



AGENDA

BOARD OF DIRECTORS WORK SESSION

Wednesday, March 15, 2023, 2:00pm
WC Auditorium / Zoom

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

AGENDA TOPIC

- 2:00 **1. Call to Order / Roll Call**
- 2:05 **2. Amend / Approve Agenda**
- 2:10 **3. Discuss 2023 Draft Work Plan (Somers)**
- 3:00 **4. Discuss Recommended Amendments to CPM Part 7 (Coon)**
- 4:00 **5. Adjournment**



Green Valley Recreation, Inc.
Board of Directors Work Session
2023 Draft Annual Workplan

Prepared By: Scott Somers, CEO

Meeting Date: March 15, 2023

Presented By: Scott Somers, CEO

Consent Agenda: NA

<p>Originating Committee / Department: Administration</p>
<p>Action Requested: Review and discuss the 2023 Proposed Annual Workplan</p>
<p>Strategic Plan: GOAL 5: Provide sound, effective governance and leadership for the corporation</p>
<p>Background Justification: The Board of Directors is asked to review and discuss the Proposed 2023 Annual Workplan during its March 15 Board Work Session. The proposed workplan coincides directly with the Board-approved 2022-2026 Strategic Plan. Completion of the action items identified in this workplan will support fulfillment of the Strategic Plan Initiatives, Goals, and ultimately, the Vision of the organization.</p>
<p>Fiscal Impact: Each item may or may not have a fiscal impact.</p>
<p>Board Options:</p> <ol style="list-style-type: none"> 1. Direct staff to bring the 2023 Proposed Annual Workplan as drafted to the next regular Board meeting for approval. 2. Direct staff to bring the 2023 Proposed Annual Workplan with amendments to the next regular Board meeting for approval. 3. Provide alternative direction to staff.
<p>Staff Recommendation: Option #1 or #2</p>
<p>Recommended Motion: NA</p>
<p>Attachments: Proposed 2023 Annual Workplan</p>



Memorandum

To: Board of Directors

From: Scott Somers, CEO

CC: GVR Senior Staff

Date: March 15, 2023

RE: Draft 2023 Annual Workplan

Administration/CEO

2.2.3 Develop relationships with similar organizations to share trends, best practices, and steps to overcome customer service challenges.

- CEO to continue participating in quarterly meetings with executives from similar organizations to exchange knowledge and information. (Ongoing)

5.1.1 Provide staff support to the Board of Directors to enable proactive, complete communications about Board decisions.

- Continue working with Board Secretary on crafting written responses to member inquires. (Ongoing)
- Continue working with Communications to provide Board action synopsis to members. (Ongoing)

5.2.1 Review the strategic plan regularly to ensure progress on action items and continuity year-over-year with the plan.

- Provide updates annually through the Annual Workplan and Annual Year-in-Review. (January – March)

5.2.3 Utilize staff liaison and the strategic plan to support continuity of direction.

- Staff and Legal Counsel to work together to develop recommended updates to Bylaws to ensure compliance with State Statutes. (June)
 - Bring recommendations to BAC for consideration. (July)
 - Bring BAC recommendations to Board for consideration for placement on the 2024 ballot. (August)
- Work with BAC and consultant on comprehensive review, and develop recommended improvements of and to Committees to specifically include purpose, mission, and responsibilities, any processes committees must follow, member terms, and appointment process. (July)
 - Develop capital project review and approval process. (July)

- Review Corporate Policy Manual (CPM) for Policy vs. Operational matters. (July)
- Review CPM for consistency, clarity, and flow. (August)

5.4.1 Encourage staff and Board to attend training conference and participate in professional associations.

- Maintain Community Associations Institute (CAI) to seek continuing education opportunities for Board and staff. (Ongoing)
- Seek additional Board and staff training opportunities such as Roberts Rules of Order, Brown Dog Policy Governance, Alexander Carrillo Consulting. (Ongoing)
- With HR, encourage staff to participate in professional association training and ongoing education. (Ongoing)

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

- Ongoing Record Retention for all GVR Departments and digital preservation of records.
- Work with IT to create backup and redundant systems. (December)
- Design and implement a physical and electronic archive system. (December)
- Continue digital scanning of official documents and records. (December)
- Continue working with Green Valley Council (GVC) on regional emergency management planning. (Ongoing)

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

- Continue membership and participation with Rotary and Chamber activities. Seek additional opportunities. (Ongoing)

Board and Committees

5.2.1 Review strategic plan regularly to ensure progress on action items and continuity year-over-year with the plan. See Administration/CEO

5.2.2 Develop and adopt operating commitments for the Board to demonstrate courtesy, consideration, mutual respect, and willingness to listen to one another and staff.

- Board to consider adopting Board Credo. (February)

5.2.3 Utilize staff liaison and the strategic plan to support continuity of direction.

- Work with BAC and consultant on comprehensive review, and develop recommended improvements of and to Committees to specifically include purpose, mission, and responsibilities, any processes committees must follow, member terms, and appointment process. (July)
 - Develop capital project review and approval process. (July)

5.3.2 Develop a list and description of GVR values/principles and articulate roles and responsibilities.

- Consider working with same consultant in 5.2.2 to assist in development and improvements. (June)

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

Communications

1.3.3 Improve interior and exterior signage: complete, consistent, accessible, concise, and attractive.

- Complete pool deck signage update. (May)
 - Complete the Aid Station project. (May)
- 1.3.4 Implement standard and electronic signage to heighten communication of activities and events.
- With facilities, develop a center signage plan. (December)
 - Launch the new website. (April)
- 2.2.4 Clarify communications procedures and distribute messaging to all staff so members receive consistent, trustworthy information from all GVR representatives.
- Continue weekly staff bulletin. (Ongoing)
 - Develop a method for measuring readership and create an improvement plan as needed. (August)
 - Develop and document an SOP that identifies types of messages that need to be disseminated to various personnel. (December)
 - Update monthly on project status. (Ongoing)
- 2.2.5 Develop and implement a member experience review plan related to customer service by department. (Similar to 2.1.1)
- 3.3.2 Improve ease of access to GVR activity schedule and opportunities.
- Develop and implement a social media plan. (September)
- 3.4.2 Continue to seek member feedback on a wide variety of matters via polls, surveys, in-person forums and virtual forums.
- Conduct polls to follow-up on the 2022 survey results. (Throughout year)
- 3.4.3 Publicize recreation programs, GVR events, and GVR club events via diverse communications channels.
- See 3.3.2. Continue building relationship with GV News through press releases and invitations to participate/cover events and activities. (Ongoing)
- 3.4.4 Assess and replace, as needed, current digital platforms with more accessible options.
- With IT and Recreation, complete preliminary plans and gather bids for a new app. (December)

Facilities Department

- 1.1.1 Identify accessibility improvement areas.
- Continue with facility-wide accessibility improvements, including ADA requirements and addressing mobility challenges. (Ongoing)
 - Complete an ADA audit of centers. (December)
- 1.1.3 Continue to identify and execute a process for regular upkeep and maintenance/predictive maintenance procedures.
- Develop and implement center-specific SOP book for custodial. (April)
 - Develop and implement daily/monthly/quarterly inspection reports for custodial, aquatics, landscaping and maintenance. (April)
- 1.1.5 Introduce newer technology to improve energy efficiency when there are opportunities.
- Reduce GVR's electric energy consumption through lighting fixture and lamp conversions. (Ongoing)

1.2.1 Create function-designated rooms with proper lighting, A/V, seating, furnishing, flooring, ventilation, etc. to complement and support specific activities.

- Improve Del Sol Clubhouse to allow for member and club usage.
 - Open level Pro Shop side opened for Billiards players. (February)
 - Finalize architectural drawings for lower level and parking lot redesign. (May)
 - Circulate RFP for construction services. (June)
 - Award contract upon Board approval. (July)
 - Secure a vendor to provide food and beverage services. (August)
- With architect, present WC Arts Center, and alternative, cost estimates. (May)
- Research expanding Desert Hills Ceramics Club space.
 - Develop construction documents; develop estimates. (April)
 - Circulate RFP for construction services. (April)
 - Award a contract upon Board approval. (May)

1.2.2 Assess spaces for specific activities and equip those spaces properly, such as art class space with washable floors.

- Address flooring and room finishes that are activity-specific when performing scheduled room improvements and flooring replacements. (Ongoing)

1.2.4 Evaluate and improve capital request process.

- With appropriate committee and Board approval, implement CPR Form for both Capital and Club requests. (May)

1.2.5 Employ newer technologies to benefit members' abilities to fully utilize facilities.

- Increase facility security (DXS proximity readers, video cameras) for GVR members, staff, and guests by upgrading and/or installing new equipment and technologies. (July)
- Work with Recreation and IT to identify and relocate fencing, access points, and attendance readers at specific locations to better track member usage and improve security. (August)

1.3.1 Develop, plan, and schedule to keep finishes and amenities up to date.

- Develop and implement an interior redesign plan with contractor. (July)
- Remodel Canoa Hills' locker rooms and restrooms. (September)
- Rehab Desert Hills locker rooms. (September)

1.3.3 Improve interior and exterior signage: complete, consistent, accessible, concise, attractive

- Update interior/exterior signage at West Center, Desert Hills and Santa Rita Springs. (December)

1.4.1 Explore opportunities to establish a coffee shop, etc. (See 1.2.1 Clubhouse vendor)

1.4.2 Design peripheral grounds to provide outdoor recreation opportunities: park-like settings, walking trails, outdoor games, and activities.

- Identify and begin implementing campus-wide locations for landscaping improvements to include native pollinator species. (Ongoing)

1.4.3 Identify under-utilized areas that could be used for this purpose. (social gathering)

- Replace and install new and additional pool deck loungers, conversation sets and umbrella shades at Desert Hills, Canoa Hills and West Center, North Abrego (May)
 - Reconsider shade trellis at West Center courtyard. (October)
- 3.1.2 Explore the idea of allocating space for specialized fitness centers.
- Complete Desert Hills Fitness Center expansion project. (May)
 - Repurpose current poker room and fitness room at Desert Hills to fitness studio. (October)
 - Seek solutions to expand fitness center at Santa Rita Springs. (October)
 - Work with architect to develop a plan for expanding fitness center at Las Campanas. (October)
- 4.2.1 Evaluate maintenance repair and replacement (MR&R) planned projects to confirm need.
- With CEO and CFO, review MR&R project list to confirm need and timing of projects. (June)
- 4.2.2 Explore transitioning to hybrid/electric vehicles when existing vehicles are replaced.
- Consider options when replacing vehicles per MRR study and need. (Ongoing)
- 4.4.3 Maintain and continue to utilize the reserve study. (MR&R)
- Complete MRR identified projects for FY2023. (December)

Finance Department

- 1.1.4 Develop and adopt a rolling 5-year Capital Projects Plan aligned with the strategic plan.
- Look to strategic plan to inform the 5-year Capital Projects Plan. (Annually in October)
- 4.1.1 Identify options and tradeoffs for revenue diversification.
- With staff and FAC, brainstorm options and alternatives; identify costs and benefits of each; develop top recommended list; present to Board recommendations. (October)
- 4.2.1 Evaluate maintenance repair and replacement (MR&R) planned projects to confirm need. (See Facilities)
- 4.3.1 Update and recommend financial policies.
- Based on best practices and with FAC, recommend updated financial policies, including a Procurement Policy for Board approval. (March)
 - Complete the inventory of all GVR Fixed Assets assigning asset labels and updating the fixed asset database as needed. (May)
- 4.3.2 Develop a plan for economic downturns.
- As part of annual budget development process with staff, develop contingency plans, such as decreasing expenditures by 10%, 20%, etc. (Should be include in 4.3.1 as a section in Financial Policies)
- 4.3.3 Employ sound investment strategies to maximize passive income.
- With Investment Committee and Board, continue utilizing sound, professional investment strategies; update policies as needed. (Ongoing)
- 4.3.4 Provide continuous education for Board, committees, staff about GVR financial management and positions so that they can make decisions to monitor effectively.
- Continue providing quarterly financial updates to Board and detailed financial statements to the Fiscal Affairs Committee (FAC). (Ongoing)

- Receive unqualified audit opinion for 2022 financial audit. (March)
- Provide memo to Board that addresses past audit findings and recommendations and actions taken as a result. (March)
- Review Fund EZ Purchase Order System, and other third-party PO systems and implement. (September)
- Renew liability, worker's comp, and flood insurance policies. (June)
- Perform successful worker's comp audit. (August)
- Perform successful 401(k) audit. (August)
- Update and present memo on personnel costs vs. revenue (Annually in March).

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

- Present 3-year annual financial forecast as part of the annual budget document. (Ongoing)

4.4.3 Maintain and continue to utilize the reserve study (MR&R). (See Facilities)

Human Resources

3.2.1 Collaborate with Recreation Department to develop a sustainable volunteer program to support GVR activities.

- With Recreation, develop a recommendation for a Board ad-hoc committee to evaluate GVR's need for volunteers, assess the resources necessary to manage a volunteer pool, and develop associated policy recommendations. (September)
- Update or develop volunteer job description. (September)
- Develop onboarding program and process for volunteers to include feedback opportunities. (October/November)
- With Communications, advertise and promote volunteer opportunities. (November)

5.3.3 Provide training and team activities to help people demonstrate these GVR values. (See 2.2.2)

- With CEO, develop a plan and schedule to regularly meeting with all staff to inform and demonstrate values. (See above)

5.3.4 Incorporate values (5.3.2) into performance management.

- Finalize updates to GVR's Employee Handbook. (June)
- Research and recommend an official Employee Recognition Program. (September)
- Research and recommend an expanded employee wellness program. (October)

5.4.1 Encourage staff and Board to attend training conference and participate in professional associations. (See Administration/CEO)

Not on strategic plan:

- Participate in annual contractual negotiations for Benefit Plans/Open enrollment. (May)

IT Department

1.2.5 Employ newer technologies to benefit members' abilities to fully utilize facilities.

- Partner with the Facilities Department and Chief Operating Officer to implement an all-site surveillance solution to help improve security for all GVR campuses. (June)

3.4.4 With Communications, assess and replace, as needed, current digital platforms with more accessible options.

- With Communications, launch a new, user-friendly website. (April)

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

- Continue developing and testing the Disaster Recovery Solution implemented in the prior year. This will be an ongoing project. (Ongoing)
- Update end of life workstations and laptops. (September)
- Update end of life servers. (September)
- Maintain and update all network devices in all centers including switches and routers. (ongoing)
- Continue managing member kiosks at six of the major centers. (Ongoing)

Member Services Department

2.2.1 Implement a quality assurance system to ensure that exceptional customer service is happening, such as secret shopper, a review schedule to see how systems and processes are operating.

- Develop and improve the Member Services function to ensure a high touch level of customer service that builds confidence and trust from our members and Board. (Ongoing)
- Work towards fully documenting Membership SOPs and creating a comprehensive handbook. (December)
- Partner with attorney to work towards becoming the expert with regards to GVR's boundary, master development agreements, deed restrictions, title agreements, and collections. (Ongoing)
- Survey members who interact with front end staff to determine options for improvement. (Ongoing)
- At regular intervals, review systems and processes with appropriate staff to ensure consistency of understanding and of use and identify and implement improvements where needed. (Ongoing)
- Partner with Communications to create a comprehensive New Member Welcome Packet. (July)
- Continue to explore and find solutions to identify and decrease membership and guest card misuse. (Ongoing)

2.2.5 Develop and implement a member experience review plan related to customer service by department. (Similar to 2.2.1)

3.3.1 Conduct a policy and process review.

- Identify policies and processes requiring member engagement. (July)
- Map processes and steps. (August)
- Identify process improvements from a customer-centric perspective. (October)
- Begin implementation. (December)

Recreation Department

1.1.2 Assess and improve fitness center functionality. (Ongoing)

1.2.1 Create function-designated rooms with proper lighting, A/V, seating, furnishing, flooring, ventilation, etc. to complement and support specific activities. (See Facilities)

- 1.2.4 Evaluate and improve capital request process. (See Facilities)
- 1.2.5 Employ newer technologies to benefit members' abilities to fully utilize facilities.
- With Communications, identify features of the new website and future new app that will enhance member access to activities and facilities. (August)
 - With IT and Facilities, develop a plan to move proximity readers to ease of access for members, eliminate separate attendance readers, and improve the accuracy of real-time facility use data (June)
- 2.1.1 Review current programming and make adjustments, if needed, to ensure variety and alignment with current and future member needs.
- Through member surveys, identify gaps and needed adjustments. (Ongoing)
 - Survey similar organizations to identify changing interests and needs. (September)
- 2.1.2 Explore a varied activity/service structure that accommodates all income levels. (See 2.1.1)
- 2.1.3 Explore the possibility of virtual offerings for part-time residents and those homebound. (See 2.1.1) (Rescheduled for 2024).
- 2.1.4 Review and improve, if necessary, processes to assess quality of services and programs.
- Assess the current reservations policies and practices and identify changes to improve the member experience and increase efficient use of space (December)
- 2.2.1 Implement a quality assurance system to ensure that exceptional customer service is happening, such as secret shopper, a review schedule to see how systems and processes are operating.
- Implement training programs to ensure exceptional customer service among Recreation Services Assistants (RSAs) and Center Operations Assistants (COAs) (June)
- 2.2.5 With Member Services, develop and implement a member experience review plan related to customer service by department (Similar to 2.2.1)
- 2.3.1 Explore changes in process of instructor hiring, actively recruiting instructors to meet member needs.
- Develop a standardized vetting system for instructors, personal trainers, and professionals. (August)
- 2.3.2 Explore guidelines with evaluation criteria for instructors and make improvements, if necessary.
- Develop/update criteria and make improvements. (August)
- 3.1.3 Continue to identify and pursue programming that members want.
- Events and performances, Fitness programs, Classes and tours, Drop-in activities. (December)
 - Develop a recreation/events program plan for the Del Sol Clubhouse. (August)
- 3.1.4 Develop a prioritized 5-year plan for programming events.
- Work with Facilities to remove the fountain in the WC courtyard to improve that space for outdoor events. (July)
- 3.2.1 With HR, develop a recommendation for a Board ad-hoc committee to evaluate GVR's need for volunteers, assess the resources necessary to manage a volunteer pool, and develop associated policy recommendations. (September)
- 3.3.1 Conduct a policy and process review.
- With Member Services, identify policies and processes requiring member engagement; map processes and steps; identify process improvements from a customer-centric perspective; with Communications, include policy and process in a Member Handbook; research and implement solutions to decrease member and guest card abuse. (December)

- Work with IT to review possibility of creating online forms for Clubs. (Part of website launch in April)



Green Valley Recreation, Inc.
Board of Directors Work Session
CPM – Part 7 Communications

Prepared By: Nanci Moyo, Admin. Sup.

Meeting Date: March 15, 2023

Presented By: Donna Coon, Chair

<p>Originating Committee / Department: Board Affairs Committee (BAC)</p>
<p>Action Requested: Discuss Recommended Amendments to CPM Part 7 Communications</p>
<p>Strategic Plan Goal: GOAL 5: Provide sound, effective governance and leadership for the corporation</p>
<p>Background Justification: The Board of Directors directed staff and the BAC to develop recommended improvements to CPM Part 7 Communications.</p>
<p>Fiscal Impact: None</p>
<p>Board Options: 1) Review the BAC recommendations for the changes in CPM Part 7 Communications and move to the March 22, Regular meeting for approval on the recommendations. 2) Review the BAC recommendations and make changes to any of the recommendations. 3) Reject the BAC recommendations for Part 7 and send back to BAC for a rewrite.</p>
<p>Staff Recommendation: Option #1</p>
<p>Attachments: 1) CPM Part 7 Clean 2) CPM Part 7 Redline</p>

PART 7: COMMUNICATIONS

SECTION 1 – OVERVIEW

7.1.1 Communications Statement

- A. As an integral part of the greater Green Valley, Arizona community, GVR strives to maintain open and transparent communications in order to foster good relations with its members, news organizations, and the general public.

- B. Because GVR is a private corporation, it is not subject to the same laws that govern municipalities, such as open meeting statutes or laws that protect freedom of speech and freedom of assembly. GVR is under no obligation to publicly disclose all information about the organization and may keep certain information relating to its members, employees and its operations confidential. All GVR Directors, employees, and volunteers are required to abide by GVR's confidentiality policies.

SECTION 2 - EXTERNAL COMMUNICATIONS

7.2.1 Public Information Officer (PIO) as Point of Contact

GVR's CEO shall serve as the official Public Information Officer (PIO) for The Corporation (*CPM Part 4 Section 1: 4.1.1.E*) or may delegate Public Information Officer (PIO) responsibilities. The PIO shall be the single point of contact for inquiries from non-members (general public) and news media.

7.2.2 Information Prohibited from Public Release

- A. GVR protects the confidentiality of certain information in conformance with its governing documents and applicable laws. Unless otherwise compelled by law, or as part of a criminal investigation, GVR will not release information nor comment on the following:
 - 1. Member information and records
 - 2. Employment records and employees' personal information
 - 3. Privileged information between The Corporation and its legal counsel
 - 4. Information related to pending litigation
 - 5. Any information that was made available in an Executive Session of the Board

7.2.3 Correction of Inaccurate Information

GVR will take steps to correct inaccurate information reported by external media about The Corporation as soon as reasonably practicable after its discovery.

7.2.4 Media Access

Members of the media are welcome to request press passes, attend, document events and meetings that are open to the general GVR membership or the general public, as long as they take care to avoid intruding upon or disrupting those in attendance.

If they have been invited to such events, Media representatives (e.g., reporters) are also welcome to attend members-only functions held on GVR property (such as GVR Club events) or events hosted by outside groups that are renting GVR facilities. Media representatives shall inquire with GVR in advance if they wish to attend non-public events or activities to which they have not received an invitation from GVR or the event's host, including GVR classes and club activities held in reserved spaces.

SECTION 3 - MEMBER COMMUNICATIONS

7.3.1 Member Communications Sent to Staff

GVR welcomes constructive feedback, questions, and concerns from members. Members should email operational concerns to hotline@gvrec.org.

GVR will not respond to anonymous, obscene, harassing, belligerent or threatening communications received from any individual.

7.3.2 Member Communications Sent to Board of Directors

- A. The CEO or CEO designee shall serve as GVR Email Administrator and shall have the following responsibilities with respect to email sent to the GVR Director email address – board@gvrec.org:
 - 1. Responding to member emails requesting information and forwarding same to the appropriate GVR staff member and the Board of Directors;
 - 2. Archiving email messages.
- B. Member suggestions made at Board meetings or sent to the Board by other means may be referred to the Board of Directors for consideration.

SECTION 4: BOARD OF DIRECTORS COMMUNICATIONS

7.4.1 Board of Directors Email Policy

GVR provides each Director with an official individual GVR Director Email Address. If a Director receives a communication directly from a member in a personal non-GVR email account or in the individual Director GVR Email Address that concerns GVR business and/or Board matters, the Director may choose to forward the same to the CEO for review, and if appropriate, archiving and response.

Individual Directors may communicate with members directly through their email accounts, but official GVR Board positions/responses are to be approved and sent by the President, with a Board vote if appropriate.

7.4.2 Board of Directors Internal Email Policy

Directors may communicate among themselves and with staff by email using the individual GVR Director Email Address provided by GVR, but should not discuss policy or the business of the Corporation with a quorum of the Board, to avoid the perception that decisions are being made outside of meetings. This promotes the goal of transparency (Section 7.1.1.A) with the membership by having debate and discussion in open meetings. Open meetings are required by Article IV, Section 5 of the Bylaws.

PART 7: COMMUNICATIONS

Approved September 27, 2016 except as amended

Commented [NW1]: Nanci, other sections of the CPM do not include reference to dates as found here and in two flagged spots below. Recommend removing these references so the section conforms in format.

SECTION 1 – ~~POLICIES~~ ~~(Premises?)~~ OVERVIEW

7.1.1 ~~General Communications Statement~~

A. As an integral part of the greater Green Valley, Arizona community, GVR strives to maintain open and transparent communications in order to foster good relations with its members, news organizations, and the general public.

~~B. To this end, GVR uses several communication vehicles to provide news, information and updates. These vehicles include, but are not limited to:~~

- ~~1. a monthly newsletter~~
- ~~2. an electronic, email newsletter~~
- ~~3. an email address for the Board and an email address for general inquiries~~
- ~~4. websites and apps~~
- ~~5. timely postings of Board and Committee meeting agendas and materials and subsequent meeting minutes~~
- ~~6. social media~~

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~~C.~~ B. Because GVR is a private corporation, it is not subject to the same laws that govern municipalities, such as open meeting statutes or laws that protect freedom of speech and freedom of assembly. GVR is under no obligation to publicly disclose all information about the organization and may keep certain information relating to its members, employees and its operations confidential. All GVR Directors, employees, and volunteers are required to abide by GVR's confidentiality policies.

~~7.1.27.1.1~~ ~~GVR Email Administrator~~

~~A. The CEO or CEO designee shall serve as GVR Email Administrator and shall have the following responsibilities with respect to email sent to the GVR Director email address:~~

- ~~1. Responding to member emails requesting general information or forwarding same to the appropriate GVR administrative staff member;~~
- ~~2.1. Acknowledging receipt of all other member emails and forwarding same to the GVR Board President for review and response; and~~
- ~~3.1. Archiving email messages.~~

~~7.1.3~~ ~~Prohibited Email Communications~~

~~A. The following email communications are strictly prohibited:~~

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- ~~1. Messages containing offensive language, including, but not limited to, defamatory, racist or obscene remarks;~~
- ~~1. Messages intended to or that would cause a reasonable person to be alarmed, annoyed or harassed;~~
- ~~2. Messages containing an attachment that is from someone other than the member sending the email;~~
- ~~3. Any attempt to disguise the sender's identity or an email with an anonymous sender;~~
- ~~4. Potentially damaging messages including, but not limited to, mass or commercial messages, spam, and messages containing viruses; and~~
- ~~5. Messages concerning GVR business and/or operations addressed to a GVR Director's personal email account.~~

SECTION 2 - EXTERNAL COMMUNICATIONS

7.2.1 Public Information Officer (PIO) as Point of Contact

~~To ensure the orderly release of accurate and consistent information to the general public and news media, GVR's CEO shall serve as the official Public Information Officer (PIO) for The Corporation (CPM Part 4 Section 1: 4.1.1.E) or may delegate such Public Information Officer (PIO) responsibilities.~~ The PIO shall be the single point of contact for inquiries from non-members (general public) and news media.

~~Other GVR staff, as appropriate, may field inquiries from current or prospective GVR Members. All public and media inquiries shall be directed to the designated PIO spokesperson, who shall consult with senior managers, if necessary, to confirm information prior to release. The CEO shall approve in advance all press releases. This process ensures that the release of information to the general public and news media is consistent with GVR's governing documents and policies and helps to prevent misunderstandings, misinterpretations, and confusion.~~

7.2.2 Information Prohibited from Public Release

- A. GVR protects the confidentiality of certain information in conformance with its governing documents and applicable laws. ~~For this reason, Unless otherwise compelled by law, or as part of a criminal investigation,~~ GVR will not release information nor comment on the following:
1. Member information and records
 2. Employment records and employees' personal information
 3. Privileged information between The Corporation and its legal counsel

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4. Information related to pending litigation
5. Any information that was made available in an Executive Session of the Board
- ~~6. Any information prohibited from public release by local, state or federal laws~~
- ~~7. Any information in which public disclosure would not be in the best interest of The Corporation~~

7.2.3 Correction of Inaccurate Information

7.2.3

GVR will take steps to correct inaccurate information ~~published or~~ reported by external media about The Corporation as soon as reasonably practicable after its discovery.

~~Such steps may include a request for a correction to be published and/or a written opinion piece submitted to the media outlet. The nature and seriousness of the misinformation shall be considered in determining the most appropriate course of action.~~

~~7.2.4 Media & Public Access~~

~~As a private, nonprofit 501(c)(4) organization, GVR is obligated to ensure that only authorized members, guests, and visitors are allowed access to its facilities and programs in conformance with its Bylaws. For this reason, The Corporation may deny the use of its facilities to any outside group that, in its judgment, does not further the interests of GVR and its members. GVR may also deny requests for access or information by news organizations if it is determined that the nature of the visit or inquiry is not in the best interest of The Corporation and/or its members.~~

7.2.57.2.4 Media Access

Members of the media are welcome to request press passes and attend and document events and meetings that are open to the general GVR membership or the general public, as long as they take care to avoid intruding upon or disrupting those in attendance.
~~The news media may request access to GVR, its members, clubs and programs for the purpose of developing news items subject to certain restrictions. GVR has an obligation to protect the privacy of its members without intrusion or disruption of their visits to or utilization of GVR facilities.~~

If they have been invited to such events, Media representatives (e.g., reporters) are also welcome to attend members-only functions held on GVR property (such as GVR Club events) or

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events hosted by outside groups that are renting GVR facilities ~~if they have been invited to such events~~. Media representatives shall ~~notify~~ inquire with GVR in advance if they wish to attend non-public events or activities to which they have not received an invitation from GVR or the event's host, including such as GVR classes and club activities held in reserved spaces. ~~and all other activities at any GVR facility (including meeting rooms, sports courts, fitness centers and pools/spas).~~

~~Media representatives shall be required to provide the general nature of the visit, who they wish to interview, and which facility they wish to visit. A GVR employee may be designated to accompany the media representative to the event. GVR reserves the right to deny the request if it is determined that the nature of the visit is not in the best interests of The Corporation and/or its members.~~

~~For the safety and privacy of members and employees, still or video photography at private events is prohibited without prior written approval from GVR and signed waivers from every individual whose image is photographed or videoed.~~

~~7.2.6~~ Media Coverage of Public Events

~~News organizations are welcome to attend any program or event at GVR that is open to the general public and community upon payment of the regular admission fee, if any, or with a complimentary ticket if provided by GVR. Examples of public events include live performances, annual Health Fair, annual Artisans Fair, GVR Foundation's Southern Arizona Senior Games, lecture series, GVR Center open houses and ceremonial dedications.~~

~~7.2.7~~ Media Access to GVR Clubs

~~GVR sanctions various clubs, many of which use GVR's facilities for their meetings and activities, and some of which have designated spaces for their club's use. As a courtesy, media representatives who wish to access GVR property to visit a GVR Club shall notify the PIO of their visit and its nature. If a GVR Club has invited media representatives to visit their club or attend an event, the club is required to notify the PIO of such visit.~~

~~Media representatives invited to GVR facilities by a GVR Club are subject to the same rules and regulations as other GVR guests. Club's Officers shall be responsible for ensuring that media representatives comply with such rules and regulations and ensuring the accuracy of any information provided to them.~~

~~7.2.8~~ Media Requests for Information—Media Inquiries

~~GVR wishes to maintain its relationships with media outlets and will respond to any request for information deemed to be in the best interests of The Corporation and its members as determined by the PIO. Requests for information from media will be considered on a case-by-case basis, depending on the nature of the request.~~

SECTION 3 - MEMBER COMMUNICATIONS

7.3.1 Member Communications Sent to Staff

~~Communications with GVR Members are intended to keep members informed of news and information, and shall be accurate, truthful, transparent and timely. Members are encouraged to attend GVR governance meetings to become and remain informed.~~

~~Any written, emailed, or telephone communications received by staff from members that are deemed to be of a serious nature shall be forwarded to the CEO who, at his/her discretion, may consult with the Board President prior to authorizing a response.~~

GVR welcomes constructive feedback, questions, and concerns from members. Members should email operational concerns to hotline@gvrec.org.

GVR will not respond to anonymous, obscene, harassing, belligerent or threatening communications received from any individual.

7.3.2 Member Communications Sent to Board of Directors

B. The CEO or CEO designee shall serve as GVR Email Administrator and shall have the following responsibilities with respect to email sent to the GVR Director email address: board@gvrec.org

6. Responding to member emails requesting information and forwarding same to the appropriate GVR staff member and Board of Directors;

7. Archiving email messages.

B. Member suggestions made at Board meetings or sent to the Board via email or by other means may be referred to the Chair of an appropriate Committee Board of Directors for consideration.

7.3.3 GVR Email Administrator

The CEO or CEO designee shall serve as GVR Email Administrator

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~~and shall have the following responsibilities with respect to email sent to the GVR Director email address:~~

~~— Responding to member emails requesting general information or forwarding same to the appropriate GVR administrative staff member;~~

~~— Acknowledging receipt of all other member emails and forwarding same to the GVR Board President for review and response; and~~

~~— Archiving email messages.~~

~~7.3.3~~ Member Comments at Board of Director Meetings

~~Members are welcome and encouraged to attend regular monthly meetings of the Board and are permitted to address the Board at designated times during the meetings. (CPM Part 2 Section 3: 2.3.2)~~

~~7.3.4~~ Email Communications with Members

~~A. GVR communicates via email with members to respond to inquiries and to provide news and information to the membership. The CEO or CEO's designee(s) shall serve as GVR Email Administrator and is responsible for responding to email correspondence from GVR Members and/or forwarding the communication to the appropriate staff for response.~~

~~1. General Email~~

~~a. GVR has established and frequently monitors a general email box (Hotline@gvrec.org) for members to use to make comments or ask questions and which is posted on the GVR website and included in each eBlast and newsletter. The Email Administrator is responsible for monitoring this email box and responding to member emails or forwarding them to the appropriate employee for response. Emails received from members shall be saved and archived by staff as designated by the CEO.~~

~~7.3.5~~ GVR Email Updates

~~GVR has an electronic newsletter (e.g., eBlast) that is sent to subscribers who must "opt in" and agree to receive such email communications. GVR respects the privacy of its members and subscribers, and does not rent, sell, or share subscriber's names, information or contact information, including email addresses.~~

SECTION 4: Board of Directors Communications IN CAPS

~~7.4.1~~ Board of Directors ~~Member~~ Email Policy (updated 10/25/2016)

Commented [NW2]: Committee members, this section was re-written by counsel—see separate document for changes tracked to original. I (Natalie) made an additional change to the first sentence of 7.4.1 to eliminate prescriptive operational details.

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~~A generic email address is used for for members to communicate electronically with the Board: board@gvrec.org. Emails addressed to the Board through this address shall be reviewed by the CEO and the designated GVR Email Administrator who shall archive all such email messages. The CEO will respond or have staff respond.~~

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~~If a member's email communication cannot be resolved by staff alone and merits attention by the Board, the CEO will forward the email to the Board President for review and response, and copy the other Directors.~~

~~GVR also provides each Director with an official individual GVR Director Email Address. If a Director receives a communication directly from a member in a personal non-GVR email account or in the individual Director GVR Email Address that concerns GVR business and/or Board matters, the Director may choose to forward the same to the CEO for review, and if appropriate, archiving and response.~~

~~Individual Directors may communicate with members directly through their email accounts, but official GVR Board positions/responses are to be approved and sent by the President, with a Board vote if appropriate.~~

7.4.1 Board of Directors Internal Email Policy (updated 9/25/2018)

Commented [NW3]: Nanci? See above comment

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~~Directors may communicate among themselves and with staff by email using the individual GVR Director Email Address provided by GVR, but should not discuss policy or the business of the Corporation with a quorum of the Board, to avoid the perception that decisions are being made outside of meetings. This promotes the goal of transparency (Section 7.1.1.A) with the membership by having debate and discussion in open meetings. Open meetings are required by Article IV, Section 5 of the Bylaws.~~

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7.3.6 Board of Directors Email Policy (updated 10/25/2016)

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~~To facilitate communications among Board Directors, GVR's Board-approved "Email Policy" provides each Director with an official GVR email address, which is to be used solely for governance-related communications between Directors and GVR staff only.~~

~~A generic email address for members to communicate electronically with the Board (board@gvrec.org) is posted on the GVR website and published in each GVRNow! newsletter. Emails addressed to the Board shall be reviewed by the CEO and the designated GVR Email Administrator who shall archive all such email messages, forward~~

them to the Board President, and copy other Directors. Any Director who receives a communication in a personal non-GVR email account that concerns GVR business and/or Board matters shall forward same to the CEO for review and if appropriate, archiving by the GVR Email Administrator.

It is the policy of the Board that individual Directors shall not use email to discuss, debate, or make policy or operational practice statements related to GVR whether in response to a member's comments or for any other purpose except as may be specifically authorized by the Board.

7.3.7 — Board of Directors Email Policy (updated 9/25/2018)
~~GVR shall maintain a password-protected generic email account ("GVR Director Email Address") which shall serve as the sole means of email communication between members and GVR Directors relating to GVR business and/or operations. The GVR Director Email Address shall be posted on the GVR website and may be published in GVR publications and Members will be directed to communicate to Directors via the GVR Director Email Address.~~

Directors shall be assigned an email address by GVR which they shall use for all email communications relating to GVR business and/or operations between each other and/or GVR staff.

The Board Secretary is authorized to determine where the subject of an email should be dealt with, i.e., which Committee or Board meeting, and to respond to member emails that request a response.

7.3.8 — Prohibited Email Communications

A. The following email communications by GVR Directors, members, employees, and volunteers are strictly prohibited:

1. Messages containing offensive language, including, but not limited to, defamatory, racist or obscene remarks
1. Messages intended to or that would cause a reasonable person to be alarmed, annoyed or harassed
2. Messages containing an attachment that is from someone other than the member sending the email
3. Any attempt to disguise the sender's identity or an email with an anonymous sender
4. Potentially damaging messages, including but not limited to, mass or commercial messages, spam, and messages containing viruses
5. Messages concerning GVR business and/or operations addressed from a GVR Director's personal email account

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~~6. Personal emails using a GVR email account~~

~~SECTION 4 — ELECTRONIC & SOCIAL MEDIA~~

~~7.4.1 — General~~

~~GVR may utilize electronic and social media sites (e.g., Facebook™, Twitter™, etc.) to share information on The Corporation's activities and events and for any other purpose related to GVR business. To the extent that such media sites allow individuals to post replies and comments, GVR reserves the right to limit and/or remove, at its sole discretion, any reply or comment it deems offensive or contrary to the interests of The Corporation or its members.~~