak in Rossmoor. (https://incouragecf.org/)
- Periodically, display inspirational posters around campus similar to the Incourage 'Speak Your Peace' poster. (https://incouragecf.org/lead/speak-your-peace/) (See Appendix 20)
- Consider creating an easily remembered Rossmoor slogan to reflect the premier community.

- Research and if appropriate, consider becoming a Community Associations Institute (CAI) member.
- Consider creating a community pledge of civility similar to the CAI pledge. (See Appendix 22)
- Consider ways to instruct residents on how to use and benefit from technology such as the Rossmoor News e-edition, MyRossmoor.com, etc.
- Consider approving the use of a PowerPoint presentation about civility to be presented to clubs. Seek resident volunteers to schedule and administer the presentations.
- Consider approving an annual Employee Appreciation week run by residents to show appreciation for staff. Seek resident volunteers to coordinate the event.
- To ensure that future GRF Board Members are aware of recommendations from past task force groups, and specifically the Civility Task Force, mention the existence of those reports on Rossmoor.com during annual Board retreats.

Conclusion

Soon after a number of public occurrences of incivility were addressed and discussed by the GRF Board of Directors, the Civility Task Force, and within the larger community, changes were seen, albeit sometimes on a minor level. In 2023 a feeling of positive change was in the air. Examples included a rise in traffic courtesy, increased public thanks toward staff, less vehement letters to the Rossmoor News Residents Forum, and positive opening statements during Board Meeting Residents Forum presentations.

Any positive effect the CTF had upon Rossmoor might wane in the coming years, but a community and Board awareness of the malaise that occurred on the national level and within Rossmoor from 2020-2022 needs to be remembered in order to learn from the experience and prevent a similar downturn in the future.

In summary, the CTF determined that in order to keep a focus on civility in the Rossmoor community there needs to be an ongoing emphasis on positive behavior while stressing the following:

- Respect
- Reflection
- Communication
- Acceptance
- Inclusiveness

The ultimate goal is to continue highlighting the importance of building a sense of community within Rossmoor in order to ensure that it remains a premier and desirable community for years to come.

CIVILITY TASK FORCE CHARTER

MEMBERSHIP:

The Civility Task Force shall consist of seven GRF members including not less than one or no more than four GRF Board members. All shall be approved by the GRF Board.

Applicants will be solicited via the Rossmoor News, screened, and recommended by the GRF Board President in consultation with the other Board officers, for appointment to the Civility Task Force.

Applicants for the Task Force will be chosen for their interest, past experience and willingness to commit the time needed to complete the work over the next approximately six months.

Applicants shall submit a letter of interest to the GRF Assistant Secretary on or before (date).

ORGANIZATION:

The GRF Board President shall designate one of the Civility Task Force members as Chair to serve for the duration of the Task Force.

The frequency, dates, time and location of the Task Force meetings shall be established by consensus of the Task Force members.

The Task Force members shall elect their own Vice Chair and any other officers needed. The Task Force may appoint subcommittees as necessary.

The Task Force shall follow Policy 201.4 regarding open committee meetings and provide a Residents' Forum at each meeting in which residents may address concerns to the Task Force.

Robert's Rules of Order shall govern all Task Force proceedings.

PURPOSES AND RESPONSIBILITIES:

The Task Force will be advisory to the GRF Board and proceed with its efforts to explore avenues of civility within the Rossmoor community.

ADMINISTRATION:

The Task Force will receive GRF staff support from the Executive Services Department.

The Task Force will have no budget nor the authority to incur costs on behalf of its mission without the permission of the GRF Board.

The Task Force shall begin work upon designation of its members.

Upon reporting its recommendations, unless its term of service is extended by the Board, the Task Force shall have completed its work within six months and be disbanded.

APPROVED BY THE GOLDEN RAIN FOUNDATION BOARD OF DIRECTORS ON JUNE 30, 2022.

RESIDENT FORUM INSTRUCTIONS

Residents have up to three minutes to address the Committee. The Committee does not directly answer questions posed by speakers during the Residents' Forum, but it does hear the viewpoints and ideas presented and members do consider them as they act during the meeting.

Speakers must conduct themselves with proper decorum consistent with community standards that would not be offensive to a reasonable person, as determined at the sole discretion of the GRF Board. Participants may not engage in personal attacks, threats of any kind, or any other disruptive behavior. Speakers violating these rules may be expelled from the meeting and precluded from speaking at future meetings as determined by the Board.

In-Person Forum Instructions:

Complete the Residents' Forum slip, and then give your slip to the Board Secretary. Copies of handouts or notes should also be given to the Board Secretary.

Zoom Forum Instructions

If you wish to address the Board, use the "raise hand" feature (or press *9 if connecting via phone audio only). Residents are welcome to type their comment in the Q&A chat feature located on the control panel of Zoom at the start of the meeting and up until the start of the Residents' Forum.

Please wait your turn and once unmuted, state your full name and Rossmoor address.

Once the Residents' Forum has begun, additional resident comments will not be considered.

Updated:

7/29/22

Civility Task Force begins deciding on steps toward enhancing civility

By GRF Civility Task Force

The Civility Task Force (CTF) met in September and October. Task force members include Chair Ted Bentley, Vice Chair Maxine Topper, Tom Consoli, Anne Cooper, Leanne Hamaji, Catherine Herdering and Mike Parker.

The members are confident that the task force can positively impact how residents act with each other and Rossmoor staff.

All agreed that examples of civility and respect could be as simple as saying hello when passing someone on the sidewalk, finding common ground in discussions with people they might disagree with, or accepting different opinions based on other's life experiences.

The members worked together while exhibiting great energy and momentum toward developing future plans. The first meeting consisted of identifying tools and areas where the task force thought they could make the most difference. Included were use of the Rossmoor News and scheduling possible future events for messaging on traffic safety, interaction with staff, understanding diversity and increasing the sense of community among residents. At the second meeting, guest Ann Peterson, Rossmoor News managing editor, helped the task force understand



and find ways to get people to voice their opinions without attacking or using hateful speech.

The task force summarized a goal to increase the community's overall awareness and appreciation of residents' different social, religious, political and regional experiences. That appreciation can lead to civil conversations even when opinions differ.

The next meeting of the Civility Task Force will be on Tuesday, Nov. 1, at 10:30 a.m., in the Gateway Board Room and on Zoom. Watch the Rossmoor News for details.

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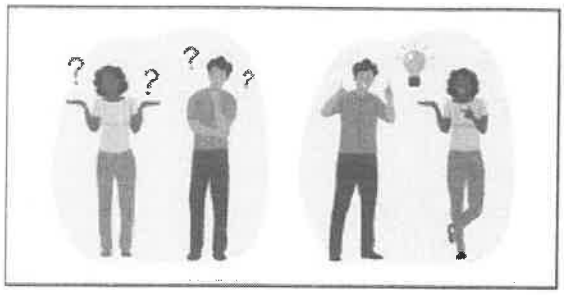
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GRF Civility Task Force helps define Rossmoor responsibilities

GRF AND MUTUAL NEWS

By Ted Bentley

Task force chair



One of the goals of the Civility Task Force is to guide residents toward accessing correct Rossmoor information. Misinformation can lead to undue frustration and stress. The Civility Task Force has determined that some resident frustrations are the result of incorrect information about which groups are responsible for different amenities. It is important for residents to know who to contact within the Rossmoor community to report problems or request assistance.

In an effort to help, the task force created the summary below: **Mutual responsibilities** When residents have concerns, they should contact the Work Order Desk (1-925-9887650, workorder@rossmoor. com) for the following topics: plumbing, electrical, entry landscaping and sprinklers, entry sidewalks, paint, roofing, gutter cleaning, elevators, and entry lighting. Those services are the responsibilities of Mutuals and are billed back to the Mutuals.

Contact Mutuals directly for: Neighbor disputes, reports of smoking, garbage enclosures, Mutual board elections, parking issues. Contact information can be found for the Mutuals online at https://rossmoor.com/ residents/mutuals/ **GRF responsibilities**

Phone numbers and emails for the contacts below are listed on Rossmoor.com a t https://rossmoor.com/ a b o u t / contact-us/: transportation, front gate, public safety, clubhouses, athletic facilities, pools, golf courses, parks, street lighting on major streets, Rossmoor News, Rossmoor Television, counseling, home alterations and resales and recreation.

The next meeting of the Civility Task Force will be on Tuesday, Dec. 6, 10 a.m., in the Gateway Board Room and on Zoom. Watch the Rossmoor News for details.

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Civility helps with effective communication

By GRF Civility Task Force

One of the goals of the GRF Civility Task Force is to re-emphasize that Rossmoor is a small community and functions best when a partnership exists among residents or between staff and residents. In many ways, Rossmoor resembles a small town. Not everyone gets along in a town, but maintaining civility ensures that a town continues to be a desirable place to live.

In life things go wrong all the time. Keeping situations in perspective is important and helps to rectify the negative issue. Perspective is often affected by events in a person's life. When possible, being aware of a person's situation makes others understand negative reactions better. For instance, a person suffering from severe health issues who is dealing with a burst water heater will react differently than someone with very little stress in life. Or a customer service rep who is going through a divorce may find it difficult to maintain a calm attitude during complaint line phone calls. It's important to have respect and empathy for others in difficult situations.

Residents and staff, and residents with each other, interact daily. When negative issues come up, it's important to take a moment before reacting or saying something hurtful. Cruelty does not help. It makes matters worse. Kindness and understanding help.

Whether dealing with a neighbor, a Mutual representative or GRF staff, a technique to use before complaining or answering a complaint is to pause: Positive: Is the complaint or response structured in a positive way so as not to offend? Would the complaint phrasing be different if done face to face vs. by email or phone?

Accurate: Has homework been done to ensure that the information presented is correct or is it based on rumor?



Resident Carol Field shares a laugh with Mark Heptig, director of golf, inside the Golf Shop. *News photo by Dan Rosenstrauch*

Useful: Is the comment constructive or is it added just to bully or be unkind?

Supportive: What action or information can be given to help achieve desired results?

Ethical: Is the response aligned with the 'Golden Rule,' meaning is it phrased to treat others as one wants to be treated?

The Civility Task Force hopes to reduce the cases of disrespect and bullying sometimes seen in Rossmoor. Following the 'pause' steps above, staying calm and reducing defensiveness will help.

The next meeting of the Civility Task Force will be on Tuesday, Dec. 6, at 10 a.m., in the Fairway Room at Creekside Clubhouse and on Zoom. Watch the Rossmoor News for details.

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Civility increases safety with pedestrians, cars and golf carts

By GRF Civility Task Force

One of the goals of the Civility Task Force is to emphasize that Rossmoor is a small community and functions best when a resident-to-resident partnership exists. Following safety measures and courtesy of others while driving, walking and bicycling are important for ensuring a healthy and safe community environment. The system works when rules are followed, and caution and courtesy are observed.

To bring awareness to the issue, residents can ask themselves, "Am I showing civility and common courtesy on the road?" Acknowledging responsibility and needed driving adjustments will change habits, increase civility and make the community's roads safer for all.

Pedestrian responsibility includes being aware of traffic and increasing the walker's visibility when crossing streets. That includes walking against traffic, crossing only in crosswalks, looking both ways repeatedly, using the posted orange flags, carrying a flashlight at night and pressing a crosswalk light button when available. Pedestrians should always make eye contact with a driver before crossing and not assume a driver will stop. A pedestrian mantra of wait, watch and then walk will help ensure a safe crossing. Waving a 'thank you' to drivers who stop shows appreciation and respect.

Whether in a car or golf cart, driving in Rossmoor, or anywhere, requires constant attention. A lot is happening on Rossmoor streets. Driving is affected by other cars, golf carts, pedestrians, runners, bicycles, turkeys, squirrels, deer, dog walkers, utility vehicles and the car environment (radio and cell phone use).

Traffic signs are tools for increasing safety and civility on Rossmoor roads and should be followed. Speed limit signs indicate 25 miles per hour for all vehicles and drivers. Statistics show that slower speeds result in safer environments for drivers and pedestrians. Illuminated speed indicator signs are direct reminders of a vehicle's actual speed and the speed limit. Stop signs mean a full

Civility increases safety for pedestrians, cars and golf carts. *News photo by Dan Rosenstrauch*

stop at all times. Crosswalks signify caution. Legally, crosswalks exist at every intersection whether painted on the street or not. (See California Vehicle Code Sec. 21950 for details.)

State traffic law dictates that all vehicles on a roadway, including golf carts, bicycles and scooters, must follow the same rules as cars on Rossmoor streets. As with cars, golf carts must stop at stop signs, stop for pedestrians, use turn or hand signals, and avoid talking on the phone (unless in handsfree mode). Golf carts unable to drive 25 mph should pull over to let cars pass. Golf carts maintaining 25 mph should drive in the flow of traffic.

Cars behind golf carts going 25 mph should be aware that the golf cart is maintaining the posted speed limit. Cars should maintain a safe distance behind the golf cart.

Similar vehicle laws apply to bicycles. Bikes must stop at stop signs, ride only on the street, let cars pass and stop for pedestrians.

The next meeting of the Civility Task Force will be in-person and on Zoom. Watch the Rossmoor News for details about the date and time.

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The power of saying 'thank you'

By Civility Task Force

One of the goals of the Civility Task Force is to re-emphasize that Rossmoor is a small community. The various parts of the community, residents, Mutual boards, GRF and staff work together to make the community function. There is gratitude from the various parties for making it all come together successfully.

Gratitude is a powerful thing. Making a habit of saying thank you, whether it's to a neighbor who took in a package while someone is away, a Mutual Board for rectifying a situation or Rossmoor staff for assisting a resident, can benefit one's mental and physical health.

Saying "thank you" tells one's brain you are grateful. Studies show that gratitude can add to overall well-being. That could mean reduced headaches, stomach aches, chest pain, appetite problems or blood pressure.

There are myriad ways to express thanks in Rossmoor. Just saying, 'Thank you' directly to someone gets the message across perfectly. Some people are uncomfortable expressing thanks verbally, but saying those two simple words is all that is needed to show gratitude. It will be received well.

A thank you email could be used to show gratitude. Email allows people to expand upon their gratitude without feeling uncomfortable as in a face-toface situation. It also allows one to thank numerous people at one time, for example a Mutual president and their board of directors. Submitting an emailed letter of thanks to the Rossmoor News Residents Forum is another great way to publicize thanks.

Writing a physical thank you note might be somewhat of a lost art, but it makes a big impact on the receiver. Isn't that the intent of an expression of thanks? The steps of finding a notecard, writing a heartfelt note of thanks, finding a stamp, then mailing the note show sincere gratitude.



The recipient of a message of thanks also benefits. The feeling of being appreciated can be very meaningful. It gives a person validation and helps to connect people emotionally. The recipient feels seen, liked and valued. Those positive emotions can then encourage more behaviors that lead to the same results.

Taking a moment or a few moments to express thanks is such a small gesture that can have such a large impact. The writer and the recipient will feel connected. The result of that connectedness will add to a sense of community. That's the goal.

The next meeting of the Civility Task Force will be on Tuesday, Jan. 3, at 10 a.m., in the Board Room at Gateway, and on Zoom. Watch the Rossmoor News for details.

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Pledging to work together for a better future

By GRF Civility Task Force

One of the goals of the Civility Task Force is to re-emphasize that Rossmoor is a community. The various parts of the community, residents, Mutual boards, GRF and staff work together to make the community function. A commitment of respect toward and among the various parties helps make it all come together successfully.

Since 2020 the combination and turmoil of the COVID pandemic and differing political perspectives affected relationships and institutions across the globe. What Rossmoor experienced as a community during that time was not unique. It was representative of what was happening in our nation and beyond, including within other housing communities/ associations. Regardless, fear and stress grew here as isolation increased and political tensions built. The fear was that no one knew what to expect next. The result was an overall change of behavior that was palpable by Rossmoor residents, Mutual boards and staff.

Some tensions still exist and always will, but for the most part residents see a clearing on the horizon. There is a feeling of relief and reflection about the past two years. Some ask, what have we learned and how can we incorporate those lessons as we move on?

Around the nation some community association residents and boards are instituting a civility pledge in order to foster open discussion that is given with mutual respect and tolerance for differing opinions. The goal of the pledges is to raise the bar of acceptable behavior. Consider if such a pledge might benefit Rossmoor.

Could Rossmoor residents vow to find common ground and engage in civil discussion about community issues even while disagreeing? Could residents show respect and understanding about differing opinions? Going forward, would Rossmoor residents be willing to take the time to read the Rossmoor News, attend meetings and ask pertinent questions to become better informed about neighborhood and larger community issues to ensure that their opinions are based on facts? Could residents express thanks and show kindness more often than in the past? Could there be an overall community commitment of civility?

Yes. The Rossmoor community can do that. It is engaged, well informed and has learned a lot in the past two years. After reflecting on the malaise the community lived through during the COVID pandemic, Rossmoor residents can build on the community's firm foundation and become even better stewards of civility in the future. A commitment to civility is a vital part of future success and pride in a vibrant and thriving Rossmoor community.

The next meeting of the Civility Task Force will be on Tuesday, Feb. 7, 10 a.m., in the Board Room at Gateway and on Zoom. Watch the Rossmoor News for details.

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Civil discourse: New GRF task force begins its work

By Sam Richards

Staff writer

A former high school teacher and tennis coach. A 35-year veteran of the restaurant industry. A onetime high school counselor and hospital chaplain. Two human resources professionals (one of them a former clergyman).

These and other life experiences seem well-suited to inform the common charge of the eight members (includ-



Board member Maxine Topper speaks during the meeting. *News photo by Dan Rosenstrauch*

GRF NEWS

Task force's purposes, objectives highlight first meeting

ing one alternate) of the GRF Civility Task Force – to help Rossmoor residents and employees improve the tenor and civility of their day-to-day interpersonal contacts.

"In our country, as a whole, we've lost a bit of that sense of civility," said Barbara Gamblin, an alternate member of the newly formed task force and former high school science teacher, at its inaugural meeting Sept. 6.

Task force Chairman Ted Bentley said he's seen civility within Rossmoor erode since he arrived in 2003, and that the COVID-19-pandemic, with its related lockdowns, closures and other limitations, "seems to have egged that on a little bit."

CIVILITY from page A1 to A10



Catherine Herdering speaks during the new Civility Task Force meeting at Gateway. *News photo by Dan Rosenstrauch*

"We need to figure out not how to solve the world's problems but to make Rossmoor our focus, maybe drive a little more compassion between people," Bentley said.

Rossmoor's general level of civil discourse became a topic of conversation in late April, when GRF Board member Leanne Hamaji and others decried the seeming rise in irritability and cantankerousness among Rossmoor residents – especially in relation to their contact with GRF employees. Several GRF employees who left Rossmoor earlier this year cited residents' negative treatment as one reason they sought new jobs elsewhere, officials have previously said.

No formal statements of purpose or lists of objectives were decided at this first task force meeting. But myriad ideas about how to encourage more civil relationships in Rossmoor were discussed and could be codified at the task force's next meeting on Tuesday, Oct. 4. That will be the second of six planned task force meetings.

Task force members acknowledged that Rossmoor's demographic comes with its own set of issues that can contribute to incivility, including the social isolation and physical pain that often accompany aging.

And while no one questioned whether free expression is a good thing, several task force members noted that some of the most un-civil discourse in Rossmoor takes place on the opinion pages of the Rossmoor News. This is what task force member Eric Wong, GRF's senior manager of human resources, referred to as a "root cause" of incivility.

Bentley, a restaurant industry veteran and former corporate trainer, said there should be a way to respond to a pointed letter to the editor "without being hateful or negative, involving more explanation of (opposing) views rather than just lashing out."

GRF policy prohibits personal attacks against individuals and organizations in general and requires that criticism in Rossmoor News letters focus not on writers as individuals but rather on what was written in the columns or letters published in the paper.

Task force member Anne Cooper, who worked in the legal profession, said people are less likely to escalate uncivil exchanges if they believe their voices are being heard. "I think we really have to let people know we're listening," she said. "People are feeling powerless."

Mike Parker, another task force member and former clergyman, said he spent a 40-year career in human resources being diplomatic, and that he understands how new retirees with similar work experience may feel like, "I'm entitled, and I'm going to do what I damn well please." He said residents need to resist acting on that line of reasoning.

"Why would I, or anyone else, not continue to use 40 years' worth of civility skills?" said Parker, who said he also supports the idea of gathering together Rossmoor club leaders for training in active listening.

Maxine Topper, a former conference manager and a member of both the task force and the GRF Board, suggested GRF staff members be celebrated, too, for their work in making Rossmoor a great place to live. Hamaji, also a task force member, agreed, stressing that GRF employees are as much part of the community as are residents.

A key in the civility-restoration process, several task force members said, is keeping things positive. That would include shining a spotlight on GRF employees who work to make residents' lives better. Hamaji, a retired operations analyst, said Rossmoor already has a sense of community and that "we just need to push it a little further."

As for positivity in Rossmoor, Hamaji said, "We can do a lot, because there's a lot of positive stuff here."

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GRF Civility Task Force wrestles with messaging

By Sam Richards

Staff writer

Even if the concept of being civil is pretty straightforward – being nice to people, stopping at the stop signs, exercising patience and grace – bringing that civility to life can be more complicated.

In Rossmoor, where some say there's been an uptick in disrespectful and boorish behavior in recent months, those who want to reverse that trend – including the GRF Civility Task Force – say knowing the right people to complain to is an important step forward. Complaining to the wrong person or group, they say, often leads not to solutions but to added frustration.

Rossmoor CEO Tim O'Keefe told the task force at its Oct. 4 meeting that a "community living" environment like Rossmoor comes with added bureaucratic layers,

Tom Consoli speaks during the Civility Task Force meeting. *News photo by Dan Rosenstrauch*

which can add to the angst.

One possible solution, task force member Tom Consoli said, would be to name an ombudsman – a person tasked with investigating complaints – to help Rossmoor residents get answers and solutions to questions and problems that

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GRF NEWS

Task Force discusses communication

could, in theory, require some effort. An ombudsman, he added, could help residents get through those layers more effectively.

"I'm not sure that wouldn't be a full-time job here," Consoli said at this, the newly convened task force's second meeting.

The pro-civility message will have to go out on an ongoing basis, said O'Keefe, who noted that Rossmoor turns over roughly 8% of its population every year.

While no definitive decision about pursuing an ombudsman appears imminent, barriers to negotiating Rossmoor's various entities were a major conversation point at the Nov. 4 task force meeting. Part of the problem, task force members and others say, is that Rossmoor residents don't always know who to go to with questions or complaints. GRF, the Mutual Operations Department (MOD), the Mutuals themselves and other entities have jurisdictions over various aspects of Rossmoor life, and not others.

CIVILITY from page A1 to A8

Director of Communications Ann Peterson speaks before the Civility Task Force last week. *News photo by Dan Rosenstrauch*

The newspaper also runs a monthly column, "The Bright Side," dedicated to positive, uplifting stories, Peterson noted.

Task force members said the Rossmoor News can also help the task force by hosting another column, perhaps every two weeks, by a task force member discussing various aspects of lowering the community temperature. Peterson said that would be fine, and that the News staff would help create any related graphics.

Also, Peterson noted, a fully updated version of the myrossmoor.com website for residents, which contains much of the hierarchy information task force members talked about. will be ready later this year.

Getting the word out to Rossmoor residents about how civility can be pursued and attained was a central theme of this task force meeting. Another way to help with that, O'Keefe said, could be the resumption of New Resident Orientation sessions. Once held roughly

O'Keefe noted that, for instance, GRF has no formal influence over Mutuals, and that someone complaining to GRF about a Mutuals matter only adds to the overall bitterness quotient. The resulting anger, O'Keefe and others said, is sometimes directed at GRF employees.

Task force member Maxine Topper said a key is for residents to know whom to look to with concerns and how to get their voices heard.

"It's more about what to do with our frustrations, and how to deal with that," she said.

A graphic showing the Rossmoor hierarchy would be useful, task force members said, and could run in the Rossmoor News and be made into a brochure, posters, flyers or any other format. Ann Peterson, the Rossmoor News' managing editor, said similar graphics have appeared periodically in the paper, and that something like this can be created again.

Peterson also explained to the task force the News's policy on letters to the editor in the Residents' Forum. The task force's inaugural meeting included a lengthy discussion of the letters' role in Rossmoor's level of incivility.

Peterson said the News's letters policy is designed to maintain a "somewhat civil tone" by allowing residents one letter per calendar month, with no personal attacks allowed in those letters. While ideas can be attacked, she said, the people with those ideas cannot. Any desired changes in the letters policy, guided in part by the paper and in part by GRF itself – would have to taken up by the GRF's Policy Committee.

quarterly, none has been held since early 2020, before the COVID-19 pandemic. But a Newcomers Information Fair, scheduled for Wednesday, Nov. 2 at the Event Center – designed for residents who have arrived at Rossmoor during the pandemic – could signal the restart of that Rossmoor tradition (see related story in this edition).

Also part of the Oct. 4 task force conversation were more basic ways to improve human relations that don't require an ombudsman or formally addressing a Mutual board or going to the MOD offices. Task force Chair Ted Bentley said that, thanks to the pandemic, Rossmoorians have spent most of the past 2½ years "disengaging," and that it's time person- to-person relationships to be renewed.

"We need to find a way to get everyone to start re-engaging while they're walking around Rossmoor," he said. "Look at traffic; it's just nice to stop at a stop sign. And you can apply that concept to anything else."

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Task Force looking to better understand senior perspectives

By Sam Richards

Staff writer

At its six-meeting halfway point, the GRF Civility Task Force not only continues to narrow down and refine key steps its members hope will make Rossmoor friendlier for those who live and work here, but they want to work to better understand the factors that can affect seniors' attitudes towards others, and one another.



Michael Parker, of the Civility Task Force, speaks during its meeting last week at Gateway. *News photo by Dan Rosenstrauch*

CIVILITY from page A1 to A8

Any insights into how residents think, and into how seven or eight decades of living can mold people, some task force members at their Nov. 1 meeting said could help GRF employees better respond to Rossmoor residents' needs and understand their criticisms. That, in turn, could lead to a more civil Rossmoor, they said – and perhaps prompt fewer GRF employees to look for jobs elsewhere.

But in the name of getting to understand people better – particularly seniors and the experiences, challenges and circumstances that make up who they are – the task force has asked Penny Reed, the supervisor of Rossmoor Counseling Services, to come to the next task force meeting, Tuesday, Dec. 6 at 10 a.m. in the Fairway Room at Creekside (not the usual Gateway Board room location).

Reed is a licensed clinical social worker with expertise in geriatrics and mental health issues, and CEO Tim O'Keefe told the task force that Reed could yield some perspective as to what residents' concerns are.

That said, the group's mission, member Maxine Topper said, is to help change behavior, not people.

"People don't change, and if your release of emotion is picking on people, that's not going to change," Topper said.

At the Nov. 1 task force meeting, Mutual Operations Director Paul Donner said workers on MOD's Work Order Desk are at "ground zero" of criticism from



Director of Mutual Operations Paul Donner speaks to the GRF Civility Task Force during its meeting last week at Gateway. *News photo by Dan Rosenstrauch*

The task force has already established that a main cause of frustration among residents is that they often don't know who to turn to when something goes wrong. That can lead to getting "the runaround," multiplying the frustration and eroding civility. To that end, task force Chairman Ted Bentley showed a draft of an organizational chart of various GRF, Mutual, MOD and Waterford contacts residents can call, depending on their specific prob-lem, concern or question.

"The general confusion usually comes from not knowing who to talk to," task force member Tom Consoli said.

Such information is also presented, albeit differently, in the Newcomers Binder that new Rossmoor residents

Rossmoor residents, in part because people (sometimes 300 of them a day) call the desk when they have problems, often in emergencies that tend to bring out the worst in people. Donner said the Work Order Desk is sometimes called the "complaint department." He also said that, at times, his staff needs to be "very direct" with callers perceived to be crossing the line of civility. Keeping things civil, Donner said, is a "two-way street" his staff talks about frequently.

While acknowledging that some GRF positions require a thick skin, Donner said that GRF's landscape maintenance workers, most of whom are Spanish speakers, put up with "constant ridicule" he attributes largely to racism, which is unacceptable no matter how thick one's skin is. "That's something that really needs to be addressed," Donner told the task force.

The hope is that a planned survey of GRF employees will provide yet another perspective on civility issues. Human Resources Manager Eric Wong said employees will be asked whether they've experienced or witnessed incivility on the job (insulting, harassing, threatening or intimidating remarks, harsh criticisms, explosive anger and personal attacks verbal or physical, to name a few types), whether those issues were properly addressed and what might be done to avoid them in the future. Wong and task force member Anne Cooper will refine the survey and send it out in the near future.

Wong said discussions between managers and their staff members could also be fruitful.

receive. GRF Communications Director Ann Peterson suggested that the binder's information could be presented in a different format – perhaps as a glossy magazine, something residents could keep on or near their coffee table, that would be more inviting than a comparatively stark binder.

"If you make it too complicated, it gets to the point that nobody wants to use it," Peterson said.

Task force member Leanne Hamaji said her preference, for a similar presentation of that same information, would be available online, gathering information already available online and making it more convenient to access.

Fellow member Catherine Herdering said she would favor both online and printed versions of that reorganized contact information. "I can at least remember I've got this (physical) report, this attractive visual thing. And of course, we'll still have the website," Herdering said. "Having the two avenues, I think is brilliant."

O'Keefe also noted that there is a measure of resident-versus- resident incivility within Rossmoor. "If we're really trying to mitigate incivility, don't just limit it to staff," he said.

Consoli said the task force members need to consider specifics about "what we're going to deliver" at the end of the group's six-month mission. But others said the task force's very existence may have already helped bring attention to the civility issue.

"Many times," Donner said, "I don't think people are aware of what they're saying."

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Civility Task Force explores mental health's effect on civility

By Sam Richards

Staff writer

The COVID-19 pandemic has unquestionably increased stress levels of many – likely most – of Rossmoor's residents. Penny Reed, manager of Rossmoor Counseling Services, made this point at a Dec. 1 symposium that she organized, and again at the fourth meeting of the GRF Civility Task Force on Dec. 6.

"We've been busier than we've ever been, starting in 2020, and 2021 topped that," Reed told the Civility Task Force. Counseling Services, Reed said, offers short-term psychotherapy – typically two to seven sessions – for Rossmoor residents. "Everything is like a last straw on the camel's back."

Reed also reiterated another point she had made earlier at the Dec. 1 "Connecting after COVID: Civility, Compassion, and Candor" symposium (see story about the symposium in the Dec. 7 News). "Rossmoor residents are often hesitant to ask for help" – for instance, to take advantage of a respite care program to give caregivers a break.

Reed also said seniors have their own age-specific issues that can create their own pessimism, even despair. Prominent on that list: that seniors are "losing physicality" as they age – and the frustration that brings.

Reed said that formal training for GRF employees and staff around issues related to aging could help diminish whatever staff-vs.-residents sentiment may exist within Rossmoor.

Reed told task force members Dec. 6 that she supports measures they're taking, planning or discussing to make residents more aware of their various options, including Counseling Services, and how to best contact any Rossmoor group or person who can help them solve problems.

The task force, at previous meetings, had already established that knowing whom to call – GRF, MOD, individual Mutuals, someone else – when there's a question or problem can help head off further frustration. But Eric Wong, GRF's senior manager of human resources, said even those measures can be improved upon, as addressing a problem means there's already frustration roiling.

Getting as much "information up front" to residents before problems arise is also important, Wong said. "It might be helpful to interview some new residents about the information they're getting," he told the task force. A comprehensive "coffee table" publication with Rossmoor-related contacts is in the works, and a Nov. 2 Newcomers Information Fair may mark the resumption of what, pre-pandemic, had been a regularly scheduled informational gathering.

Task force member Catherine Herdering suggested that a formal presentation on key aspects of aging, aimed at residents, could also help them with how to cope with the inevitable changes that come with growing older. And Reed also mentioned that resuming a regular appearance of the "Counseling Corner" column in the Rossmoor News would also be an effective way to get her office's services out into the community.

Task force members Ted Bentley and Leanne Hamaji both said the News has been, and should remain, a great resource for the task force to help get out its messages regarding increasing Rossmoor's civility level. Bentley also said he thinks the newspaper has gotten more positive in general of late.

Bentley also brought up a "civility pledge" produced by the Community Associations Institute, a Virginia-based group that provides information and resources to the volunteers who govern community associations like Rossmoor or homeowners' associations.

The pledge calls for agreeing, among other things, "to respect all points of view and strive to present a reasonable opportunity for all to express their views openly – without attacks and antagonization." It also calls

for pledgers to be "engaged and informed" residents of their communities.

Task force members had no illusions that appreciable numbers of Rossmoorians would take the trouble to sign such a pledge, and that it may not be ideal coming from GRF. But Bentley suggested that Rossmoor clubs could work with concepts in the pledge. (To see the pledge, go to https://tinyurl.com/t9cy6244) Wong said a recent feedback questionnaire posed by GRF managers yielded several suggestions for increasing civility, including offering more civility-related programs on Rossmoor TV, better review of residents' insurance coverage ("which often reads like a law document," Wong said), more town hall-type meetings at the Mutual level and something about residents simply letting staff "do their professional work."

The task force was originally set up to meet six times, and then offer up a report for the GRF Board. But task force members on Dec. 6 said they



Counseling Services Manager Penny Reed speaks at the Civility Task Force meeting on mental health. *News photo by Dan Rosenstrauch*



Eric Wong, senior manager for Human Resources, speaks during the Civility Task Force meeting last week. *News photo by Dan Rosenstrauch*

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may want to keep going for a few more meetings if their work warrants.

Bentley said he believes the work the task force has already done is having at least some noticeable effect.

"I've noticed I don't have to wave my hands for someone to stop at the crosswalk anymore," he said.

CIVILITY from page A13 to **A16**

As Civility Task Force eyes final report, key work not yet finished

Responsiveness addressed in latest meeting

By Sam Richards

Staff writer

The GRF Civility Task Force, at its sixth and final scheduled meeting on Tuesday, Feb. 7, plans to talk about compiling its final report to the GRF Board, and whether it will ask the Board for an extension beyond its six-month, six-meeting charge to "explore avenues of civility within the Rossmoor community."

Even with an eye to compiling its final report of recommendations, task force members said at their Jan. 3 meeting that their work ahead of that isn't yet finished. Barbara Gamblin, a recent arrival in Rossmoor, said another civility principle to address should be "responsiveness."

She said that has been an issue with members of some clubs she has tried to join. She attributed some of this non-responsiveness to cliques formed by longtime residents but said it's often more basic than that.

"I finally wrote to them, 'I'm not sure there are even any humans here,'" said Gamblin, adding that she applied to join this task force in part because of her experiences with such non-responsiveness. "It generates frustration. If you get an email from a person, respond in a timely manner."

Gamblin said she belongs to other clubs that have been more communicative, and that can make all the difference between a great experience and a not-so-great one.

To improve communications, GRF Board member Maxine Topper suggested, clubs could have dedicated "ambassadors" specifically tasked with fielding club communications – a suggestion task force member Leanne Hamaji affirmed. Fellow member Mike Parker said calling a gathering of club leaders to discuss responsiveness is a good idea. Gamblin said individual Rossmoor entries also could have ambassadors.

Responsiveness, Hamaji and others said, could also be the subject of an upcoming task-force-generated article in the Rossmoor News. There have been six such articles thus far, on various topics, and task force members at this meeting discussed the possibility of up to four more before the group stops meeting. Task force members said they hope these articles – distinct from the stories like this one written by News staffers – could appear multiple times in the paper, used irregularly as fillers when space was available.

Repetition, several task force members said, is a key to getting across the message of civility.

"It's to gently reinforce, throughout the year, the ideas of civility," Hamaji said, "a reminder for people to look a little inward and consider what you're doing."

Added Gamblin, "As a teacher, I'll say it's always a good idea to be repeating things."

That repetition, members said, will also serve to extend the influence of the task force even after it disbands, be it after the Feb. 7 meeting or after additional meetings.

"I don't want us to just disappear," Gamblin said.

In the meantime, the group is still discussing other prospective actions to include in its report to the GRF Board. These include whether a "civility pledge" (a version of one can be found at https://tinyurl. com/t9cy6244) could be distributed through Rossmoor's clubs; creating a resident survey of how issues related to civility are viewed; formalizing continuation of the recently revived new resident orientation events, probably as large annual events; and a slogan and/ or logo for GRF's civility campaign and its related materials.

Regarding the task force's report to the GRF Board, new Rossmoor General Manager Jeff Matheson cautioned the task force to be as specific with its recommendations as realistically possible, or risk having those recommendations never take final shape.

Task force Chairman Ted Bentley said he believes his group's work has already made a difference around Rossmoor, primarily in making concerns public by featuring them in articles.

"I think they've been helpful in informing everyone about the Civility Task Force, and I think they've had an impact on behavior," he said. "I think we're seeing a lot more civility happening here."



Catherine Herdering speaks during the Civility Task Force meeting last week. *News photo by Dan Rosenstrauch*

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GRF MANAGING SUPERVISOR

CIVILITY TASK FORCE QUESTIONAIRE

Managing Supervisors,

Recently, a special task force was formed by the GRF Board to address concerns of incivility that may be experienced by residents with each other, or between residents and GRF employees. Your assistance would be very much appreciated in helping to obtain information that would provide further insights into these areas of interest to the task force committee.

You do not have to ask every employee on your team – only those who you have confidence will provide you with helpful information and honest answers.

To start, please explain that you are interested in obtaining feedback about their work experience at Rossmoor. Please read the following definition of "incivility", then ask the questions below. Feel free to take or make notes of their responses in any way that is easiest for you to recall. Then, please contact me to arrange a time when we can meet so I can obtain your feedback.

INCIVILITY = uncivil behaviors that are characteristically rude and discourteous, displaying a lack of regard for others. This can take many forms, such as:

- *Insulting comments*
- *Harassing, threatening, or intimidating remarks*
- *Harsh criticisms*
- *Condescending remarks and or expressions*
- *Personal attacks (verbal or physical)*
- *Explosive anger or intimidating gestures*
- *Dirty or antagonizing looks*
- *Disrespectful or offensive manners and ways of speaking*

QUESTIONS TO OBTAIN FEEDBACK:

Considering this broad definition of uncivil-like behaviors, please answer the following questions:

1. Have you witnessed any of these behaviors toward others, or have you experience any of these behaviors personally during your time at Rossmoor?
2. Please explain what happened?
3. Were these incidents recent (within the last few years) or long past?
4. To your knowledge or observation, were these issues addressed properly?
5. What do you think would be helpful in preventing these types of behaviors while promoting more civility at Rossmoor?
6. Would you describe your experiences and interactions with residents as mostly positive or negative?
7. What positive experiences come do you recall that you feel demonstrated the spirit of what civility should look like at Rossmoor?

Thank you for your help!

-Eric

(GRF Letterhead) DRAFT

Feeling the Need to Voice a Complaint?
Tips for Making a Respectful Request

Civility plays a big part when submitting and discussing a complaint. To obtain effective results, *pausing* and planning before making a complaint will help get your message across clearly and professionally.

Whether dealing with a neighbor, a Mutual representative or GRF staff, the steps below are techniques to use before complaining or responding in a difficult discussion.

P	**Positive** Will the complaint get the message across without offending the recipient? Would the wording be different or more diplomatically if made face to face?
A	**Accurate** Has the topic been researched to ensure that information presented is correct and not based on a misunderstanding or rumor?
U	**Useful** Is the comment constructive or just intended to bully or be unkind?
S	**Supportive** What action or information can be given to help achieve and expedite the desired results?
E	**Ethical** Is the comment aligned with the 'Golden Rule' meaning, is it phrased to treat others as one wants to be treated?

Please consider the questions above in order to keep emotions tempered during difficult conversations.
Thank you.

CIVILITY IN ROSSMOOR

ROSSMOOR
WALNUT CREEK

- What should that look like.
- Diversity, do we have it in our Mutuals, Clubs, GRF, Staff?
- Do we respect each other in the way we drive our cars and say hello when we pass people while walking, or helping a neighbor unload the grocerys from their car.

CIVILITY IN ROSSMOOR

Feeling the Need to Voice a Complaint?

Tips for Making a Respectful Request

- Civility plays a big part when submitting and discussing a complaint.
- To obtain effective results, pausing and planning before making a complaint will help get your message across clearly and professionally.
- Whether dealing with a neighbor, a Mutual representative or GRF staff,
- There are steps and techniques to use before complaining or responding in a difficult discussion.
- You need to take a ---------

PAUSE

CIVILITY IN ROSSMOOR

P Positive Will the complaint get the message across without offending the recipient? Would the wording be different or more diplomatically if made face to face?

A Accurate Has the topic been researched to ensure that information presented is correct and not based on a misunderstanding or rumor?

U Useful Is the comment constructive or just intended to bully or be unkind?

S Supportive What action or information can be given to help achieve and expedite the desired results?

E Ethical Is the comment aligned with the 'Golden Rule' meaning, is it phrased to treat others as one wants to be treated?

CIVILITY IN ROSSMOOR

Be Aware of the Possible Causes of Incivility

- **Isolation - The pandemic's isolation affected all of us.**
- **Fear - Worries about money and/or health.**
- **Stress - The ill, care givers, and those suffering a major loss all experience extreme stress.**
- **Lack of Action - Maintenance or repair issues can create stress and tension when prolonged.**

When we observe incivility, we should consider the factors leading to it. That consideration will create empathy or an understanding, which then can change our reaction to a situation and possibly lead to a better end result.

CIVILITY IN ROSSMOOR

Simple Ways to Increase Civility in Rossmoor

- **Talk about civility with friends and club members. That brings the topic to the forefront of residents' minds.**
- **Welcome new residents.**
- **Say "thank you" to residents, Mutual boards, and GRF staff when their action benefits you.**
- **Get to know other residents. Say "hello" on your walk. Talk about the weather. Greet a resident's dog, etc. Chances are you will see that person again within the community.**
- **Follow traffic rules: full stops, stopping at crosswalks, 25 mph.**
- **Follow the 'golden rule'. Treat others as you want to be treated.**

Summary of Rossmoor Responsibilities

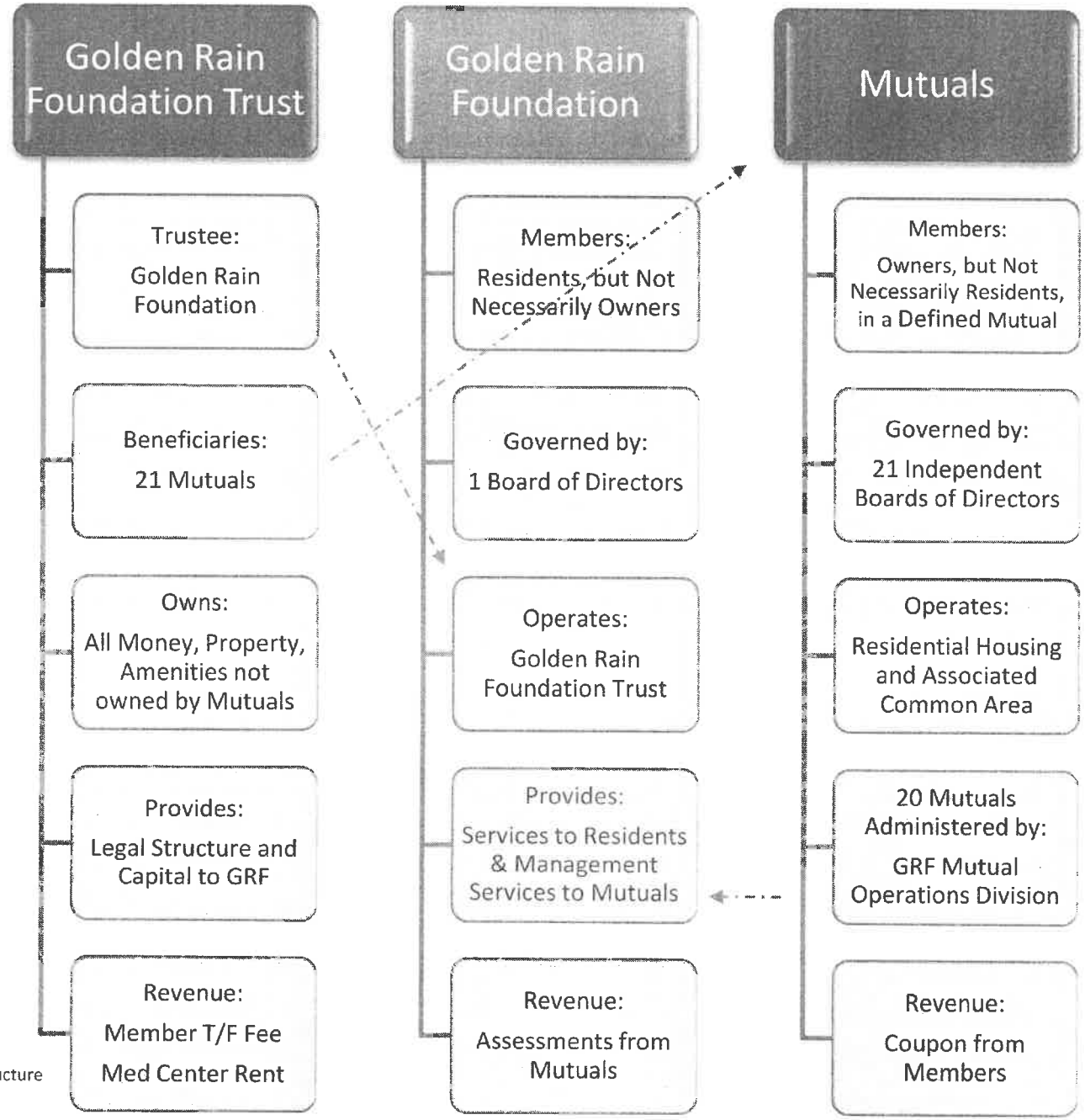
Golden Rain Foundation (GRF)	Mutual Operations Division (MOD)	Mutuals	The Waterford
GRF is responsible for the following services and facilities: **Services** Roads, road lighting, sewer and electrical under roads, Comcast contract, solar, EV charging stations, clubhouse parking, common area landscaping **Gateway Complex** Gateway Clubhouse, Library, Fireside Room, Peacock Theater and Plaza, Art Studios, Billiard Building, Multi Purpose Rooms, Recreation, Counseling Services **Creekside Complex** Creekside Clubhouse, Creekside Grill, Golf Pro Shop, Golf Maintenance, Rossmoor News, Channel 28, Securitas, Creekside Pickleball Courts **Event Center Complex** Event Center, Stanley Dollar Clubhouse, Dollar Pool, Dollar Picnic Area **Hillside Complex** Hillside Clubhouse, Hillside Pool, Lawn Bowling, Mat Room, Shady Glen Park, Sportsman's Park, Bocce Courts, Table Tennis Pavilion **Buckeye Complex** Buckeye Tennis Courts, Buckeye BBQ area **Fitness Center Complex** Fitness Center, Dog Park	MOD is a non-profit organization that provides services to the Mutuals. End of year surplus funds are returned to the Mutuals. Departments within MOD provide the Mutuals with maintenance services (see Mutuals).	Rossmoor has 23 mutuals, each with their own governing board. The Mutuals function independently of GRF and each other. Mutuals operate and govern the residential housing and associated common areas. The Mutual portion of the monthly coupon pays for the maintenance of the 22 Mutuals (see The Waterford). The Mutuals use MOD as their management company to maintain: Manor exteriors Roofing Plumbing Landscaping Exterior lighting Paving Sidewalks Mutual Accounting	The Waterford has its own management company which runs and maintains the facility and all amenities.

Format of Proposed Rossmoor Contact Chart

To be included on MyRossmoor.com with links to email/phone contact information

Golden Rain Foundation (GRF)	Mutual Operations Division (MOD)	Mutuals	Waterford
Functions independently of the Mutuals. Considered a Community Service Organization (CSO).	Run as a non-profit. EOY surplus is returned to the Mutuals.	23 different Mutuals each with its own governing board. Mutuals use MOD as a property manager. Residential housing & associated common areas.	Does not use MOD as a property manager. Hired its own management company.
Gateway Clubhouse	Accounting	Accounting - MOD	
Peacock Hall	Human Resources	Landscapting - MOD	
Peacock Plaza	Transportation	Manor exteriors - MOD	
Fireside Room	Pest Control	First WC Mutual	
Multi-Purpose Rooms (3)	Recycle Center	Second WC Mutual	
Billiard Room	Resale / Alterations	Third WC Mutual	
Art Studios (5)	Work Order Desk	Fourth WC Mutual	
Golf Pro Shop	Handyman Service	Fifth WC Mutual	
Golf Maintenance	Member Records	Mutual 8	
Creekside Clubhouse	Building Maintenance	Mutual 22	
Creekside Grill (contract)	Landscape Maintenance	Mutual 28	
Securitas		Mutual 29	
Rossmoor News		Mutual 30	
Channel 28		Mutual 39	
Event Center		Mutual 40	
Stanley Dollar Clubhouse		Mutual 48	
Dollar Picnic Grounds		Mutual 50	
Pickleball Courts		Mutual 53	
Buckeye Complex		Mutual 56	
Buckeye Tennis Courts		Mutual 58	
Buckeye BBQ Area		Mutual 59	
Fitness Center		Mutual 61	
Dog Park		Mutual 65	
Hillside Clubhouse		Mutual 68	
Hillside Pool		Mutual 70	
Lawn Bowling			
Mat House			
Bocce Courts			
Shady Glen Park			
Sportsmans Park			
Table Tennis Pavilion			
Comcast Services			
GRF Recreation Events			

ROSSMOOR
WALNUT CREEK



Speak Your Peace Poster
From Incourage Community Foundation





Community Association Civility Pledge

A commitment to fostering a climate of open discussion and debate, mutual respect, and tolerance between all who live in, work in, and visit our community.

1. We expect each individual, whether a resident, guest, board or committee member, community association manager, staff member, business partner, or contractor, to be accountable for his or her own actions and words.

2. We believe all interactions in the community should be civil despite any differences of opinion on a particular issue. We believe in finding common ground and engaging in civil discussion about community issues important to each of us.

3. We vow to respect all points of view and will strive to provide a reasonable opportunity for all to express their views openly—without attacks and antagonization. We agree to keep our discussions focused on the business issues at hand, as well as on the ideas and desired outcomes.

4. We urge all residents to be engaged and informed. Get to know your neighbors, your board members, and your community manager. Attend meetings, join a committee, or serve on the board. Understand the community's rules, regulations, and covenants, and the value they add. Ask questions, share your opinions, and vote.

5. We also encourage all residents to review Community Associations Institute's (CAI) Rights and Responsibilities for Better Communities. The principles laid out in the document can serve as important guideposts for all those involved in our community: residents, guests, board and committee members, community association managers, staff members, business partners, and contractors. Read more at **www.caionline.org/RightsandResponsibilities.**

6. We believe these commitments to civility, as well as engaged and informed residents, are a vital part of our shared goal of being a vibrant, thriving community.

These commitments are guiding principles. They are not governing documents or legally enforceable and do not give rise to penalties if they are not followed.

If you agree with these commitments to civility, please sign and return the document.

_____

COMMUNITY ASSOCIATION NAME

_____

ADOPTION DATE

By the creation and adoption of the CAI Civility Pledge, the College of Community Association Lawyers (CCAL) recognizes the importance of civility in community association governance. Complete and email your civility pledge to government@caionline.org. For questions, call (888) 224-4321.

community ASSOCIATIONS INSTITUTE

Community Association Commitment to Civility



HOW CAN YOU MAKE IT HAPPEN?
Adopting the Civility Pledge Starts with YOU!

1. Distribute the document throughout your community, announcing and publicizing where and when the adoption will be considered.
2. Explain why this is important to your community and the benefits it can create.
3. Review and discuss the merits of the principles at an open meeting of your board of directors.
4. Solicit input from homeowners.
5. Hold a board vote to adopt a resolution endorsing the Community Association Civility Pledge.
6. Share the news of adopting the Community Association Civility Pledge throughout your community regularly. Post on your website, social media, and on every community association meeting agenda.
7. Tell CAI that you've adopted the Community Association Civility Pledge so we can share the information on our website.
8. Once your community association board of directors has adopted the Community Association Civility Pledge, share the good news with CAI by completing and submitting the following information.

_____
DATE OF ADOPTION

_____
COMMUNITY ASSOCIATION NAME & WEBSITE

_____
PRIMARY CONTACT NAME

_____
PRIMARY CONTACT INFORMATION (ADDRESS, PHONE, & EMAIL ADDRESS)

Complete and email to government@caionline.org. Questions? Call (888) 224-4321, or submit an online form at www.caionline.org/civilitypledge.

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