



REVISED AGENDA

BOARD OF DIRECTORS REGULAR MEETING

Wednesday, February 22, 2023 - 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)

AGENDA TOPIC

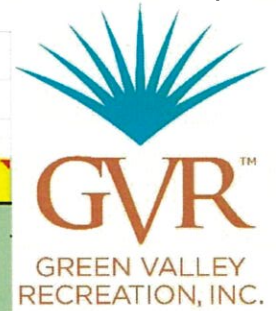
1. **Call to Order / Roll Call – Establish Quorum**
2. **Amend/Adopt Agenda**
3. **President’s Report**
4. **CEO Report**
5. **Member Comments** – regarding Consent Agenda and/or Non-Agenda Items – Speakers are asked to provide their name and GVR member number. Please limit comments to two (2) minutes.
6. **Presentations**
 - A. Member Assistant Program (MAP) Presentation (Webster)
 - B. Quarterly Financial Presentation (Webster)
 - C. Member Survey Results Presentation (Whitman)
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: January 25, 2023
 - 2) BOD Work Session Minutes: February 15, 2023
 - B. Financial Statements:
 - 1) Draft December Financial Statement
 - 2) Draft January Financial Statement
8. **Action Items**
 - A. Adopt Compensation Philosophy (Somers)
 - B. Adopt Board Credo (Bachelor)
 - C. CPM Part 3 Committees – Section 1 Only (Coon)
 - D. Major Capital Projects Decision Process (Dean)
 - E. Board Policy for GVR to Follow Internal Financial Manual/Process Approach to Major Capital Projects/Monthly Project Plan (Crothers)
 - F. Request Administration Prepare Glass Arts Design for 2,500 Square Feet and Send for Competitive Bid (Hillyer)

9. Committee Reports

- A. Audit
- B. Board Affairs
- C. Fiscal Affairs
- D. Investments
- E. Nominations & Elections
- F. Planning & Evaluation

10. Member Comments - Please limit comments to two (2) minutes.

11. Adjournment



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

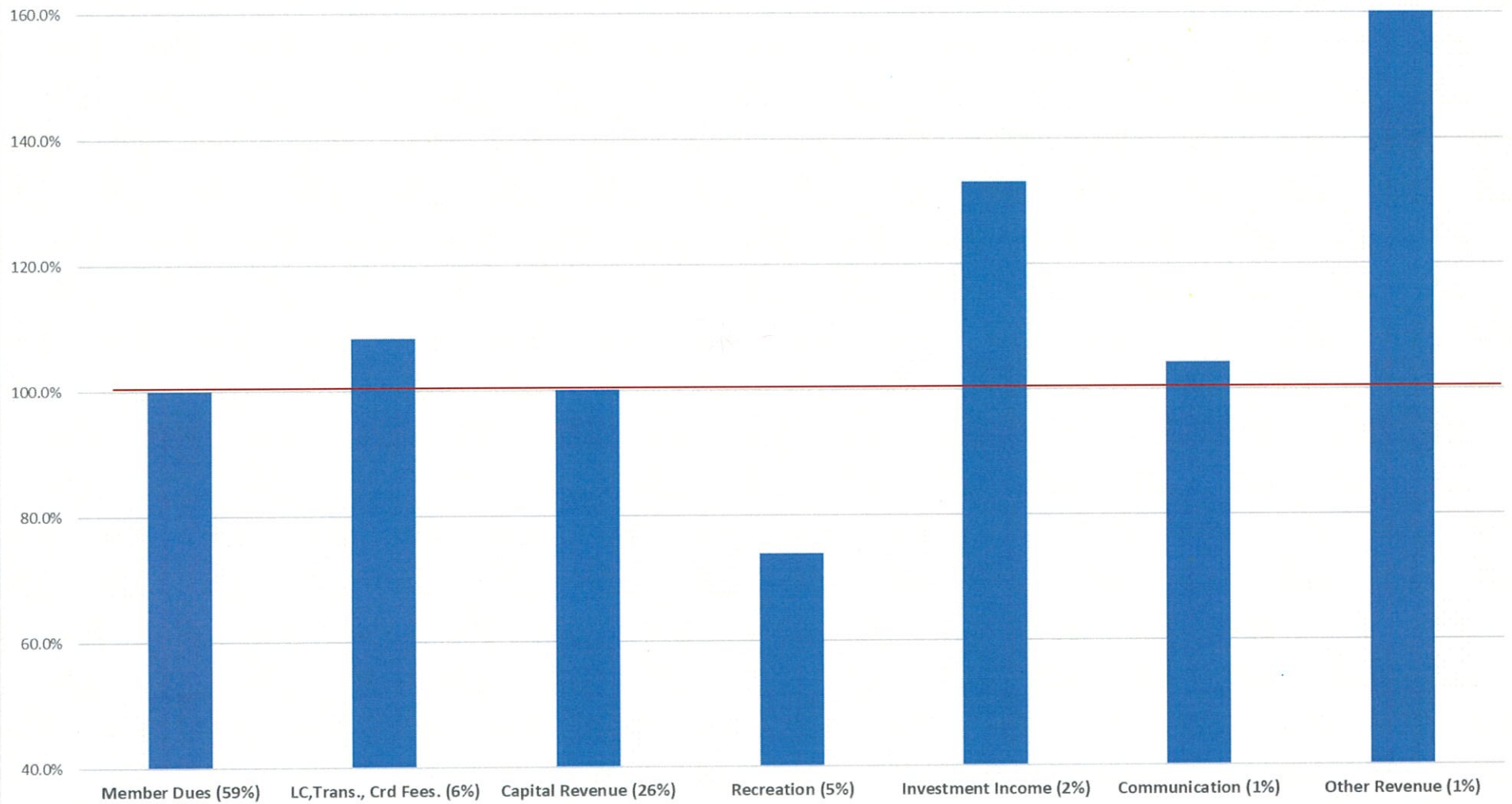
Quarterly Board Report January - December 2022

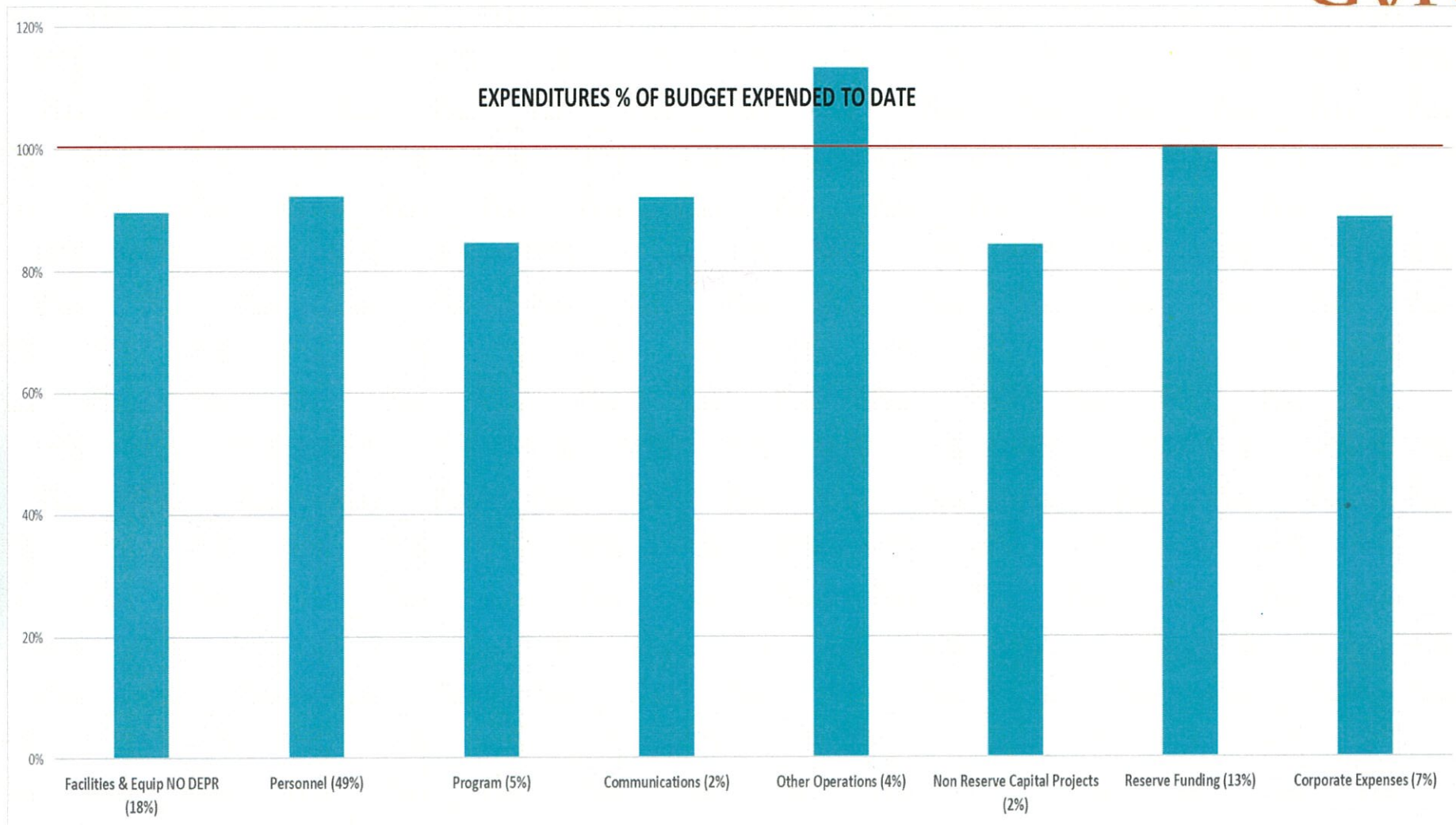
	2022 Annual Budget	January - December 2022			Prior Year		
		YTD Budget	Actual 4Q YTD	% of Variance	FY 2021 4Q YTD	Var. from Prior Year %	\$
Revenue:							
Member Dues	\$ 6,946,780	\$ 6,946,780	\$ 6,947,340	0.0%	\$ 6,943,727	0.1%	\$ 3,613
LC,Trans., Crd Fees.	725,215	725,215	785,602	8.3%	700,464	12.2%	85,138
Capital Revenue	3,094,570	3,094,570	3,099,400	0.2%	3,147,953	(1.5%)	(48,553)
Recreation	543,575	543,575	401,553	(26.1%)	212,685	88.8%	188,868
Investment Income	279,432	279,432	372,078	33.2%	291,923	27.5%	80,155
Communication	41,368	41,368	43,105	4.2%	64,159	(32.8%)	(21,054)
Other Revenue	61,573	61,573	112,273	82.3%	111,081	1.1%	1,192
Total Revenue	11,692,513	11,692,513	11,761,351	0.6%	\$ 11,471,993	2.5%	\$ 289,359
Expenditures:							
Facilities & Equipment NO DEPRECIATI	\$ 1,947,691	\$ 1,947,691	\$ 1,811,035	8.0%	\$ 1,920,753	5.7%	\$ 109,718
Personnel	5,541,399	5,541,399	5,143,126	7.2%	5,357,056	4.0%	\$ 213,930
Program	537,072	537,072	463,890	13.6%	327,080	(41.8%)	\$ (136,810)
Communications	229,745	229,745	209,141	9.0%	178,432	(17.2%)	\$ (30,709)
Operations	481,204	481,204	568,449	(18.1%)	475,835	(19.5%)	\$ (92,614)
Corporate Expenses	838,739	838,739	759,851	9.4%	712,733	(6.6%)	\$ (47,118)
Total Expenditures	9,575,850	9,575,850	8,955,493	6.9%	8,971,889	0.2%	\$ 16,396
Excess Revenues Over Exp.	\$ 2,116,663	\$ 2,116,663	\$ 2,805,859		\$ 2,500,104		\$ 305,755
Transfers and Adjustments:							
Non Reserve Capital Projects	(218,000)	(218,000)	(183,991)				
Remove Income From Reserves	(243,051)	(243,051)	(334,016)				
Reserve Funding Initiatives	(611,752)	(611,752)	(623,923)				
Reserve Funding MRR & MRR-B	(1,402,520)	(1,402,520)	(1,402,519)				
MRR Expenses paid by Reserve	269,920	269,920	61,951				
Deduct Reserve Investment Exp.	88,740	88,740	86,438				
Modified Accrual Basis Surplus	-	(0)	409,799				

Revised



Revenue % of Budget Received to Date







Green Valley Recreation, Inc
Statement of Financial Position
December 31, 2022



	Current December 31, 2022	Prior Year December 31, 2021	Increase (Decrease)	
Assets				
Total Operating Cash	6,660,402	6,569,509	90,893	1%
Accounts Receivable (net)	197,896	237,269	(39,373)	(17%)
Designated Investments	10,642,430	12,446,813	(1,804,383)	(14%)
Prepaid Expenses & Inventory	230,307	310,603	(80,296)	(26%)
Total Current Assets	17,731,035	19,564,194	(1,833,159)	(9%)
Fixed Assets				
Net Fixed Assets	19,177,114	17,990,084	1,187,030	7%
Total Assets	36,908,149	37,554,278	(646,129)	(2%)
Liabilities				
Accounts Payables	491,726	436,962	54,764	13%
Deffered Dues & Fees	5,123,624	5,235,627	(112,003)	(2%)
Compensation Liability	-	30,471	(30,471)	(100%)
Total Liabilities	5,615,350	5,703,060	(87,710)	(2%)
Total Net Assets	31,292,799	31,851,218	(558,420)	(2%)
Net Assets				
Board Designated Net Assets	10,642,430	12,446,813	(1,804,383)	(14%)
Unrestricted Net Assets	21,208,788	18,101,480	3,107,308	17%
Net Change Year-To-Date	(558,419)	1,302,925	(1,861,344)	(143%)
Total Net Assets	31,292,799	31,851,218	(558,419)	(2%)

Revised



Green Valley Recreation, Inc.							
Investments Performance							
Quarterly Board Report January - December 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)	\$ 7,043,208	\$ 8,025,718	-11.0%	-10.2%	-11.0%	-10.2%	
MRR - Part B Pools and Spas (SBH) **	\$ 576,963	\$ 1,083,705	-0.4%	-0.4%	-0.4%	-0.4%	
Initiatives (SBH)	\$ 2,531,557	\$ 2,166,737	-8.5%	-8.2%	-8.5%	-8.2%	
Emergency (SBH)	\$ 490,701	\$ 1,170,653	-18.1%	-21.3%	-18.1%	-21.3%	
Total Designated Reserve:	\$ 10,642,430	\$ 12,446,813					
Operating Investment Fund Part A Short Term - JP Morgan	\$ 3,361,830	\$ 2,809,726	-0.5%	-0.4%	-0.5%	-0.4%	
Operating Investment Fund Part B Long Term - JP Morgan	\$ 1,565,673	\$ 1,600,000	-6.3%	-5.6%	-6.3%	-5.6%	
Total Invested Operating Cash	\$ 4,927,503	\$ 4,409,726					



GVR
Long Term Capital Project Plan
Cash Funding Projections

Initiatives	All Amounts Are Projections				
	2023	2024	2025	2026	2027
Beginning Balance	\$ 2,531,557	\$ 229,169	\$ 684,194	\$ 1,449,099	\$ 2,287,574
Funding From Operations Revenue	\$ 643,584	\$ 626,088	\$ 635,987	\$ 664,930	\$ 646,325
Additional GVR Funding (Surplus)	\$ 410,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Transfer to Operations	\$ (90,827)				
Loan Payments					
Net Investment Earnings	\$ 147,699	\$ 13,370	\$ 39,918	\$ 84,545	\$ 133,464
Projects:					
West Center Arts Center	\$ (50,000)				
Del Sol Club House	\$ (980,006)				
Canoa Hill Parking Lot Note	\$ (11,000)	\$ (11,000)	\$ (11,000)	\$ (11,000)	\$ (11,000)
Santa Rita Springs Glass Arts	\$ (850,128)				
SRS Kino Room / Computer Lab	\$ -				
Social Gathering Place	\$ (50,000)				
Desert Hills Fitness Expansion	\$ (913,695)				
2nd Pmt DH Fitness Equipment	\$ (90,827)				
Desert Hills Ceramics Expansion					
Expand Ceramics	\$ (300,000)				
ABS Shuffleboard Courts		\$ (123,433)			
Unbudgeted Security System	\$ (167,188)				
LC Third Tennis Courts		\$ (150,000)			
Ending Balance	\$ 229,169	\$ 684,194	\$ 1,449,099	\$ 2,287,574	\$ 3,156,363

ESTIMATED

DH Fitness equipment 1st Pmt


Contract \$961,386 less \$47,691 spent in 2022

INCREASED FROM ORIGINAL BUDGET OF \$200,000

UNBUDGETED

GVR					
Long Term Capital Project Plan					
Cash Funding Projections					
	All Amounts Are Projections				
	2023	2024	2025	2026	2027
Maintenance Repair & Replacement					
Beginning Balance	\$ 7,043,208	\$ 7,172,933	\$ 6,799,653	\$ 7,292,460	\$ 7,588,381
Annual Funding (per Reserve Study)	\$ 1,179,940	\$ 1,320,420	\$ 1,426,054	\$ 1,540,138	\$ 1,540,138
Additional Funding					
Net Investment Earnings (actual IPS)	\$ 602,423	\$ 661,779	\$ 594,991	\$ 654,617	\$ 358,822
Projects:					
Per Reserve Study	\$ (1,652,638)	\$ (2,355,479)	\$ (1,528,237)	\$ (1,898,835)	\$ (1,035,850)
Ending Balance	\$ 7,172,933	\$ 6,799,653	\$ 7,292,460	\$ 7,588,381	\$ 8,451,490
MRR Part B - Pools and Spas					
Beginning Balance	\$ 576,962	\$ 727,408	\$ 1,091,452	\$ 1,492,815	\$ 72,975
Funding	\$ 289,405	\$ 303,875	\$ 319,069	\$ 335,022	\$ 351,774
Additional Funding (2022 Surplus all	\$ -				
Net Investment Earnings	\$ 50,546	\$ 60,168	\$ 82,294	\$ 106,641	\$ 24,781
East Center Pool	\$ (189,505)				
Casa Paloma 1 (or other pool)				\$ (1,861,503)	
Ending Balance	\$ 727,408	\$ 1,091,452	\$ 1,492,815	\$ 72,975	\$ 449,530
Subtotal Capital Projects Reserves	\$ 8,233,583	\$ 8,685,443	\$ 10,350,945	\$ 10,072,302	\$ 12,187,954
Emergency					
Beginning Balance	\$ 490,701	\$ 523,877	\$ 559,297	\$ 587,297	\$ 616,297
Annual Funding	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Initiative					
Net Investment Earnings	\$ 33,176	\$ 35,419	\$ 28,000	\$ 29,000	\$ 31,000
Projects:					
East Center (2019)					
Ending Balance	\$ 523,877	\$ 559,297	\$ 587,297	\$ 616,297	\$ 647,297
Total Board Designated Funds	\$ 8,757,460	\$ 9,244,740	\$ 10,938,242	\$ 10,688,599	\$ 12,835,250





2022 Member Survey Green Valley Recreation, Inc.

Zelos, LLC Summary Report
January 17, 2023



1

Purpose of the member survey

Green Valley Recreation, Inc. (GVR) regularly checks in with membership to ensure that the organization is meeting current expectations and anticipating future needs.

History

- Comprehensive survey, 2018
- Strategic plan survey, 2021
- Current survey, 2022

GVR 2022 Member Survey Results 2

2

The 2022 survey period

GVR made the 2022 Member Survey available electronically and on paper from **October 17 – November 1, 2022**, for all respondents.

GVR and Zelos provided technical support to members throughout the survey period.

Details about the invitation process

- GVR mailed paper surveys to the sample group on October 7, 2022.
- Zelos emailed custom links to the sample group on October 17, 2022, and throughout the survey period.
- GVR advertised the online survey that was available from October 17 – November 1.
- GVR entered paper responses upon receipt and through November 7.

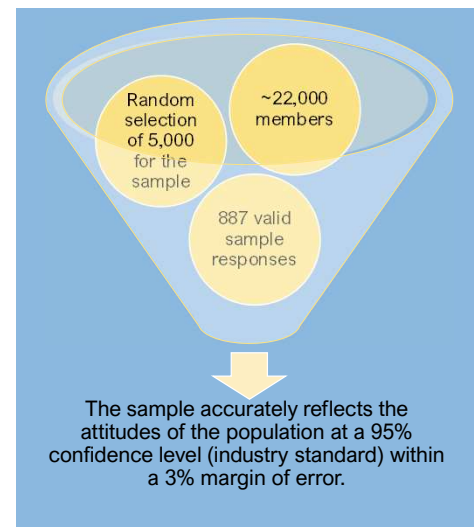
GVR 2022 Member Survey Results 3

3

The survey invitees

During the survey period, any member who could provide their member number could participate in the survey, either electronically or on a paper version.

Simultaneously, GVR **randomly** selected a **sample** for the survey so that it could rely on the accuracy of the results for decision making.



GVR 2022 Member Survey Results 4

4

The results in this report

This report includes results only from the respondents who were randomly selected to participate.

The sample response rate was 18%.

Again, GVR achieved the desired confidence level and margin of error to be confident that the attitudes of the sample accurately reflect the attitudes of the population.

History of GVR response rates

- In 2018, the National Research Center (NRC) noted a *typical* response rate for a parks and recreation survey ranged from 12-30%.
- At that time, GVR's member survey yielded a 26% response rate (of the entire member population).
- In 2021, the GVR strategic plan survey yielded a 12% response rate (of the entire member population).

Connection to strategic plan

GVR's 2022-2026 strategic plan includes the Mission, Vision, Goals, and priorities.

Survey questions will help GVR check in on how well it's performing, and in some cases, establish a baseline for the metrics included in the plan.

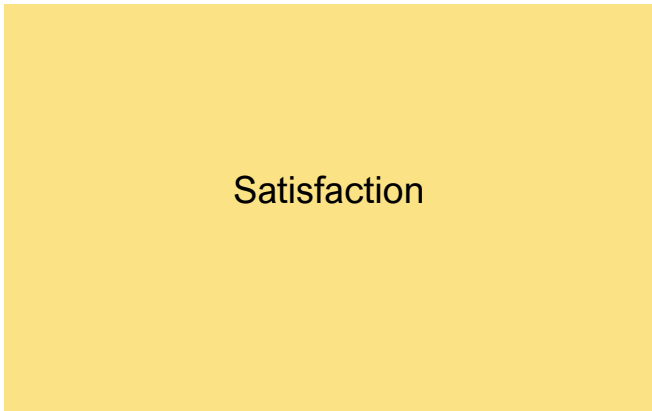
Mission

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

Vision

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

The 2022 Member Survey results



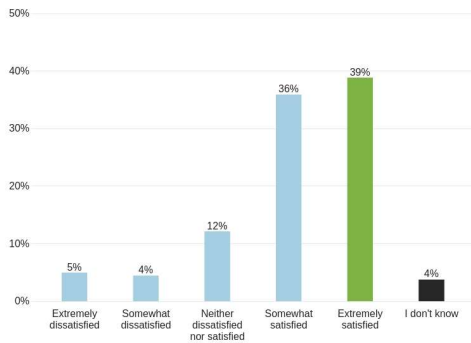
7

Overall satisfaction

Mission & Vision

Overall, how satisfied are you with the services and programs offered at GVR?

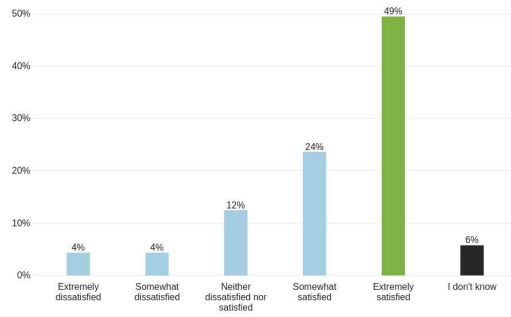
75% of members are satisfied with GVR services and programs.



Analysis: Younger members (under 55 years) tend to report **lower** satisfaction with services and programs than other age groups.

Overall, how satisfied are you with your experience(s) with GVR staff?

73% of members are satisfied with their experiences with staff.



Analysis: Newer members (0-5 years) tend to report **higher** satisfaction with staff than members for more than 20 years.

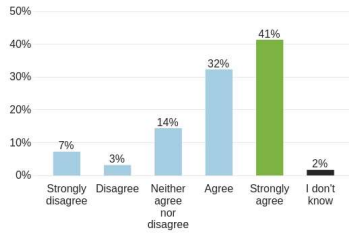
8

Quality of life

Mission & Vision

GVR recreational opportunities enhance my quality of life.

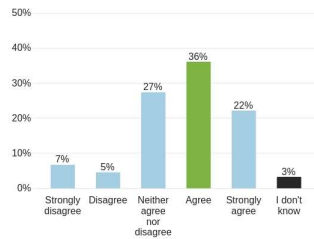
73% agreement



Comparison: In 2021 strategic plan survey, 69% agreement.

GVR social opportunities enhance my quality of life.

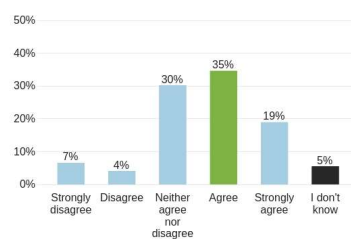
58% agreement



Comparison: In 2021 strategic plan survey, 50% agreement.

GVR leisure education opportunities enhance my quality of life.

54% agreement



Comparison: In 2021 strategic plan survey, 48% agreement.

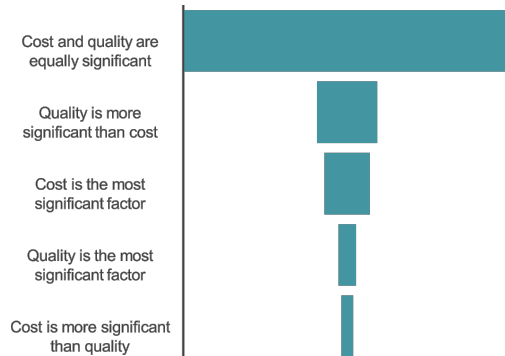
GVR 2022 Member Survey Results 9

9

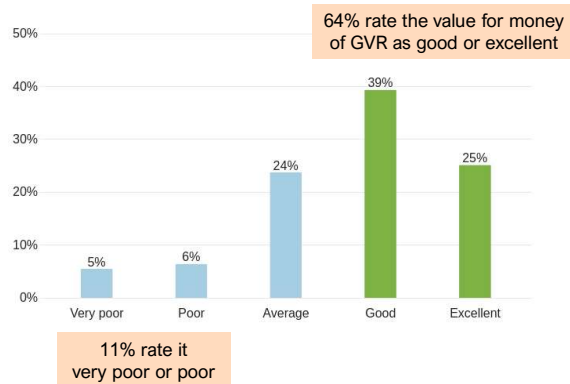
GVR value for money

Goal 4— Value

"Value for money" could be viewed in terms of cost, quality, or a combination of both. Which one of the following best describes how you see "value for money"?



How would you rate the "value for money" of GVR?



11% rate it very poor or poor

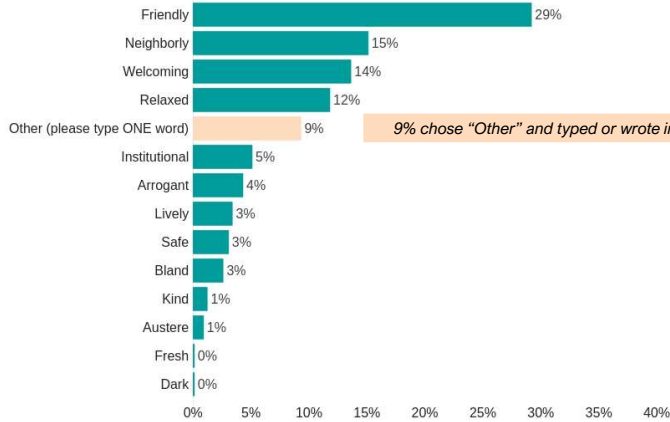
64% rate the value for money of GVR as good or excellent

GVR 2022 Member Survey Results 10

10

One word that describes GVR

One word that most closely describes the character, quality, or atmosphere at GVR. (Choose one.)



9% chose "Other" and typed or wrote in:

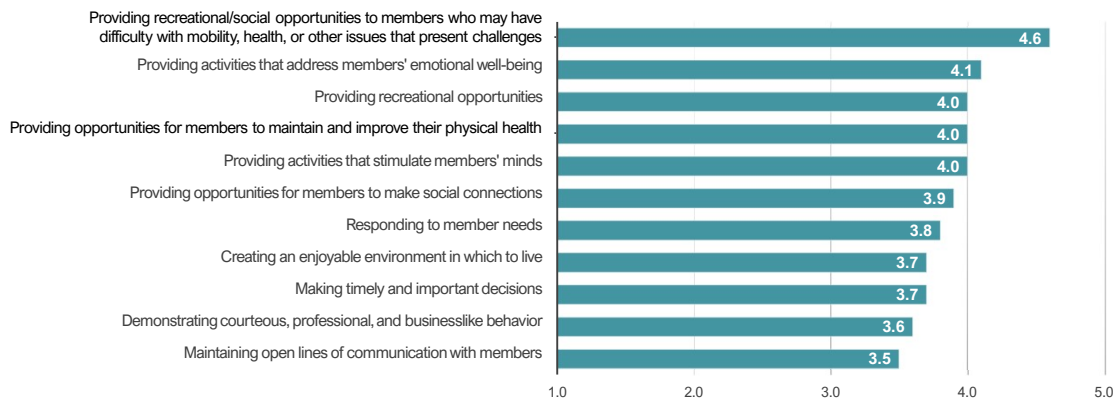
Unknown (6)
 Available (3)
 Expensive (3)

(2 of each) Controlling, Dysfunctional, Entitled, Fun, Snobby/Snobbish, Unfriendly, Variable

(1 of each) Absent, Antagonistic, Arrogant, Beneficial, Chaotic, Clean, Cliquish, Conflicted, Confrontational, Confusing, Convenient, Dictatorial, Disconnected, Discriminatory, Disinterested, Engaging, Entitled, Forced, Greedy, Helpful, Inclusive, Individual, Informative, Irrelevant, Lethargic, Memorable, Mentally stimulating, Mixture, Neighborhoodly, Neutral, Opportunistic, Overwhelming, Peaceful, Political, Politicized, Presumptuous, Regulated, Safe, Social, Surviving, Territorial, Too many rules, Uneven, Unfamiliar, Unhappy, Uninviting, Unnecessary, Unneighborly, Unused, Unwelcoming, Varied, WTF, Zero

GVR effectiveness at mission elements

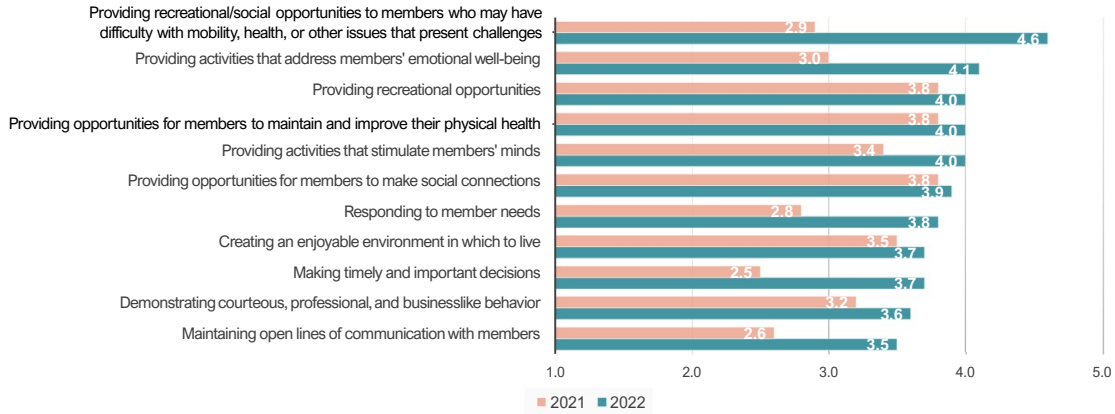
How effective do you think GVR is at doing each of the following?
 (Reporting the mean of responses, where 1 is *Not effective*, 3 is *Effective*, and 5 is *Extremely effective*.)



Compared to 2021 survey results

How effective do you think GVR is at doing each of the following?

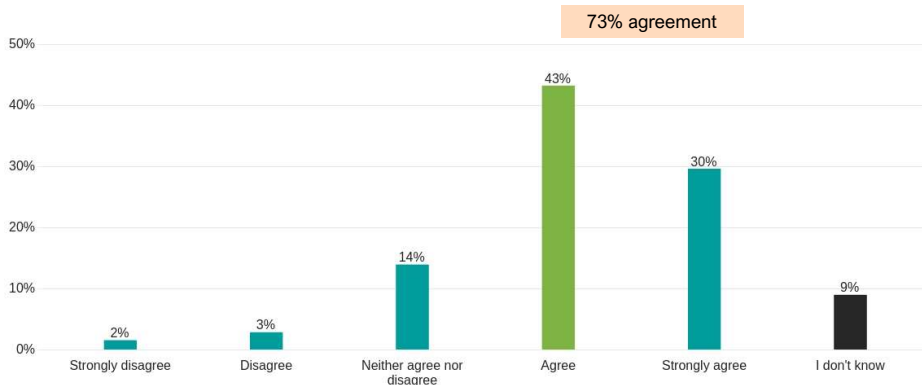
Ratings improved on all statements between the 2021 strategic plan survey and this survey.



13

Agreement ratings for mission elements

GVR makes it possible for me to participate in a variety of social opportunities.

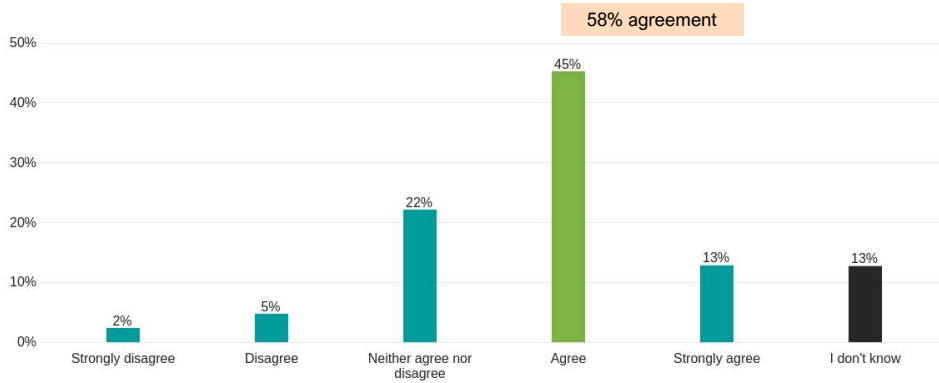


14

Agreement ratings for mission elements

Goal 3—
Involvement

Communication and information from GVR staff is trustworthy.



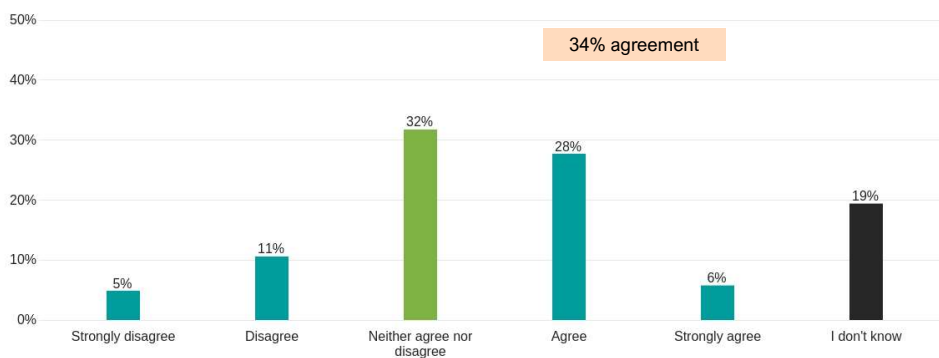
GVR 2022 Member Survey Results 15

15

Agreement ratings for mission elements

Goal 5—
Governance

Communication and information from the GVR Board is trustworthy.



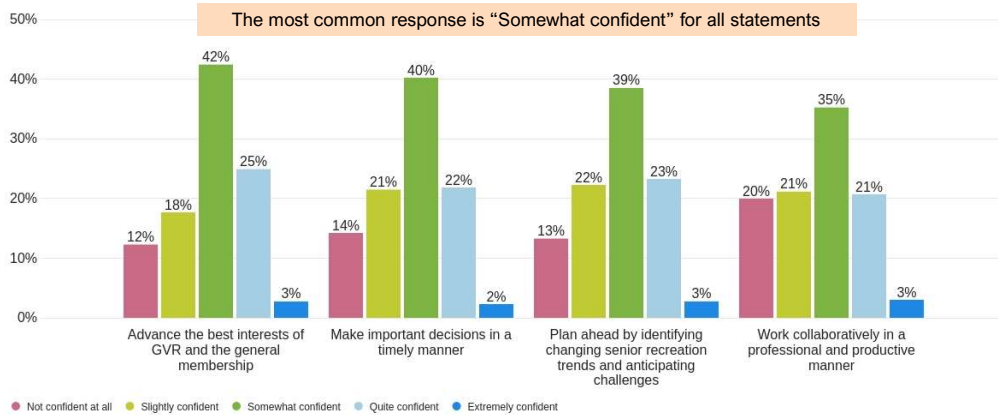
GVR 2022 Member Survey Results 16

16

Confidence in the Board

Goal 5—
Governance

Please rate your confidence in the GVR Board's ability to...



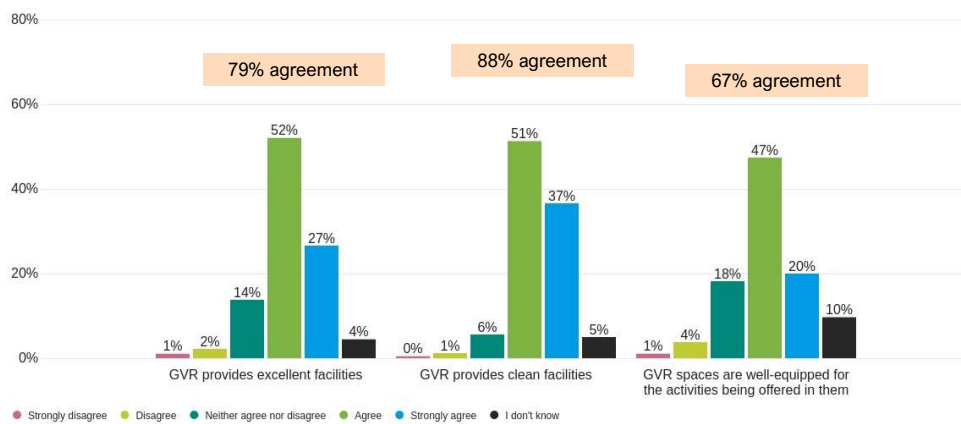
GVR 2022 Member Survey Results 17

17

Quality of the facilities

Goal 1—
Facilities

Please rate your agreement with these statements...



GVR 2022 Member Survey Results 18

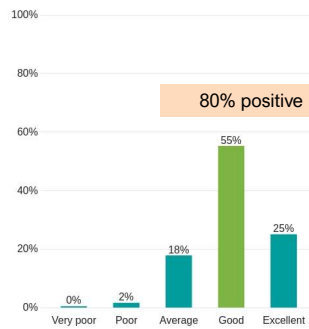
18

Quality of specific facility features

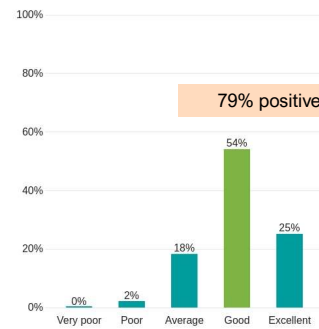
Goal 1—
Facilities

Thinking about the facilities that you use, rate the following features:

Flooring



Lighting



GVR 2022 Member Survey Results 19

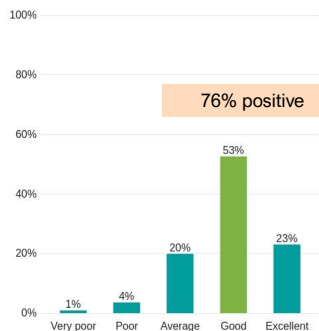
19

Quality of specific facility features, cont.

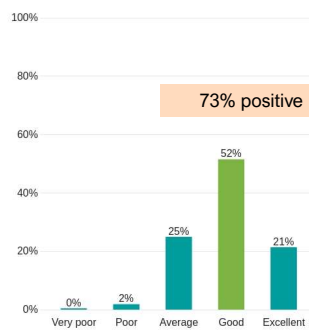
Goal 1—
Facilities

Thinking about the facilities that you use, rate the following features:

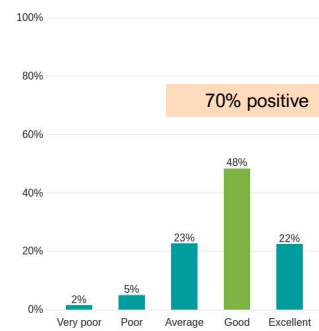
Ventilation



Furnishings



Audio / Visual



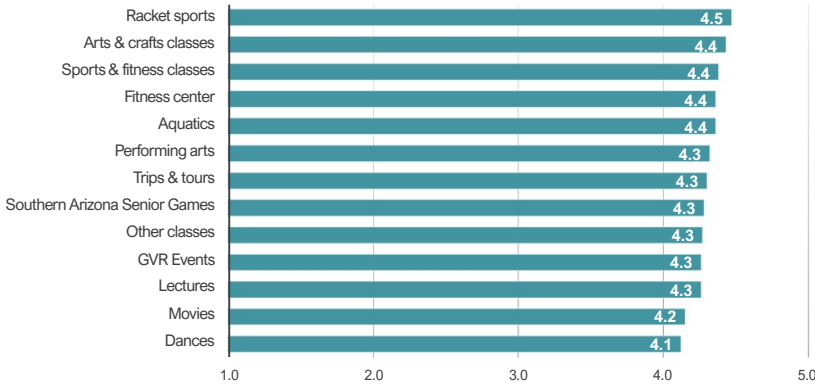
GVR 2022 Member Survey Results 20

20

Agreement ratings for services and programs

Rate your most recent overall experience with each activity.

(Reporting the mean of responses, where 1 is *Very poor*, 2 is *Poor*, 3 is *Average*, 4 is *Good*, and 5 is *Excellent*.)

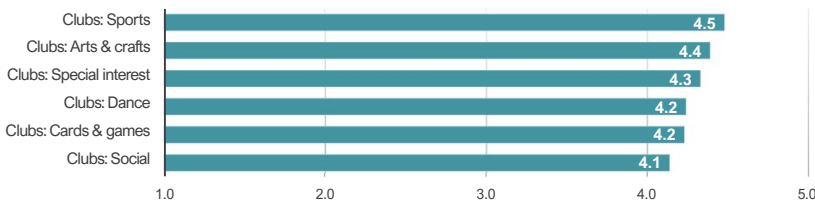


Comparison: Like in the 2021 strategic planning survey, all activities achieved a 4.0 or better rating—again indicating GVR strengths.

Agreement ratings for services and programs

Rate your most recent overall experience with each activity.

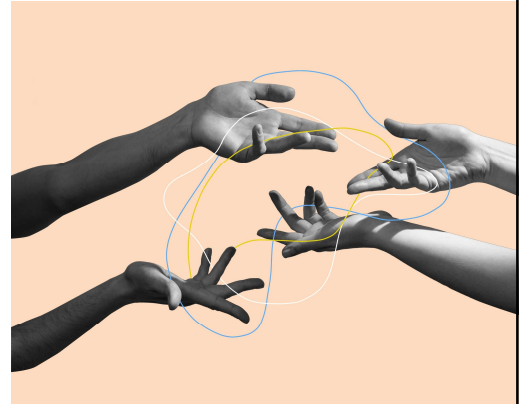
(Reporting the mean of responses, where 1 is *Very poor*, 2 is *Poor*, 3 is *Average*, 4 is *Good*, and 5 is *Excellent*.)



Comparison: Like in the 2021 strategic planning survey, all activities achieved a 4.0 or better rating—again indicating GVR strengths.

The 2022 Member Survey results

Participation



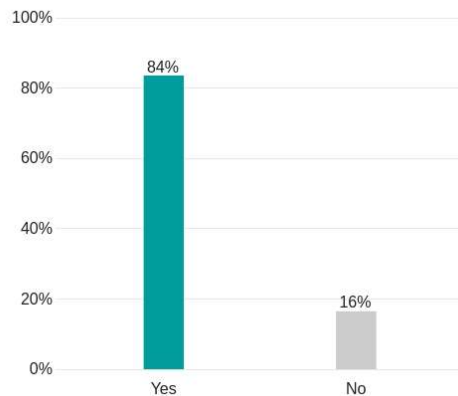
GVR 2022 Member Survey Results 23

23

Participation in any activity in past 3 years

Goal 3—
Involvement

84% of people have participated in any activity at GVR (used the facilities or attended a class or event) in the past 3 years.



Analysis: Members who have been with GVR for 1-5 years are **more likely** to have participated in an activity in the last 3 years than other groups (89% of members in this group participated).

But only 72% of the newest members (less than 1 year) participated and only 78% of the members for more than 20 years participated.

See next slide for more detail.

Comparison: In the 2021 strategic planning survey, 85% of respondents had participated in any activity.

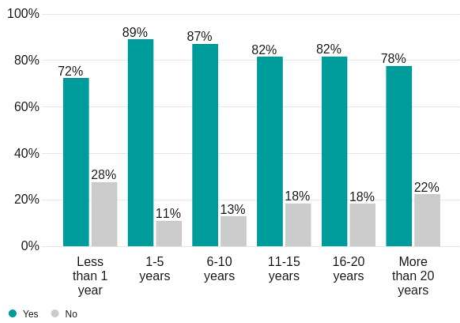
GVR 2022 Member Survey Results 24

24

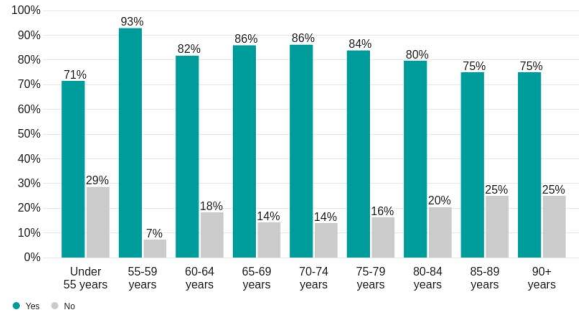
Participation in an activity in past 3 years

Goal 3—
Involvement

The group with the highest participation rates have been GVR members for 1-5 years.



The age group with the highest participation rates is 55-59 years.



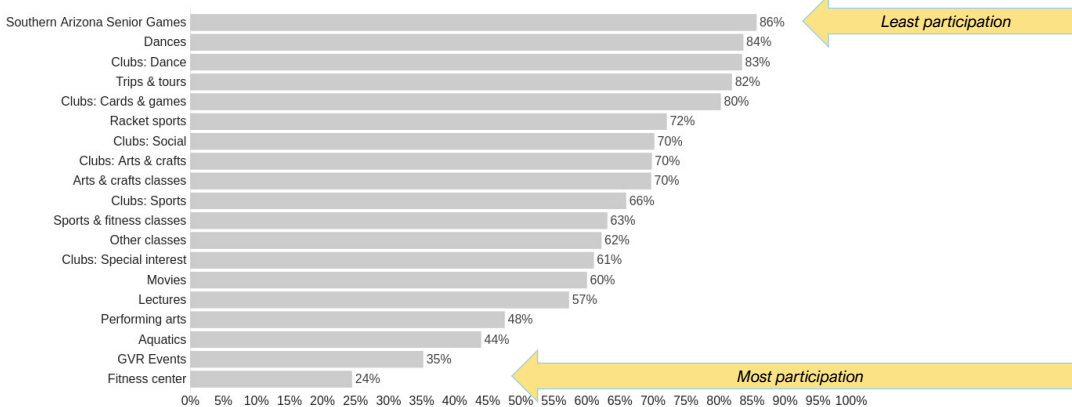
GVR 2022 Member Survey Results 25

25

Participation in activities

Goal 2—
Services &
Programs

Percent who selected "I have never done this" for these specific activities:



GVR 2022 Member Survey Results 26

26

The 2022 Member Survey results

Looking forward



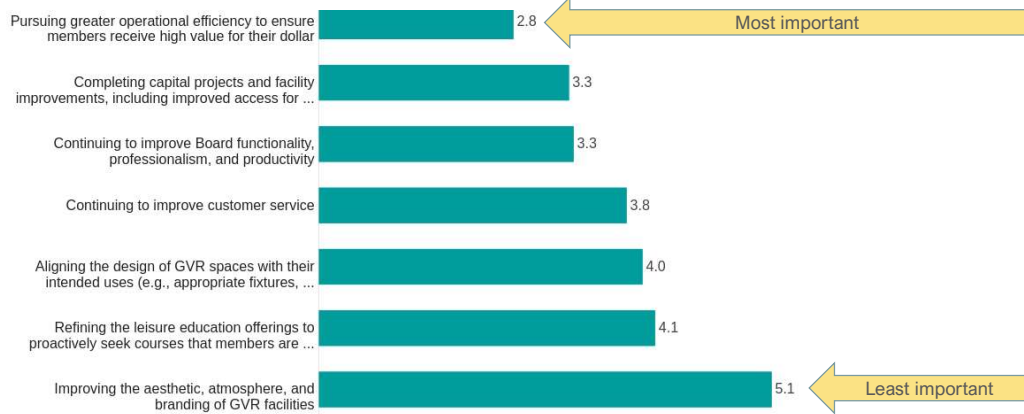
GVR 2022 Member Survey Results 27

27

Prioritized strategic planning initiatives

(Respondents ranked these options in order of importance, 1 through 7. The initiatives that are **most important** are at the **top**, with the lowest average rating.)

Strategic
Plan
Initiatives



GVR 2022 Member Survey Results 28

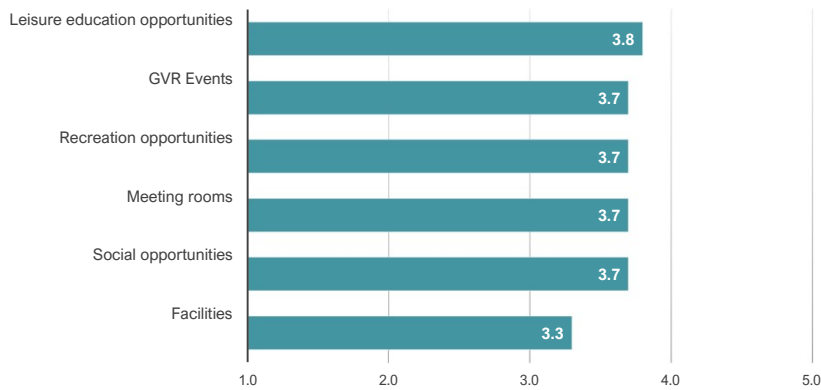
28

Future activities

Goal 2—
Services
&
Programs

I would like to see more...

(Reporting the mean of responses, where 1 is *Strongly disagree*, 3 is *Neither agree nor disagree*, and 5 is *Strongly agree*.)



GVR 2022 Member Survey Results 29

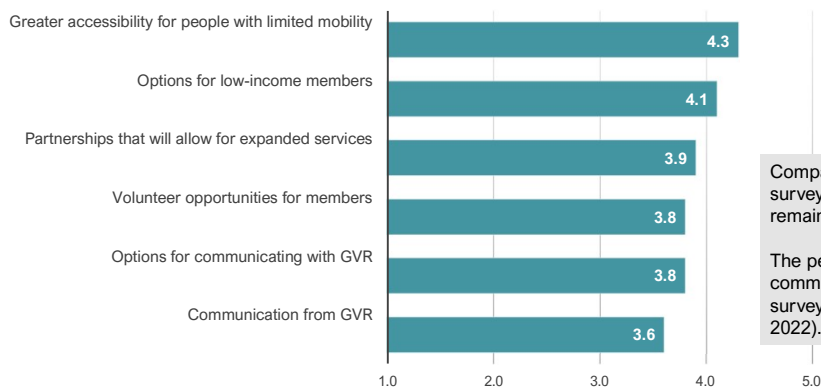
29

Future needs for programs and strategies

Strategic
Plan
Initiatives

I would like to see more...

(Reporting the mean of responses, where 1 is *Strongly disagree*, 3 is *Neither agree nor disagree*, and 5 is *Strongly agree*.)



Comparison: As in the 2021 strategic plan survey, options for low-income members remains a priority.

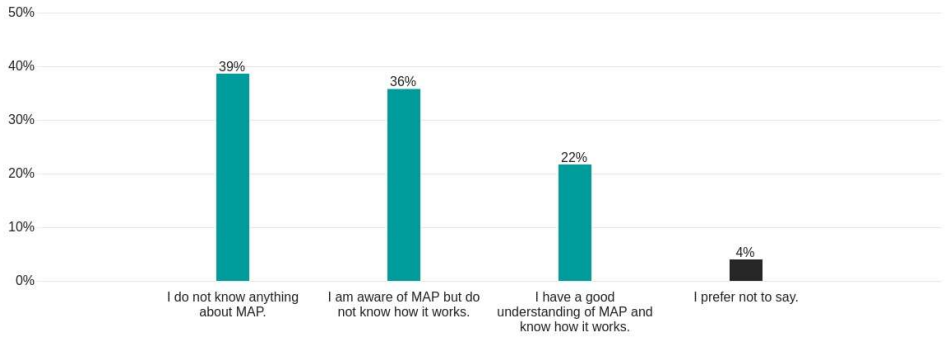
The percent of people requesting more communication from GVR declined in this survey by 10% (from 52% in 2021 to 42% in 2022).

GVR 2022 Member Survey Results 30

30

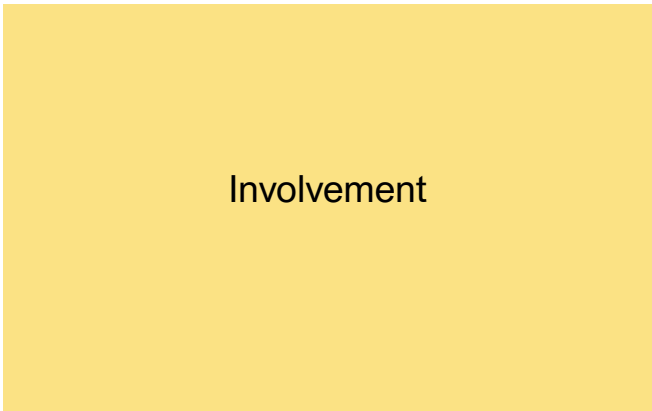
Specifically: the MAP Program

Which of the following statements best describes what you know about GVR's Member Assistance Program (MAP)?



Comparison: The percent of members who don't know anything about MAP increased slightly, from 35% to 39%, compared to the 2021 strategic planning survey.

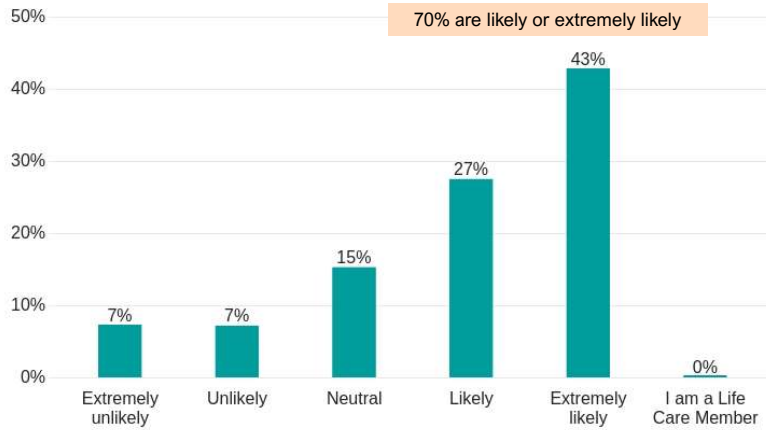
The 2022 Member Survey results



Likely to vote in next Board election

Goal 3—
Involvement

How likely are you to vote in the upcoming GVR Board election?



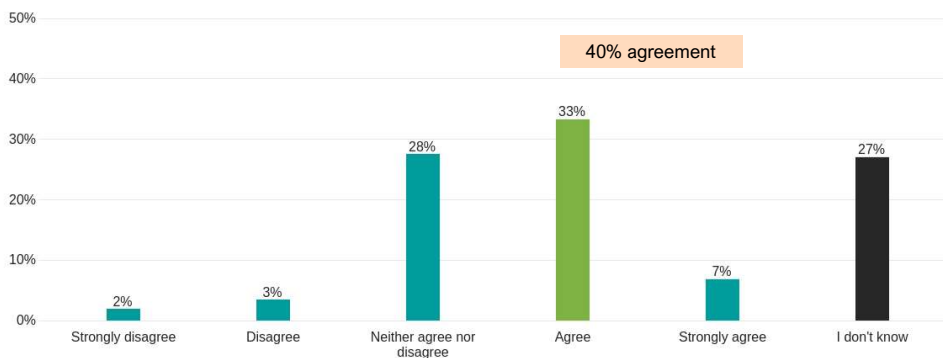
GVR 2022 Member Survey Results 33

33

Attendance at Board meetings

Goal 5—
Governance

I can attend Board and Board committee meetings in the way that I want to attend.



GVR 2022 Member Survey Results 34

34

The 2022 Member Survey results

About the respondents
in the random sample

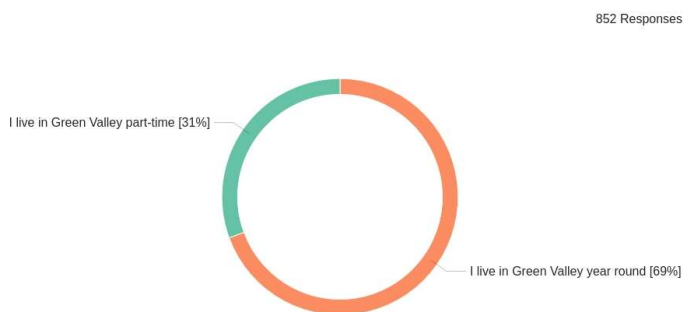


GVR 2022 Member Survey Results 35

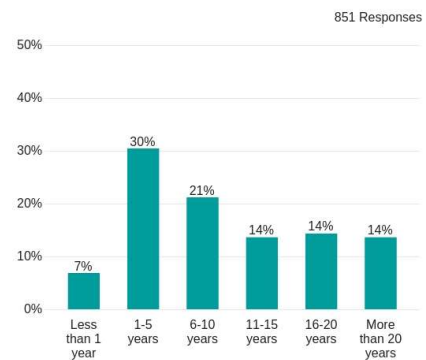
35

About respondents

Which of the following best describes you?



How long have you been a GVR member?



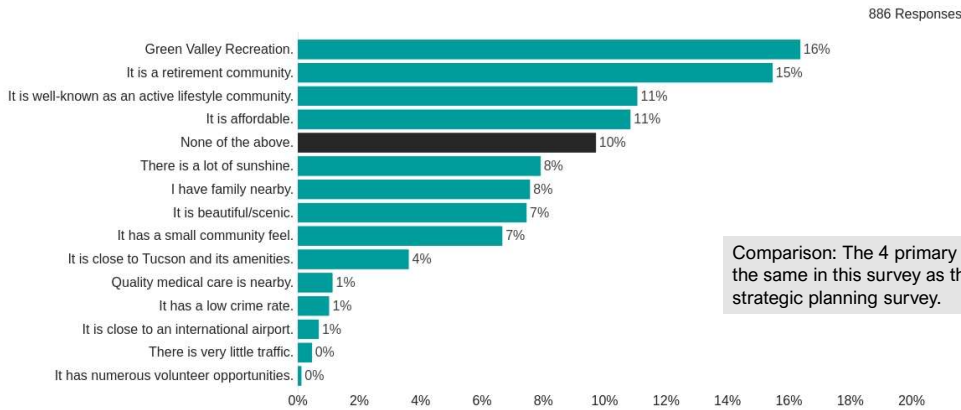
Comparison: In the 2021 strategic planning project, 75% of respondents lived in Green Valley year-round.

GVR 2022 Member Survey Results 36

36

About respondents

The primary reason that I chose to buy GVR property is...

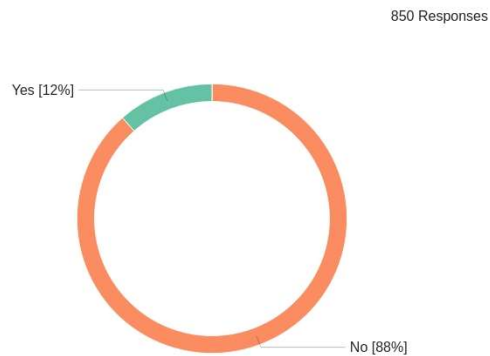


Comparison: The 4 primary reasons at the top are the same in this survey as they were in the 2021 strategic planning survey.

37

About respondents

Do you own more than one GVR property?

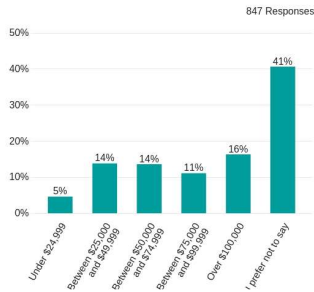


Comparison: In the 2021 strategic planning survey, 8% of respondents reported that they owned more than one GVR property.

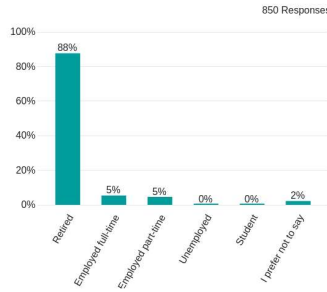
38

About respondents

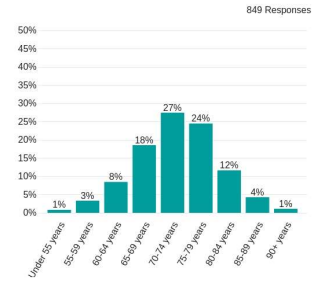
What is your annual household income?



What is your current professional status?



What is your age?



The 2022 Member Survey results

Differences between responses from people in the random sample versus people who self-selected



Comparing responses between groups

We tested for statistically significant differences between the sample group and the non-sample group on all questions. We found slight differences on only 4 questions, indicating that the self-selecting respondents tend to be *more involved and more positive about GVR's value for money*. Their responses are consistent with the sample group's responses on every other question.

1. Self-selecting respondents are more likely to have participated in any activity at GVR in the last 3 years (90.8%, compared to 83.5%).
2. Self-selecting respondents tend to rate the value for money of GVR higher (3.89, compared to 3.71).
3. Self-selecting respondents are more likely to vote in the upcoming GVR Board election (4.33, compared to 3.92).
4. Self-selecting respondents are more likely to know about the Member Assistance Program (72.4%, compared to 57%).

GVR 2022 Member Survey Results 41

41



Thank you

We've included additional details about the survey methodology and a copy of the survey questions in the appendices.

Zelos, LLC

Stacia C. Aylward, CEO
Terrie Glass, Director of Leadership Development
info@zelosllc.com

GVR 2022 Member Survey Results 42

42

Appendix 1. Project approach



GVR 2022 Member Survey Results 43

43

Developing the content

1. GVR established its purpose in its request for proposals.
2. Zelos drafted the communications and questions.
 1. Started with 2018 and 2021 surveys to identify questions we wanted to follow-up on to evaluate improvement
 2. Added new questions to measure GVR's progress on strategic plan goals and objectives
 3. Included demographic questions to help us understand more about our membership over time
 4. Created communications for email, mail, sample, and non-sample survey instruments
3. Zelos reviewed draft content for clarity, conciseness, and relevance with GVR staff team and finalized all materials based on their feedback.

Details about survey content

- 19 survey questions
- Plus, 6 demographic questions
- Member ID required for validation
- For a total of 25 questions

GVR 2022 Member Survey Results 44

44

Inviting participants

1. GVR requested random sampling to ensure that the results obtained from the sample would approximate what would be obtained if the entire population had been surveyed.
2. GVR provided Zelos the master member list—using main, second, and assigned members—of 22,306 members.
3. Zelos selected a random sample of 5,000, expecting that it would allow us to reach a target number of responses for both confidence level (95%) and margin of error (between 3-4%).
4. Zelos distributed custom email invitations to members with email addresses, while GVR mailed custom paper versions to the sample members without email addresses.
5. Both Zelos and GVR provided technical support and conducted multiple follow-ups to encourage participation from the sample.
6. Zelos also provided a URL for members who were not part of the sample to complete the survey upon request; those responses were maintained separately in the results.

Characteristics of the sample

- 82% of the sample included an email address
- 88% of the sample had Arizona mailing addresses

GVR 2022 Member Survey Results 45

45

Incentivizing participation

1. So that GVR could reach targets for both confidence level (95%) and margin of error (between 3-4%), it offered two (2) sets of incentives for members who completed their surveys:
 1. For invited participants in the sample, GVR randomly selected one member in a raffle to receive a 2023 dues waiver.
 2. For participants outside of the sample, for whom we were able to validate Member IDs, GVR randomly selected five (5) members to receive a \$100 credit to activity accounts.
2. At the conclusion of the survey period, Zelos provided GVR a list of Member IDs for completed responses without including any other individual survey information.
3. GVR managed the raffle and member notification process.



GVR 2022 Member Survey Results 46

46


Appendix 2: The Survey

The following slides show the paper version for the sample.

All questions in all other formats (e.g., non-sample paper, various electronic versions in Qualtrics) are the same, even if the instructions varied slightly in the electronic version. For example, you will see in the paper version, we added instructions such as "please place an X or a checkmark," but these types of instructions were not needed in the electronic version.



47



[First Name] [Last Name]
[Street Address]
[City], [State] [Zip Code]
[Member ID]

[Greeting line]

Congratulations! You have been selected to complete our 2022 Member Survey. To ensure that we can rely on our survey results, we ask that you—the person to whom this survey is addressed—and only you complete the survey.

This Member Survey will be available from October 17-31, 2022.

If we receive your completed survey by November 4, 2022, you will be entered into a raffle to win the grand prize of a 2023 dues waiver. Please return your completed survey using the self-addressed and stamped envelope or drop it off at the Administrative Offices.

You received this invitation by mail because we do not have your email address on file. If you have an email address and can complete the survey electronically, we would be able to reduce our data entry costs and see your input more quickly. If you have an email address that we could use, please email us at hotline@gvrec.org to request your electronic survey link.

We anticipate that this survey will take you approximately 13–24 minutes. If you have any questions or concerns, please contact hotline@gvrec.org. We look forward to hearing from you!

Green Valley Recreation (GVR) 2022 Member Survey

1. Please enter your GVR member number by writing one digit in each box below. Please enter it carefully; we will validate it and will not be able to use your responses if we cannot validate. Note: Your individual responses will not be associated with your GVR member number.

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2. Please place an X or a checkmark in the box next to your selection to complete the following sentence: The primary reason that I chose to buy GVR property is... [Please select only ONE.]

<input type="checkbox"/> Green Valley Recreation. <input type="checkbox"/> It is affordable. <input type="checkbox"/> I have family nearby. <input type="checkbox"/> It has a low crime rate. <input type="checkbox"/> It is a retirement community. <input type="checkbox"/> It is beautiful/scenic. <input type="checkbox"/> It is well-known as an active lifestyle community. <input type="checkbox"/> It is close to an international airport.	<input type="checkbox"/> There is very little traffic. <input type="checkbox"/> There is a lot of sunshine. <input type="checkbox"/> Quality medical care is nearby. <input type="checkbox"/> It has numerous volunteer opportunities. <input type="checkbox"/> It is close to Tucson and its amenities. <input type="checkbox"/> It has a small community feel. <input type="checkbox"/> None of the above.
--	--

3. Please place an X or a checkmark in the box which best rates your agreement with each of the following statements:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	I don't know
GVR recreational opportunities enhance my quality of life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GVR social opportunities enhance my quality of life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GVR leisure/education opportunities enhance my quality of life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Page 1 of 6



[First Name] [Last Name]
[Street Address]
[City], [State] [Zip Code]
[Member ID]

4. Please place an X or a checkmark in the box next to your selection for the one word that most closely describes the character, quality, or atmosphere at GVR. [Select only ONE.]

<input type="checkbox"/> Arrogant <input type="checkbox"/> Austere <input type="checkbox"/> Bland <input type="checkbox"/> Dark	<input type="checkbox"/> Fresh <input type="checkbox"/> Friendly <input type="checkbox"/> Institutional <input type="checkbox"/> Kind	<input type="checkbox"/> Lively <input type="checkbox"/> Neighborly <input type="checkbox"/> Relaxed <input type="checkbox"/> Safe
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Welcoming
Other: [Please write ONE word.]

5. In the past 3 years, have you participated in any activity at GVR (used the facilities or attended a class or an event)?

Yes
 No

6. Thinking about the most recent times you've participated in the following activities, please place an X or a checkmark in the box which best rates your overall experience with each activity.

	Very poor	Poor	Average	Good	Excellent	I don't remember	I have never done this
Aquatics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arts & crafts classes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clubs: Arts & crafts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clubs: Cards & games	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clubs: Dance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clubs: Social	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clubs: Special interest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clubs: Sports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fitness center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GVR Events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lectures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Movies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other classes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performing arts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Racket sports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Southern Arizona Senior Games	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sports & fitness classes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trips & tours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Page 2 of 6

48

[First Name] [Last Name]
[Street Address]
[City], [State] [Zip Code]
[Member ID]

7. Please place an X or a checkmark in the box which best describes how effective you think GVR is at doing each of the following...

	Not effective	Somewhat effective	Effective	Very effective	Extremely effective	I don't know
Creating an enjoyable environment in which to live	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrating courteous, professional, and businesslike behavior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintaining open lines of communication with members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Making timely and important decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing activities that address members' emotional well-being	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing activities that stimulate members' minds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing opportunities for members to maintain and improve their physical health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing opportunities for members to make social connections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing recreational opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing recreational/social opportunities to members who may have difficulty with mobility, health, or other issues that present challenges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responding to member needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Please place an X or a checkmark in the box which best rates your agreement with each of the following endings to this sentence: I would like to see more...

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	I don't know
Communication from GVR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Greater accessibility for people with limited mobility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GVR Events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leisure education opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting rooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Options for communicating with GVR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Options for low-income members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partnerships that will allow for expanded services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer opportunities for members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Page 3 of 6

[First Name] [Last Name]
[Street Address]
[City], [State] [Zip Code]
[Member ID]

9. Below is a list of 7 strategic planning initiatives for the coming year. Please note these are simply listed in alphabetical order with no implied hierarchy. We want to hear how YOU would prioritize these initiatives. Please rank them in order of importance to you by writing a number 1 through 7 in the box next to each initiative, where 1 is the most important/highest priority and 7 is the least important/lowest priority. Please only use each number one time. If you do not think that an item on this list is important, leave the box blank.

<input type="checkbox"/>	Aligning the design of GVR spaces with their intended uses (e.g., appropriate fixtures, flooring, lighting, etc. for the typical activity)
<input type="checkbox"/>	Completing capital projects and facility improvements, including improved access for members with limited mobility
<input type="checkbox"/>	Continuing to improve Board functionality, professionalism, and productivity
<input type="checkbox"/>	Continuing to improve customer service
<input type="checkbox"/>	Improving the aesthetic, atmosphere, and branding of GVR facilities
<input type="checkbox"/>	Pursuing greater operational efficiency to ensure members receive high value for their dollar
<input type="checkbox"/>	Refining the leisure education offerings to proactively seek courses that members are looking for, offered by qualified instructors

10. What is your most important priority as a GVR member? (Please tell us in a few words or in one sentence.)

11. Thinking about the facilities that you use, please place an X or a checkmark in the box which best represents how you would rate the following features:

	Very poor	Poor	Average	Good	Excellent	I don't remember	I don't know
Audio/visual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flooring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Furnishings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ventilation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Page 4 of 6

49

[First Name] [Last Name]
[Street Address]
[City], [State] [Zip Code]
[Member ID]

12. Please place an X or a checkmark in the box which best represents your agreement with each of the following statements:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	I don't know
GVR provides excellent facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GVR provides clean facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GVR makes it possible for me to participate in a variety of social opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GVR spaces are well-equipped for the activities being offered in them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication and information from GVR staff is trustworthy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication and information from the GVR Board is trustworthy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can attend Board and Board committee meetings in the way that I want to attend	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Please place an X or a checkmark in the box which best represents your confidence in the GVR Board's ability to...

	Not confident at all	Slightly confident	Somewhat confident	Quite confident	Extremely confident
Advance the best interests of GVR and the general membership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Make important decisions in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plan ahead by identifying changing senior recreation trends and anticipating challenges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work collaboratively in a professional and productive manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please turn the page over to continue—there is just one more page!

Page 5 of 6

[First Name] [Last Name]
[Street Address]
[City], [State] [Zip Code]
[Member ID]

14. Overall, how satisfied are you with the services and programs offered at GVR?

Extremely dissatisfied
 Somewhat dissatisfied
 Neither dissatisfied nor satisfied
 Somewhat satisfied
 Extremely satisfied
 I don't know

15. Overall, how satisfied are you with your experience(s) with GVR staff?

Extremely dissatisfied
 Somewhat dissatisfied
 Neither dissatisfied nor satisfied
 Somewhat satisfied
 Extremely satisfied
 I don't know

16. How likely are you to vote in the upcoming GVR Board election?

Extremely unlikely
 Unlikely
 Neutral
 Likely
 Extremely likely
 I am a Life Care Member

17. "Value for money" could be viewed in terms of cost, quality, or a combination of both. Which one of the following best describes how you see "value for money"? (Please select only ONE.)

Cost is the most significant factor
 Cost is more significant than quality
 Cost and quality are equally significant
 Quality is more significant than cost
 Quality is the most significant factor

18. How would you rate the "value for money" of GVR?

Very poor
 Poor
 Average
 Good
 Excellent

19. Which of the following statements best describes what you know about GVR's Member Assistance Program (MAP)? (Please select only ONE.)

I have a good understanding of MAP and know how it works.
 I am aware of MAP but do not know how it works.
 I do not know anything about MAP.
 I prefer not to say.

About You

20. Which of the following best describes you?

I live in Green Valley year round
 I live in Green Valley part-time

21. What is your annual household income?

Under \$24,999
 Between \$25,000 and \$49,999
 Between \$50,000 and \$74,999
 Between \$75,000 and \$99,999
 Over \$100,000
 I prefer not to say

22. Do you own more than one GVR property?

Yes
 No

23. How long have you been a GVR member?

Less than 1 year
 1-5 years
 6-10 years
 11-15 years
 16-20 years
 More than 20 years

24. What is your current professional status?

Retired
 Employed part-time
 Employed full-time
 Student
 Unemployed
 I prefer not to say

25. What is your age?

Under 55 years
 55-59 years
 60-64 years
 65-69 years
 70-74 years
 75-79 years
 80-84 years
 85-89 years
 90+ years

Thank You

Thank you so much for your input. It will help us understand what your current expectations and future desires are. If you have additional input to share with us, please put your comments in the suggestion boxes placed around GVR Centers or send an email to holme@gvrc.org. Staff will be happy to review any additional feedback you have.

Page 6 of 6

50



MINUTES

BOARD OF DIRECTORS MEETING

Wednesday, January 25, 2023 - 1pm

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 (Chief Operations Officer), Kris Zubicki (Member Services Director)

Visitors: 82 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 1:02pm MST. Secretary Hillyer called the roll; quorum established.

2. Amend/Adopt Agenda

MOTION: Director Blake moved, Director Boyett seconded to amend the Agenda by moving the 6.A.& B. presentations to the end of the Agenda, removing from the Consent Agenda 7.C.1, removing from the Action Items 8.D., and change a word in the November 16, 2022, Minutes from “review” to “approve” in 8.C. motion.

Passed: unanimous

3. President Report:

- Glass Arts Club invited Board Directors to come visit the North Abrego space for a tour to have a better understanding of the need for more space for the club.
- The Community Quarterly ran an excellent article on the GVR Glass Arts Club and how the club could grow in the new space at Santa Rita Springs Center.

4. CEO Report:

- Desert Hills pool and spa are closed during the demolition work and the concrete pour. The Desert Hills Fitness project will be completed around the end of April.
- Glass Arts space final designs have been approved by Pima County and the permit has been issued.
- Del Sol Clubhouse construction documents for the upper floor restrooms have been approved by Pima County and the permit has been issued. The completion of the restrooms will be the end of February. There are temporary porta potties outside

during the construction of the indoor bathrooms. Updates to the old Pro Shop include new flooring, paint and lights, and several billiards tables have been added to this space. A Snooker and Billiards table have been moved to East Center until the final project is completed at the Del Sol Clubhouse.

- Santa Rita Springs upper deck will have repairs.
- HVAC replacements from April to October at East Center, West Center, Canoa Ranch, and Canoa Hills.
- Canoa Hills will be getting a new locker room update beginning April 1.
- Pool decks at Canoa Hills, Desert Hills, Continental Vistas, Las Campanas, Santa Rita Springs, and Canoa Ranch will have repair and resurfacing work beginning in May.

5. Member Comments – No comments

6. Presentations – Per #2 Amend/Adopt Agenda – this item moved to the end of the Agenda after Action Items. Meeting was adjourned and Presentations did not happen at this meeting and were moved to the Regular Meeting in February.

- A. Survey Results Presentation
- B. Quarterly Financial Presentation

7. Consent Agenda

MOTION: Director Boyett moved, Director Lawless seconded to approve the Consent Agenda including the amendment to the November 16, 2022, Minutes and removing C.1.

Passed: unanimous

- A. Minutes:
 - 1) BOD Regular Meeting Minutes: November 16, 2022
 - 2) BOD Work Session Minutes: January 18, 2023
- B. Financial Statements:
 - 1) November Financial Report
- C. Board Business
 - 1) Pulled from this meeting and Board Affairs will revisit the topic at the February meeting - Amend Corporate Policy Manual (CPM) Part 6, Section 2 Membership/Guests/Monitoring: 6.2.2.K.5.
 - 2) Amend CPM Part 6, Section 3 Hobby Shops & Studio Clubs: 6.3.4.A&B

8. Action Items

- A. Award Contract for Glass Arts Remodel Project to Barker
David Jund, Facilities Director, presented a PowerPoint on the Glass Arts Club space and information on the project.

MOTION: President Bachelor moved, Director Boyett seconded to award the construction contract of the GVR Glass Artists Tenant Improvement to Barker Contracting.

FAILED: 6 yes (Bachelor, Boyett, Coon, Dingman, Gilbert, Lawless) / 6 no

- B. Award a Contract for Ceramics Expansion Project to Barker
David Jund, Facilities Director, presented a PowerPoint for the Ceramics expansion project.

MOTION: Director Boyett moved, Director Dingman seconded to award Barker Contracting the contract to construct Option B, estimated at \$300,000 for the Expansion of GVR Ceramics Club at Desert Hills.

Failed: 6 yes (Bachelor, Boyett, Coon, Dingman, Gilbert, Lawless) / 6 no

Meeting was adjourned and the following Action Items (C. E. and F.) are moved to the Regular Meeting of the Board, February 22, 2023:

C. Award Contract Not to Exceed \$200,000 for Security Camera Deployment to Preventronics

~~D. Approve Changes to CPM Part 3 Committees and Approve Ballot to Amend Bylaws Article VIII Committees~~ Removed from Agenda during Amend/Adopt Agenda and will go back to Board Affairs for more review.

E. Adopt Compensation Philosophy

F. Adopt Board Credo

9. Committee Reports

A. Audit

B. Board Affairs

C. Fiscal Affairs

D. Investments

E. Nominations & Elections

F. Planning & Evaluation

Austin

Coon

Crothers

Lawless

Dingman

Hillyer

10. Member Comments - 0

11. Adjournment

MOTION: Director Bachelor moved, Director Hillyer seconded to adjourn the meeting at 3:15pm.

Passed: 8 yes / 4 no (Boyett, Dingman, Gilbert, Lawless)



MINUTES

BOARD OF DIRECTORS WORK SESSION

Wednesday, February 15, 2023, 2pm

WC Auditorium / Zoom

Directors Present: 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 (COO), Kris Zubicki (Member Services Director)

Visitors: 37 including additional staff

AGENDA TOPIC

1. Call to Order / Roll Call

President Bachelor called the Work Session to Order at 1:59pm. Secretary Hillyer called the role.

2. Amend / Approve Agenda

MOTION: Lawless moved / Blake seconded to Approve the Agenda. Passed: 8 yes / 2 no (Hillyer and Crothers) / 2 abstain (Dean and Austin)

3. Review Glass Arts Project Plans; Q&A with Architect and Glass Arts Board Members

CEO Scott Somers provided a history on the Glass Arts project based on staff reports and minutes from previous Committee and Board meetings.

- Glass Arts Club (GAC) was approved as a club in 2016 and used North Abrego as a temporary space until a permanent space could be found.
- In 2020 the Canoa Hills Clubhouse became available with the possibility of Glass Arts moving in the basement once renovated.
- In 2021 Glass Arts worked with Scott Rummel to develop plans for the Clubhouse basement. The estimate buildout would cost \$1.6 million.
- In July 2021 CEO Somers made a recommendation to the Board to pause on this project to be able to find a more cost-effective approach and solution for the GAC. Staff was looking at repurposing space which would produce a domino effect for clubs.

- Member surveys have shown members are interested in the Clubhouse to be a social gathering space instead of for specific clubs.
- In December 2021 the Planning & Evaluation Committee (P&E) received results from a member survey regarding Plan A and Plan B proposed at a Board Meeting. Plan A was to build an Arts Center at West Center for Lapidary, Glass and Metal Arts. This would have required getting a loan, debt service of loan, and the need to go to the members for a vote. Plan B was continuing to move Glass Arts into the basement of the Clubhouse. There was a motion to accept Plan A at the P&E meeting. 74% of respondents supported renovating the lower level of the Clubhouse for the Glass Arts at \$1.6 million.
- December 15, 2021, Board of Directors meeting a motion was made to direct staff to pursue Plan A, a recommendation from P&E that passed unanimous. This included Phase One design services, the cost which shall not exceed \$50,000, for an Arts Center at West Center and a fitness center at Desert Hills. Staff would present to the Board a completed design and the Board would provide direction to staff. The Facilities Organization Option survey revealed GVR members wanted: 1) Improved fitness facility at Desert Hills, 2) Improved space for cramped clubs, 3) Social gathering spaces, and 4) Walking paths in natural areas.
- February 10, 2022, at the P&E Committee meeting staff provided an update on refinement and scope of the design concerning Plan A. The P&E minutes reflect the staff provided reassigning space and developing the upper floor of the Clubhouse as a drop-in activity center and providing an overview of progress made of converting the shuffleboard courts at Desert Hills to a fitness center. Motion made at this meeting to recommend approval to remodel the shuffleboard courts for Desert Hills fitness project.
- May 18, 2022, the Board reviewed and discussed concept drawings and cost estimates associated with the potential Arts Center. WSM Architects completed the concept drawings and cost estimates for an Arts Center at West Center. A paired down version of the Arts Center may be optional due to staff looking at under-utilized space in facilities. A smaller version could house Lapidary and Metal because the Glass Arts could move to another place that was under-utilized. At this meeting, CEO Somers presented these club movements: move Arts and Crafts from Desert Hills, Ceramics Club could expand into the Arts and Crafts space; once Lapidary consolidated into one location, Ceramics could expand into this space at Desert Hills; the Computer Club, at Santa Rita Springs, move would free up to 4,200 square feet of space for possibly the Glass Arts moving into that space. Clubs would need to meet individually and collectively with the space designer/architect. The consensus of the Board was the 9,900 square feet of space at the paired down Arts Center at West Center would be enough for Lapidary and Metal, and the Glass Arts could go to the basement of the Clubhouse at a cost estimate of \$1.6

million or the renovation at Santa Rita Springs with a cost estimate of \$500,000. Staff felt they were able to move forward with the architects to meet with the various clubs to develop space needs.

- October 13, 2022, P&E Committee had a motion to reduce the 2022 placeholder amount for Glass Arts project from \$700,000 to \$300,000 essentially making the project placeholder amount, over the two-year project of 2022/2023, to \$500,000.
- October 14, 2022, Fiscal Affairs Committee (FAC) discussed the P&E recommendation made to the FAC but no action was taken since it was a Work Session.
- October 18, 2022, the FAC recommendation to the Board to adopt the Budget recommended by the CEO which included a placeholder of \$700,000 for 2023, for a total project cost of \$900,000, including the \$200,000 from the 2022 budget.
- October 26, 2022, Board of Directors Regular Meeting included a motion to adopt the 2023 Budget presented by the CEO and recommended by the FAC. The motion was approved 7-5.
- January 25, 2023, Board of Directors Regular Meeting staff presented a sole source contract for the Glass Arts project not to exceed \$884,000, with an understanding the final cost would be lower due to value engineering. The value engineering could be about \$60,000, reducing the cost to about \$830,000 - \$850,000. Concern was expressed at this meeting that there were not multiple bids and the project was too big and expensive. The motion was made to award the contract and the motion failed with a 6/6 vote.
- February 3, 2023, Request for Proposals were issued to construct the Glass Arts project, based on current construction documents, with a deadline of February 22, 2023. Tentatively scheduled a Special Meeting to reward the proposal is set for March 1, 2023.
- Fees paid, so far, for all of this project (architectural services): WSM (Clubhouse) \$6,000, Scott Rummel Architect (Clubhouse, as well as Ceramics space) \$17,101, Clubs met with space designers for \$54,000, for a total of \$77,576. If the Board asks staff to reduce the space at Santa Rita Springs for the Glass Arts to 2,500 square feet there will be additional architectural work and cost for \$43,000. That would be a total cost of about \$120,000 for architectural fees.
- The Glass Arts Board is here at the table to answer any questions, along with the architect, Kristen DiBone, from WSM.

Open up for discussion from the Board, Glass Arts Board and the architect:

- Bid and permitting is done after the construction drawings are complete. Sole source contracts have happened 26 times at GVR over the years.
- Santa Rita Springs available square feet is 4,500.
- Kristen DiBone referenced the engineers at WSM have designed many spaces with specific ventilation needs.
- Jayne Becker, Glass Arts President, gave a history of the square feet request for the GAC. In 2020 a review was done of other arts clubs in

GVR: both Clay and Lapidary have 4,000 square feet. Glass Arts discussion with architects showed a need for 6,000 square feet. The Clubhouse basement had 5,000 square feet available and Glass Arts removed the lamp work to be able to be in the Clubhouse. The West Center Arts Complex, also was an option, at 4,500 square feet. There was also Santa Rita Springs with roughly 5,000 square feet as a possibility, combined with Arts and Crafts, which allowed for 4,400 square feet. To get this space they needed to remove the mosaic glass arts. The 4,400 square feet is consistent with Lapidary and smaller than Clay Arts. Quail Creek and Saddlebrook Glass Arts was designed without input from the artisans who do the work and there is no glass or mosaic only fused glass is done.

- There are Board Directors stating the cost referred to at the beginning and based on a motion from the P&E is \$500,000.
- In response to a Director's comment on the urgency of pushing this project, CEO Somers said there was not urgency in the project, unless you ask Glass Arts, but the 11th hour comment is in regards to the staff has fulfilled the Board direction as asked and the Glass Arts has been dragged along for three years having to adjust their needs through the process. This is the Board's decision and it needs to be clear what the Board wants.
- People who move to Green Valley do so because of the availability of so many opportunities.
- The request from some Director's is to reduce the space to 2,500 square feet. This seems like an arbitrary number with no consideration for special glass arts projects.
- The budget was passed which encouraged the CEO to move forward with the budgeted projects. It will cost much more to add-on then do a project up to standards and need. The number one goal from the Strategic Plan is to provide excellent facilities for members to practice their trades or activities.
- The Board needs to look at the future of GVR. It currently has the best Clay Studio in the country because the Board did the right thing for Clay Studio. GVR has one of the best wood shops. Pickleball Center gets 200 people every day. There are many options at GVR. The Glass Arts needs extra space with all the venting, and this needs to be done right.
- GVR is where it is today because of the courage of the Boards in the past. There is encouragement for the Board to have courage to look to the future.
- It is important to fully understand and make sure money is spent well at GVR. The Board owes it to the members to make sure we do the right things.
- The money is in the budget and it is not breaking the bank to pay for this project. It is time to get this done and move onto the next project.
- Jayne Becker stated the cost of the project is driven by all of the electrical, mechanical, plumbing needs. The remodel is not fancy and

value engineering has gotten rid of cabinets and other items. The Glass Arts space is a shell with concrete floors.

- Nora Mena, Glass Arts Board, stated every time GVR provides more for the Glass Arts the membership grows, even when a budget was approved for the Glass Arts the membership grew. The growth has to wait until there is space available. The Glass Arts members have donated money to help with the new facilities. More new classes will be provided to introduce people to different glass arts which will increase membership. The GAC is working hard on their side to make this happen.
- The Board needs to put clear policy in place for staff to follow.

Adjournment:

MOTION: Dean moved/ Blake seconded to adjourn the meeting at 4:01pm.

Passed: unanimous

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Green Valley Recreation, Inc. CONSOLIDATED FINANCIAL STATEMENTS

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

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. Statement of Financial Position

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

	December 31, 2022	Dec 31, 2021
	Total	Total
ASSETS		
Current Assets		
Cash/Cash Equivalents	1,732,899	3,759,784
Accounts Receivable	197,896	237,269
Prepaid Expenses	227,880	310,603
Maintenance Inventory	23,044	-
Designated Investments (Charles S./SBH)		
Emergency - Fund	490,701 (1)	1,170,653 (18)
MRR - Fund	7,043,208 (2)	8,025,718 (19)
Initiatives - Fund	2,531,557 (3)	2,166,737 (20)
Pools & Spas - Fund	576,963 (4)	1,083,705 (21)
Total Designated Investments (CS/SBH)	10,642,430 (5)	12,446,813 (22)
Undesignated Invest. (JP Morgan Long Term)	1,565,673 (6)	- (23)
Undesignated Invest. (JP Morgan)	3,361,830 (7)	2,809,726 (24)
Investments	15,569,933 (8)	15,256,539 (25)
Total Current Assets	17,751,653	19,564,194
Fixed Assets		
Contributed Fixed Assets	18,017,085	18,017,085
Purchased fixed Assets	27,901,045	25,169,228
Sub-Total	45,918,129	43,186,312
Less - Accumulated Depreciation	(26,745,526)	(25,196,228)
Net Fixed Assets	19,172,604 (9)	17,990,084 (26)
Total Assets	36,924,257	37,554,278
LIABILITIES		
Current Liabilities		
Accounts Payable	368,108	436,962
Deferred Dues Fees & Programs	4,684,821	4,673,666
Accrued Payroll	153,683	169,633
Compensation Liability	-	30,471
Notes Payable	88,000	99,000
MCF Refund Liability	197,120	293,328
Total Current Liabilities	5,491,732	5,703,060
TOTAL NET ASSETS	31,432,524 (10)	31,851,218 (27)
NET ASSETS		
Temporarily Designated:		
Board Designated:		
Emergency	490,701 (11)	1,170,653 (28)
Maint - Repair - Replacement	7,043,208 (12)	8,025,718 (29)
Initiatives	2,531,557 (13)	2,166,737 (30)
Pools & Spas	576,963 (14)	1,083,705 (31)
Sub-Total	10,642,430 (15)	12,446,813
Unrestricted Net Assets	21,208,788	19,404,405
Net change Year-to-Date	(418,694) (16)	-
Unrestricted Net Assets	20,790,094 (17)	19,404,405
TOTAL NET ASSETS	31,432,524	31,851,218



**Green Valley Recreation, Inc.
Summary Statement of Activities**

DRAFT

YTD Period: 12 month period ending December 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	6,943,727	6,947,340	3,613	0%	6,947,340	6,946,780	560	0.0%	6,946,780	(560)
LC, Trans., Crd Fees.	700,464	785,602	85,138	12%	785,602	725,215	60,387	8%	725,215	(60,387)
Capital Revenue	3,147,953	3,099,400	(48,553)	(2%)	3,099,400	3,094,570	4,830	0%	3,094,570	(4,830)
Programs	45,602	90,824	45,222	99%	90,824	203,246	(112,422)	(55%)	203,246	112,422
Instructional	167,084	310,729	143,645	86%	310,729	340,329	(29,600)	(9%)	340,329	29,600
Recreational Revenue	212,685	401,553	188,868	89%	401,553	543,575	(142,022)	(26%)	543,575	142,022
Investment Income	291,923	372,078	80,155	27%	372,078	279,432	92,646	33%	279,432	(92,646)
Advertising Income	22,565	-	(22,565)	(100%)	-	-	-	0%	-	-
Cell Tower Lease Inc.	41,594	43,105	1,511	4%	43,105	41,368	1,737	4%	41,368	(1,737)
Comm. Revenue	64,159	43,105	(21,054)	(33%)	43,105	41,368	1,737	4%	41,368	(1,737)
Other Income	74,256	87,111	12,855	17%	87,111	55,573	31,538	57%	55,573	(31,538)
Facility Rent	5,110	21,163	16,053	314%	21,163	6,000	15,163	253%	6,000	(15,163)
Marketing Events	-	-	-	0%	-	-	-	0%	-	-
In-Kind Contributions	1,333	4,000	2,667	200%	4,000	-	4,000	0%	-	(4,000)
Contributed Income	30,382	-	(30,382)	(100%)	-	-	-	0%	-	-
Other Revenue	111,081	112,273	1,192	1%	112,273	61,573	50,700	82%	61,573	(50,700)
Total Revenue	11,471,993	11,761,351	289,359	3%	11,761,351	11,692,513	68,838	0.6%	11,692,513	(68,838)
Expenses										
Major Proj.-Rep. & Maint.	543,722	246,697	297,025	55%	246,697	542,035	295,338	54%	542,035	295,338
Facility Maintenance	217,211	232,302	(15,090)	(7%)	232,302	170,994	(61,307)	(36%)	170,994	(61,307)
Fees & Assessments	15,446	15,423	23	0%	15,423	38,134	22,711	60%	38,134	22,711
Utilities	824,967	905,327	(80,360)	(10%)	905,327	871,224	(34,103)	(4%)	871,224	(34,103)
Depreciation	1,662,021	1,549,298	112,723	7%	1,549,298	1,706,610	157,312	9%	1,706,610	157,312
Furniture & Equipment	235,563	274,625	(39,062)	(17%)	274,625	248,684	(25,941)	(10%)	248,684	(25,941)
Vehicles	83,844	84,985	(1,141)	(1%)	84,985	76,620	(8,365)	(11%)	76,620	(8,365)
Facilities & Equipment	3,582,774	3,308,656	274,118	8%	3,308,656	3,654,301	345,644	9%	3,654,301	345,644
Wages	4,078,614	3,890,562	188,052	5%	3,890,562	4,210,760	320,198	8%	4,210,760	320,198
Payroll Taxes	320,485	296,565	23,920	7%	296,565	337,618	41,053	12%	337,618	41,053
Benefits	957,957	923,072	34,884	4%	923,072	993,020	69,948	7%	993,020	69,948
Personnel	5,357,056	5,110,199	246,857	5%	5,110,199	5,541,399	431,200	7.8%	5,541,399	431,200
Food & Catering	19,890	25,368	(5,478)	(28%)	25,368	40,319	14,951	37%	40,319	14,951
Recreation Contracts	260,693	367,076	(106,383)	(41%)	367,076	422,853	55,777	13%	422,853	55,777
Bank & Credit Card Fees	46,497	61,743	(15,246)	(33%)	61,743	73,900	12,157	16%	73,900	12,157
Program	327,080	454,187	(127,107)	(39%)	454,187	537,072	82,885	15%	537,072	82,885
Communications	100,292	110,300	(10,008)	(10%)	110,300	114,090	3,790	3%	114,090	3,790
Printing	75,640	81,997	(6,357)	(8%)	81,997	82,200	203	0%	82,200	203
Advertising	2,500	19,285	(16,785)	(671%)	19,285	33,500	14,215	42%	33,500	14,215
Communications	178,432	211,582	(33,150)	(19%)	211,582	229,790	18,208	8%	229,790	18,208
Supplies	302,042	396,928	(94,886)	(31%)	396,928	289,808	(107,120)	(37%)	289,808	(107,120)
Postage	20,496	18,212	2,283	11%	18,212	15,087	(3,125)	(21%)	15,087	(3,125)
Dues & Subscriptions	10,061	14,666	(4,605)	(46%)	14,666	12,045	(2,621)	(22%)	12,045	(2,621)
Travel & Entertainment	1,470	1,090	381	26%	1,090	11,320	10,230	90%	11,320	10,230
Other Operating Expense	141,766	114,056	27,710	20%	114,056	152,944	38,888	25%	152,944	38,888
Operations	475,835	544,952	(69,117)	(15%)	544,952	481,204	(63,748)	(13%)	481,204	(63,748)
Information Technology	86,415	74,556	11,859	14%	74,556	123,798	49,242	40%	123,798	49,242
Professional Fees	258,311	231,627	26,684	10%	231,627	304,200	72,573	24%	304,200	72,573
Commercial Insurance	318,648	339,206	(20,558)	(6%)	339,206	329,075	(10,131)	(3%)	329,075	(10,131)
Taxes	35,463	53,032	(17,569)	(50%)	53,032	18,566	(34,466)	(186%)	18,566	(34,466)
Conferences & Training	11,575	25,975	(14,401)	(124%)	25,975	43,100	17,125	40%	43,100	17,125
Employee Recognition	2,321	13,732	(11,412)	(492%)	13,732	20,000	6,268	31%	20,000	6,268
Provision for Bad Debt	-	-	-	0%	-	-	-	0%	-	-
Corporate Expenses	712,733	738,128	(25,396)	(4%)	738,128	838,739	100,611	12.0%	838,739	100,611
Expenses	10,633,910	10,367,706	266,204	3%	10,367,706	11,282,505	914,799	8%	11,282,505	914,799
Gross Surplus(Rev-Exp)	838,083	1,393,646	555,563	66%	1,393,646	410,008	983,637	240%	410,008	(983,637)
Net. Gain/Loss on Invest.	464,843	(1,812,339)	(2,277,182)		(1,812,339)	-	(1,812,339)		-	1,812,339
Net from Operations	1,302,925	(418,694)	(1,721,619)	(132%)	(418,694)	410,008	(828,702)		410,008	828,702



Green Valley Recreation, Inc.
Statement of Changes in Net Assets
As of Date: December 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	(418,694) (16)	(418,694)	-	-	-	-	-
Transfers between unrestricted and reserves:							
Reserve Study Allocation	-	-	-	-	-	-	-
Principal Transfers							
Transfers For Funding	-	(2,052,344)	-	-	1,132,047	649,825	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	-	1,549,298	(1,549,298)	-	-	-	-
Disposal of Fixed Assets	-	-	-	-	-	-	-
Purchase & Contributed Fixed Assets	-	(351,824)	2,731,817	-	(958,379)	(350,905)	(1,070,709)
Withdrawals	-	76,059	-	-	(178,410)	(199,860)	302,210
		-					
Allocations of Net Change components:							
Investment income	-	(295,154)	-	11,156	207,101	59,619	17,277
Investment Expenses	-	83,297	-	(4,823)	(55,731)	(14,924)	(7,819)
Net Gains (Losses) in Investments	-	1,608,604	-	(219,129)	(1,113,789)	(257,514)	(18,172)
Net Change to December 31, 2022	(418,694) (16)	203,170	1,182,520	(679,952)	(982,510)	364,821	(506,742)
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, December 31, 2022	31,432,524 (10)	1,617,491	19,172,604 (9)	490,701 (11)	7,043,208 (12)	2,531,557 (13)	576,963 (14)
		20,790,094 (17)		10,642,430 (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	8,648,417	6,600,000	(467,156)	1,116,697	1,128,404	270,472
Investment income	356,667	61,513	11,156	207,101	59,619	17,277
Withdrawals	(6,796,053)	(4,340,000)	-	(1,136,788)	(550,765)	(768,499)
Investment Expenses	(83,297)	-	(4,823)	(55,731)	(14,924)	(7,819)
Net Change for 12 Months	2,125,734	2,321,513	(460,823)	131,279	622,334	(488,570)
Balance before Market Change at December 31, 2022	17,382,273	5,131,239	709,830	8,156,997	2,789,071	595,136
12 Months Net Change in Investments Gain/(Loss)	(1,812,339)	(203,735)	(219,129)	(1,113,789)	(257,514)	(18,172)
Balance at December 31, 2022 (at Market)	\$ 15,569,933 (8)	4,927,503 (7)	490,701.29 (1)	7,043,208 (2)	2,531,557 (3)	576,963 (4)

10,642,430 (15)

Footnotes refer to Statement of Financial Position and Statement of Activities

4



Green Valley Recreation, Inc.

CONSOLIDATED FINANCIAL STATEMENTS

The accompanying pages are the Financial Reports for January 31, 2023. The four statements

Statement of Financial Position.

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

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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.
Statement of Financial Position

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As of Date: January 31, 2023 and Dec 31, 2022

	January 31, 2023	Dec 31, 2022
	Total	Total
ASSETS		
Current Assets		
Cash/Cash Equivalents	1,018,815	1,732,899
Accounts Receivable	848,171	197,896
Prepaid Expenses	165,638	207,263
Maintenance Inventory	23,044	23,044
Designated Investments (Charles S./SBH)		
Emergency - Fund	511,059 (1)	490,701 (18)
MRR - Fund	8,385,340 (2)	7,043,208 (19)
Initiatives - Fund	2,608,206 (3)	2,531,557 (20)
Pools & Spas - Fund	874,534 (4)	576,963 (21)
Total Designated Investments (CS/SBH)	12,379,138 (5)	10,642,430 (22)
Undesignated Invest. (JP Morgan Long Term)	1,606,014 (6)	1,565,673 (23)
Undesignated Invest. (JP Morgan)	4,118,187 (7)	3,361,830 (24)
Investments	18,103,340 (8)	15,569,933 (25)
Total Current Assets	20,159,008	17,731,035
Fixed Assets		
Contributed Fixed Assets	18,017,085	18,017,085
Purchased fixed Assets	27,934,246	27,908,195
Sub-Total	45,951,330	45,925,280
Less - Accumulated Depreciation	(26,864,829)	(26,748,166)
Net Fixed Assets	19,086,501 (9)	19,177,114 (26)
Total Assets	39,245,509	36,908,149
LIABILITIES		
Current Liabilities		
Accounts Payable	497,207	491,726
Deferred Dues Fees & Programs	6,620,745	4,684,821
Accrued Payroll	198,549	153,683
Compensation Liability	-	-
Notes Payable	88,000	88,000
MCF Refund Liability	194,304	197,120
Total Current Liabilities	7,598,805	5,615,350
TOTAL NET ASSETS	31,646,705 (10)	31,292,799 (27)
NET ASSETS		
Temporarily Designated:		
Board Designated:		
Emergency	511,059 (11)	490,701 (28)
Maint - Repair - Replacement	8,385,340 (12)	7,043,208 (29)
Initiatives	2,608,206 (13)	2,531,557 (30)
Pools & Spas	874,534 (14)	576,963 (31)
Sub-Total	12,379,138 (15)	10,642,430
Unrestricted Net Assets	18,913,661	20,650,369
Net change Year-to-Date	353,906 (16)	-
Unrestricted Net Assets	19,267,566 (17)	20,650,369
TOTAL NET ASSETS	31,646,705	31,292,799



Green Valley Recreation, Inc. Summary Statement of Activities

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YTD Period: 1 month period ending January 31, 2023

FY Budget Period: Jan 1, 2023 - Dec 31, 2023

	PRIOR YEAR COMPARISON				BUDGET COMPARISON				Fiscal Year Budget	Remaining FY Budget
	2022 YTD Actual	2023 YTD Actual	Year to Year Variance	%	YTD Actual	YTD Budget	YTD Variance	%		
Revenue										
Member Dues	583,243	588,607	5,363	1%	588,607	587,988	619	0.1%	7,055,850	6,467,243
LC, Trans., Crd Fees.	111,819	106,487	(5,332)	(5%)	106,487	107,994	(1,507)	(1%)	756,945	650,458
Capital Revenue	275,929	175,960	(99,969)	(36%)	175,960	271,862	(95,902)	(35%)	3,328,040	3,152,080
Programs	26,005	14,636	(11,369)	(44%)	14,636	55,327	(40,691)	(74%)	225,310	210,675
Instructional	53,066	55,516	2,450	5%	55,516	62,427	(6,911)	(11%)	333,997	278,481
Recreational Revenue	79,070	70,151	(8,919)	(11%)	70,151	117,754	(47,602)	(40%)	559,307	489,156
Investment Income	24,677	38,998	14,321	58%	38,998	20,482	18,517	90%	286,884	247,885
Advertising Income	-	-	-	0%	-	-	-	0%	-	-
Cell Tower Lease Inc.	1,193	3,873	2,680	225%	3,873	967	2,906	301%	34,195	30,322
Comm. Revenue	1,193	3,873	2,680	225%	3,873	967	2,906	301%	34,195	30,322
Other Income	20,003	7,795	(12,208)	(61%)	7,795	25,003	(17,208)	(69%)	80,281	72,486
Facility Rent	-	920	920	0%	920	-	920	0%	6,000	5,080
Marketing Events	-	-	-	0%	-	-	-	0%	-	-
In-Kind Contributions	333	333	-	0%	333	333	-	0%	3,698	3,365
Contributed Income	-	-	-	0%	-	-	-	0%	-	-
Other Revenue	20,336	9,048	(11,288)	(56%)	9,048	25,337	(16,288)	(64%)	89,979	80,931
Total Revenue	1,096,268	993,124	(103,144)	(9%)	993,124	1,132,383	(139,259)	(12.3%)	12,111,200	11,118,076
Expenses										
Major Proj.-Rep. & Maint.	19,960	31,886	(11,926)	(60%)	31,886	46,137	14,251	31%	478,281	446,395
Facility Maintenance	16,307	9,838	6,469	40%	9,838	14,960	5,122	34%	228,478	218,641
Fees & Assessments	3,975	4,424	(449)	(11%)	4,424	15,890	11,467	72%	30,725	26,302
Utilities	98,550	113,821	(15,271)	(15%)	113,821	104,037	(9,784)	(9%)	927,331	813,510
Depreciation	135,842	116,663	19,179	14%	116,663	117,458	795	1%	1,409,492	1,292,829
Furniture & Equipment	13,250	17,969	(4,719)	(36%)	17,969	29,917	11,948	40%	268,444	250,475
Vehicles	2,107	7,091	(4,984)	(237%)	7,091	2,212	(4,879)	(221%)	101,012	93,920
Facilities & Equipment	289,990	301,691	(11,701)	(4%)	301,691	330,611	28,920	9%	3,443,762	3,142,071
Wages	306,682	333,156	(26,474)	(9%)	333,156	344,321	11,164	3%	4,336,945	4,003,789
Payroll Taxes	29,201	30,008	(807)	(3%)	30,008	28,732	(1,276)	(4%)	347,276	317,268
Benefits	97,269	89,752	7,517	8%	89,752	97,776	8,024	8%	1,039,578	949,826
Personnel	433,152	452,916	(19,764)	(5%)	452,916	470,829	17,912	3.8%	5,723,800	5,270,883
Food & Catering	2,214	467	1,747	79%	467	3,754	3,287	88%	32,211	31,744
Recreation Contracts	56,789	42,711	14,078	25%	42,711	79,181	36,469	46%	413,188	370,476
Bank & Credit Card Fees	32,983	35,602	(2,619)	(8%)	35,602	40,639	5,038	12%	71,896	36,295
Program	91,986	78,780	13,207	14%	78,780	123,574	44,794	36%	517,295	438,515
Communications	11,275	10,438	837	7%	10,438	11,870	1,432	12%	107,974	97,536
Printing	3,891	5,248	(1,356)	(35%)	5,248	6,906	1,659	24%	104,407	99,159
Advertising	1,723	3,298	(1,575)	(91%)	3,298	2,500	(798)	(32%)	22,524	19,226
Communications	16,890	18,984	(2,094)	(12%)	18,984	21,276	2,292	11%	234,905	215,921
Supplies	20,123	30,179	(10,056)	(50%)	30,179	22,560	(7,618)	(34%)	424,090	393,911
Postage	488	-	488	100%	-	529	529	100%	20,909	20,909
Dues & Subscriptions	1,634	(543)	2,177	133%	(543)	1,719	2,262	132%	16,710	17,253
Travel & Entertainment	-	(268)	268	0%	(268)	-	268	0%	10,700	10,968
Other Operating Expense	2,187	(3)	2,190	100%	(3)	2,219	2,223	100%	128,622	128,625
Operations	24,432	29,364	(4,932)	(20%)	29,364	27,028	(2,336)	(9%)	601,031	571,667
Information Technology	1,766	4,903	(3,136)	(178%)	4,903	6,371	1,468	23%	115,638	110,735
Professional Fees	21,066	32,503	(11,438)	(54%)	32,503	24,524	(7,980)	(33%)	148,393	115,889
Commercial Insurance	27,464	28,197	(733)	(3%)	28,197	26,211	(1,986)	(8%)	321,601	293,405
Taxes	-	(276)	276	0%	(276)	-	276	0%	30,026	30,302
Conferences & Training	10	434	(424)	(4,240%)	434	24	(410)	(1,677%)	39,515	39,081
Employee Recognition	-	668	(668)	0%	668	-	(668)	0%	20,731	20,063
Provision for Bad Debt	-	-	-	0%	-	-	-	0%	-	-
Corporate Expenses	50,306	66,429	(16,123)	(32%)	66,429	57,130	(9,299)	(16.3%)	675,904	609,475
Expenses	906,756	948,164	(41,407)	(5%)	948,164	1,030,447	82,283	8%	11,196,696	10,248,532
Gross Surplus(Rev-Exp)	189,512	44,961	(144,551)	(76%)	44,961	101,936	(56,975)	(56%)	914,504	869,544
Net Gain/Loss on Invest.	(486,803)	308,945	795,748		308,945	-	308,945		-	(308,945)
Net from Operations	(297,291)	353,906	651,197	(219%)	353,906	101,936	251,970		914,504	560,598



Green Valley Recreation, Inc.
Statement of Changes in Net Assets
 As of Date: January 31, 2023 and Dec 31, 2022

	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	353,906 (16)	353,906	-	-	-	-	-
Transfers between unrestricted and reserves:							
Reserve Study Allocation	-	-	-	-	-	-	-
Principal Transfers							
Transfers For Funding	-	(1,504,557)	-	-	1,179,941	35,211	289,405
Transfers Prev. Yr. Surplus	-	-	-	-	-	-	-
Transfers Curr. Yr. Surplus	-	-	-	-	-	-	-
Transfers Between Funds	-	-	-	-	-	-	-
Depreciation	-	116,663	(116,663)	-	-	-	-
Disposal of Fixed Assets	-	-	-	-	-	-	-
Purchase & Contributed Fixed Assets	-	-	26,050	-	(19,632)	(6,418)	-
Withdrawals	-	6,634	-	-	(11,840)	5,206	-
		-					
Allocations of Net Change components:							
Investment income	-	(13,845)	-	249	7,140	3,599	2,857
Investment Expenses	-	19,029	-	(824)	(12,430)	(4,688)	(1,088)
Net Gains (Losses) in Investments	-	(270,020)	-	20,932	198,953	43,739	6,396
Net Change to January 31, 2023	353,906 (16)	(1,292,190)	(90,613)	20,358	1,342,132	76,648	297,570
Net Assets at, Dec 31, 2022	31,292,799 (27)	1,473,255	19,177,114 (26)	490,701 (28)	7,043,208 (29)	2,531,557 (30)	576,963 (31)
Net Assets as at, January 31, 2023	31,646,705 (10)	181,066	19,086,501 (9)	511,059 (11)	8,385,340 (12)	2,608,206 (13)	874,534 (14)
		19,267,566 (17)			12,379,138 (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, 2022 (at Market)	15,569,933 (25)	4,927,503 (24)	490,701 (18)	7,043,208 (19)	2,531,557 (20)	576,963 (21)
Changes since Jan 1, 2022:						
Principal Transfers	2,254,557	750,000	-	1,179,941	35,211	289,405
Investment income	21,618	7,774	249	7,140	3,599	2,857
Withdrawals	(32,684)	-	-	(31,472)	(1,212)	-
Investment Expenses	(19,029)	-	(824)	(12,430)	(4,688)	(1,088)
Net Change for 1 Months	2,224,462	757,774	(574)	1,143,179	32,910	291,174
Balance before Market Change at January 31, 2023	17,794,395	5,685,277	490,127	8,186,387	2,564,467	868,137
1 Months Net Change in Investments Gain/(Loss)	308,945	38,925	20,932	198,953	43,739	6,396
Balance at January 31, 2023 (at Market)	\$ 18,103,340 (8)	5,724,202 (7)	511,059.25 (1)	8,385,340 (2)	2,608,206 (3)	874,534 (4)

12,379,138 (15)

Footnotes refer to Statement of Financial Position and Statement of Activities



Green Valley Recreation, Inc.
Board of Directors Regular Meeting
Compensation Policy

Prepared By: Nanci Moyo, Admin. Sup.

Meeting Date: February 22, 2023

Presented By: Scott Somers, CEO

Consent Agenda: No

<p>Originating Committee / Department: Human Resources/Administrative Department</p>
<p>Action Requested: Adopt the Compensation Philosophy</p>
<p>Strategic Plan Goal: Goal 4: Cultivate and maintain a sound financial base that generates good value for our members</p>
<p>Background Justification: It has been several years since GVR performed a market analysis regarding pay rates and structures for the organization. With the job market the way it is after COVID, GVR realized it was time to evaluate our pay rates, structures and philosophy. The Board is therefore was asked to review a Compensation Philosophy (attached) at the Board Work Session on January 18, 2023. Since this meeting, staff has worked with the consultant to include language such that the philosophy be recommended includes consideration of performance as a determining factor. Fiscal Affairs Committee reviewed the Compensation Philosophy at the January 17, 2023, and recommended Board approval with the following language added to the philosophy: <i>GVR's Compensation Philosophy includes a strategy to eventually "meet" the labor market by aligning its pay ranges to the 50th percentile of the respective market ranges, which may require more than one fiscal year to achieve.</i> This staff report was moved forward from the January 25, 2023, Regular Meeting of the Board to the February 22, 2023, Regular Meeting of the Board.</p>
<p>Fiscal Impact: No impact to the 2023 Board-approved Budget.</p>
<p>Board Options: 1) Adopt the FAC and staff recommended Compensation Philosophy 2) Amend then adopt the FAC and staff recommended Compensation Philosophy 3) Delay approval of a compensation philosophy at this time</p>
<p>Staff Recommendation: #1</p>
<p>Recommended Motion: <i>I move to approve the Compensation Policy as presented.</i></p>
<p>Attachments: Recommended draft red-lined Compensation Philosophy</p>

Proposed Compensation Philosophy

Proposal to Fiscal Affairs Committee to make a recommendation to the Board to adopt a Compensation Philosophy.

GVR is committed to ~~fair and equitable employee compensation that is competitive within the relevant labor market. This Compensation Philosophy was developed to attract~~ing and retain~~ing~~ the best available talent in service to GVR's strategic plan and the communities it serves. ~~The This~~ Compensation Philosophy ~~prioritizes: 1) competitive wages, 2) equitable pay among employees performing similar work, and 3) consideration of performance as a determining factor. It is~~ supported through the development and standardized application of a Pay Plan.

The Pay Plan was designed to be market-driven and is based on a comprehensive analysis of GVR's relevant labor market.

- The Pay Plan establishes appropriate pay rates based on data and trends specifically related to the labor market (e.g., Employment Cost Index as reported by the US Bureau of Labor Statistics and independent compensation survey data).
- Implementation of the Pay Plan is intended to align GVR with the relevant labor market and maintain parity with market changes; it does not include COLA increases, ~~but it will incorporate or pay for performance performance-based factors at this time.~~

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The Pay Plan includes:

- A Pay Scale with Pay Grades that are arranged to facilitate the assignment of market-aligned pay ranges for each position at GVR.
- Assignment of appropriate Pay Grades for each job that is informed by:
 - Wage market analysis of each position within its relevant labor market,
 - GVR's ability to "lag, meet, or lead" the labor market from a financial perspective, and
 - Internal considerations such as relationships within job families and similarities between roles.
- Standardized calculation of pay rates for employees within their respective jobs' assigned Pay Grades based on appropriate compensable attributes, such as relevant experience within the role ~~and performance.~~
- Diligent administration of pay practices and associated processes.
- Routine review and calibration of the systems and practices under the Pay Plan, to include regular analysis of the labor market and consideration of GVR's business objectives.
- A balanced approach to competitive compensation and sound financial stewardship.

GVR's Compensation Philosophy includes a strategy to eventually "meet" the labor market by aligning its pay ranges to the 50th percentile of the respective market ranges, which may require more than one fiscal year to achieve. The Pay Plan will be overseen by the CEO in collaboration with the CFO, and will be administered by the Human Resources ~~Manager~~Director.

The Compensation Philosophy and Pay Plan will be reviewed annually and adjusted as needed to continuously balance competitive pay with organizational goals, as well as to respond to changes within the labor market.



Green Valley Recreation, Inc.
Board of Directors Regular Meeting

Board Credo

Prepared By: Nanci Moyo, Admin. Sup.

Meeting Date: February 22, 2023

Presented By: Kathi Bachelor, President

Consent Agenda: No

<p>Originating Committee / Department: Board of Directors</p>
<p>Action Requested: Approve the Board Credo</p>
<p>Strategic Plan Goal: GOAL 5: Provide sound, effective governance and leadership for the corporation</p>
<p>Background Justification: The Board Credo will provide a foundation and guideline to the Board of Directors' purpose and function.</p>
<p>Fiscal Impact: None</p>
<p>Board Options: 1) Approve the Draft Credo 2) Review the Draft Credo for any additional changes and return to the Board at the March Regular meeting of the Board.</p>
<p>Staff Recommendation: #1</p>
<p>Recommended Motion: Move to Approve the Board Credo</p>
<p>Attachments: 1) Board Credo</p>

Green Valley Recreation Board Credo [DRAFT]

Our purpose is to serve the best interests of our current and future members through responsible and effective governance of GVR. We represent ALL members and seek to ensure that all community interests are understood and considered in our decision making.

As individually elected board members we commit to our members:

- To show up, prepared, and be thoughtfully engaged for each meeting;
- To listen with an open mind and a desire to understand different ideas and perspectives;
- To learn and develop our individual and collective capacity to make good governance decisions;
- To seek input, consider data, utilize expertise and engage our professional staff in informing our decision-making;
- To be transparent about our processes and decisions.

We personally strive to:

- Practice humility and self-awareness
- Learn from the past but focus on the future
- Listen with the intent to understand each other better
- Choose our own battles judiciously
- Support the decisions made by the group and be willing to disagree without undermining the credibility of GVR and the board
- Tackle the hard issues
- Show gratitude and respect to each other, as well as GVR members and staff

We are *neighbors*, working together to make our community a great place to live, play and learn.



Green Valley Recreation, Inc.

Board of Directors Regular Meeting

CPM Part 3 Committees, Section 1 General

Prepared By: Nanci Moyo, Admin. Sup.

Meeting Date: February 22, 2023

Presented By: Donna Coon, Chair

Consent Agenda: No

<p>Originating Committee / Department: Board Affairs Committee (BAC)</p>
<p>Action Requested: Review Part 3 Committees and recommend Section 1 approval by the Board of Directors at the February Regular Meeting.</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 recommendations have been made and brought before the Board on November 16, 2022. After a discussion the Board moved CPM Part 3 to the January 18 Work Session. CPM Part 3 has been discussed and reviewed by the Board at the January 18 Work Session and then brought to the January Regular Meeting of the Board. CPM Part 3 was pulled during the approval of the Agenda at the Regular meeting to be returned to the Board Affairs Committee for further review. At the February 14, 2023, BAC meeting the committee approved final changes to Section 1 based on Director input from the January 18, 2023, Board Work Session. Also, item G was changed so it would not conflict with the Bylaws concerning the Chairperson appointing committee members.</p> <p>Once Part 3, Section 1 is approved by the Board it will be updated in the CPM. Remaining Sections of Part 3, which deal with the duties and responsibilities of the GVR standing committees, will be forwarded to the 2023-2024 Board Affairs Committee for review and updates.</p>
<p>Fiscal Impact: None</p>
<p>Board Options:</p> <ol style="list-style-type: none"> 1) Review and approve the BAC recommendation for the changes in CPM Part 3 Committees, Section 1. 2) Review the BAC recommendations and make changes to the recommendations. 3) Send back to the BAC for further review.
<p>Staff Recommendation: Option #1</p>

Recommended Motion:

Move the Board of Directors approve the recommendation from Board Affairs Committee for the 'clean' version, as attached, of Part 3 – Committees, Section 1.

Attachments:

- 1) Part 3 Clean
- 2) Discussion Points for Part 3, Section 1 – 2.22.2023

PART 3: COMMITTEES

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 have the opportunity to, and be encouraged to, 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. As soon as possible Directors shall inform the President of their committee preferences and/or willingness to be a committee chair.
- C. Board standing Committee Chairpersons shall remain active until the appointment of new Committee Chairpersons.
- D. Member are encouraged to apply for committee positions and if possible, serve for multiple years. It is recommended that chairs seek to have at least 1/3 new members each year and limit committee participation to no more than six (6) consecutive years.
- E. The Board will establish the responsibilities of the Committees. Each Committee shall make policy recommendations to the Board for consideration.
- F. Standing committees are suggested to be a minimum of five (5) members including the Chairperson and one other Director, and a suggested 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 inform the Board of the appointments at the April meeting. Staff, as liaisons to the Committees, will be selected by the CEO. Vacancies on the Committee during the year may be filled by the Chairperson after consulting with the President.
- 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.

Discussion points for changes to CPM Part 3. Changes in BLUE are based on the BOD work session of 1/18/2023 and BAC meeting of 2/14/2023.

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 **have the opportunity to, and be encouraged to,** 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. **As soon as possible directors shall inform the President of their committee preferences and/or willingness to be a committee chair.**

This is new. It encourages all directors to serve on at least one 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. Members are encouraged to apply for committee positions and if possible, serve for multiple years. It is recommended that chairs seek to have at least 1/3 new members each year and limit committee participation to no more than six (6) consecutive years.

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 suggested to be 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 inform the Board of the appointments at the April meeting. Staff, as liaisons to the Committees, will be selected by the CEO. Vacancies on the Committee during the year may be filled by the Chairperson after consulting with the President.

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 inform the Board of the appointments to the Board at the April meeting.'

The reason for the change is:

1. 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.'

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.

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.



Green Valley Recreation, Inc.
Board of Directors Meeting

Major Capital Project Decision Process

Prepared By: Laurel Dean, Director

Meeting Date: February 22, 2023

Presented By: Laurel Dean, Director

Consent Agenda: No

Originating Board Director:

Laurel Dean

Action Requested:

Discussion of process used to make major capital project decisions.

Strategic Plan Goal:

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

Background Justification:

What is the process for sound major project decision making? In the past all capital projects were taken through P&E for detailed analysis and justification. Designs were presented with total project cost data and one or more designs were approved to go to FAC to see if funding was available. If funding is available, FAC and P&E sent a recommendation to the Board to approve the design (or designs) so detailed spec sheets could be prepared to send out for bids.

It seems like this process was followed for the East Center pool and we had a successful project completion. After review by P&E, the Board was given 2 or 3 possible designs with estimated costs. One was chosen and sent out for bids.

Why wasn't this process followed for other capital projects? Did the Board make a mistake with the DH Fitness Ctr project by going along with admin's request for a sole source bid so project could be completed last year?

With Glass Arts and Ceramics, were detailed designs ever presented to P&E for analysis? How did we get to a Board meeting where Directors were expected to approve a sole source bid without P&E or any Directors seeing a detailed plan? Was any justification presented based on any criteria other than a misguided promise from years ago? In the past, P&E committees have had detailed evaluation criteria to help them make reasoned judgements on project trade-offs and value to GVR.

Our CEO says new financial policies need to be defined and adopted. We agree. But until that happens shouldn't we use the process that has served GVR for years? Or at least, come to a Board level understanding of how we should discuss and move forward on projects?

Fiscal Impact:

Major – millions of dollars at stake.

Board Options:

- 1) Fall back on traditional approach to major project decision making.
- 2) Quickly develop and agree upon an interim approach to decision making until we get new policy.



Green Valley Recreation, Inc.
Board of Directors Meeting

**Internal Financial Manual,
 Process Approach to Major Capital Projects,
 and a Monthly Project Plan**

Prepared By: Carol Crothers, Director

Meeting Date: February 22, 2023

Presented By: Carol Crothers, Director

Consent Agenda: No

Originating Board Director:

Carol Crothers

Action Requested:

1) Approve a Board Policy to have GVR follow its own internal Financial Manual. 2) Approve a high-level process approach to analyzing, approving, funding and awarding contracts for major capital projects 3) Require a high level project plan that is reviewed monthly that identifies all the steps necessary to get projects completed in a timely fashion.

Strategic Plan Goal:

Goal 1: Provide excellent facilities for members (as measured by member survey questions)

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)

Goal 4: Cultivate and maintain a sound financial base that generates good value for our members (as measured by member survey related to good value);

Goal 5: Provide sound, effective governance and leadership for the corporation (surveys to be developed)

Background Justification:

Our CEO feels that he does not have adequate policy level direction from the Board to do his job. With all the changes to the CPM, the movement towards policy governance that recommended a separation of the CPM into a policy manual and an operation manual, and the dramatic reorganization of the CPM started 2 years ago, we have lost much of the institutional wisdom of the past. Our financial policies are not clearly and concisely written down in the CPM. However, our financial organization has a good internal financial operation manual. One section deals with purchasing and states that 3 bids should be received for anything over \$50,000. There are listed exceptions. Please see page 10 and 11 of the GVR Financial Manual.

We have not had many major capital projects (other than MR&R which is handled separately) since most GVR facilities have been built by developers. However, GVR evolved a practice (policy?) of having the Planning and Evaluation Committee (P&E) review projects, make an evaluation, and recommend projects to be put on the long-range plan. FAC reviews whether there is enough funding to cover the estimated total cost of the projects in the timeframe recommended. If the long-range plan is approved by the Board, detailed plans are produced and

reviewed with P&E. If the detailed plan (or often alternative plans) are approved by P&E and there has been enough money identified by FAC, the plan or plans are taken to the Board for approval so the project can go out to bid. After the bids have been received and the projected construction costs still fit within the total project cost, the Board is asked to approve a construction contract. The construction contract is only one part of the total project cost which is budgeted in the capital plan. This may not be the best practice or policy, but until a new one is developed and approved, I recommend that this practice be followed by our CEO and the Board. This practice was followed for the East Center Pool project but it was not followed for the Desert Hills Fitness Center. The initial DH plans were not approved because of the spin studio and the entrance way. New plans were never brought back to P&E or the Board. The Board was asked to approve a sole source cost plus contract because we were told it was the only way administration could meet the end-of-year project completion request of the Board (see the motion to approve the DH contract).

Finally, both the Board and administration need to find a better way to keep projects on track. I recommend that administration be asked to produce a detailed project plan with all contingencies identified. The plan should be reviewed monthly with any problems or potential delays identified with action plans. If any of the potential delays will be caused by the Board or its committees, the Board commits to do everything possible to keep the project on schedule.

Fiscal Impact:

Greater visibility to total project costs.

Board Options:

1. Approve all three motions.
2. Approve one or more of the motions.
3. Approve the 2nd motion contingent on an updated policy statement being created and approve by the Board by 9/30/2023.

Recommended Motion:

1. Move that the Board direct CEO Somers to follow the internal Financial Manual until a different operational approach is requested or a new Board policy that changes the Financial Manual is approved by the Board.
2. Move that the traditional major project approval process is followed until a new policy is defined and approved by the Board.
3. Move that the Board request detailed project plans with all contingencies identified for all major projects. Plans will be updated monthly. The Board will commit to addressing any potential delays caused by the Board or its committees.

Attachments:

1. Motion for approval of the DH cost plus contract
2. Internal Financial Manual



Green Valley Recreation, Inc.

Board of Directors Meeting

Award of Construction Contract

Desert Hills Fitness Center Tenant Improvement

Prepared By: David Jund, Facilities Director **Meeting Date:** August 24, 2022

Presented By: David Jund, Facilities Director **Consent Agenda:** No

Originating Committee / Department:

Facilities Department

Action Requested:

Award construction contract to Barker Contracting to construct the Desert Hills Fitness Center Tenant Improvement Project.

Strategic Plan:

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

Background Justification:

At the February 23, 2022, regular meeting, the Board of Directors approved to remodel the shuffleboard courts at Desert Hills to a Health/Fitness Facility.

Motion: 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, and to remodel the shuffleboard courts at Desert Hills to a Health/Fitness Facility, and to add monthly progress reports once the scope and cost are identified, and to complete the project this year.

Staff engaged WSM Architects to develop the scope of the project and to produce Construction Documents (CD’s), cost estimating, and submit designs for permitting.

During the design development process the architect reached out to 3 General Contractors to make them aware of the project under development and to garner their interest in bidding the project once CD’s were completed. All three contractors have completed projects for GVR in the past and each stated to the architect that they would require at least 3-4 weeks to assemble a proposal based on the submitted scope of work within the CD’s.

With the stipulation in the approved motion of “to complete the project this year” and GVR receiving completed CD’s on August 18, 2022 from which contractors could build a proposal, it created an exigency that would not permit further delay resulting from a 3-4-week competitive bid solicitation. It is recommended by staff to proceed with a noncompetitive method of awarding the construction contract.

The option of a noncompetitive award of a construction contract is considered by staff as the best way to continue moving the project forward expeditiously.

GVR is not required to enter into competitive bidding for awarding contracts. It is a practice that staff routinely undertakes but is not a requirement within any of the governing documents or state statutes.

After reviewing completed commercial project portfolios, including GVR projects, staff is recommending awarding the construction contract to Barker Contracting. Barker Contracting was the General Contractor that constructed the 2nd Phase of Las Campanas, which is the entire building and parking lot east of the Fitness Center and Locker Rooms.

Fiscal Impact:

In May, WSM had construction cost consulting firm, Compusult, provide a Statement of Probable Costs on the then conceptual project design. Compusult returned a Total Construction Cost w/o Escalation of \$877,900. WSM performed some Value Engineering work while developing the now completed CD’s. However, the finished drawings received on 8/18/2022 have not been cost estimated.

Barker Contracting submitted a Cost Plus, or an “open book” contract on 8/17/2022. This type of contract requires the owner (GVR) to reimburse the contractor (Barker Contracting) for all costs incurred by the contractor and adds on a 12% fee for services. This type of contract is increasingly utilized for such projects.

As part of the contract, Barker will prepare and submit to GVR, in writing, a Control Estimate within 14 days of executing the contract agreement. The Control Estimate will include the estimated Cost of the Work plus the contractor’s fee.

The Control Estimate will be used to monitor actual costs and the timely

performance of the work.

Barker Contracting will update the Control Estimate with each Application for Payment. This provides frequent monitoring of progress and allows GVR to track exactly what every step in the project costs.

Please note the Article 14 of the contract allows GVR to terminate the contract at any time for “convenience”.

Board Options:

1. Award Barker Contracting the contract to construct the Fitness Center Expansion at Desert Hills.
2. Provide alternative direction to staff

Staff Recommendation:

Option #1

Recommended Motion:

Move to award the construction contract of the GVR Desert Hills Fitness Center Tenant Improvement to Barker Contracting.

Attachments:

- CPM Section 1, subsection 5.1.3
- CPM Section 1, subsection 4.1.2
- CPM Appendix 1, SECTION 1, subsection 1.1.3
- Barker Contracting AIA Document A103-2017, dated 8/17/2022
- Barker Contracting AIA Document A201-2017, dated 8/17/2022

responsible for reviewing the reports and will sign off on the report for evidence of this review.

4.24 Credit Card Purchases

For purchases utilizing the GVR Credit Cards, the Company Credit Card Policy found in the Appendix will be followed.

4.25 Petty Cash

The petty cash is a cash fund maintained on site that provides availability of cash for small purchases of products and services where it is not practical or efficient to make the purchase through the normal process of a purchase order. Petty cash withdrawals do require supervisor approval and petty cash boxes are independently reconciled by the Accounts Receivable clerk.

4.30 PURCHASING

4.31 PURCHASING POLICIES

To ensure that GVR secures the highest quality product or service at the best possible price, a competitive bid process is required. The bidding process is to be conducted on an open and competitive basis without favoritism. This policy provides general guidelines for the competitive bid process.

Scope: This purchasing policy applies to the procurement of all goods and services valued at \$25,000 and above except for the following:

- Personnel costs
- Medical and other benefits
- Travel
- Conferences
- Dues and subscriptions
- Professional consulting services
- Insurance
- Financial expenses
- Real property transactions

Any key employee that is involved in the transaction or decision process is required to disclose when they come under any of the following conflict of interest scenarios:

- The individual is a director, officer, or legal representative of an organization that would be affected by the transaction or decision.
- The individual has a material financial interest in an organization that would be affected by the transaction or decision,
- The individual has a member of their immediate family who serves as a director, officer, or legal representative or has a material financial interest in an organization that would be affected by the transaction or decision.

4.32 Signatory Policy

Entering into transactions can create legally binding obligations and affect GVR's financial control environment. GVR's signatory policy is to promote GVR's internal control environment through specifying the individuals who are authorized to approve a transaction and the limits of their authorization.

Level	Authorized Position(s)	Maximum Amount	Co-Sign Required if above Maximum Amount
Level 1	CEO	\$100,000	Board Officer
Level 2	CFO	\$50,000	CEO
Level 3	Directors (Facilities, Recreation, Communication, IT)	\$20,000	CFO or CEO
Level 4	Supervisors (Custodial, Aquatics, Facilities)	\$5,000	Director, CFO, or CEO

To assure that there is adequate coverage during the absence of an authorized position, a delegation of approval authority may be granted to conduct necessary business.

4.31 PURCHASING PROCEDURES

It is GVR's policy to require that a minimum of three bids be received prior to the purchase of products or services that will cost more than \$25,000. It is essential to this process that all the competing bids are quoted on identical specifications for the product or service being purchased. In general, goods and services should be rebid every 3 to 5 years.



Green Valley Recreation, Inc.
Board of Directors Meeting
Changes to Glass Arts Project

Prepared By: Bart Hillyer, Director

Meeting Date: February 22, 2023

Presented By: Bart Hillyer, Director

Consent Agenda: No

Originating Director:

Bart Hillyer

Action Requested:

Require administration to prepare a scaled-down, roughly 2,500 square foot design for Glass Arts for competitive bid, said design being 1) roughly comparable to other similar GVR clubs, and 2) roughly comparable to facilities found in other, similar active adult communities.

Strategic Plan Goal:

- Goal 1: Provide excellent facilities for members (as measured by member survey results)
- Goal 2: Provide quality services and programs that meet the recreational, social and leisure education needs of our membership, allocating resources appropriately to support these programs (as measured by member survey results)
- Goal 4: Cultivate and maintain a sound financial base that generates good value for our members (as measured by member survey results as to good value)
- Goal 5: Provide sound, effective governance and leadership for the corporation.

Background Justification:

In 2020, Glass Arts, a club with about 129 members, was "promised" about 4,000 square feet of space in the old Canoa Hills Clubhouse (CHCH) building. This "promise" was made by a then-board member with no authority whatsoever to make such a promise. Simultaneously, a different board member "promised" another 4,000 square feet in the old CHCH to the Ceramics club. This "promise" was similarly made with no authority whatsoever.

In 2021, incoming CEO Scott Somers determined that the two described CHCH projects would cost about \$3 million, all to benefit about 300 people in the two described clubs. He questioned whether this would be a wise expenditure of GVR funds, and "paused" these proposed projects. He also set forth his rationale in comments to the board.

Though there was no formal board vote, CEO Somers proceeded with finding alternative space for the clubs. He was able to free up about 5,000 square feet at Santa Rita Springs (SRS) by asking the Computer club (799 members as of YE 2021) to move into a different SRS space of about 1,000 square feet.

With no Board or P&E input, CEO Somers apparently "gave" Glass Arts about 4,480 square feet at SRS and hired an architectural firm to work with Glass Arts to design renovations to the space.

In September 2022, in preparation for the 2023 budget, CEO Somers told P&E that it would probably cost about \$900,000 for the new Glass Arts facility (\$200,000 already allocated for 2022 and \$700,000 in 2023). No plans or justification were offered. P&E voted to recommend instead that a maximum of about \$500,000 be allocated to the project (\$200,000 in 2022 and \$300,000 in 2023),

FAC chose to disregard the P&E recommendation, and kept the \$900,000 "placeholder" figure requested by CEO Somers. At P&E and FAC meetings, and to the board, CEO Somers emphasized repeatedly that this "placeholder" figure created no actual spending obligation, and that the board would have the final say on spending for this project. At the January 2023 regular board meeting, the proposed \$890,000 sole-source Glass Arts contract failed on a 6-6 board vote.

In a lengthy open letter to GVR members, distributed as an e-blast link on February 10, 2023, CEO Somers essentially asserted that the board gave him insufficient guidance as to both project size, and the unwisdom of a sole-source contract. This motion seeks to remedy this alleged deficiency by making explicit the desire of the board to be presented a more modest option than the 4,480 square feet/\$890,000 project, and also making explicit the desire of the board to see multiple bids.

Discussion:

As to Strategic Goal 1: Our most recent member survey shows a rating of 4.4 for arts and crafts clubs, second only to 4.5 for sports clubs. (Both of these ratings are between "good" and "excellent.") There is no obvious reason to spend this much money, or space, on Glass Arts.

As to Goals 2 and 4: In the most recent member survey, the highest priority was "pursuing greater operational efficiency to ensure members receive high value for their dollar," and the lowest was "improving aesthetic, atmosphere and branding of GVR facilities." Further, members said "cost and quality are equally significant." Again, there is no obvious reason to spend this much money, or space, on Glass Arts.

As to Goal 5: Sound, effective governance and corporate leadership require respect and collaboration between directors and paid staff, and a willingness to openly discuss alternatives. When half of GVR's directors clearly have doubts as to the wisdom of a large expenditure, it's time to explore other options. For now, it seems instead that the goal of the exercise, from the standpoint of GVR administration, is to try to bulldoze this project through on a hoped-for 7-5 vote. When one considers that three of the six "yes" votes on January 25th came from directors whose terms end in a few weeks, this goal seems particularly imprudent.

Fiscal Impact:

Administration says about \$199,000 was spent in 2022 on this project (about \$133,000 to move the Computer club, and another \$66,000 for design fees and other items--some of this latter expense may also include the Ceramics club project). The remodel cost of the 4,480 square foot Glass Arts project will be about another \$890,000. By the time this space is furnished and made operational, GVR will certainly have spent well over a million dollars on a club with about 129 members.

Board Options:

- 1) Approve the requested action.
- 2) Ask for more data.
- 3) Send back to P&E and FAC for further review.

Recommended Motion:

Move that the Board require GVR administration to prepare a scaled-down, roughly 2,500 square foot for Glass Arts for competitive bid, said design being 1) roughly comparable to, or larger than, other similar GVR clubs, and 2) roughly comparable to, or better than, facilities found in other, similar active adult communities.

Attachments:

None