



AGENDA

BOARD OF DIRECTORS REGULAR MEETING

Wednesday, November 16, 2022 - 2pm

West Center Auditorium / Zoom

Directors: Kathi Bachelor (President), Donna Coon (Vice President), Bart Hillyer (Secretary), Carol Crothers (Treasurer), Laurel Dean (Assistant Secretary), Jim Carden (Assistant Treasurer), Nancy Austin, Barbara Blake, Ted Boyett, Beth Dingman, Steve Gilbert, Bev Lawless, Scott Somers (non-voting)

AGENDA TOPIC

1. **Call to Order / Roll Call – Establish Quorum**
2. **Amend/Adopt Agenda**
3. **President’s Report**
4. **CEO Report**
5. **Member Comments** – regarding Consent Agenda and/or Non-Agenda Items – Speakers are asked to provide their name and GVR member number. Please limit comments to two (2) minutes.
6. **Presentations**
 - A. Quarterly Financial Report (Webster)
7. **Consent Agenda** – Consent Agenda items are routine items of business that are collectively presented for approval through a single motion. A Board member may request that an item be pulled from the Consent Agenda and placed under Action Items for separate discussion and action.
 - A. Minutes:
 - 1) BOD Regular Meeting Minutes: October 26, 2022
 - B. Financial Statements:
 - 1) October Financial Report
8. **Action Items**
 - A. Safety and Security Measures (Somers)
 - B. CPM Part 3 (Coon)
 - C. CPM Part 4 (Coon)
 - D. Discussion and Potential Action on Del Sol Clubhouse Plans (Somers)
9. **Committee Reports**
 - A. Audit (Austin)
 - B. Board Affairs (Coon)
 - C. Fiscal Affairs (Crothers)
 - D. Investments (Lawless)
 - E. Nominations & Elections (Dingman)
 - F. Planning & Evaluation (Hillyer)
10. **Member Comments** - Please limit comments to two (2) minutes.
11. **Adjournment**

Presentation: Quarterly Financial Report

Green Valley Recreation, Inc

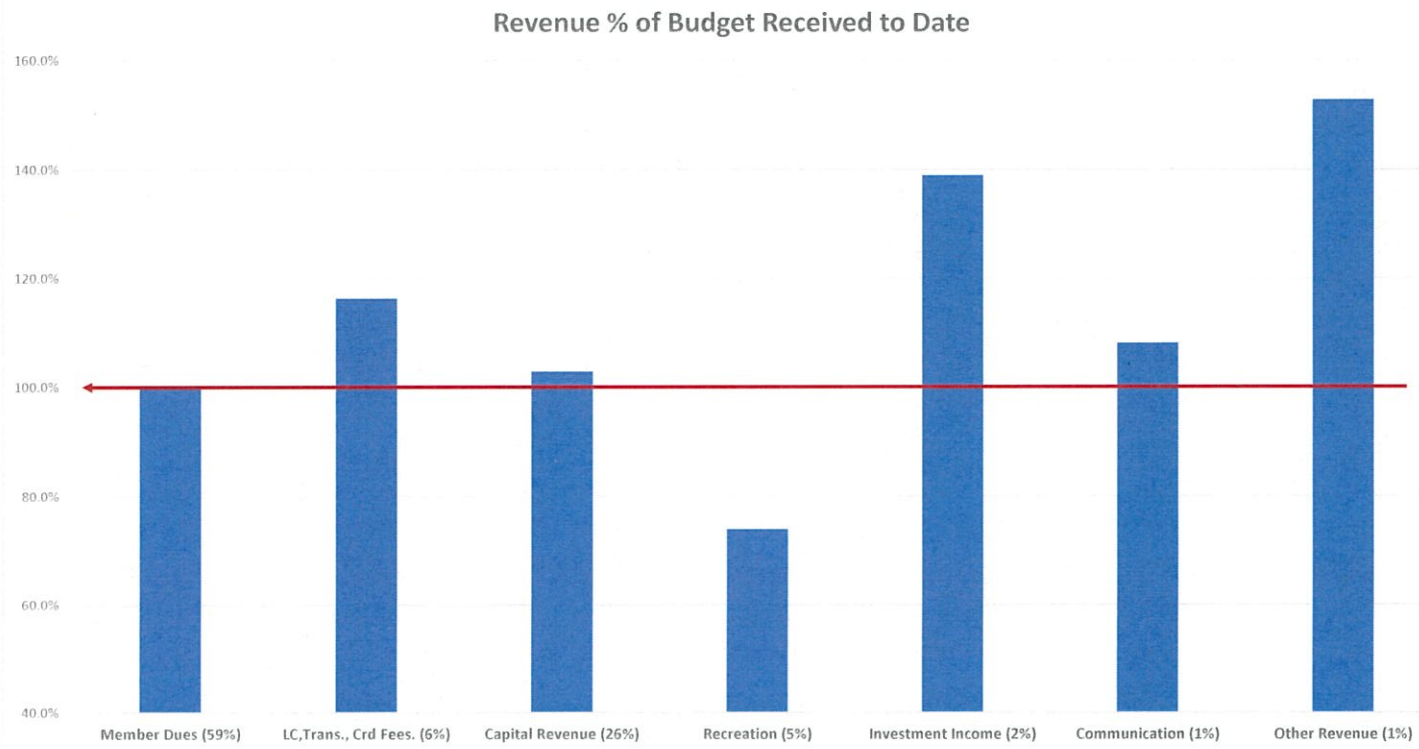
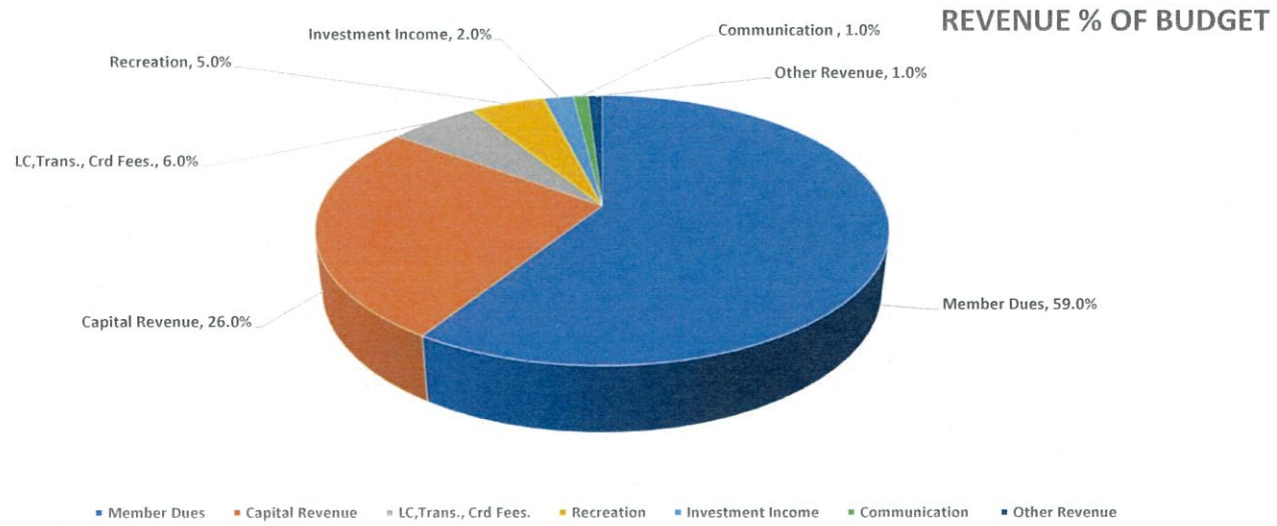
Summary of Revenue & Expenditures - Budget to Actual
For Fiscal Year Ending Dec 31, 2022

Quarterly Board Report January - September 2022

PROJECTION FOR TOTAL YEAR 2022

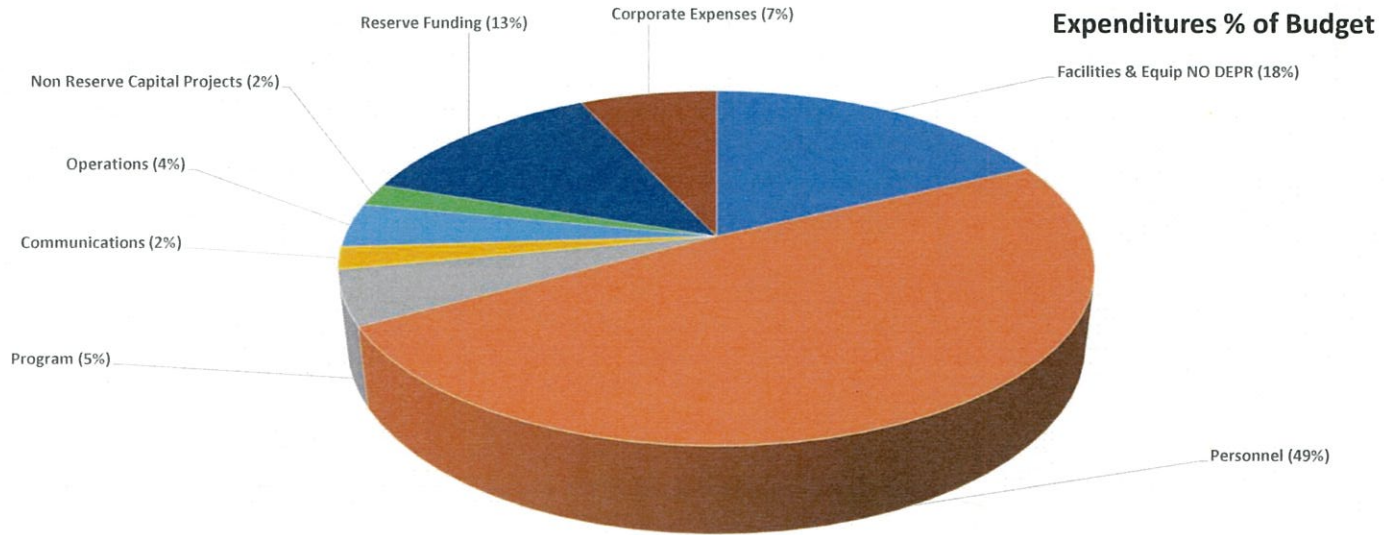
	2022 Annual Budget	January - September 2022			Prior Year			Projected Oct - Dec 2022	Total Jan- Dec 2022 Projected	Approved Budget 2022	Total Projected Variance	% of Budget Variance
		YTD Budget	Actual 3Q YTD	% of Variance	FY 2021 3Q YTD	Var. from Prior Year						
						%	\$					
Revenue:												
Member Dues	\$ 6,946,780	\$ 5,210,085	\$ 5,229,715	0.4%	\$ 5,203,995	0.5%	\$ 25,719	\$ 1,745,650	\$ 6,975,365	\$ 6,946,780	\$ 28,585	0.4%
LC, Trans., Crd Fees.	725,215	533,541	620,626	16.3%	523,031	18.7%	97,595	\$ 139,019	\$ 759,645	\$ 725,215	\$ 34,430	4.5%
Capital Revenue	3,094,570	2,423,649	2,495,271	3.0%	2,397,278	4.1%	97,993	\$ 654,566	\$ 3,149,837	\$ 3,094,570	\$ 55,267	1.8%
Recreation	543,575	394,604	292,021	(26.0%)	101,306	188.3%	190,715	\$ 172,032	\$ 464,053	\$ 543,575	\$ (79,522)	(17.1%)
Investment Income	279,432	202,098	280,797	38.9%	203,496	38.0%	77,302	\$ 20,726	\$ 301,523	\$ 279,432	\$ 22,091	7.3%
Communication	41,368	29,541	31,944	8.1%	53,822	(40.6%)	(21,878)	\$ 6,730	\$ 38,674	\$ 41,368	\$ (2,694)	(7.0%)
Other Revenue	61,573	58,191	88,929	52.8%	63,479	40.1%	25,450	\$ 6,311	\$ 95,240	\$ 61,573	\$ 33,667	35.3%
Total Revenue	11,692,513	8,851,710	9,039,302	2.1%	\$ 8,546,407	5.8%	\$ 492,895	\$ 2,745,034	\$ 11,784,336	\$ 11,692,513	\$ 91,823	0.8%
Expenditures:												
Facilities & Equipment NO DEPRECIATION	\$ 1,947,691	\$ 1,597,102	\$ 1,353,691	13.2%	\$ 1,373,421	1.4%	\$ 19,731	\$ 568,539	\$ 1,922,230	\$ 1,947,691	\$ 25,461	1.3%
Personnel	5,541,399	4,158,421	3,876,290	6.8%	3,971,136	2.4%	\$ 94,845	\$ 1,347,573	\$ 5,223,863	\$ 5,541,399	\$ 317,536	5.7%
Program	537,072	391,437	344,883	11.9%	201,688	(71.0%)	\$ (143,195)	\$ 141,393	\$ 486,276	\$ 537,072	\$ 50,796	9.5%
Communications	229,745	170,854	177,043	(3.6%)	128,324	(38.0%)	\$ (48,718)	\$ 49,082	\$ 226,125	\$ 229,745	\$ 3,620	1.6%
Operations	481,204	395,761	395,653	0.0%	311,044	(27.2%)	\$ (84,609)	\$ 134,699	\$ 530,352	\$ 481,204	\$ (49,148)	(10.2%)
Corporate Expenses	838,739	628,451	532,271	15.3%	526,444	(1.1%)	\$ (5,826)	\$ 206,832	\$ 739,103	\$ 838,739	\$ 99,636	11.9%
Total Expenditures	9,575,850	7,342,027	6,679,830	9.3%	6,512,058	(2.6%)	\$ (167,772)	2,448,118	9,127,948	9,575,850	447,902	4.7%
Excess Revenues Over Exp.	\$ 2,116,663	\$ 1,509,683	\$ 2,359,472		\$ 2,034,349		\$ 325,123	\$ 296,916	\$ 2,656,388	\$ 2,116,663	\$ 539,725	
Transfers and Adjustments:												
Non Reserve Capital Projects	(218,000)	(109,000)	(144,485)					\$ (217,694)	\$ (362,179)	\$ (218,000)	\$ (144,179)	66.1%
Remove Income From Reserves	(243,051)	(121,526)	(221,771)					\$ (49,600)	\$ (271,371)	\$ (243,051)	\$ (28,320)	11.7%
Reserve Funding Initiatives	(611,752)	(305,876)	(402,531)					\$ (221,392)	\$ (623,923)	\$ (611,752)	\$ (12,171)	2.0%
Reserve Funding MRR & MRR-B	(1,402,520)	(1,402,520)	(1,402,519)					\$ -	\$ (1,402,519)	\$ (1,402,520)	\$ 1	0.0%
MRR Expenses paid by Reserve	269,920	134,960	33,560					\$ 181,937	\$ 215,497	\$ 269,920	\$ (54,423)	-20.2%
Deduct Reserve Investment Exp.	88,740	44,370	63,397					\$ 25,343	\$ 88,740	\$ 88,740	\$ (0)	0.0%
Modified Accrual Basis Surplus	-	(249,909)	285,122					15,510	300,632	-	300,632	

This report is not a GAAP compliant statement. Non cash adjustments such as Depreciation of Fixed Assets have been removed to establish a Modified Accrual report. The purpose of this report is to give a high level summary of GVRs performance for comparison to the Zero Surplus Budget goal for the fiscal year.

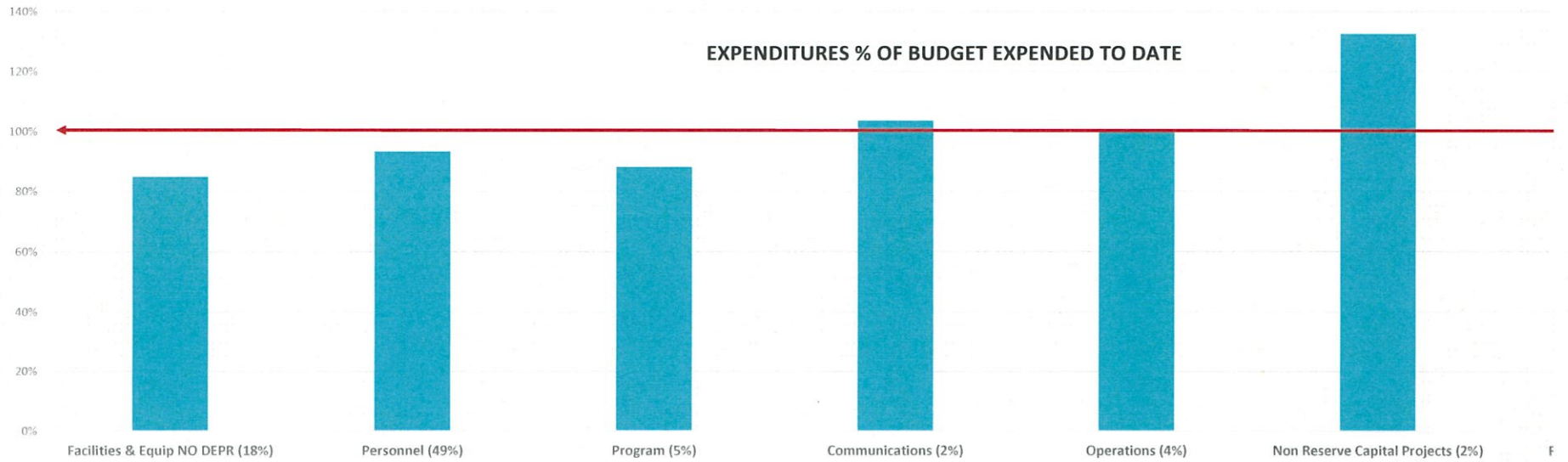


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Green Valley Recreation
Quarterly Board Report January - September 2022



■ Facilities & Equip NO DEPR (18%)
 ■ Personnel (49%)
 ■ Program (5%)
 ■ Communications (2%)
 ■ Operations (4%)
 ■ Non Reserve Capital Projects (2%)
 ■ Reserve Funding (13%)
 ■ Corporate Expenses (7%)



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Green Valley Recreation, Inc
Statement of Financial Position
September 30, 2022

	Current September 30, 2022	Prior Year September 30, 2021	Increase (Decrease)	
Assets				
Total Operating Cash	3,181,890	4,385,363	(1,203,474)	(27%)
Accounts Receivable (net)	272,841	289,957	(17,116)	(6%)
Designated Investments	11,487,627	11,369,628	117,999	1%
Prepaid Expenses & Inventory	368,792	327,991	40,800	12%
Total Current Assets	15,311,149	16,372,940	(1,061,791)	(6%)
Fixed Assets				
Net Fixed Assets	18,230,596	18,004,858	225,739	1%
Total Assets	33,541,745	34,377,797	(836,052)	(2%)
Liabilities				
Accounts Payables	473,162	825,011	(351,849)	(43%)
Deffered Dues & Fees	2,216,880	1,734,161	482,719	28%
Compensation Liability	-	166,036	(166,036)	(100%)
Total Liabilities	2,690,043	2,725,208	(35,165)	(1%)
Total Net Assets	30,851,703	31,652,589	(800,887)	(3%)
Net Assets				
Board Designated Net Assets	11,487,627	11,369,628	117,999	1%
Unrestricted Net Assetes	20,363,591	19,178,665	1,184,926	6%
Net Change Year-To-Date	(999,515)	1,104,296	(2,103,811)	(191%)
Total Net Assets	30,851,703	31,652,589	(800,887)	(3%)

BOD Quarterly Report

Green Valley Recreation, Inc.
Investments Performance
Quarterly Board Report January - September 2022

Fund	September 30, 2022	December 31, 2021	RETURN ON INVESTMENT			
			Year To Date		One Year (12 months)	
			Actual	Benchmark *	Actual	Benchmark *
Maintenance Repair & Replacement (SBH)	\$ 7,310,308	\$ 8,025,718	-13.4%	-13.1%	-11.8%	-11.8%
MRR - Part B Pools and Spas (SBH) **	\$ 960,951	\$ 1,083,705 **	-1.3%	-1.3%	n/a	n/a
Initiatives (SBH)	\$ 2,748,288	\$ 2,166,737	-10.2%	-10.3%	-9.3%	-10.1%
Emergency (SBH)	\$ 468,080	\$ 1,170,653	-22.0%	-20.4%	-17.4%	-16.1%
Total Designated Reserves	<u>\$ 11,487,627</u>	<u>\$ 12,446,813</u>				
Operating Investment Fund Part A Short Term - JP Morgan	\$ 922,493	\$ 2,809,726	-1.4%	-1.4%	-1.8%	-1.8%
Operating Investment Fund Part B Long Term - JP Morgan	\$ 1,357,503	\$ -	-4.5%	-4.6%	-5.1%	-5.1%
Total Invested Operating Cash	<u>\$ 2,279,996</u>	<u>\$ 2,809,726</u>				

** MRR B using cash / bond benchmark

* Benchmarks = standards established by the Investments Committee in the Investment Policy Statement to compare the performance of a GVR Fund to a blend of Investment Indexes that match the risk tolerance and investment horizon of each fund. These benchmarks can be found in Subsection 3. GVR Investment Policy Statement in the Appendix of the CPM.



MINUTES

BOARD OF DIRECTORS MEETING

Wednesday, October 26, 2022 - 2pm

West Center Auditorium / Zoom

*Code of Conduct

Directors: Kathi Bachelor (President), Donna Coon (Vice President), Bart Hillyer (Secretary), Carol Crothers (Treasurer), Laurel Dean (Assistant Secretary), Jim Carden (Assistant Treasurer), Nancy Austin, Barbara Blake, Ted Boyett, Beth Dingman, Steve Gilbert, Bev Lawless, Scott Somers (non-voting)

Staff Present: David Jund (Facilities Director), Nanci Moyo (Administrative Supervisor), David Webster (CFO), Natalie Whitman (Communications Director), Kris Zubicki (Recreation Services Director)

Visitors: 42 Including support staff

AGENDA TOPIC

1. Call to Order / Roll Call – Establish Quorum

The President being in the chair and the Secretary being present.

President Bachelor called the meeting to order at 2:00pm MST. Secretary Hillyer called the roll; quorum established.

2. Amend/Adopt Agenda

MOTION: Director Coon moved, Director Lawless seconded to amend the Agenda by removing Action Item 7.C. Bylaws Recommendation for 2023 Ballot.

Passed: unanimous

MOTION: Director Boyett moved, Director Blake seconded to adopt the Agenda as Amended.

Passed: unanimous

3. President Report

- Nominations and Elections Committee is holding an Information Session on November 9, West Center Room 2 / Zoom for individuals interested in running for the Board or being on Committees.

4. CEO Report

- Member survey has been launched with a good response so far. The survey closes October 31 and mail in surveys are being accepted through November 4. The survey is also on the GVR website: gvrec.org.
- East Center pool deck has been poured. Resurfacing of the interior of pool and spa is scheduled for November 16. The pool should be filled with water at the end of

November, with a ribbon cutting on December 15 for a celebration of the completion and opening of the pool.

- Glass Arts future home at Santa Rita Springs has a completed preliminary design. On October 27 the preliminary design will be reviewed by the Club, staff, and architect. Final designs will happen following the meeting and then the Board will be asked to award the contract to move forward with the construction project.
- Desert Hills Fitness Center permit application has been with the County for about 6 weeks. Construction will start on that project once the permit is received.
- The architects have been meeting with several clubs to look at space needs for potential expansion in the future.

5. Member Comments: There were no comments.

6. Consent Agenda

MOTION: Director Coon moved, Director Boyett seconded to approve the Consent Agenda. Passed: unanimous

A. Set Record Date: January 30, 2023

B. Minutes:

- BOD Regular Meeting Minutes: September 28, 2022
- BOD Work Session Minutes: October 19, 2022

C. Financial Statements:

- September Financial Report

7. Action Items

A. 2023 Budget Approval

CEO Scott Somers stated the staff and FAC involvement in the budget process has produced a good budget for the Board's consideration. A few tweaks were made by staff between the Work Session and this meeting but is essentially the FAC budget recommendation.

CFO David Webster gave a summary of the budget for approval by the Board. The staff proposed a dues increase of \$5 instead of the FAC increase of \$7. This is not in conflict with FAC recommendation, but an adjustment to strive for a unanimous approval by the Board. He reviewed the affect this will have on the budget by reducing dues revenue by \$27,670 and reduce the transfer from Operating Cash to the MRR savings account by \$27,670.

MOTION: Director Bachelor moved, Director Dingman seconded to accept the FAC recommended approval of 2023 budget including the reduction of the dues increase to \$5 with the decreased amount to the 2023 transfer from operation to MRR reserve as presented.

Passed: 7 yes / 5 no (Austin, Blake, Boyett, Dean, Hillyer)

AMENDED MOTION: Director Lawless moved, Director Gilbert seconded to amend the motion to increase the dues as recommended by FAC to \$7 along with the Property Acquisition Capital Fee and Initial Fee changes.

Failed: yes 6 / no 6 (Austin, Blake, Carden, Crothers, Dean, Hillyer)

AMENDED MOTION: Director Hillyer moved, Director Austin seconded there be no dues increase in 2023 and that the line item for personnel be slightly reduced by 1% from 5.724 million to 5.665 million dollars.

Failed: 4 yes (Austin, Blake, Dean, Hillyer) / 7 no / 1 abstain (Crothers)

Member Comments to Current Action Item: 5 Comments

B. CPM Part 1 Guest Policy

Scott addressed the changes in the Guest Policy by reviewing the redlined version.

MOTION: Director Coon moved, Director Blake seconded to approve the recommendations from the BAC for the Guest Policy provided in the clean copy of the CPM Part 1 as follows:

SECTION 2 - USE OF GVR FACILITIES

Guest Policy (effective 1/1/2020)

- A. Guest privileges are intended for temporary visitors of a Regular Member, Assigned Member, Tenant, CRCF Resident, or Life Care Member of GVR and who live outside a twenty (20) mile distance from established GVR boundaries.
- B. GVR Members, Assigned Members, Life Care Members and CRCF Residents may purchase one (1) annual guest card which allows for four (4) adults per visit with unlimited visits. Annual guest cards are valid through the end of the calendar year and fees are not prorated. No more than one (1) annual guest card may be purchased by a GVR Member regardless of the number of properties owned and may not be purchased for tenant-occupied properties.
- C. GVR Members, Assigned Members, Life Care Members, CRCF Residents, and Tenants may purchase daily guest cards which allow for four (4) adults on a specific day.
- D. Adult guests 18 years of age and older are required to have a valid guest card when visiting GVR facilities.
- E. Guests under the age of 18 do not require guest cards and must be accompanied by an adult with privileges to use GVR facilities.
- F. Replacement of a lost or damaged annual guest card must be obtained at a customer service office for a fee established by the Board. Lost cards will be deactivated to prevent future use of the card. Damaged cards must be returned to a customer service office before a replacement card will be issued.
- G. Guest cards are required for all general facility use and club activities. However, guest cards are not required for ticketed GVR events where guests pay a higher ticket price than the member price.
- H. At management's discretion, guest usage of GVR facilities may be limited to non-primetime hours. Signage will be added to all facility gates reminding individuals that each person must swipe (or 'tap' for proximity cards) a GVR-issued ID card.

Passed: unanimous

~~C. Bylaws Recommendation for 2023 Ballot~~

D. CPM Part 3 Committees

MOVED: Director Coon moved, Director Gilbert seconded to review the BAC recommendations for the changes in CPM Part 3 committees and approve the recommendations.

AMENDED MOTION: Director Crothers moved, Director Carden seconded to amend that part 3.1.1.B.D.F.G. be removed and replaced with the following: 1) Committees are formed to review specialized policy items in detail and provide advice to the Board. 2) To provide fresh ideas and a variety of input, yet maintain a level of continuity, it is recommended that chairs seek to have at least 1/3 new members each year and limit committee participation to no more than 6 consecutive years. 3) All members are encouraged to apply for committee membership and to consider staying on the committee for longer than one year.

MOTION: Director Dean moved, Director Hillyer seconded to postpone CPM Part 3 Committees to the next Regular Board meeting.

Passed. 11 yes / 1 no (Gilbert)

8. Committee Reports

Director Bachelor moved, Director Hillyer seconded to postpone committee reports until the next Regular Meeting.

- | | |
|----------------------------|----------|
| A. Audit | Austin |
| B. Board Affairs | Coon |
| C. Fiscal Affairs | Crothers |
| D. Investments | Lawless |
| E. Nominations & Elections | Dingman |
| F. Planning & Evaluation | Hillyer |

9. Member Comments – No member comments.

10. Adjournment

Director Carden moved, Director Hillyer seconded to adjourn the meeting at 4:00pm MST.

Passed: unanimous



Green Valley Recreation, Inc. CONSOLIDATED FINANCIAL STATEMENTS

The accompanying pages are the Financial Reports for October 31, 2022. The four statements

Statement of Financial Position.

This is also known as a Balance Sheet or the Statement of Net Assets.

Statement of Activities

Also known as an Income and Expense statement. This report shows the types of Income, the categories of expense and the unrealized Investment Market changes for the year to date. The bottom line in this report is the net for all the reserve accounts maintained by GVR.

Statement of Changes in Net Assets

This report displays the financial activity of the four reserves that make up the Net Assets of Green Valley Recreation. These reserves are:

Unrestricted - These net assets include the Fixed Assets (land, buildings and equipment), undesignated current assets less the current liabilities and deferred revenue items.

Emergency - Designated by the Board of Directors, this reserve is held to provide liquidity when needed for operational emergencies.

Maint - Repair - Replacement - designated by the Board of Directors, this reserve is the accumulation of assets in support of the Reserve Study which is mandated for Common Interest Realty Associations like Green Valley Recreation. Annual amounts are budgeted and transferred into this reserve for the purposes of the name of this reserve.

MRR-B Pools and Spas - Board designated reserve for end of life replacement of Pools and Spas

Initiatives - This reserve is designated by the Board of Directors to help with the funding for new programs that evolve from member interests and demands. Innovation in programming enables GVR to respond to member expectations.

Investment Portfolios

This report displays the market values of investments at the beginning of the year, the dollar amounts of changes that occurred from January 1st to the date of the financial statements. The unrealized gain or loss on market value changes is shown on a separate line to result in the market value of investments as of the reporting month end. The investments related to each of the Reserves (Unrestricted and Designated) are included in separate columns.



GREEN VALLEY RECREATION, INC.

Green Valley Recreation, Inc. Statement of Financial Position

As of Date: October 31, 2022 and Dec 31, 2021

	October 31, 2022		Dec 31, 2021	
	Total		Total	
ASSETS				
Current Assets				
Cash/Cash Equivalents		1,152,285		3,759,784
Accounts Receivable		233,326		237,269
Prepaid Expenses		272,669		310,603
Maintenance Inventory		23,044		-
Designated Investments (Charles S./SBH)				
Emergency - Fund	491,832	(1)	1,170,653	(18)
MRR - Fund	7,325,345	(2)	8,025,718	(19)
Initiatives - Fund	2,656,182	(3)	2,166,737	(20)
Pools & Spas - Fund	917,288	(4)	1,083,705	(21)
Total Designated Investments (CS/SBH)	11,390,647	(5)	12,446,813	(22)
Undesignated Invest. (JP Morgan Long Term)	1,454,878	(6)	-	(23)
Undesignated Invest. (JP Morgan)	424,101	(7)	2,809,726	(24)
Investments		13,269,626		15,256,539
Total Current Assets		14,950,950		19,564,194
Fixed Assets				
Contributed Fixed Assets		18,017,085		18,017,085
Purchased fixed Assets		27,208,400		25,169,228
Sub-Total		45,225,484		43,186,312
Less - Accumulated Depreciation		(26,507,715)		(25,196,228)
Net Fixed Assets		18,717,770		17,990,084
Total Assets		33,668,720		37,554,278
LIABILITIES				
Current Liabilities				
Accounts Payable		826,881		436,962
Deferred Dues Fees & Programs		1,237,236		4,673,666
Accrued Payroll		90,984		169,633
Compensation Liability		-		30,471
Notes Payable		88,000		99,000
MCF Refund Liability		211,200		293,328
Total Current Liabilities		2,454,302		5,703,060
TOTAL NET ASSETS		31,214,418		31,851,218
NET ASSETS				
Temporarily Designated:				
Board Designated:				
Emergency	491,832	(11)	1,170,653	(28)
Maint - Repair - Replacement	7,325,345	(12)	8,025,718	(29)
Initiatives	2,656,182	(13)	2,166,737	(30)
Pools & Spas	917,288	(14)	1,083,705	(31)
Sub-Total	11,390,647	(15)	12,446,813	
Unrestricted Net Assets		20,460,571		19,404,405
Net change Year-to-Date		(636,800)		-
Unrestricted Net Assets		19,823,772		19,404,405
TOTAL NET ASSETS		31,214,418		31,851,218



GREEN VALLEY RECREATION, INC.

Green Valley Recreation, Inc. Summary Statement of Activities

YTD Period: 10 month period ending October 31, 2022

FY Budget Period: Jan 1, 2022 - Dec 31, 2022

	PRIOR YEAR COMPARISON				%	BUDGET COMPARISON				%	Fiscal Year Budget	Remaining FY Budget
	2021 YTD Actual	2022 YTD Actual	Year to Year Variance			YTD Actual	YTD Budget	YTD Variance				
Revenue												
Member Dues	5,782,369	5,809,572	27,203	0%	5,809,572	5,788,983	20,589	0.4%	6,946,780	1,137,207		
LC, Trans., Crd Fees.	565,921	665,205	99,283	18%	665,205	582,439	82,766	14%	725,215	60,010		
Capital Revenue	2,584,336	2,720,378	136,042	5%	2,720,378	2,618,393	101,985	4%	3,094,570	374,192		
Programs	11,698	72,151	60,453	517%	72,151	150,890	(78,739)	(52%)	203,246	131,095		
Instructional	117,119	250,873	133,754	114%	250,873	281,208	(30,335)	(11%)	340,329	89,456		
Recreational Revenue	128,816	323,024	194,208	151%	323,024	432,098	(109,075)	(25%)	543,575	220,551		
Investment Income	221,916	305,335	83,420	38%	305,335	224,053	81,283	36%	279,432	(25,903)		
Advertising Income	22,565	-	(22,565)	(100%)	-	-	-	0%	-	-		
Cell Tower Lease Inc.	34,609	35,542	933	3%	35,542	32,791	2,751	8%	41,368	5,826		
Comm. Revenue	57,174	35,542	(21,632)	(38%)	35,542	32,791	2,751	8%	41,368	5,826		
Other Income	63,319	80,394	17,075	27%	80,394	54,834	25,559	47%	55,573	(24,821)		
Facility Rent	2,380	12,008	9,628	405%	12,008	4,687	7,321	156%	6,000	(6,008)		
Marketing Events	-	-	-	0%	-	-	-	0%	-	-		
In-Kind Contributions	-	3,333	3,333	0%	3,333	-	3,333	0%	-	(3,333)		
Contributed Income	15,000	-	(15,000)	(100%)	-	-	-	0%	-	-		
Other Revenue	80,699	95,734	15,035	19%	95,734	59,521	36,213	61%	61,573	(34,161)		
Total Revenue	9,421,231	9,954,791	533,559	6%	9,954,791	9,738,278	216,513	2.2%	11,692,513	1,737,723		
Expenses												
Major Proj.-Rep. & Maint.	428,339	206,024	222,315	52%	206,024	508,803	302,778	60%	542,035	336,010		
Facility Maintenance	177,593	201,801	(24,208)	(14%)	201,801	154,011	(47,789)	(31%)	170,994	(30,807)		
Fees & Assessments	14,219	22,628	(8,409)	(59%)	22,628	34,229	11,601	34%	38,134	15,506		
Utilities	647,991	734,552	(86,561)	(13%)	734,552	736,533	1,982	0%	871,224	136,672		
Depreciation	1,383,584	1,311,487	72,097	5%	1,311,487	1,447,329	135,842	9%	1,706,610	395,123		
Furniture & Equipment	186,292	245,614	(59,322)	(32%)	245,614	210,322	(35,292)	(17%)	248,684	3,071		
Vehicles	60,514	75,958	(15,443)	(26%)	75,958	65,094	(10,864)	(17%)	76,620	662		
Facilities & Equipment	2,898,531	2,798,063	100,469	3%	2,798,063	3,156,321	358,258	11%	3,654,301	856,238		
Wages	3,322,166	3,204,238	117,928	4%	3,204,238	3,497,512	293,274	8%	4,210,760	1,006,522		
Payroll Taxes	265,809	247,334	18,474	7%	247,334	281,427	34,093	12%	337,618	90,284		
Benefits	793,995	807,767	(13,772)	(2%)	807,767	828,419	20,653	2%	993,020	185,254		
Personnel	4,381,970	4,259,339	122,631	3%	4,259,339	4,607,358	348,020	7.6%	5,541,399	1,282,060		
Food & Catering	14,591	21,273	(6,682)	(46%)	21,273	31,138	9,865	32%	40,319	19,046		
Recreation Contracts	162,467	300,685	(138,218)	(85%)	300,685	330,834	30,149	9%	422,853	122,168		
Bank & Credit Card Fees	42,765	57,828	(15,064)	(35%)	57,828	67,269	9,441	14%	73,900	16,072		
Program	219,822	379,786	(159,965)	(73%)	379,786	429,241	49,455	12%	537,072	157,285		
Communications	85,902	90,583	(4,681)	(5%)	90,583	95,059	4,476	5%	114,090	23,507		
Printing	52,825	70,109	(17,283)	(33%)	70,109	67,224	(2,884)	(4%)	82,200	12,091		
Advertising	-	13,962	(13,962)	0%	13,962	26,250	12,288	47%	33,500	19,538		
Communications	138,728	174,654	(35,926)	(26%)	174,654	188,533	13,879	7%	229,790	55,136		
Supplies	228,245	342,335	(114,090)	(50%)	342,335	252,028	(90,307)	(36%)	289,808	(52,527)		
Postage	11,637	9,825	1,812	16%	9,825	14,328	4,503	31%	15,087	5,262		
Dues & Subscriptions	8,441	10,836	(2,395)	(28%)	10,836	11,124	288	3%	12,045	1,209		
Travel & Entertainment	1,120	1,071	50	4%	1,071	8,497	7,426	87%	11,320	10,249		
Other Operating Expense	115,634	80,747	34,887	30%	80,747	145,325	64,578	44%	152,944	72,197		
Operations	365,077	444,814	(79,737)	(22%)	444,814	431,302	(13,512)	(3%)	481,204	36,390		
Information Technology	59,430	65,434	(6,004)	(10%)	65,434	99,228	33,794	34%	123,798	58,364		
Professional Fees	228,373	199,732	28,642	13%	199,732	257,035	57,303	22%	304,200	104,468		
Commercial Insurance	264,023	306,905	(42,882)	(16%)	306,905	292,991	(13,914)	(5%)	329,075	22,170		
Taxes	10,182	28,630	(18,448)	(181%)	28,630	11,870	(16,760)	(141%)	18,566	(10,064)		
Conferences & Training	9,171	22,866	(13,695)	(149%)	22,866	33,079	10,213	31%	43,100	20,234		
Employee Recognition	(5,733)	4,090	(9,822)	171%	4,090	16,667	12,577	75%	20,000	15,910		
Provision for Bad Debt	-	-	-	0%	-	-	-	0%	-	-		
Corporate Expenses	565,447	627,657	(62,210)	(11%)	627,657	710,870	83,213	11.7%	838,739	211,082		
Expenses	8,569,575	8,684,313	(114,738)	(1%)	8,684,313	9,523,626	839,313	9%	11,282,505	2,598,192		
Gross surplus(Rev-Exp)	851,656	1,270,478	418,821	49%	1,270,478	214,652	1,055,826	492%	410,008	(860,469)		
Net Gain/Loss on Invest.	501,323	(1,907,277)	(2,408,600)		(1,907,277)	-	(1,907,277)		-	1,907,277		
Net from Operations	1,352,979	(636,800)	(1,989,779)	(147%)	(636,800)	214,652	(851,452)		410,008	1,046,808		



Green Valley Recreation, Inc.
Statement of Changes in Net Assets
As of Date: October 31, 2022 and Dec 31, 2021

	Totals	Unrestricted		Emergency Reserve Fund	Maint - Repair - Replacement Reserve Fund	Initiatives Reserve Fund	Pools & Spas Reserve Fund
		Unrestricted	Fixed Assets				
Net change in net assets-GVR	(636,800) (16)	(636,800)	-	-	-	-	-
Transfers between unrestricted and reserves:							
Reserve Study Allocation	-	-	-	-	-	-	-
Principal Transfers							
Transfers For Funding	-	(1,965,804)	-	-	1,132,047	563,285	270,472
Transfers Prev. Yr. Surplus	-	(12,559)	-	-	-	12,559	-
Transfers Curr. Yr. Surplus	-	-	-	-	-	-	-
Transfers Between Funds	-	16,486	-	(467,156)	(15,350)	466,020	-
Depreciation	-	1,311,487	(1,311,487)	-	-	-	-
Disposal of Fixed Assets	-	-	-	-	-	-	-
Purchase & Contributed Fixed Assets	-	(161,547)	2,039,172	-	(834,196)	(115,700)	(927,730)
Withdrawals	-	(358,531)	-	-	48,831	(194,189)	503,889
		-					
Allocations of Net Change components:							
Investment income	-	(252,385)	-	9,672	177,604	51,125	13,985
Investment Expenses	-	83,294	-	(4,823)	(55,728)	(14,923)	(7,819)
Net Gains (Losses) in Investments	-	1,668,040	-	(216,514)	(1,153,580)	(278,731)	(19,215)
Net Change to October 31, 2022	(636,800) (16)	(308,319)	727,686	(678,821)	(700,373)	489,445	(166,417)
Net Assets at, Dec 31, 2021	31,851,218 (27)	1,414,321	17,990,084 (26)	1,170,653 (28)	8,025,718 (29)	2,166,737 (30)	1,083,705 (31)
Net Assets as at, October 31, 2022	31,214,418 (10)	1,106,002	18,717,770 (9)	491,832 (11)	7,325,345 (12)	2,656,182 (13)	917,288 (14)
		19,823,772 (17)		11,390,647 (15)			

Footnotes refer to Statement of Financial Position and Statement of Activities



Green Valley Recreation, Inc.
Investment Portfolios
Changes and Market Values
Beginning of Year and Curent Month End

	Totals	Unrestricted	Emergency Reserve Fund	Maint - Repair - Replace Reserve Fund	Initiatives Reserve Fund	Pools & Spas Reserve Fund
Balance Dec 31, 2021 (at Market)	15,256,539 (25)	2,809,726 (24)	1,170,653 (18)	8,025,718 (19)	2,166,737 (20)	1,083,705 (21)
Changes since Jan 1, 2021:						
Principal Transfers	5,561,877	3,600,000	(467,156)	1,116,697	1,041,864	270,472
Investment income	300,875	48,491	9,672	177,604	51,125	13,985
Withdrawals	(5,859,094)	(4,340,000)	-	(785,365)	(309,889)	(423,840)
Investment Expenses	(83,294)	-	(4,823)	(55,728)	(14,923)	(7,819)
Net Change for 10 Months	(79,636)	(691,509)	(462,307)	453,207	768,176	(147,203)
Balance before Market Change at October 31, 2022	15,176,903	2,118,216	708,346	8,478,925	2,934,913	936,503
10 Months Net Change in Investments Gain/(Loss)	(1,907,277)	(239,237)	(216,514)	(1,153,580)	(278,731)	(19,215)
Balance at October 31, 2022 (at Market)	\$ 13,269,626 (8)	1,878,979 (7)	491,832.18 (1)	7,325,345 (2)	2,656,182 (3)	917,288 (4)

11,390,647 (15)

Footnotes refer to Statement of Financial Position and Statement of Activities



Green Valley Recreation, Inc.

Board of Directors Regular Meeting

Safety and Security Measures

Prepared By: Nanci Moyo, Admin. Sup.

Meeting Date: November 16, 2022

Presented By: Scott Somers, CEO

Consent Agenda: No

<p>Originating Committee / Department: Administration</p>
<p>Action Requested: Direct staff to move forward with obtaining quotes and drafting contracts for Board approval to improve safety measures and protocols at all GVR facilities and direct the Board Affairs Committee (BAC) to revisit the recently amended Guest Policy to limit access to GVR facilities to unknown or unidentified persons.</p>
<p>Strategic Plan Goal: Goal 1: Provide excellent facilities for members to participate in a variety of active and social opportunities INITIATIVE 1.1: Ensure that GVR infrastructure is sound, currently and into the future</p>
<p>Background Justification: Due to an incident, described in the attachment, the need for improved security and safety measures needs to be addressed immediately. Staff is seeking the guidance of a security professional to help identify and improve safety measures such as the installation of security cameras being deployed at proper locations at all GVR facilities, limiting access to facilities by decreasing access points, by raising gate heights so unauthorized entry is decreased, and by revisiting policies which allow unknown or unidentified persons access to GVR facilities, such as the recently updated Guest Policy.</p> <p>Funds for such measures are available in the 2022 Budget as unspent or “surplus” funds. At this time, staff does not have a cost estimate to implement these very necessary safety protocols. Once quotes and contracts are developed, the Board will be asked to authorize these necessary expenditures and any related contracts.</p>
<p>Fiscal Impact: Unknown at this time.</p>
<p>Board Options: 1) Direct staff to move forward with obtaining quotes and drafting contracts for Board approval to improve safety measures and protocols at all GVR facilities and direct the Board Affairs Committee (BAC) to revisit the recently amended Guest Policy to limit access to GVR facilities to unknown or unidentified persons.</p> <p>2) Provide alternative direction to staff.</p>

Staff Recommendation:

#1

Recommended Motion:

Move to direct staff to move forward with obtaining quotes and drafting contracts for Board approval to improve safety measures and protocols at all GVR facilities and direct the Board Affairs Committee (BAC) to revisit the recently amended Guest Policy to limit access to GVR facilities to unknown or unidentified persons.

Attachments:

1) Press Release of Incident

Contact: Natalie Whitman
GVR Communications Director
(360) 715-1197
NatalieW@gvrec.org



Press Release

For immediate release

11.9.22

Intruder at Las Campanas Recreation Center

This morning, Wednesday, November 9, at the Las Campanas Recreation Center, a GVR member reported that a nude man holding a knife interrupted her shower in the women's locker room. She reports he ran away when she yelled for help. Members in the pool area report seeing a man running away from the center at that time.

Law enforcement officers have been on site this morning interviewing potential witnesses. Staff are reviewing card reader information from the gates leading to the locker rooms. There are currently no security cameras at the center.

Based on information we have at this time, it seems unlikely that the man entered the facility using a member card. If he used a card to gain access, he most likely entered using a guest card, or using a member card in an unauthorized manner. He may have not used a card at all, but entered through a door or gate (most likely the south gate leading to the sports courts) along with or shortly behind an authorized member or guest.

Members can help with GVR security:

Never loan your member card to anyone.
Do not provide guest cards for AirBnb, VRBO, or other tenants.
Do not open gates or hold gates open for others.

While some details have yet to be confirmed, GVR views this as a very serious incident. Staff is reviewing security protocols and will be taking steps to mitigate security risks.

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Green Valley Recreation, Inc.
Board of Directors Regular Meeting
CPM Part 3 Committees

Prepared By: Nanci Moyo, Admin. Sup.

Meeting Date: November 16, 2022

Presented By: Donna Coon, BAC Chair

Consent Agenda: No

<p>Originating Committee / Department: Board Affairs Committee (BAC)</p>
<p>Action Requested: Review and approve CPM Part 3 Committees recommendations from the BAC.</p>
<p>Strategic Plan Goal: GOAL 5: Provide sound, effective governance and leadership for the corporation</p>
<p>Background Justification: Staff, Committee Continuity work group, and BAC have reviewed CPM Part 3 Committees, and are recommending changes for the Board of Directors review and approval. The redlined version shows the changes, including changes to the layout of Part 3.</p>
<p>Fiscal Impact: None</p>
<p>Board Options:</p> <ol style="list-style-type: none"> 1) Review the BAC recommendations for the changes in CPM Part 3 Committees and approve the recommendations. 2) Review the BAC recommendations and make changes to any of the recommendations. 3) Reject the BAC recommendations and send back to BAC for a rewrite.
<p>Staff Recommendation: #1</p>
<p>Recommended Motion: Move to approve the BAC recommendations for CPM Part 3 Committees.</p>
<p>Attachments:</p> <ol style="list-style-type: none"> 1) Discussion Points for Part 3 2) Recommendations of Committee Continuity 3) Continuity Committee Research 4) Clean and Redline Version of Part 3 Committees

Discussion points for changes to CPM Part 3

The following listing explains each of the items in the proposed changes to the CPM, Part 3: Committees, SECTION 1 - GENERAL. Some items are unchanged, some are completely new and some have minor changes. The references to 'current CPM' is the Corporate Policy Manual now found on www.gvrec.org.

PART 3: COMMITTEES

Approved January 28, 2014 except as amended

SECTION 1 – GENERAL

3.1.1 Committees of The Board of Directors (updated 9/30/2020)

- A. Standing and Special/Ad Hoc Committee Chairpersons must be Directors. Chairpersons shall be nominated by the President, subject to approval of the Board. Each Committee will have a staff liaison selected by the CEO.

One change to current CPM 3.1.2.A:

Standing and Special/Ad Hoc Committee Chairpersons must be Directors. Chairpersons shall be nominated by the President, subject to approval of the Board.

Added last sentence:

Each Committee will have a staff liaison selected by the CEO.

- B. Each Director shall serve on at least one Committee, and not more than two (2). The Board President is ex officio to all Committees, except for Audit Committee and Nominations & Elections Committee. Within three (3) days of Annual Meeting, Directors shall inform the Board President of Committee preference and the Board President shall forward the requests to the Committee Chair for assignment and approval at April Board meeting.

This is new. *It requires all directors to serve on at least committee and to let the President and committee chairs know what committee(s) they are interested in serving on.*

The reason for this change is to recognize that the committee process is an important part of the governance process and board directors should be engaged in it. It will help educate directors on the issues.

- C. Board standing Committee Chairpersons shall remain active until the appointment of new Committee Chairpersons.

**No change to current CPM 3.1.1:
Terms of Board Committee Chairpersons.** Board standing Committee Chairpersons shall remain active until the appointment of new Committee Chairpersons

- D. Committee terms are for three (3) years with a limit of six (6) consecutive years; two (2) term limit. Committee members are limited to two Committees, if approved by the Board. Committee members can resign by notifying the Committee Chair during the term if unable to fulfill the full term.

This is new. It is added to encourage continuity in committees by keeping experienced committee members that are familiar with the long-term objectives and goals of each committee.

- E. The Board will establish the responsibilities of the Committees. Each Committee shall make policy recommendations to the Board for consideration.

No change to current CPM 3.1.2.B:
The Board will establish the duties and responsibilities of the Committees. Each Committee shall make policy recommendations to the Board for consideration.

- F. Standing Committees require a minimum of five (5) members including the Chairperson and one other Director, and a maximum of nine (9) members.

This is new. It is based on best practices for nonprofit boards and research on similar nonprofit boards.

- G. Committee members shall be GVR members in good standing and must submit an application for a Committee appointment. The President, Chairperson, and CEO will review applications. After review of the applications the Chairperson will select Committee members and submit the appointments to the Board for approval at the April meeting. Staff, as liaisons to the Committees, will be selected by the CEO. Two-thirds of the Directors (8) is needed to overrule a selection. Vacancies on the

Committee during the year may be filled by the Chairperson after consulting with the President. Committee members may be removed from a Committee by the Chairperson or the Board by a vote of two-thirds (8) Directors.

This is an expansion to the current CPM 3.1.2.G:

Committee members shall be GVR Members in good standing, appointed by the Chairperson, and staff members selected by the CEO. To the extent possible, Committees will include members knowledgeable about the functionality of that specific Committee.

The main change is:

'The President, Chairperson, and CEO will review applications. After review of the applications the Chairperson will select Committee members and submit the appointments to the Board for approval at the April meeting.'

The reason for the change is:

1. Committee members (like Committee chairs) should be approved by the Board. It is based on best practices for nonprofit boards and research on similar nonprofit boards.

2. Reviewing applicants with the President, CEO and Committee Chair will ensure that 'To the extent possible, Committees will include members knowledgeable about the functionality of that specific Committee.'

Note – Requiring committee members to have board approval will require a bylaws change which can be put on this year's ballot.

- H. Responsibilities of Committee Chairpersons, along with Committee members and staff liaison, are to identify goals in conjunction with the Strategic Plan; provide Committee action plans to the Board for approval; provide, at least, quarterly updates to the Board; and at year-end identify accomplishments of the Committee and continuing tasks for the next year.

This is an expansion to the current CPM 3.1.2.F:

Meetings shall be set by the Chairperson and shall be conducted as needed, but not less than quarterly.

It adds 3 additional tasks:

1. Identify committee goals in conjunction with the Strategic Plan.

2. Provide committee action plans to the board for approval.

3. Provide a yearend report to the board identifying accomplishments and continuing tasks for the following year.

The reason for these changes:

To keep committees productive and aware of projects and tasks expected of each committee from year to year.

- I. The President may establish Special or Ad Hoc Committees comprised of members/assigned members in good standing, Directors, and administrative staff as assigned by the CEO.

This is new and identifies how members of Special or Ad Hoc committees will be assigned.

- J. Committees are not required to follow Robert's Rules of Order.

No change to current CPM 3.1.2.E:

Committees are not required to follow Robert's Rules of Order.

- K. Meetings shall be set by the Chairperson and shall be conducted as needed, but not less than quarterly.

No change to current CPM 3.1.2.F:

Meetings shall be set by the Chairperson and shall be conducted as needed, but not less than quarterly

- L. Directors may attend any Committee meeting, whether open or closed.

This replaces the current CPM 3.1.2.H:

Directors may attend any GVR Committee meeting, whether open or closed. To attend a meeting from a remote site, a request shall be made by email to the Committee Chairperson at least three business days prior to the meeting. Directors will be provided with all materials otherwise provided to Committee members.

- M. All materials for the Committee meeting will be available online three (3) business days before the meeting. If the deadline for item consideration is not met, the item will be placed on the next scheduled Committee meeting agenda.

This is new.

- N. Committee meetings will be open to all members, but may be held in closed session, at the discretion of the Committee or Subcommittee Chairperson.

This replaces the current CPM 3.1.2.C:

Committee meetings will normally be open to all GVR Members, but may be held in closed session, at the discretion of the Committee or Subcommittee Chairperson.

Recommendations

Improving the Effectiveness of Committee Structure

Review of Current Practice/ Recommendations

Item	Current	Recommendation	Change to Bylaws and/or CPM
# of Standing Committees and Ad Hoc/Special Committees	5 Standing Committees 2 Ad hoc /Special	No change; minor refinement to CPM to make it in sync with Bylaws	CPM – yes clarify Audit Committee is a special committee
Role of Committee	Advise and Recommend ; Board doesn't delegate any authority to Committee	No change; important to reinforce to Committees;	None
Size of Committee	No requirement for minimum or max. Size has varied each year depending on Chair Currently, Committee size ranges from 4 to 11	Require a minimum of 5 and suggested maxi of 9	CPM yes.
Are Board Directors required to serve on Committee	No: Currently 8 of the 12 serve on committees; 4 do not; but this varies by year because Committee chairs do not need to include Board of Directors on committee	A Board Director should serve on at least one committee but no more than two; except for Board President, who is ex officio on all committees	CPM – yes
Should there be a certain # of Board Directors on a Committee	Board Affairs and Fiscal Affairs have 2 board members per agreement of these two members;	no more than 2 Directors on a Committee ; Other Directors are able to attend meetings; Committee members should not serve on more than 2 committees	CPM yes

Item	Current	Recommendation	Change to Bylaws and/or CPM
Appointment of Committee Chair	Board President appoints chairs with approval by Board	No change;	None
Appointment of Committee members	Appointed by Chair for one year	<ol style="list-style-type: none"> 1. GVR Members must submit an application for a Committee appointment. 2. The President, Chairperson, and CEO will review applications. After review of the applications the Chairperson will select Committee members and submit the appointments to the Board for approval at the April Meeting. 3. Staff members, as liaisons to the Committees will be selected by the CEO. 4. Two-thirds of the Directors (8) is needed to overrule a selection. 5. Vacancies on the Committee during the year may be filled by the Chairperson after consulting with the President. Committee members may be removed from a Committee by the Chairperson or the Board 	<p>Change CPM</p> <p>Request Change in Bylaws: to read:</p> <p>Amend Article VIII Section 3: Insert 'nominated by President with Board approval'.</p>

Item	Current	Recommendation	Change to Bylaws and/or CPM
Terms Limits	None: 3 members serve on three different committees	<ol style="list-style-type: none"> 1. Recommend 3-year term; Member can resign, if unable to fulfill three years; 2. during the transition, appoint 1-, 2-, and 3-year members and phase in requirement. ; 3. Limited to 6 years (two 3-year terms); 4. Committee members are limited to two committees, if approved by Board. 	Change in CPM only;
How is the work of Committee continued between fiscal years .	No requirement	<ol style="list-style-type: none"> 1. Responsibilities of Committee Chairperson, in conjunction with committee members is to identify goals in conjunction with the Strategic Plan; 2. provide action plans to the Board for approval; provide quarterly updates to the Board; 3. and at year-end identify accomplishments of the committee and continuing tasks for the next year. 	CPM

Item	Current	Recommendation	Change to Bylaws and/or CPM
Recruitment	No mention of topic	1. Look at promoting membership recruitment; promote committee membership	Staff to work with N/E in coordinating events; communications in newsletters
Orientation/Education	No mention of topic Last year, manual was provided to Committee members (is this an annual occurrence?)	1. Schedule orientation in April for all committee members;	Staff to handle it
Recognition	No mention	1. Celebrate committee involvement thru annual celebration party; celebrate achievements;	Staff

<p>Consolidated Information</p>	<p>Information from: SCW - Sun City West SCOV – Sun City Oro Valley ACC – Anthem Coordinating Council RCSC – Recreation Centers of Sun City SB1 – Saddlebrooke #1</p>	<p>Does this change require a change to Bylaws and/or CPM?</p>
<p>Board makeup</p>	<p>SCW - 9 Board members + Governing Board Executive Assistant – to run for director you must submit 200 signatures of owner members and resume (up to 500 words)</p> <p>SCOV - 7 Board members. Directors serve a 3 year term. Directors cannot run for consecutive terms (they must have a 2 year absence before running again). Three directors are elected every third year and two directors are elected in the intervening years.</p> <p>ACC - 7 Board members.</p> <p>RCSC - 9 Board members. Directors serve a 3 year term. Directors may serve up to 6 years (2 consecutive terms).</p> <p>SB3 – 7 board members. Term of office is 2 years.</p>	
<p>Board Committees Directive</p>	<p>SCW -Committees have no direct decision making authority and are limited to presenting options and recommendations to the Governing Board and/or General manager.</p> <p>SCOV - Committees have no direct decision making authority and are limited to presenting options and recommendations to the Governing Board and/or General manager.</p> <p>ACC - Board committees are not created to advise or exercise authority over staff, but rather to serve in an advisory role to the Board in concert with staff input and support. They speak “to the Board’ and not “for the Board”.</p> <p>RCSC - Committees are limited to presenting ideas and recommendations to the Board or Senior Management</p>	

	<p>SB1 – Committees are advisory in nature. Committees may take no actions without prior permission of the Board of Directors other than those provided in the Association’s Bylaws.</p>	
<p>1. How many Committees that meet on regular basis</p>	<p>1. SCW - Five Standing Committees:</p> <ul style="list-style-type: none"> a. Sports Pavilions & Bowling b. Budget and Finance c. Chartered Clubs d. Golf e. Properties <p>SCOV - Six Standing Committees:</p> <ul style="list-style-type: none"> a. Finance and Budget Committee b. Golf Advisory Committee c. Properties Committee d. Election Committee e. Nominations Committee f. Architecture Committee <p>ACC - Two Standing Committees:</p> <ul style="list-style-type: none"> a. Finance Committee b. Business Support and Advocacy Committee <p>RCSC - Eleven Standing Committees:</p> <ul style="list-style-type: none"> a. Bowling Committee b. Club Organization Committee c. Election Committee d. Finance and Budget Committee e. Golf Advisory Committee f. Insurance Committee g. Lawn Bowling Advisory Committee h. Long Range Planning Committee i. Sun City in Focus Committee j. Properties Committee k. Technology Committee 	

	SB1 - ??	
2. Size of each Committee	<p>2. SCW - Each committee shall have no less than 5 members. Committees run from July 1 to June 30?? A chair is appointed for not more than one year.</p> <p>SCOV - Each committee will have at least 3 members - except Elections Committee and Nominations Committee which must have at least 5 members.</p> <p>ACC - Each Standing committee will have 5 members (unless otherwise approved by the Board).</p> <p>RCSC - Each committee will have at least 5 members.</p> <p>SB1 - Each committee will have at least 5 members, except Architectural may have 3.</p>	
3. How are Ad hoc/task forces created? How many?	<p>3. SCW - President, with consent of Board, can establish special committees for a specific purpose for a defined period of time (must be less than 1 year)</p> <p>SCOV - President, with consent of Board, can establish special committees for a specific purpose for a defined period of time (must be less than 1 year)</p> <p>ACC - For a limited time and for a specific purpose.</p> <p>RCSC - Ad hoc committees are formed for a specific task and dissolved after completion of the task.</p> <p>SB1 - ??</p>	
4. Function of the Committee	<p>4. SCW - See Sun City West Policy statement C 03 (below)</p> <p>SCOV - See Sun City Oro Valley ARTICLE 9 – COMMITTEES (below)</p> <p>ACC - See Anthem Coordinating Council 4.1.2 and 4.1.3 (below)</p>	

	<p>RCSC – See Recreation Centers of Sun City (below)</p> <p>SB1 – see Saddlebrooke HOA 1 – Committee Guidelines (below)</p>	
<p>5. Appointment of Committee Chair</p>	<p>5. SCW - Bylaws: The Chairperson of each Standing and other Special Committee(s) of the Board shall be a director of the Board nominated by the President with Board approval.</p> <p>SCOV - The Chairperson of each Standing and other Special Committee(s) of the Board shall be nominated by the President with Board approval. Chairs do not have to be Directors. The board President shall designate one board member as liaison to each committee, subject to board approval.</p> <p>ACC - Committee Chairs are appointed by the President with advice and consent of the Board.</p> <p>RCSC - All committees shall have a Board Director as Chair and Co-Chair who shall be approved by the Board of Directors. Each Committee will select a secretary who summarizes each meeting and sends report to the Corporate Office within 3 days of the meeting.</p>	
<p>6. Are Board members required to serve on a committee?</p>	<p>6. SCW - There is no current policy that requires a board member also serve on a committee – See 8. Below</p> <p>SCOV - There is no current policy that requires a board member to serve on a committee</p> <p>ACC – Not required to serve on a committee. Board directors can only serve on one standing committee</p> <p>RCSC – No.</p> <p>SB1 – No. Also, directors can not be Chairs of any committee except Architecture.</p>	

<p>7. Appointment of Committee members</p>	<p>7. SCW - Chair selects committee members. Board approves. Directors may serve concurrently on no more than 2 standing committees.</p> <p>SCOV - Chair selects committee members, subject to Board approval.</p> <p>ACC - Committee member appointments are made by the Board President with advice and consent of the remainder of the Board. Committee members and Board members can make recommendations for Committee members. Interested Anthem residents can apply. The CEO presents the applicants to the Board President after reviewing the potential member’s qualifications.</p> <p>RCSC – Not explained.</p> <p>SB1 – Committee members are recommended by the Chairperson and approved by the Board. NO member can serve on more than 2 committees at the same time.</p>	
<p>8. Composition (ie. # of board members versus selected members</p>	<p>8. SCW - All Directors are ex officio comm members of all committees but can not vote unless they are appointed members. Directors may serve concurrently on no more than 2 standing committees.</p> <p>SCOV - There is no current policy about how many committee members can be board members vs regular members. From #5 above – at least one member will be a Director.</p> <p>ACC - There is no current policy about how many committee members can be board directors vs regular members.</p> <p>RCSC - There is no current policy about how many committee members can be board directors vs regular members. From #5 above – at least 2 members will be a Directors.</p> <p>SB1 – Composition not stated. The Board shall appoint on Director to serve a non-voting liaison to each committee. Every committee must appoint a secretary to keep minutes.</p>	

<p>9. Terms of Office for members : Are they staggered:</p>	<p>9. SCW - Appointment is for one year. May be reappointed the next year.</p> <p>SCOV - No term lengths for members or Chair.</p> <p>ACC - Committee members are appointed for two-year staggered renewable terms. Committee Chairs are appointed for one-year, renewable terms.</p> <p>RCSC - No term lengths for members or Chair.</p> <p>SB1 – Appoinments are for 1 year.</p>	
<p>10. Are there term limit for members?</p>	<p>10. SCW – No</p> <p>SCOV - Committee members shall serve no more than 3 consecutive terms. A Chair shall serve no more than 2 consecutive terms on the same committee.</p> <p>ACC - See #9</p> <p>RCSC – No.</p>	

PART 3: COMMITTEES

Approved January 28, 2014 except as amended

SECTION 1 – GENERAL

3.1.1 Committees of The Board of Directors (updated 9/30/2020)

- A. Standing and Special/Ad Hoc Committee Chairpersons must be Directors. Chairpersons shall be nominated by the President, subject to approval of the Board. Each Committee will have a staff liaison selected by the CEO.
- B. Each Director shall serve on at least one Committee, and not more than two (2). The Board President is ex officio to all Committees, except for Audit Committee and Nominations & Elections Committee. Within three (3) days of Annual Meeting, Directors shall inform the Board President of Committee preference and the Board President shall forward the requests to the Committee Chair for assignment and approval at April Board meeting.
- C. Board standing Committee Chairpersons shall remain active until the appointment of new Committee Chairpersons.
- D. Committee terms are for three (3) years with a limit of six (6) consecutive years; two (2) term limit. Committee members are limited to two Committees, if approved by the Board. Committee members can resign by notifying the Committee Chair during the term if unable to fulfill the full term.
- E. The Board will establish the responsibilities of the Committees. Each Committee shall make policy recommendations to the Board for consideration.
- F. Standing Committees require a minimum of five (5) members including the Chairperson and one other Director, and a maximum of nine (9) members.
- G. Committee members shall be GVR members in good standing and must submit an application for a Committee appointment. The President, Chairperson, and CEO will review applications. After review of the applications the Chairperson will select Committee members and submit the appointments to the Board for approval at the April meeting. Staff, as liaisons to the Committees, will be selected by the CEO. Two-thirds of the Directors (8) is needed to overrule a selection. Vacancies on the Committee during the year may be filled by the Chairperson after consulting with the President. Committee members may be removed from a Committee by the Chairperson or the Board by a vote of two-thirds (8) Directors.
- H. Responsibilities of Committee Chairpersons, along with Committee members and staff liaison, are to identify goals in conjunction with the Strategic Plan; provide Committee action plans to the Board for approval; provide, at least, quarterly updates to the Board; and at year-end identify accomplishments of the Committee and continuing tasks for the next year.
- I. The President may establish Special or Ad Hoc Committees comprised

of members/assigned members in good standing, Directors and administrative staff as assigned by the CEO.

- J. Committees are not required to follow Robert's Rules of Order.
- K. Meetings shall be set by the Chairperson and shall be conducted as needed, but not less than quarterly.
- L. Directors may attend any Committee meeting, whether open or closed.
- M. All materials for the Committee meeting will be available online three (3) business days before the meeting. If the deadline for item consideration is not met, the item will be placed on the next scheduled Committee meeting agenda.
- N. Committee meetings will be open to all members, but may be held in closed session, at the discretion of the Committee or Subcommittee Chairperson.

SECTION 2 - AUDIT COMMITTEE (SPECIAL) (updated 10/28/2014)

3.2.1 Committee Members

The Audit Committee shall consist of the Chairperson, who shall be a Director, and two or more members who should have knowledge of financial reporting and internal control procedures.

3.2.2 Responsibilities

- A. The Audit Committee functions in the capacity of an overseer of GVR's financial reporting process and internal controls. The Committee is the conduit between GVR and the independent auditing firm. The Committee is not involved in the Corporation's daily accounting functions.
- B. The principal functions of the Audit Committee are:
 - 1. To recommend a CPA firm to the Board to act as The Corporation's independent auditor.
 - 2. To review the independent auditor's terms of engagement.
 - 3. To review the results of each audit including opinion qualifications or expectations.
 - 4. To review the auditor's management letter and GVR management's response.
 - 5. To review issues and disputes that may arise between GVR management and the independent auditor during an audit.
 - 6. To review the adequacy of internal financial controls with GVR management and the audit firm.

SECTION 3 - BOARD AFFAIRS COMMITTEE

3.3.1 Committee Members

The Board Affairs Committee shall consist of the Chairperson, who shall be a Director, and members who should have knowledge of Corporate Bylaws and Policies.

3.3.2 Responsibilities

- A. Recommend modifications in organizational policies and governing

values to help guide the Board in achieving its strategic goals. Assist the Board in effectively carrying out its governing functions in such a manner so as to clearly delineate the roles and responsibilities between governance and management.

- B. Review and recommend revisions, when appropriate, to the governing documents of The Corporation.
- C. Review the Bylaws and the CPM, for updates and revisions. Changes may be necessary for continuity between governing documents, necessary due to changes made in Board or Committee meetings, or proposed by member input.
- D. Forward all proposed revisions to the Bylaws to legal counsel for opinion, including the effect on tax-exempt status. After consultation, the specific wording of the recommended modifications shall be forwarded to the Board for their review and appropriate action.
- E. Develop pro and/or con statements for ballot proposals being submitted to the membership for a vote. Members are strongly encouraged to present their positions to the Committee for consideration, and possible inclusion, in the pro and con statements.
- F. If a Committee wishes to make changes to the CPM:
 - 1. The Committee will provide a paragraph stating the purpose and goal of the proposed changes to the Board Affairs Committee (BAC).
 - 2. If the BAC approves the purpose and intent, BAC will forward to legal counsel to review proposed changes.
 - 3. The draft changes will be presented to BAC and the Committee submitting the request.
 - 4. If approved by both the BAC and the Committee, the draft will be forwarded as a recommendation to the Board for approval.
- G. Arrange appropriate in-service training, as required, for the Board. Ensure that Board orientation programs are held annually.
- H. Review and recommend Board action on group applications for GVR club status.
- I. Where appropriate, recommend modification to GVR Club policies, in keeping with the best interest of The Corporation.

SECTION 4 – FISCAL AFFAIRS COMMITTEE

3.4.1 Committee Members

The Fiscal Affairs Committee shall consist of the Chairperson, who shall be a Director, and to the extent possible, members who shall be knowledgeable about capital projects, with experience in financial management, and Generally Accepted Accounting Principles (GAAP).

3.4.2 Responsibilities

- A. Review and assist in presenting the annual budgets to the Board. Such review will consist of recommending Reserve funding, the disposition of any Surplus and the transfers of Operating Cash.
- B. Monitor progress toward achievement of annual financial objectives.
- C. Review financial statements including, but not limited to, operations, capital analysis, Statement of Financial Position, Summary Statement of

- Activities, Statement of Changes in Net Assets, Investment Portfolios, and report to the Board, as appropriate.
- D. Coordinate with Audit Committee and Investment Committee.
 - E. Review and recommend policy to assure financial control.
 - F. After reviewing staff input, recommend the establishment of the amount of dues, fees, and assessments.
 - G. After reviewing staff input, recommend the financing method to be adopted for specific major projects recommended by the Planning and Evaluation Committee. (See Appendix 1 Section 1: 1.1.2.B.5.c)
 - H. Coordinate with the Planning & Evaluation Committee as it relates to proposed expenditures for capital improvements. (See Appendix 1 Section 1: 1.1.2.B.5.d)

SECTION 5 - INVESTMENTS COMMITTEE (updated 2/24/2021)

3.5.1 Committee Members

The Investments Committee (IC) shall consist of the Chairperson, who shall be a Director, and at least three (3) members who should have knowledge in the investment of financial assets and, to the extent practical, experienced in investment management and/or investment oversight.

3.5.2 Responsibilities

- A. The IC has the following specific responsibilities with respect to the Investment Advisors (IAs):
 - 1. Make timely recommendations to the Board concerning:
 - a. The hiring, termination, and replacement of the Investment Manager and/or Investment Advisor (collectively, the IM/IA) for each of the accounts that comprise the IAs.
 - b. The terms and wording for any contract between GVR and an IM/IA.
 - c. The specific wording and specifications for the Investment Policy Statement (IPS) set forth in Appendix 1 Section 3 that governs each of the accounts that comprise the IAs and any changes thereto.
 - 2. Perform the following ongoing functions:
 - a. Complete due diligence and evaluation of each IM/IA at the end of each quarter or more frequently if required.
 - b. Monitor the IM/IAs to confirm compliance with the applicable IPS.
 - 3. Make timely reports, in accordance with the IPS, to the CFO, CEO, and the Board of the following:
 - a. A serious and meaningful violation of the IPS.
 - b. A potential replacement of an existing IM/IA.
 - c. Any update requested by the Board.
 - 4. Collaborate with the CEO/CFO concerning the following:
 - a. What information and analysis the CEO/CFO will provide to the IC for the purpose of enabling the IC to perform its duties.
 - b. The specific actions required by the CEO/CFO in order to bring an IM/IA back into compliance with its applicable IPS.

5. In the process of completing its duties, the IC will generate the following documents:
 - a. An IPS for each of the accounts that comprise the IAs.
 - b. An Investment Management Contract for each IM/IA hired by GVR.
 - c. Minutes of each meeting of the IC.

SECTION 6 - NOMINATIONS & ELECTIONS COMMITTEE (updated 5/22/2018)

3.6.1 Committee Members

The Nominations & Elections Committee (N&E) shall consist of the Chairperson, who shall be a Director, at least one (1) other Director on the Committee, and a minimum of two (2) members who shall represent various geographic areas to the extent possible.

3.6.2 Responsibilities

A. Nominations

1. Submit a slate of qualified candidates to the Board at least ninety (90) days prior to the Annual Meeting.
2. Post the slate of candidates to the membership no less than ninety (90) days prior to the Annual Meeting and determine how candidates shall be presented to the membership.
3. Obtain names of candidates submitted by nomination petition to the Secretary, within the deadline of sixty (60) days prior to the Annual Meeting. (Staff)

B. Election Process

1. Recommend to the Board a record date to determine the eligible roster of voting members which shall be no more than thirty (30) days prior to the election. If the Board fails to set a record date, the record date shall be the date of ballot delivery.
2. Submit the final slate of candidates for the ballot to the CEO.
3. Establish the deadline for the return of ballots which shall be no later than 4:00pm on a date at least five (5) days before the Annual Meeting.

C. Election Results

1. The Committee shall have the validation/counting process completed at least two (2) business days prior to the date of the Annual Meeting or Special Meeting. (Staff?)
2. The Chairperson shall notify the Board Secretary of the results of the election.
3. In the election of Directors, if there are fewer than fifty (50) valid votes separating the last successful candidate and the first unsuccessful candidate in the election, or less than a fifty (50) vote difference on any other ballot issue, then the Board may, at its sole discretion, order a recount.
4. The Committee Chairperson shall report the establishment of a quorum and the election results at the Annual Meeting. Successful candidates shall be announced in the order of the total votes received. The results of the ballot for any other matters shall be

announced in the order in which the items appeared on the ballot.

SECTION 7 – PLANNING & EVALUATION COMMITTEE (updated 9/27/2016)

3.7.1 Committee Members

The Planning and Evaluation Committee (P&E) shall consist of the Chairperson, who shall be a Director, and members who shall be knowledgeable about capital projects and/or experience in financial management.

3.7.2 Responsibilities

- A. To review and discuss on an annual basis, the capital evaluation requirements, and any documents required for club and miscellaneous capital funding requests submitted to the Committee. (See Appendix 1 Section 1: 1.1.2.B.2.a)
- B. To be knowledgeable of the Strategic Plan and Long-term Capital Plan to ensure that all capital-funding recommendations comply with these plans. (See Appendix 1 Section 1: 1.1.2.B.5.b)
- C. To identify issues and trends that could contribute to the update of aforementioned plans.

PART 3: COMMITTEES

Approved January 28, 2014 except as amended

SECTION 1 – GENERAL

~~3.1.1~~

Chairpersons

Board standing Committee Chairpersons shall remain active until the appointment of new Committee Chairpersons.

3.1.1.C Terms of Board Committee

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~~3.1.2~~

Directors (updated 9/30/2020)

3.1.1 Committees of The Board of

A. Standing and Special/Ad Hoc Committee Chairpersons must be Directors. Chairpersons shall be nominated by the President, subject to approval of the Board. Each committee will have a staff liaison selected by the CEO.

B. Each Director shall serve on at least one committee, and not more than two (2). The Board President is ex officio to all committees, except for Audit Committee and Nominations & Elections Committee. Within three (3) day of Annual Meeting, Directors shall inform the Board President of committee preference and the Board President shall forward the requests to the Committee Chair for assignment and approval at April Board meeting.

~~A:~~ D. Committee Terms are for three (3) years with a limit of six (6) consecutive years; two (2) term limit. Committee members are limited to two committees, if approved by the Board. Committee members can resign by notifying the Committee Chair during the term if unable to fulfill the full term.

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~~E:~~ The Board will establish the duties and responsibilities of the Committees. Each Committee shall make policy recommendations to the Board for consideration.

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F. Standing Committees require a minimum of five (5) members including the Chairperson and one other Director, and a maximum of nine (9) members.

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~~B:~~ G. Responsibilities of Committee Chairpersons, along with committee members and staff liaison, are to identify goals in conjunction with the Strategic Plan; provide committee action plans to the Board for approval; provide, at least, quarterly updates to the Board; and at year-end identify accomplishments of the committee and continuing tasks for the next year.

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~~C:~~ N. Committee meetings will normally be open to all GVR Members, but may be held in closed session, at the discretion of the Committee or Subcommittee Chairperson.

~~D:~~ H. The President may establish Special or Ad Hoc Committees comprised of Members/Assigned Members in good standing, Directors and administrative staff as assigned by the CEO.

~~E:~~ I. Committees are not required to follow Robert's Rules of Order.

~~F:~~ J. Meetings shall be set by the Chairperson and shall be conducted as needed, but not less than quarterly.

~~G:~~ K. Committee members shall be GVR Members in good standing and must

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~~submit an application for a Committee appointment. , appointed by the Chairperson, and The President, Chairperson, and CEO will review applications. After review of the applications the Chairperson will select Committee members and submit the appointments to the Board for approval at the April Meeting. sStaff members, as liaisons to the Committees will be selected by the CEO. To the extent possible, Committees will include members knowledgeable about the functionality of that specific Committee. Two-thirds of the Directors (8) is needed to overrule a selection. Vacancies on the Committee during the year may be filled by the Chairperson after consulting with the President. Committee members may be removed from a Committee by the Chairperson or the Board by a vote of two-thirds (8) Directors.~~

~~L. Directors may attend any GVR Committee meeting, whether open or closed. To attend a meeting from a remote site, a request shall be made by email to the Committee Chairperson at least three business days prior to the meeting. Directors will be provided with all materials otherwise provided to Committee members.~~

~~H.M. All materials for the Committee meeting will be available online three (3) business days before the meeting. If the deadline for item consideration is not met, the item will be placed on the next scheduled Committee meeting agenda.~~

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SECTION 2 3 - BOARD AFFAIRS COMMITTEE

3.3.1 Committee Members

~~The Board Affairs Committee shall consist of the Chairperson, who shall be a Director, and GVR members who should have knowledge of Corporate Bylaws and Policies.~~

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3.3.2 Duties and Responsibilities

- A. Recommend modifications in organizational policies and governing values to help guide the Board in achieving its strategic goals. Assist the Board in effectively carrying out its governing functions in such a manner so as to clearly delineate the roles and responsibilities between governance and management.
- B. Review and recommend revisions, when appropriate, to the governing documents of The Corporation.
- C. ~~Endeavor to maintain a community link with residents of the greater Green Valley community.~~

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~~D. H. Review and recommend Board action on group applications for GVR "Club Status."~~

~~E. I. Where appropriate, recommend modification to GVR Club policies, in keeping with the best interest of The Corporation.~~

~~F. C. Review the Articles of Incorporation, the Bylaws and the CPM, and the Bylaws for updates and revisions. Changes may be editorial, necessary for continuity between governing documents, necessary due to changes made in Board or Committee meetings, or proposed by member input.~~

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~~G.D. Forward all proposed revisions to the Articles of Incorporation and Bylaws to legal counsel for opinion, including the effect on tax-exempt status. After consultation, the specific wording of the recommended modifications shall be forwarded to the Board for their review and~~

appropriate action.

~~H.E.~~ E. Develop pro and/or con statements for ballot proposals being submitted to the membership for a vote. GVR Members are strongly encouraged to present their positions to the Committee for consideration, and possible inclusion, in the pro and con statements.

~~H.F.~~ F. Meet with Club Officers to adjudicate any disputes concerning the Annual Club Agreement. ~~(SHOULD THIS BE REMOVED - STAFF FUNCTION)~~

- ~~J.~~ G. If a Committee wishes to make changes to the CPM:
 1. The Committee will provide a paragraph stating the purpose and goal of the proposed changes to the Board Affairs Committee (BAC).
 2. If the BAC approves the purpose and intent, BAC will forward to GVR's Legal Counsel to ~~draft~~ review proposed changes.
 3. The draft changes will be presented to BAC and the Committee submitting the request.
 4. If approved by both the BAC and the Committee, the draft will be forwarded as a recommendation to GVR Board for approval.

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SECTION 3.4 – FISCAL AFFAIRS COMMITTEE

~~3.3.1~~ 3.3.1 Committee Members

~~3.4.1~~ 3.4.1 Membership Considerations

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~~The Fiscal Affairs Committee shall consist of the Chairperson, who shall be a Director, and to the extent possible, GVR members who shall be To the extent possible, the Committee will include members knowledgeable about capital projects, and/or with experience in financial management, and Generally Accepted Accounting Principles (GAAP).~~

~~3.3.2~~ 3.3.2

~~3.4.2~~ 3.4.2 Responsibilities

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- A. Review and assist in presenting the annual budgets to the Board. Such review will consist of recommending Reserve funding, the disposition of any Surplus and the transfers of Operating Cash. the Revenue/Expense Adjustment, and the amount of the Capital Fund Cash Account.
- B. Monitor progress toward achievement of annual financial fiscal objectives.
- C. Review financial statements including, but not limited to, (operations, capital analysis, Statement of Financial Position, Summary Statement of Activities, Statement of Changes in Net Assets, Investment Portfolios, and balance sheet), and report to the Board, as appropriate.
- D. Coordinate with the GVR Audit Committee and GVR Investment Committee.
- E. Review and recommend policy to assure financial control.
- F. ~~Recommend~~ After reviewing staff input, recommend the establishment and the amount of ~~Tenant Fees, membership dues, Initial Fees, Transfer Fees,~~ and assessments.

~~G.~~ H. ~~Recommend~~ After reviewing staff input, recommend the financing method to be adopted for specific major projects recommended by the Planning and Evaluation Committee. ~~(P&E) for Board approval. (See Appendix 1 - Section 1.1.2.B.5.c)~~

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H. G. Coordinate with the Planning & Evaluation Committee as it relates to proposed expenditures for capital improvements. (See Appendix 1 – Section 1 1.1.2.B.5.d)

SECTION 4 7 – PLANNING & EVALUATION COMMITTEE (updated 9/27/2016)

3.4.1

Considerations Committee Members

The Planning and Evaluation Committee (P&E) shall consist of the P&E Chairperson, who shall be a Director, and GVR members who shall be to the extent possible, the Committee will include members knowledgeable about capital projects and/or experience in financial management.

3.7.1 Membership

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3.7.2 Responsibilities

- A. To review and discuss on an annual basis, the capital evaluation requirements, and any documents required for club and miscellaneous capital funding requests submitted to the P&E Committee. (See Appendix 1 – Section 1 1.1.2.B.2.a)
- B. To be knowledgeable of the Strategic Plan, and Long-term Capital Plan, and ~~Center Assessment Survey~~ to ensure that all capital-funding recommendations comply with these plans. (See Appendix 1 – Section 1 1.1.2.B.5.b)
- C. To identify issues and trends that could contribute to the update of aforementioned plans.

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SECTION 5 2 - AUDIT COMMITTEE (SPECIAL) (updated 10/28/2014)

3.5.1 Membership Committee Members

The Audit Committee shall consist of the Audit Chairperson, who shall be a Director, and two or more GVR members who should have knowledge of financial reporting and internal control procedures.

3.5.2 Responsibilities

- A. The Audit Committee functions in the capacity of an overseer of GVR's financial reporting process and internal controls. The eCommittee is the conduit between GVR and the independent auditing firm. The Committee is not involved in the Corporation's daily accounting functions.
- B. The principal functions of the Audit Committee are:
 1. To recommend a CPA firm to the GVR Board to act as The Corporation's independent auditor.
 2. To review the independent auditor's terms of engagement.
 3. To review the results of each audit including opinion qualifications or expectations.
 4. To review the auditor's management letter and GVR management's response.
 5. To review issues and disputes that may arise between GVR management and the independent auditor during an audit.

6. To review the adequacy of internal financial controls with GVR management and the audit firm.

SECTION 6 - NOMINATIONS & ELECTIONS COMMITTEE (updated 5/22/2018)

3.6.1 Membership Committee Members

- ~~A. The Nominations & Elections Committee shall consist of the N&E Chairperson, who shall be a Director, recommended by the President and approved by the Board.~~
- ~~B. There shall be at least one (1) other Director on the Committee, and a minimum of two (2) GVR Members who do not serve on the Board selected by the Committee Chairperson. Committee members shall be GVR Members, selected by the Committee Chairperson. The Committee members selected by the Chairperson shall represent various geographic areas to the extent possible. Committee members will serve a one (1) year term, provided however, any member of the Committee who becomes a candidate for election to the Board shall resign from the Committee immediately. (Part 3 Section 1: 3.1.2.A.G)~~
- ~~C. An administrative staff person will serve on the Committee and will be selected by the CEO. (Part 3 Section 1: 3.1.2.G)~~

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3.6.2 Responsibilities

- A. Nominations
1. ~~Determine the qualifications and eligibility of each candidate. (Staff)~~
 2. Submit a slate of qualified candidates to the Board at least one hundred and twenty (120) days prior to the Annual Meeting. (Possibly 90 days when approved by the Board – APPROVED BY THE BOARD ON 9/28/2022 MEETING).
 3. Post the slate of candidates to the membership no less than ninety (90) days prior to the Annual Meeting and determine how candidates shall be presented to the membership.
 4. Obtain names of candidates submitted by nomination petition to the Secretary, within the deadline of sixty (60) days prior to the Annual Meeting, ~~if any, and determine the qualifications and eligibility of same. (Staff)~~
- B. Election Process
1. Recommend to the Board a record date to determine the eligible roster of voting members which shall be no more than thirty (30) days prior to the election. If the Board fails to set a record date, the record date shall be the date of ballot delivery.
 2. Submit the final slate of candidates for the ballot to the CEO.
 3. ~~Establish a list of members eligible to vote as of the record date and provide this list to any outside agency conducting the election, if necessary. (Staff)~~
 4. Establish the deadline for the return of ballots which shall be no later than 4:00pm on a date at least five (5) days before the Annual Meeting.
 5. ~~Verify that the final ballot and ballot materials have been reviewed and approved by GVR's General Counsel. (Staff)~~
 6. ~~The ballot reply shall display all information deemed necessary for~~

- ~~validation purposes for use by the Committee. (Staff)~~
7. ~~Each candidate shall appoint two (2) GVR Members, who are in good standing, to participate in the validation and counting of paper ballots.~~
 8. ~~The counting of ballots, at the discretion of the Board may be conducted by an independent organization (e.g., Pima County Elections or electronic voting firm), in which case the results shall be obtained from the organization by the Nominations and Elections (N&E) Chairperson or their representative. (Bylaws Article V Section 3)~~
- C. Election Results
1. The Committee shall have the validation/counting process completed at least two (2) business days prior to the date of the Annual Meeting or Special Meeting. ~~(Staff?)~~
 2. ~~At the conclusion of the election, obtain the results of the election, including the establishment of a quorum. (Staff)~~
 3. The Chairperson shall notify the Board Secretary of the results of the election.
 4. In the election of Directors, if there are fewer than fifty (50) valid votes separating the last successful candidate and the first unsuccessful candidate in the election, or less than a fifty (50) vote difference on any other ballot issue, then the Board may, at its sole discretion, order a recount.
 5. The Committee Chairperson shall report the establishment of a quorum and the election results at the Annual Meeting. Successful candidates shall be announced in the order of the total votes received. The results of the ballot for any other matters shall be announced in the order in which the items appeared on the ballot.
- D. Post-Election
- ~~At the conclusion of the election, the ballot materials and the results thereof shall be submitted to the CEO. The CEO will maintain these records for a period not less than three (3) years in accordance with the Arizona Nonprofit Corporation Act. (Staff)~~
- E. Board Orientation & Training
- Arrange appropriate in-service training, as required, for the Board. Ensure that Board orientation programs are held annually.

Commented [NM4]: Move to Board Affairs maybe 3.3.2.A

SECTION 7.5 - INVESTMENTS COMMITTEE (updated 2/24/2021)

3.7.1 3.5.1 Membership Committee Members

The Investments Committee (IC) shall consist of ~~the Chairperson, who shall be a Director, and at least two three (3) GVR Members who in addition to the IC Chairperson who shall be a Director. The IC Chairperson shall be nominated by the President with Board approval. The IC chairperson and IC Members~~ should ~~have be~~ knowledgeable in the investment of financial assets and, to the extent practical, experienced in investment management and/or investment oversight.

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3.7.2 3.5.2 Responsibilities

- A. The IC has the following specific responsibilities ~~and duties~~ with respect to the Investment Advisors (IAs):
1. Make timely recommendations to the Board concerning:
 - a. The hiring, termination, and replacement of the Investment Manager and/or Investment Adviser (collectively, the IM/IA) for each of the accounts that comprise the IAs.
 - b. The terms and wording for any contract between GVR and an IM/IA.
 - c. The specific wording and specifications for the Investment Policy Statement (IPS) set forth in *Appendix 1, Section 3* that governs each of the accounts that comprise the IAs and any changes thereto.
 2. Perform the following ongoing functions:
 - a. Complete due diligence and evaluation of each IM/IA at the end of each quarter or more frequently if required.
 - b. Monitor the IM/IAs to confirm compliance with the applicable IPS.
 3. Make timely reports, in accordance with the IPS, to the CFO, CEO, and the Board of the following:
 - a. A serious and meaningful violation of the IPS.
 - b. A potential replacement of an existing IM/IA.
 - c. Any update requested by the Board.
 4. Collaborate with the CEO/CFO concerning the following:
 - a. What information and analysis the CEO/CFO will provide to the IC for the purpose of enabling the IC to perform its duties.
 - b. The specific actions required by the CEO/CFO in order to bring an IM/IA back into compliance with its applicable IPS.
 5. In the process of completing its duties, the IC will generate the following documents:
 - a. An IPS for each of the accounts that comprise the IAs.
 - b. An Investment Management Contract for each IM/IA hired by GVR.
 - c. Minutes of each meeting of the IC.



Green Valley Recreation, Inc.

Board of Directors Regular Meeting

CPM Part 4 Chief Executive Officer

Prepared By: Nanci Moyo, Admin. Sup.

Meeting Date: November 16, 2022

Presented By: Donna Coon, Chair

Consent Agenda: No

<p>Originating Committee / Department: Board Affairs Committee (BAC)</p>
<p>Action Requested: Review and approve Part 4 Chief Executive Officer recommendations from the BAC.</p>
<p>Strategic Plan Goal: GOAL 5: Provide sound, effective governance and leadership for the corporation</p>
<p>Background Justification: Staff and the BAC have reviewed CPM Part 4 Chief Executive Officer, and are recommending changes for the Board of Directors review and approval. The redlined version shows the changes recommended by the BAC.</p>
<p>Fiscal Impact: None</p>
<p>Committee Options:</p> <ol style="list-style-type: none"> 1) Review the BAC recommendations for the changes in CPM Part 4 Chief Executive Officer and approve the recommendations. 2) Review the BAC recommendations and make changes to any of the recommendations. 3) Reject the BAC recommendations and send back to BAC for a rewrite
<p>Staff Recommendation: #1</p>
<p>Recommended Motion: Move to approve the BAC recommendations for CPM Part 4 Chief Executive Officer.</p>
<p>Attachments:</p> <ol style="list-style-type: none"> 1) Part 4 Clean 2) Part 4 Redline

PART 4: CHIEF EXECUTIVE OFFICER

SECTION 1 - AUTHORITY OF THE CEO

4.1.1 General

- A. The CEO has overall responsibility for the planning and management of day-to-day operations of the corporation.
- B. The CEO shall have decision-making authority and responsibility including, but not limited to, how policies and goals are attained; organization and control of resources; management of professional competence, and full control over operations, organizational behavior, subordinate managers and employees, human resource development, annual budget construction, execution of Board-approved budgets, and the implementation of action items within each program area.
- C. The CEO provides organizational leadership and support for the Board in achieving GVR's vision, completing its mission, and executing its Strategic Plan.
- D. The CEO serves as the community liaison and is responsible for enhancing the visibility of the organization locally, regionally and nationally.
- E. The CEO serves as the Public Information Officer (PIO) for GVR or provides designee.
- F. The CEO may delegate authority to staff, as appropriate.

4.1.2 Fiscal Authority

- A. In order to conduct business activities consistent with the mission of GVR, financial stability and integrity must be maintained. The CEO shall:
 1. In conjunction with the Chief Financial Officer (CFO), develop the annual budget for Board approval which ensures maintenance of facilities, availability of member programs, and operation of The Corporation in accordance with the Strategic Plan.
 2. Manage expenditures within the approved budget without incurring indebtedness.
 3. Develop and maintain sound financial practices.
 4. Oversee the fiscal management of GVR, including authority to approve financial matters, implement fiscal controls, execute reoccurring operational contracts and leases, fund expenditure approvals, and maintain accurate accounts of every financial transaction of GVR.
 5. Set rental rates for not-for-profit organizations not affiliated with GVR.
 6. Seek approval of all expense reports of the CEO by the Board Treasurer.

4.1.3 Programmatic Authority

- A. The CEO has the authority to act in accordance with the mission and stated purpose of GVR. The CEO shall:
 - 1. Protect the non-profit status of GVR.
 - 2. Provide a safe environment for members of GVR.
 - 3. Structure the organization to continually improve operations and make changes as necessary to the organizational structure.
 - 4. Develop policies for disseminating information to the membership and general public.
 - 5. Participate in development and maintenance of short- and long-range strategies.
 - 6. Review proposed GVR projects and programs.

SECTION 2 - RESPONSIBILITIES

4.2.1 Board Relationship

- A. The CEO shall:
 - 1. Participate with the Board President in developing agendas for meetings, and provide appropriate information so that the Board may make informed decisions.
 - 2. Keep the Board fully informed on the condition of the organization.
 - 3. Inform and support all Directors so that they may contribute to the Board effectively.
 - 4. Work with the President and Committee Chairs to ensure that Board Committees function effectively.
 - 5. Assist the Board in better understanding corporate policies and recommend policy changes to the Board, as necessary.
 - 6. Work cooperatively with the President and be responsible and accountable to the Board.

4.2.2 Human Resources

- A. The CEO directs the Human Resources (HR) of the organization. It is critical that HR is organized to perform at an optimum level for the corporation, through both paid and volunteer staff. The CEO shall:
 - 1. Serve as Equal Employment Opportunity and Diversity Officer.
 - 2. Develop compensation packages that are competitive within Pima County and Southern Arizona.
 - 3. Ensure that there is an effective management team, support staff, and volunteer system in place. Effectively manage HR according to authorized personnel policies and procedures that fully conform to current laws (federal and state), regulations and corporate policy.
 - 4. Ensure the development and implementation of personnel training programs that enhance HR and ensure qualified employees and volunteers.
 - 5. Maintain a climate that attracts, retains, and motivates top quality people – both paid staff and volunteers.

4.2.3 Other Responsibilities

A. The CEO shall:

1. Monitor and ensure compliance with federal and state laws, Pima County regulations and ordinances, and GVR's Articles of Incorporation, Bylaws, CPM, and any other related or similar documents.
2. Be responsible for the organization's achievement of its Vision, Mission, and Strategic Plan.
3. Administer and implement all corporate policies.
4. Develop a public awareness program to promote GVR.
5. Assure the organization and its Mission, programs, products and services are consistently presented in a strong, positive image to members.
6. Be responsible for setting hours of operation for facilities, and for publicizing those hours by various GVR and non-member groups.
7. Be authorized to deny facility access to any group or to cancel any event, even if in progress.
8. Authorize the voluntary dissolution of GVR Clubs.
9. Perform other duties as prescribed by the Board.

SECTION 3 - CEO REVIEW

4.3.1 CEO Annual Review

The Board shall evaluate the CEO annually according to the terms of the CEO hiring contract.

PART 4: CHIEF EXECUTIVE OFFICER

~~Approved March 25, 2014 except as amended~~

SECTION 1 - AUTHORITY OF THE CEO

4.1.1 General

- A. The CEO has overall responsibility for the planning and management of day-to-day operations of the corporation, ~~and is responsible for management of day to day operations.~~
- B. The CEO shall have decision-making authority ~~and~~ responsibility ~~for decisions~~, including, but not limited to, how policies and goals are attained; organization and control of resources; management of professional competence, and full control over operations, organizational behavior, subordinate managers and employees, human resource development, annual budget construction, execution of Board-approved budgets, and the implementation of action items within each program area.
- C. The CEO provides organizational leadership and support for the Board in achieving GVR's vision, completing its mission, and executing its Strategic Plan.
- D. The CEO serves as the community liaison and is responsible for enhancing the visibility of the organization locally, regionally and nationally.
- E. The CEO serves as the Public Information Officer (PIO) for GVR or provides designee.
- F. The CEO may delegate authority to staff, as appropriate.

4.1.2 Fiscal Authority

- A. In order to conduct business activities consistent with the mission of GVR, financial stability and integrity must be maintained. The CEO shall:
 1. In conjunction with the Chief Financial Officer (CFO), develop the annual budget for Board approval which ensures maintenance of facilities, availability of member programs, and operation of The Corporation in accordance with the ~~5-Year Plan~~ Strategic Plan.
 2. Manage expenditures within the approved budget without incurring indebtedness.
 3. Develop and maintain sound financial practices.
 4. Oversee the fiscal management of GVR, including authority to approve financial matters, implement fiscal controls, execute reoccurring operational contracts and leases, fund expenditure approvals, and maintain accurate accounts of every financial transaction of GVR.
 5. Set rental rates for not-for-profit organizations not affiliated with GVR.
 6. Seek approval of all expense reports of the CEO by the Board Treasurer.

4.1.3 Programmatic Authority

- A. The CEO has the authority to act in accordance with the mission and stated purpose of GVR. The CEO shall:
1. Protect the non-profit status of GVR.
 2. Provide a safe environment for members of GVR.
 3. Structure the organization to continually improve operations and make changes as necessary to the organizational structure.
 4. Develop policies for disseminating information to the membership and general public.
 5. Participate in development and maintenance of short- and long-range strategies.
 6. Review proposed GVR projects and programs.

SECTION 2 - RESPONSIBILITIES

4.2.1 Human Resources SUGGESTION TO MOVE THIS SECTION AS 4.2.2 AND MOVE BOARD RELATIONSHIP TO 4.2.1

- A. The CEO directs the Human Resources (HR) of the organization. It is critical that HR is organized to perform at an optimum level for the corporation, through both paid and volunteer staff. The CEO shall:
1. ~~Maintain comprehensive HR policies and practices which are aligned with U.S. and Arizona law. Repeated in 4.~~
 2. Serve as Equal Employment Opportunity and Diversity Officer.
 3. Develop ~~and recommend to the Board~~ compensation packages that are competitive within Pima County and Southern Arizona.
 4. Ensure that there is an effective management team, support staff, and volunteer system in place. Effectively manage HR according to authorized personnel policies and procedures that fully conform to current laws (~~federal and state~~), regulations and corporate policy.
 5. Ensure the development and implementation of personnel training programs that enhance HR and ensure qualified employees and volunteers.
 6. Maintain a climate that attracts, retains, and motivates top quality people – both paid staff and volunteers.

4.2.2 Board Relationship 4.2.1??

- A. The CEO shall:
1. Participate with the Board President in developing agendas for meetings, and provide appropriate information so that the Board may make informed decisions.
 2. Keep the Board fully informed on the condition of the organization.
 3. Inform and support all Directors so that they may contribute to the Board effectively.
 4. Work with the President and Committee Chairs to ensure that Board Committees function effectively.
 5. Assist the Board in better understanding corporate policies and

- recommend policy changes to the Board, as necessary.
6. Work cooperatively with the President and be responsible and accountable to the entire Board.

Commented [SS1]: The Board is a single entity.

4.2.3 Other Responsibilities

A. The CEO shall:

1. Monitor and ensure compliance with federal and state laws, Pima County regulations and ordinances, and GVR's Articles of Incorporation, Bylaws, CPM, and any other related or similar documents. ~~Corporate Operations Manual~~.
2. Be responsible for the organization's achievement of its Vision, Mission, and Goals Strategic Plan.
3. Administer and implement all corporate policies.
4. Develop a public awareness program to promote GVR.
5. Assure the organization and its Mission, programs, products and services are consistently presented in a strong, positive image to members.
6. Be responsible for setting hours of operation for facilities, and for publicizing those hours by various GVR and non-member groups.
7. Be authorized to deny facility access to any group or to cancel any event, even if in progress.
8. Authorize the voluntary dissolution of GVR Clubs.
9. Perform other duties as prescribed by the Board.

Commented [SS2]: I don't know what this is?

SECTION 3 - ~~COMPENSATION AND~~ CEO REVIEW

4.3.1 ~~Chief Executive Officer Compensation Annual Review~~

The Board shall evaluate the CEO annually according to the terms of the CEO hiring contract, ~~upon initial hire of a CEO, shall negotiate an agreement approved by the CEO and the Board. Said document shall contain the Compensation Package for the CEO, length of term, renewal options and other relevant information pertinent to the employment of the CEO, including rate of pay. The CEO, at a minimum, shall receive those benefits available to all GVR employees.~~

Commented [SS3]: This provision is not in practice.

4.3.2 ~~Chief Executive Officer Performance Appraisal Process~~

I believe that the whole process in Section 3 4.3.2 is cumbersome and too apt to be manipulated by different boards. I think that in the long run we do need the process controlled by a neutral third party.

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Commented [NM4]: Scott Somer's comments (3 Paragraphs before "A")

My thought is to only add (somewhere?) that after the board reviews the results of the evaluation, the CEO joins them to discuss the results. After that the whole board would consider any bonus, salary increase, reprimand, etc. The result of that would be delivered to the CEO by the President and/or Evaluation committee.

For now, I think it is best to get Part 4 approved (with the change above)

and with the discussion that this section will be updated later to use a third party. If not this year, then the task forwarded to next year's BAC.

~~A. The Performance Appraisal and Goals shall be completed at least annually 30 days prior to the date of the Annual Meeting of The Corporation. The Board, at its discretion, may conduct or have conducted additional performance reviews of the CEO at any time. In the case of a new CEO, an evaluation shall be completed at 3 months, 6 months, 9 months and yearly. Any and all reports, conclusions, findings or information resulting from such reviews may only be discussed in Executive Session. Failure to conduct such reviews in no way shall relieve the CEO from performing such duties and responsibilities as required by contract or any other document of GVR.~~

~~1. Importance of performance appraisal:~~

~~a. This is the regular process of both formally and informally providing feedback about an individual's implementation of his/her responsibilities. All employees deserve and expect ongoing feedback, whether formal or informal, and all employees should expect a formal appraisal conducted annually by the supervisor.~~

~~b. The process begins with the job description. The Board and CEO must be clear about the responsibilities, scope of authority and limitations along with the standards and expectations of the job.~~

~~c. Self evaluation is an important component of the process. The same form should be used by the CEO and the Board. The self evaluation must be considered during the review of performance.~~

~~d. At the conclusion of the process, the forms are filed in the employee's file. Previous year's results are used for the next year's evaluation.~~

~~e. The appraisal results form the basis for bonuses. Bonuses are formulated during the budgeting process and instituted within 30 days of the annual anniversary of the CEO.~~

~~2. Elements of the Performance Appraisal Process for the CEO:~~

~~a. A Committee of the Board shall manage the performance appraisal and will conduct the performance appraisal interview. If the President has been in office less than 6 months, inclusion of the Past President on the Committee is necessary, if possible. This Committee shall consist of at least 3 Directors who have been in office for more than 1 year. No staff or non-board members shall participate.~~

~~b. The Current President establishes the Committee and chairs it.~~

~~c. The Committee works on behalf of the Board and does not assume its authority regarding the CEO. The total Board serves as the evaluator and final arbiter of any issues related to performance of the CEO.~~

~~d. Committee responsibilities:~~

~~1) Be appointed and serve through the entire evaluation year.~~

~~2) Draft any changes to the CEO Job Description and obtain Board input/approval, design the Performance Appraisal Process, including the necessary tools, and recommend to the Board the process and tools. The Board formally adopts the process and tools.~~

~~3) Initiate the formal Performance Appraisal Process, typically 2-3 months prior to the date of the Annual Meeting of The Corporation. This time period~~

Commented [SS5]: In my experience, I have it to be simple and effective for the aggregated summary to be provided to and the members before the actual meeting to allow for a better discussion. In the meeting, all may share comments about performance including me. I've then left the room while the Board deliberates on any performance issues (of which there haven't been any), and/or pay increases, contract changes, etc. I'm then invited back into the room. The Mayor, Chair, or Presidents then speaks on behalf of the Board.

I've not had a third party give me an evaluation. I'm concerned that a third party will only be able to use quantifiable data for the evaluation. "Did he or didn't he complete this task?" More goes into this job than checking boxes, ie. Board and staff relations, community relations, etc. Many important categories are listed on the current form that may not be captured from a third party. On the other hand, I neutral third party may help to neutralize any personal issues or retribution.

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Commented [SS6]: IMO this process is cumbersome and unnecessary. It would be much easier and clearer for the Board

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Commented [SS7]: This has not been the practice or my experience.

allows completion of the appraisal process, format review and action by the Board and meeting with the CEO.

~~4) Recommend the bonus to the Board following the Annual Performance Appraisal.~~

~~5) Review and endorse the CEO's annual goals and professional development plan and inform the full Board.~~

~~6) Regularly review the job description, any relevant policies, the appraisal process, and recommend enhancements for review and action by the Board as necessary.~~

~~3. Steps in the CEO Performance Appraisal Process:~~

~~a. The Performance Appraisal Committee reviews the Performance Appraisal Process, informs the Board of the process and invites Directors and the CEO to provide any comments to the Committee.~~

~~b. Performance forms are provided to each Director for their completion and these are returned to the Committee.~~

~~c. The CEO completes a self evaluation form and returns it to the Committee.~~

~~d. The Committee meets and summarizes the Board's completed ratings and compares the results to the CEO's self appraisal.~~

~~e. The Committee meets with the CEO to review the findings. The Committee Chair sends a confidential memo to the Board and convenes an Executive Session without the CEO to discuss the results and recommendations. The Board will discuss the appraisal memo and bonus recommendation, make changes if desired and then act. The minutes will reflect the action.~~

~~f. The Board assists the Committee in developing New Goals for the next year along with input from the CEO.~~

~~g. The Committee (or a representative of) meets with the CEO to discuss the results of the appraisal and the Board decision.~~

~~h. The CEO and the Committee modify the Goals for the next year, work together to outline the Performance Improvement and Development Plan.~~

Commented [SS8]: No where in this process do the CEO and the Board meet and discuss the performance appraisal. This allows the committee to serve as a filter my under reporting or overreporting Board feedback. The current process allows the President to hand pick the committee and yet the CEO report to and is accountable to the entire Board. See 4.2.2.6

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Green Valley Recreation, Inc.

Board of Directors Regular Meeting

Discussion and Potential Action on Del Sol Clubhouse Plans

Prepared By: Nanci Moyo, Admin. Sup.

Meeting Date: November 16, 2022

Presented By: Scott Somers, CEO

Consent Agenda: No

<p>Originating Committee / Department: Administration</p>
<p>Action Requested: Discuss and develop a clearer vision for the Del Sol Clubhouse and direct staff how to move forward.</p>
<p>Strategic Plan Goal: GOAL 1: Provide excellent facilities for members to participate in a variety of active and social opportunities.</p>
<p>Background Justification: On February 10, 2022, the P&E Committee discussed, the then-called, Canoa Hills Clubhouse, and the motion passed unanimous for the P&E Committee to recommend to the Board of Directors to approve GVR staff to be permitted to make the upper floor of the Canoa Hills Clubhouse a usable drop-in space for members.</p> <p>The P&E Committee recommendation went to the Board of Directors on February 23, 2022. The staff report for that meeting stated: As part of making the upper level of the Canoa Hills Clubhouse usable for drop-in activities for GVR members, staff will be required to perform interior demolition work, replace flooring, paint the interior, replace HVAC units, refurbish the restrooms, replace plumbing fixtures, upgrade lighting fixtures, install proximity readers for center access and provide internet services.</p> <p>The Board of Directors minutes of February 23, 2022, stated the Amended Motion as: “Accept P&E Committee’s recommendations to make minimal improvements to the upper level of the Canoa Hills Clubhouse, a usable drop-in space for GVR Members...” This motion passed.</p> <p>Staff has moved forward on upgrading the upper level of the, now called, Del Sol Clubhouse.</p> <p>Staff is now asking for the Board to develop and approve a vision for the club house since “usable drop-in space for GVR Members” is vague. Staff have continued with the notion that the entire building should be used as a means of creating a successful social gathering recreation center. As such, staff have looked for ways of activating the building by bringing activities, food, and beverage options to the clubhouse. For examples, staff have been in active discussions with the Billiards Club, and billiards and pool players to move the Desert Hills Billiards space to the lower level of the clubhouse (allowing the Fitness Center expansion to occur), which helps support creating a game center at the clubhouse. Additionally, staff</p>

have regularly discussed with committees, the Board, and members the potential to create some kind of food and beverage serve in the upper lever bar area of the club house to encourage members social and leisure gathering.

Members have regularly called for improved social gathering spaces. In 2016, a WSM outreach effort revealed that younger members wanted to see more “nightlife” opportunities at GVR. In 2018, 73% of respondents in a member survey supported development of “social and community gathering spaces.” In 2021, outreach efforts utilized to develop the strategic plan revealed a common concern was the development of social gathering spaces.

The approved Mission of the organization is, *To provide excellent facilities and services that create opportunities for recreation, social activities, and leisure education to enhance the quality of life of or members’ lives.*

The approved Vision of the organization is, *To be a friendly, vibrant community of choice for adults desiring lifelong opportunities for physical, mental, and social engagement.*

Goal 1 of the Strategic Plan is *To provide excellent facilities for members to participate in a variety of active and social opportunities.*

Action Item 1.2.3 calls for researching and developing recommendations for providing food and beverage in certain centers.

Action Item 1.4.1 call for exploring opportunities to establish a coffee shop, etc.

Action Item 1.4.3 calls for identifying underutilized areas that could be used to encourage social gathering.

The Board is asked to discuss how best to activate the clubhouse space in order to meet the requirements and expectations listed in the Strategic Plan and to provide direction to staff on how to move forward.

Fiscal Impact:

2022 Capital funding includes \$50,000 and anticipates a minimum of \$150,000 in 2023. The staff estimate to bring the lower level up to code and to building out the space is approximately \$900,000. These needed funds were approved in the 2023 Capital Fund Budget.

Board Options:

1. Continue moving forward with a vision of creating a social gathering recreation center:
 - A. By building out the entire building to include the lower level to accommodate a minimum of 5 billiards and pool tables and other game-type activities, adding restrooms, a lift or elevator, and a stairwell to connect the two levels; and by seeking a solution to provide a wide variety of food and beverage options (such as a vendor).
 - B. By building out ONLY the upper level to accommodate at least one pool table and other game-type activities; and be seeking solutions to provide limited food and beverage options (such as vending machines or volunteers).
2. Provide alternate direction to staff.

Staff Recommendation:

Options #1

Recommended Motion:

Move to direct staff to continue moving forward with a vision of creating a social gathering recreation center at the Del Sol Clubhouse by building out the entire building to include the lower level to accommodate a minimum of 5 billiards and pool tables and other game-type activities, adding restrooms, a lift or elevator, and a stairwell to connect the two levels; and by seeking a solution to provide a wide variety of food and beverage options (such as a vendor).

Attachments:

Strategic Plan



STRATEGIC PLAN

2022-2026



INTRODUCTION

STRATEGIC PLANNING is like a periodic spring-cleaning of an organization. Every rug is lifted and closet opened so stakeholders can make a frank evaluation of where we've been, where we are, and where we want to be.

What a strategic plan is:

- Member and board-driven.
- The result of a process by which stakeholders (members, board, staff, partners) review the GVR vision and mission statements and either recommit to them, or make changes.
- A set of explicit goals and initiatives that will guide the priorities of the board and staff over the next five years.

What it is not:

- A facilities expansion or enhancement plan. Specific expansion and enhancement projects are strategies that may be implemented to advance higher goals.
- A set of staff work plans. Annual work plans for both board and staff, annual budgets, communications and marketing plans, and a comprehensive, functional organizational structure will still be required. These, among others, are often referred to as "supporting plans."
- Wholly prescriptive. A good strategic plan will include a balance of explicit measures and underlying principles that together, facilitate the nimble pursuit of unexpected opportunities that are consistent with the overarching intent of the plan.

PLANNING PROCESS

Why it is important:

If diligently implemented and monitored, a strategic plan provides

- **Continuity**
 - > Eases staff and board succession which makes for a smoother member experience
 - > Identifies operating principles that provide guidance in the course of an unexpected disruption (ie. natural disaster, economic crisis, pandemic)

- **Conflict mitigation and sharpened focus**
 - > Unexpected proposals and opportunities are readily weighed against the established plan: “Does this opportunity advance a current goal? Is this proposal consistent with the principles derived from the mission and stakeholder feedback? How will pursuit of this opportunity affect the goals not yet completed?”

- **Predictability and accountability**
 - > Members, staff and Directors can anticipate that tasks and activities will occur within the context of the plan.
 - > Progress reporting processes are identified and success is defined before goals are launched.
No goal-post moving.

- **Workflow control**
 - > Goals are created with capacity and annual work plans in mind, to ensure that the goals, as well as current essential tasks, can be pursued with the resources required for excellent outcomes



The Process:

This plan began with a Request for Proposals distributed by our then-new CEO, Scott Somers. Three finalist firms were selected and each gave a presentation to the Board of Directors via Zoom. The Board then selected **Zelos, LLC** to facilitate.

Zelos began with an information-gathering phase in which they reviewed a number of GVR documents including the latest available comprehensive member survey (2018). They interviewed 64 people including members, staff, and current and former Board members. Then they conducted a limited survey of the membership which gleaned 2,814 (11.7% of membership) usable responses.

Highlights of the Survey:

75% of respondents live in Green Valley year-round. **8%** of respondents own more than one GVR property. **85% of respondents** had accessed GVR recreation opportunities in the previous three years.

Respondents liked GVR's quantity and variety of recreation opportunities, the staff, and working out (80% of respondents had used fitness centers!) **All recreation programs and offerings received good to excellent ratings.**

Respondents most wanted to see improvements in fitness facilities, making important decisions in a timely fashion, communication and responsiveness, and professionalism of Board behavior.

The Board then examined the mission and vision statements. Were they serving GVR well? Did they seem to reflect the priorities and values of the membership?

The Mission Statement needed little adjustment:

To provide excellent facilities and services that create opportunities for recreation, social activities, and leisure education to enhance the quality of our members' lives.

The Vision Statement was totally redrafted:

To be a friendly, vibrant community of choice for adults desiring lifelong opportunities for physical, mental, and social engagement.

With the new Mission and Vision statements, and feedback from the members, staff, and governance volunteers, five goals were adopted:

- 1. Provide excellent facilities** for members to participate in a variety of active and social opportunities
- 2. Provide quality services and programs** that effectively meet the recreational, social and leisure education needs of our membership, allocating resources to support those programs
- 3. Promote increased involvement** of members in GVR
- 4. Cultivate and maintain a sound financial base** that generates good value for our members
- 5. Provide sound, effective governance and leadership for the corporation**

The goals are not listed in any order of priority. All will be pursued concurrently. Members can expect progress reports on this plan at each Annual Meeting.



Goal 1: Provide excellent facilities for members to participate in a variety of active and social opportunities

(As measured by member survey questions)

INITIATIVE 1.1: Ensure that GVR infrastructure is sound, currently and into the future

(Measure: Percentage of facility repairs that could have been prevented)

- 1 1.1.1 Identify accessibility improvement areas
- 2 1.1.2 Assess and improve fitness center functionality
- 3 1.1.3 Continue to identify and execute a process for regular upkeep and maintenance/predictive maintenance procedures
- 4 1.1.4 Develop and adopt a rolling 5 year Capital Projects Plan aligned with the strategic plan
- 5 1.1.5 Introduce newer technology to improve energy efficiency when there are opportunities

ASSIGNED TO	DUE DATE				
	2022	2023	2024	2025	2026
Facilities	[Progress bar]				
Recreation	[Progress bar]				
Facilities	[Progress bar]				
Finance	[Progress bar]				
Facilities	[Progress bar]				

INITIATIVE 1.2: Align the design of GVR spaces with member needs and their intended purpose

(Measure: Member survey questions)

- 6 1.2.1 Create function-designated rooms with proper lighting, A/V, seating, furnishing, flooring, ventilation, etc. to compliment and support specific activities
- 7 1.2.2 Assess spaces for specific activities and equip those spaces properly, such as art class space with washable floors
- 8 1.2.3 Research and develop recommendations for providing food and beverage in certain centers
- 9 1.2.4 Evaluate and improve capital request processes
- 10 1.2.5 Employ newer technologies to benefit members' abilities to fully utilize facilities

ASSIGNED TO	DUE DATE				
	2022	2023	2024	2025	2026
Recreation and Facilities	[Progress bar]				
Recreation and Facilities	[Progress bar]				
Recreation and Facilities	[Progress bar]				
Recreation and Facilities	[Progress bar]				
Recreation and Facilities	[Progress bar]				

INITIATIVE 1.3: Improve the aesthetics, atmosphere, and branding of GVR centers

(Measure: Member survey questions)

- 11 1.3.1 Develop, plan, and schedule to keep finishes and amenities up to date
- 12 1.3.2 Update interior and exterior furnishings, door hardware, landscaping, and amenities, campus-wide
- 13 1.3.3 Improve interior and exterior signage: complete, consistent, accessible, concise, attractive
- 14 1.3.4 Implement standard and electronic signage to heighten communication of activities and events

ASSIGNED TO	DUE DATE				
	2022	2023	2024	2025	2026
Facilities	[Progress bar]				
Facilities	[Progress bar]				
Communications	[Progress bar]				
Communications	[Progress bar]				

INITIATIVE 1.4: Expand/repurpose facilities to promote and encourage social gathering

(Measure: The number of social spaces created annually)

- 15 1.4.1 Explore opportunities to establish coffee shop, etc.
- 16 1.4.2 Design peripheral grounds to provide outdoor recreation opportunities: park-like settings, walking trails, outdoor games, and activities
- 17 1.4.3 Identify under-utilized areas that could be used for this purpose

ASSIGNED TO	DUE DATE				
	2022	2023	2024	2025	2026
Recreation and Facilities	[Progress bar]				
Recreation and Facilities	[Progress bar]				
Recreation and Facilities	[Progress bar]				



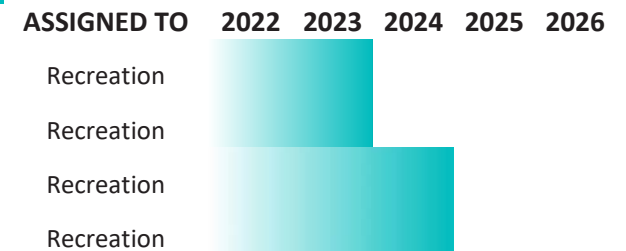
Goal 2: Provide quality services and programs that effectively meet the recreational, social, and leisure education needs of our membership, allocating resources to support those programs

(As measured by member survey questions)

INITIATIVE 2.1: Provide quality programs and services to meet the needs of all income levels and abilities of current and future members

(Measure: Member survey questions)

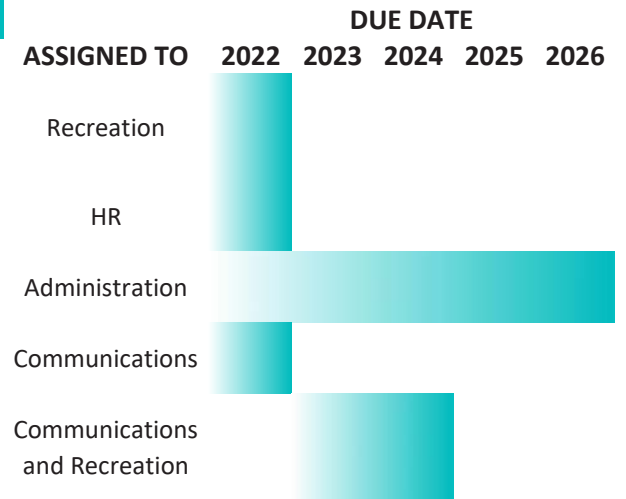
- 18 2.1.1 Review current programming and make adjustments, if needed, to ensure variety and alignment with current and future member needs
- 19 2.1.2 Explore a varied activity/service structure that accommodates all income levels
- 20 2.1.3 Explore the possibility of virtual offerings for part-time residents and those homebound
- 21 2.1.4 Review and improve, if necessary, processes to assess quality of services and programs



INITIATIVE 2.2: Provide exceptional customer service

(Measure: Member survey questions)

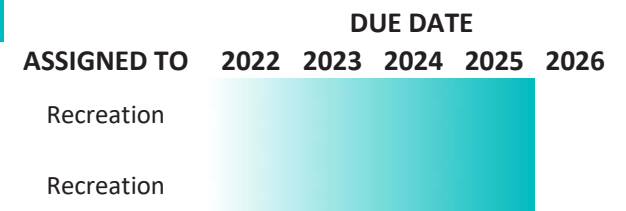
- 22 2.2.1 Implement a quality assurance system to ensure that exceptional customer service is happening, such as secret shopper, a review schedule to see how systems and processes are operating
- 23 2.2.2 Implement standardized customer service training for all staff, based on clarified policies and expectations, to ensure consistency in service
- 24 2.2.3 Develop relationships with similar organizations to share trends, best practices, and steps to overcome customer service challenges
- 25 2.2.4 Clarify communications procedures and distribute messaging to all staff so members receive consistent, trustworthy information from all GVR representatives
- 26 2.2.5 Develop and implement a member experience review plan related to customer service by department (similar to 2.2.1)



INITIATIVE 2.3: Ensure that instructors/program-related contractors for services are well-qualified and aligned with GVR values/principles

(Measure: Instructor surveys following each class or program)

- 27 2.3.1 Explore changes in process of instructor hiring, actively recruiting instructors to meet member needs
- 28 2.3.2 Explore guidelines with evaluation criteria for instructors and make improvements, if necessary



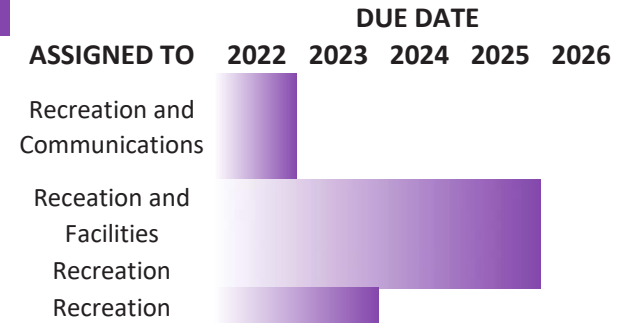
Goal 3: Promote increased involvement of members in GVR

(As measured by rate of participation in surveys and elections, and by member participation in GVR activities and facilities)

INITIATIVE 3.1: Provide programming and events that appeal to members at all income and ability levels (see also 2.1 and the associated initiatives)

(Measure: Member survey questions)

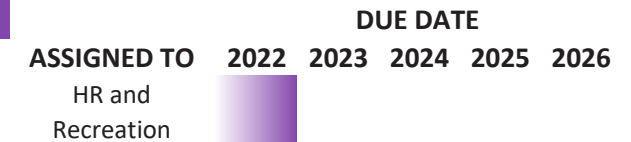
- 29 3.1.1 Work with communications to promote and highlight activities and events that are accessible to members with mobility challenges and other age-related limitations
- 30 3.1.2 Explore the idea of allocating space for specialized fitness centers
- 31 3.1.3 Continue to identify programming and events that members want
- 32 3.1.4 Develop a prioritized 5 year plan for programming events



INITIATIVE 3.2: Increase member participation in volunteer opportunities that support GVR activities

(Measure: Number of volunteers annually)

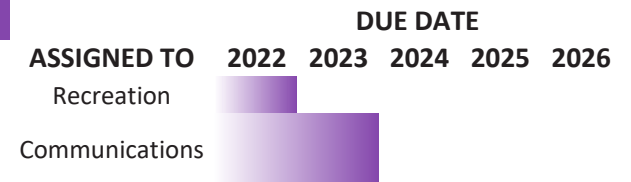
- 33 3.2.1 Develop a sustainable volunteer program, including recruiting and training of volunteers, to support GVR activities



INITIATIVE 3.3: Ensure systems and processes are easy, simple, and customer/member-centric

(Measure: Member survey questions)

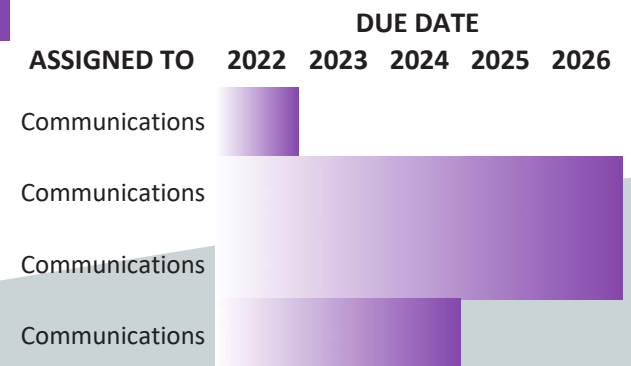
- 34 3.3.1 Conduct a policy and process review
- 35 3.3.2 Improve ease of access to GVR activity schedule and opportunities



INITIATIVE 3.4: Consistently communicate with members so that they will know what is happening, be able to provide timely input, and participate in the GVR electoral process

(Measure: Member survey questions)

- 36 3.4.1 Create a communications plan for election and committee selection processes to increase voter turnout and find qualified people willing to serve
- 37 3.4.2 Continue to seek member feedback on a wide variety of matters via polls, surveys, in-person forums and virtual forums
- 38 3.4.3 Publicize recreation program, GVR events and GVR club events via diverse communications channels
- 39 3.4.4 Assess and replace, as needed, current digital platforms with more accessible options





Goal 4: Cultivate and maintain a sound financial base that generates good value for our members

(As measured by increases in net assets and fund balances; as measured by a member survey (related to good value))

INITIATIVE 4.1: Diversify revenue to help moderate potential future dues increases

(Measure: Amount of net revenue generated)

ASSIGNED TO	DUE DATE				
	2022	2023	2024	2025	2026
40 Finance	■				

40 4.1.1 Identify options and tradeoffs for revenue diversification

INITIATIVE 4.2: Review planned expenditures to ensure good stewardship of funds

(Measure: Review process utilized consistently)

ASSIGNED TO	DUE DATE				
	2022	2023	2024	2025	2026
41 Facilities and Finance	■	■	■	■	■
42 Facilities	■	■	■		

41 4.2.1 Evaluate maintenance repair and replacement (MR&R) to confirm need

42 4.2.2 Explore transitioning to hybrid/electric vehicles when existing vehicles are replaced

INITIATIVE 4.3: Ensure strong fiscal management

(Measure: Board survey question)

ASSIGNED TO	DUE DATE				
	2022	2023	2024	2025	2026
43 Finance	■				
44 Finance	■				
45 Investment Committee and Finance	■	■	■	■	■
46 Finance	■	■	■	■	■

43 4.3.1 Update and recommend financial policies

44 4.3.2 Develop a plan for economic downturns

45 4.3.3 Employ sound investment strategies to maximize passive income

46 4.3.4 Provide continuous education for Board, committees, and staff about GVR financial management and positions so that they can make decisions and monitor effectively

INITIATIVE 4.4: Plan adequately for the future, in a fiscally responsible manner

(Measure: Board survey question)

ASSIGNED TO	DUE DATE				
	2022	2023	2024	2025	2026
47 Finance	■	■	■	■	■
48 Finance	■				
49 Finance and Facilities	■	■	■	■	■

47 4.4.1 Review the 3-year annual financial forecast with the Board

48 4.4.2 Update and adopt a rolling 5-year capital plan

49 4.4.3 Maintain and continue to utilize the reserve study (MR&R)

GOAL 5: Provide sound, effective governance and leadership for the corporation

(As measured by member, staff, and Board survey questions – surveys to be developed)

INITIATIVE 5.1: Provide varied and effective methods for the Board to proactively communicate and dialogue with members about organizational direction and decisions

(Measure: Member survey questions)

- 50 5.1.1 Provide staff support to the Board of Directors to enable proactive, complete communications about Board decisions
- 51 5.1.2 Improve virtual access to meetings, including committee meetings

ASSIGNED TO	DUE DATE				
	2022	2023	2024	2025	2026
Administration	████████████████████				
Administration and IT	██████				

INITIATIVE 5.2: Work together effectively as a Board

(Measure: 1. Board survey questions; 2. the number of items successfully accomplished in a year) 2.) the number of items successfully accomplished in a year)

- 52 5.2.1 Review the strategic plan regularly to ensure progress on action items and continuity year-over-year with the plan
- 53 5.2.2 Develop and adopt operating commitments for the Board that demonstrate courtesy, consideration, mutual respect, and willingness listen to one another and to staff
- 54 5.2.3 Utilize staff liaisons and the strategic plan to support continuity of direction

ASSIGNED TO	DUE DATE				
	2022	2023	2024	2025	2026
Administration and Board	████████████████████				
BAC and Board	██████				
Chairs and Staff Liaisons	████████████████████				

INITIATIVE 5.3: Create a shared understanding of what it means to be effective leaders at GVR

(Measure: Staff survey questions)

- 55 5.3.1 Work with the CEO on developing the annual performance evaluation tool, ensuring that it aligns with job description, employment agreement, governing documents, and workplan
- 56 5.3.2 Develop a list and description of GVR values/principles and articulate roles and responsibilities
- 57 5.3.3 Provide training and team activities to help people demonstrate these GVR values
- 58 5.3.4 Incorporate values into performance management

ASSIGNED TO	DUE DATE				
	2022	2023	2024	2025	2026
Board and CEO	██████				
Board	██████				
HR	██████				
HR	██████				

INITIATIVES 5.4: Ensure continuing education for Board and staff

(Measure: Number of trainings or professional meetings attended by staff or Board)

- 59 5.4.1 Encourage staff and Board to attend training conferences and participate in professional associations

ASSIGNED TO	DUE DATE				
	2022	2023	2024	2025	2026
Administration and HR	████████████████████				



INITIATIVES 5.5: Ensure there is continuity of operations

(Measure: Plan developed)

61 5.5.1 Develop a continuity of operations plan that includes evacuation locations, IT operations, personnel emergency succession, document preservation, etc.

ASSIGNED TO	DUE DATE				
	2022	2023	2024	2025	2026
Administration					

INITIATIVE 5.6: Maintain good community relations with entities outside of GVR

(Measure: needs to be developed)

62 5.6.1 Participate/partner with outside organizations such as Rotary, Chambers, GVC, GGVCF, etc.

ASSIGNED TO	DUE DATE				
	2022	2023	2024	2025	2026
Administration and Board					

