



AGENDA

BOARD OF DIRECTORS WORK SESSION

Wednesday, August 13, 2025, 2:00pm
WC Room 2 / Zoom

Directors: Kathi Bachelor (President), Candy English (Vice President), Nellie Johnson (Treasurer), Bart Hillyer (Assistant Secretary), Steve Reynolds (Assistant Treasurer), Dave Barker, Beth Dingman, Marge Garneau, Bev Lawless, Lanny Smith, Jodie Walker, Scott Somers (non-voting)

AGENDA TOPIC

- 2:00 **1. Call to Order / Roll Call**
- 2:05 **2. Amend / Approve Agenda**
- 2:10 **3. FAC Recommendation to Consider Developing a
Marketing Plan to Boost Home Sales (Johnson)**
- 2:40 **4. Discussion on Current, Planned, and Recommended
Marketing Efforts (Somers)**
- 3:20 **5. BAC Recommended CPM Change to Member Code of
Conduct (English)**
- 3:55 **5. Member Comments**
- 4:00 **6. Adjournment**

GVR encourages the Board and members to voice concerns and comments in a professional, business-like, and respectful manner.



Green Valley Recreation, Inc.

Board of Directors Work Session

FAC Marketing Plan to Boost Home Sales

Prepared By: Nellie Johnson

Meeting Date: August 13, 2025

Presented By: Nellie Johnson

Originating Committee / Department:

Fiscal Affairs Committee (FAC)

Action Requested:

No action required; information discussion in preparation for upcoming budget discussion in October.

Strategic Plan Goal:

Goal 4: Cultivate and maintain a sound financial base that generates good value for our members:
 INITIATIVE 4.4: Plan adequately for the future, in a fiscally responsible manner.

Background Justification:

The topic of enhancing revenues and the relationship of that to housing trends was discussed at the last two Fiscal Affairs committee meetings. Specifically, is there a need to enhance our current marketing strategies and outreach to increase home sales? Current trends suggest we are entering a more competitive environment, and there is a stronger need to build GVR awareness in the 55-plus market.

Currently, Green Valley has a balanced market, meaning housing supply is roughly equal to demand. We are at a tipping point and the housing market can go two ways: 1) we could benefit from the exodus from Florida and California, and more people move here, or 2) more people list their homes, but the demand to move here goes down. This implies we are at a juncture where marketing and market awareness may be critical to our future.

National demographic trends as well as current trends in the Green Valley market suggest fewer seniors in the future may be interested in moving to Arizona, including Green Valley, which elevates the concern of how to compete with other senior communities across the country. Some of these current trends include:

- 1) The baby boomer generation turned 65 and will be diminishing over the next 20 years. Generations that follow are having fewer children.
- 2) Declining trend in domestic migration to Arizona, which is in large part attributable to concerns over heat and limited water resources. ¹
- 3) Increasing preference of seniors to rent instead of buying a home and decreasing interest in purchasing second homes.

The national and demographic trends discussed in the Attachment will have an impact on GVR's future sales. Although GVR currently allocates some resources for marketing activities, such as website management and design, it would be beneficial for the Fiscal Affairs Committee (FAC) and the Board to gain a clearer understanding of the current marketing funding. Additionally, the FAC should evaluate whether enhanced marketing efforts could help increase home sales in the future. In the coming months, GVR staff will present their budget recommendations, which will include projections for the calendar year 2026 and forecasts for at least the next three years. As part of these discussions, the Fiscal Affairs

¹ Climate Impact on Green Valley Housing; <https://www.redfin.com/city/23142/CA/Green-Valley/housing-market>

Committee will review GVR's existing marketing activities and housing projections and may make recommendations for the Board's consideration.

Fiscal Impact:

To be decided during the budget discussion, if warranted.

Board Options:

- 1) Support discussion during budget deliberations and determine if any additional funding for marketing activities is warranted.

Attachments:

- 1) Enhanced Marketing Paper

DRAFT

The topic of enhancing revenues and the relationship of that to housing trends was discussed at the last two Fiscal Affairs committee meetings. Specifically, is there a need to enhance our current marketing strategies and outreach to increase home sales? Current trends suggest we are entering a more competitive environment, and there is a stronger need to build GVR awareness in the 55-plus market.

Currently, Green Valley has a balanced market, meaning housing supply is roughly equal to demand. We are at a tipping point and the housing market can go two ways: 1) we could benefit from the exodus from Florida and California, and more people move here, or 2) more people list their homes, but the demand to move here goes down. This implies we are at a juncture where marketing and market awareness may be critical to our future.

National demographic trends as well as current trends in the Green Valley market suggest fewer seniors in the future may be interested in moving to Arizona, including Green Valley, which elevates the concern of how to compete with other senior communities across the country. Some of these current trends include:

- 1) The baby boomer generation turned 65 and will be diminishing over the next 20 years. Generations that follow are having fewer children.
- 2) Declining trend in domestic migration to Arizona, which is in large part attributable to concerns over heat and limited water resources.¹
- 3) Increasing preference of seniors to rent instead of buying a home and decreasing interest in purchasing second homes.
- 4) Inevitable and increasing needs of an aging senior population that can't be addressed by GVR.

I. National Demographic Trends.

The Baby Boomer generation is defined as those individuals born between 1946 and 1964. This population peaked around 78.8 million in 1999. By 2011, when the first boomers turned 65, about 77 million were alive. By 2030, most boomers (ages 66-84) will number 60 million.

- A. The potential influx of 55–64-year-olds will likely be diminishing.² Those between ages 55-64 represent a population who start to actively plan for their retirement. This population is projected to decrease over the next 5 years by 2%, while the over 65 population, will increase by 12%. The 55 -64 population will continue to increase again after year 2035 as a percentage of the US population.
- B. As part of the 1983 Social Security law change, Congress raised the age of Social Security retirement so that for those born after 1960, the retirement age is now 67. That may reduce the number of people retiring and looking to relocate to retirement communities.

¹ Climate Impact on Green Valley Housing; <https://www.redfin.com/city/23142/CA/Green-Valley/housing-market>

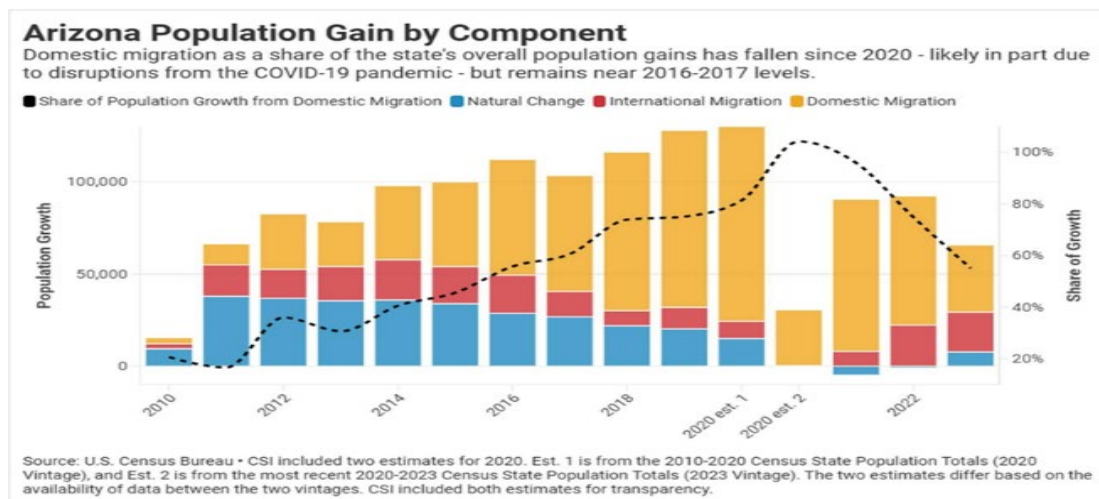
² US Census Bureau and February 28, 2025 Pima County Needs Assessment

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- C. Single-person households are projected to grow faster than married households and will likely slightly outnumber married-couple households by 2035 (Joint Center for Housing Studies of Harvard University).
- D. The number of children in a family is undergoing significant change. While the baby bloomer generation averaged around 3-4 children per family in the early years, it declined to 2-3 by the end of the Boomer era. This declining trend is continuing due to increased participation in the workforce, delayed marriage and childbearing and economic changes. This could result in fewer adult children being interested in purchasing or inheriting their parents' home in Green Valley. It is likely to also result in less in home support from adult children as seniors age.

II. Less migration into Arizona from other states.³

Within the US, Arizona receives the 5th largest number of people moving to it annually; however, it is experiencing a drop-in its domestic migration growth rate. Within the Sunbelt states, Green Valley is still in the top 10 places seniors move according to 55places.com. However, numbers of those moving to Arizona from other states has trended down significantly over the last five years and that trend will continue.



III. Change in home ownership versus rental trends

Less people are buying second homes and there is an increased preference in renting versus buying homes within the 55 plus population. Canadians are selling their homes in large numbers⁴ and proportion of seniors choosing to rent versus buy homes is increasing.^{5 6}

³ Domestic Migration 2023; Common Sense

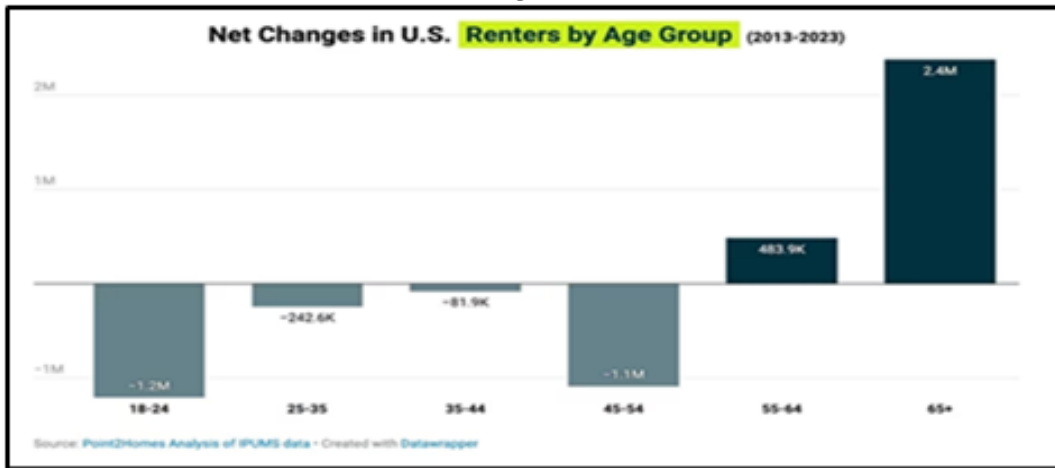
https://www.commonsenseinstituteus.org/ResearchUploads/Migration%20Report_Finalized.pdf

⁴ Axios, April, 2025 <https://www.axios.com/2025/05/31/second-home-mortgages> and <https://www.axios.com/2025/04/02/canada-trump-tariffs-home-sell>

⁵ 2.4 Million Seniors Started Renting in the Last Decade, Outpacing Every Other Generation, Realtor.com, Taylor, Julie, June 30, 2025

⁶ Senior Renters Drive Housing Shift In The US, CRE Daily Market Reports, June 19, 2025 <https://www.credaily.com/briefs/senior-renters-drive-housing-shift-in-the-us/#:~:text=Older%20Renters%20Prefer%20Houses%2C%20Too,evolving%20to%20meet%20new%20needs>

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IV. Limited New Housing Developments

For the past 50 years, the growth of Green Valley has been driven by developers who constructed various types of housing, considering both size and pricing. These developers incorporated recreational centers into their developments, which ownership was transferred to Green Valley Recreation to operate in future years. Green Valley Recreation (GVR) is nearing the end of home building in its sphere of influence and is basically land locked. Only two significant developments are remaining with the GVR boundaries.

- A. One is Las Campanas- Solterra, with seventy-seven (77) undeveloped and ten (10) developed units. The building rate is 1.16 units per month or fourteen units per year. Solterra has an expected life span of six years.
- B. The second is located in the Canoa Ranch Master Community Association, commonly referred to as Block 27 South. This development is planned for 337 homes, with construction set to begin in the spring of 2026. The plan is to build thirty-six homes per year. Block 27 South is scheduled for a ten-year period. This is if the market is there.

Lastly, the larger plot of land south of Canoa Ranch was sold to a Colorado Developer, who has announced that the development will be a multi-family housing development and not part of GVR.

V. Green Valley housing market is a balanced market (supply = demand)

It should be noted that various sites such as Zillow, Redfin, Realtor.com, Rocket Homes, and Movoto have different statistics on number of sales, days on the market until a sale, and median sold home prices. All indicate that compared to prior years, number of housing sales are up, median home sold prices are trending down, inventory (number of houses on the market in a given month) are up, and number of days on the market until a sale is up. From February – April 2025, 45% of Green Valley

Compelling Need to Consider Enhancing Current Marketing Strategies and Outreach

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homebuyers who searched these websites were looking to move out of Green Valley, while 55% looked to stay within the area.⁷

According to Realtor.com end of June statistics, Green Valley is a balanced market as of the end of June 2025, meaning the supply and demand of homes are about the same. The median listing home price in Green Valley, AZ was \$310K in June 2025, trending down -5.8% year-over-year. The median home sold price was \$295K. The sale-to-list price ratio is 98.32%; homes in Green Valley, AZ sold for 1.68% below asking price on average in June 2025. On average, homes sell after 82 days on the market.

Summary:

The national and demographic trends mentioned earlier will have an impact on GVR's future sales. Although GVR currently allocates some resources for marketing activities, such as website management and design, it would be beneficial for the Fiscal Affairs Committee (FAC) and the Board to gain a clearer understanding of the current marketing funding. Additionally, the FAC should evaluate whether enhanced marketing efforts could help increase home sales in the future. In the coming months, GVR staff will present their budget recommendations, which will include projections for the calendar year 2026 and forecasts for at least the next three years. As part of these discussions, the Fiscal Affairs Committee will review GVR's existing marketing activities and housing projections and will make recommendations for the Board's consideration.

⁷ Redfin <https://www.redfin.com/city/23055/AZ/Green-Valley/housing-market>



Green Valley Recreation, Inc.
Board of Directors Work Session
GVR Marketing

Prepared By: Barb Giles, Comm. Mgr.
 and Kris Zubicki, Member Srv. Dir.

Meeting Date: August 13, 2025

Presented By: Scott Somers

Originating Committee/Department:

Communications and Membership Departments

Informational Report Only:

Staff plans and actions taken in regard to marketing GVR

Strategic Plan:

Goal 3: Promote increased involvement of members in GVR; and
 Goal 4: Cultivate and maintain a sound financial base that generates good value for our members

Background Justification:

Introduction

Staff has compiled the following report to support upcoming discussions around marketing strategies that may enhance awareness of GVR and, by extension, promote the sale of GVR-eligible properties. While policy direction ultimately rests with the Board, staff is actively exploring and implementing a range of outreach efforts aimed at strengthening our visibility and leveraging the influence of existing members and community partners. This report outlines current initiatives as well as potential opportunities for further consideration.

Differentiate GVR

Rather than competing with generic “retire here” messaging, spotlight GVR’s unique strengths by offering experiences that reflect the local lifestyle.

Experiential Events & Partnerships

- Golf and Racquet Week: Partner with a golf course for a week of golf, tennis, and pickleball events. Include pro-led clinics, equipment demos, and poolside socials. Offer trial GVR passes via realtor sponsorship.
- Birding Festival: Collaborate with Tucson Bird Alliance, Santa Rita Lodge, Kubo, and others for a hummingbird-focused event. Include tours, photography clinics, optics demos, and speaker sessions at GVR.

(Promote both events in targeted national media.)

Engage Our Best Advocates: GVR Members

- Provide easy-to-share marketing packets (sponsored by realtors) members can mail to friends and family.
- Open summer court access to guests of members from nearby communities (e.g., Quail Creek, Tucson, Tubac).
- Strengthen GVR’s role in supporting club-led events by contributing funding, staff support, and promotion.
- Offer GVR-branded merchandise for purchase and as prizes

Develop Local and Regional Marketing Channels

- Contests: Partner with hotels, golf courses, and restaurants to offer prize packages such as overnight stays that include dinner, GVR trial week, event tickets (paint & sip, live performances), and introductory sessions to personal training, pickleball, water volleyball, etc.
- Leverage Online Influencers to Promote GVR: Partner with popular online influencers, such as tennis and pickleball pros with strong followings on platforms like Instagram, TikTok, Facebook, and YouTube. Invite them to visit GVR for a special event or match. During their visit, they can create and share engaging content about their experience—highlighting the facilities, community, clubs, programs, and atmosphere at GVR. This exposure will help promote GVR to a wider audience of sports enthusiasts and potential members.
- Collaborate with organizations like Borderlandia, U of A's sports management program, Chamber of Commerce, and local businesses.

Modernize GVR's Digital Presence

Invest in contemporary tools: embedded videos, vlogs, live feeds, inquiry forms, and more user-friendly online experiences to attract younger boomers and retiring Gen Xers.

Create Welcoming Spaces

Enhance lobbies and outdoor areas with ambient lighting and music to support informal gathering and "third place" socializing.

Support Programmatic Marketing Venues

Fund and staff activities that double as promotional tools—clinics, exhibitions, tournaments, lectures—raising quality and frequency while appealing to a broader audience.

CURRENT OUTREACH MARKETING EFFORTS

The following marketing channels and platforms are used to raise awareness of GVR among prospective members, visitors, and the broader community. They also serve to entice our existing members to get involved and increase their engagement with GVR programs, clubs, classes, and events.

- Local Newspapers: Print advertising and content in KGVY and Green Valley News
- Radio: Promotional spots, live transmissions, and community updates on KGVY
- Season Print Products: Chamber of Commerce Activity Guide
- Printed Materials: Catalogs and amenities maps provided to the Chamber and local realtors for use with clients and prospective homebuyers
- Annual GVR Showcase: Big in-person event designed to increase member engagement and introduce nonmembers to all that GVR has to offer
- VDR Mailing Process: When a title company submits a demand for a home that is eligible for GVR membership but not currently enrolled, Membership Services tracks the property address and buyer's name. After allowing time for the transaction to close, we send a welcome letter to the new homeowner the following month. This letter congratulates them on their purchase and includes information about GVR membership benefits and enrollment. It also includes an invitation to come "try before you buy" with a Complimentary 2-Day Guest Pass

- Complimentary 2-Day Guest Pass Mailer: When potential buyers come in to obtain a Complimentary 2-Day Guest Pass, we track their contact information. After a month or so, we are reaching out to these folks to say thank you for visiting GVR and share our hopes that they enjoyed their stay in Green Valley and hope they were able to enjoy a taste of GVR. We offer our assistance if they have any questions

CURRENT MARKETING & COMMUNICATIONS CHANNELS

Communications

The following platforms are used to inform, engage, and retain current GVR members. We want to keep members happy, and as mentioned above, our members are GVR's largest salesforce.

- Weekly Eblast/GVR Update: A widely-read email sent each week with timely news, club information, classes, trips, events, and reminders. A good open rate for email marketing typically ranges from 15% to 28%, depending on the industry, with an average of around 21% to 25%. The GVR Update email garners an enviable open rate between 39 and 57%!
- Monthly GVR Now!: A member-focused print and digital newsletter featuring stories, governance, contact information, GVR calendar and art exhibits, highlights, and current/upcoming opportunities
- Recreation Catalogs (Triannual): Seasonal publications that promote classes, events, and other programs
- Annual Clubs Catalog: Comprehensive guide to GVR's affiliated clubs, their offerings, and how to get involved
- GVR Website: Primary digital hub for information, registration, and organizational updates
- Facebook: Social media outreach for both members and the broader community, highlighting events/classes/clubs/members and sharing updates
- Reach Digital Display: Rotating digital signage in six major GVR centers
- Bulletin Board Flyers and Posters: Printed materials posted across GVR facilities
- Window Graphics: Branded window perforations at Del Sol Clubhouse and West Center (more centers are scheduled for window graphic application)
- Santa Rita Fire District Pancake Breakfast: Annual community event used for outreach and relationship building

Fiscal Impact:

N/A

Board Options:

Informational report only

Attachments:

N/A



Green Valley Recreation, Inc.

Board of Directors Work Session

Member Code of Conduct Changes in CPM 1.2.4

Prepared By: Nanci Moyo, Admin. Sup.

Meeting Date: August 13, 2025

Presented By: Scott Somers, CEO

Originating Committee / Department: Administrative/Board Affairs Committee (BAC)
Action Requested: Review the changes to the proposed CPM for the Member Code of Conduct and suspension policies.
Strategic Plan Goal: GOAL 5: Provide sound, effective governance and leadership for the corporation
Background Justification: <p>In many cases, GVR's policy surrounding suspension for conduct has left staff with questions. For example, there is limited information included to define minor versus major offenses. We believe this is an opportunity for GVR to better define expectations and outcomes. Staff reviewed the Code of Conduct and suspension policies from nearly a dozen similar communities/organizations. Most of these communities/organizations had well defined Codes of Conduct and complete processes outlining when and how suspensions will occur.</p> <p>The BAC reviewed the proposed changes to the Member Code of Conduct at the June 23, 2025, meeting and added additional changes. Staff brought back the redline and a clean copy for BAC review at the August 12 meeting and asked the BAC to recommend to the Board for approval. The recommendation has been brought to the Board of Directors at this Work Session to review before going to the Board of Directors Regular meeting for approval.</p>
Board Options: <ol style="list-style-type: none"> 1) Review the CPM Member Code of Conduct as recommended by the BAC. 2) Review changes to the CPM Member Code of Conduct with amendments to be brought before the Board at the Regular meeting.
Staff Recommendation: Option #1
Attachments: <ol style="list-style-type: none"> 1) Proposed CPM Redline and Clean Revisions for Code of Conduct

Proposed CPM Revisions

1.2.4 Code of Conduct

- A. It is the policy of GVR to treat all people with dignity, respect and equality regardless of age, race, color, ancestry, country of origin, disability, ethnicity, marital status, family status, veteran status, gender, religion, sexual orientation or gender identity.
1. Users of GVR facilities are required to comply with GVR published rules and regulations.
 2. Members, tenants, and guests are required to carry their GVR ID or pass with them at all times and are required to present their card upon request from GVR staff or volunteers.
 3. Users are expected to show common courtesy to employees, Directors/directors, volunteers and other members and guests.
 4. Users shall refrain from using offensive language and behavior. Users shall not use Using loud, profane, indecent or abusive language or make any physical abuse, threat, harassment or take any other such action against anyone, including staff.
 5. Consumption of alcoholic beverages to the point where the your behavior becomes offensive or dangerous to yourself or others will not be tolerated. Users, Members, You are expected to leave the premises peacefully and immediately when requested to do so.
 6. Defacing, damaging, or removing GVR property is not acceptable/allowed.
 7. Members shall not violate or aid in the violation of Board Policies (Corporate Policy Manual) and/or the Bylaws, including policies associated with regarding guests.
 8. Members will be held are responsible for the conduct of their guests.
 9. Any person refusing to comply with the Code of Conduct and other policies and rules of the organization may be asked to leave GVR property. A member or guest who is asked to leave GVR property is expected to leave peacefully and immediately. For lack of compliance, GVR staff is authorized to contact the Sheriff's Department to report any person for trespass.
 10. Violation of the above codes of conduct may result in a member having his/her rights and privileges suspended, as well as those of their guests or tenants.

1.3.2 Suspension for Conduct

- A. Any cardholder who violates the established rules and regulations of GVR is subject to suspension of privileges. Copies of rules and regulations are posted within GVR facilities or available on GVR website.
- A-B. The CEO or designee has shall have the authority to determine if a violation is major or minor and is authorized to immediately deny any individual access to facilities for a period of up to thirtyen (30+0) days.
1. Minor Violations include, but are not limited to, a member knowingly aiding or abetting unauthorized persons to use GVR facilities, not presenting a valid member card or pass upon request, failure to show common courtesy to fellow members, dDirectors, and staff, such as using loud, profane, indecent, or abusive language. Repeated Minor Violations, such as misuse of member card or guest pass may result in violation being elevated to Major Violation.

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2. Major Violations include, but are not limited to, violating or aiding in the violation of any law, physical abuse, threat, or harassment, and/or defacing or damaging GVR property, and those who have been cited repeatedly for minor violations.
- ~~B.C.~~ The CEO or designee for minor violations, including, but not limited to, failure to provide his/her membership card or other GVR identification card. In the event of a major violation, including but not limited to a violation of any law, physical confrontation, or verbal abuse, the CEO or designee shall have the authority to immediately deny any individual access to facilities until the violation can be investigated.
- ~~C.D.~~ Minor Incidents-Violation- Upon receipt of a complaint from a GVR Member or staff, the CEO or designee will investigate the complaint as follows:
1. Contact the person who filed the complaint.
 2. Contact witnesses or those parties to the incident which resulted in the complaint.
 3. Contact the individual(s) against whom the complaint was filed, either in person or by phone. If direct contact is not available, the contact may be made by email or letter.
 4. The CEO shall then determine if the complaint is valid. If the complaint is determined to be valid, the individual(s) may be subject to counseling a warning, either in person or by letter, or may be subject to suspension of any or all privileges, and/or use of facilities for a period not to exceed thirtyen (30+0) calendar days. The decision of the CEO is final.
- ~~D.E.~~ Major Incidents-Violation – The CEO or designee shall take immediate action and personally handles the situation as follows:
1. Contact the Board President immediately.
 2. The CEO, the Board President and the Board Affairs Committee Chair shall conduct an investigation within two (2) weeks. They shall convene a meetings with the individual and/or a representative against whom the complaint was lodged as well as the complainant. During the process, the accusing party has the right to submit verbal or written information subject to rebuttal by the accused and witnesses, if any.
 3. Upon completion of the above, a report on the findings of the investigation, along with recommended actions will be presented to the Board.
- ~~E.F.~~ The Board will convene in an Executive Session within two (2) weeks to review the report, discuss the particulars of the incident, and decide on the appropriate action. If a majority of the Board, then in office, determines that a suspension is warranted, the duration and nature of the suspension must be determined. The suspension may apply to the use of all GVR facilities or select facilities.
1. The original suspension determined by the CEO shall be

- extended until this process has been accomplished.
2. If the Board decides to continue the suspension, the CEO shall send the individual and/or representative a written "Notice of Suspension" within ~~48 hours~~ 2 business days of the Board's decision ~~by both certified, and regular~~ certified, regular mail and/or email. The "Notice of Suspension" shall include the details of the ~~suspension~~ suspension ~~on as on, was~~ as well as the appeal procedure.
 3. If the individual and/or representative opts to appeal the Board's suspension of a major issue, the CEO will notify the Board President and the President will convene another meeting of the Board with the individual to hear directly from the individual and/or a representative against whom the complaint was lodged will appoint an Appeals Officer(s) to hear the appeal. The CEO will provide the individual with the date, time and location for presentation of that appeal. The suspension shall continue until the process has been completed. A written response may be presented in lieu of a personal appearance. The ~~Appeals Officer(s)~~ Board shall be authorized to decide if the proposed suspension should be upheld, reduced or cancelled. ~~Unless the Appeals Officer(s) decides that the suspension should be cancelled or be reduced, the decision of the Board shall be final.~~

Proposed CPM Revisions

1.2.4 Code of Conduct

- A. It is the policy of GVR to treat all people with dignity, respect and equality regardless of age, race, color, ancestry, country of origin, disability, ethnicity, marital status, family status, veteran status, gender, religion, sexual orientation or gender identity.
1. Users of GVR facilities are required to comply with GVR published rules and regulations.
 2. Members, tenants, and guests are required to carry their GVR ID or pass with them at all times and are required to present their card upon request from GVR staff or volunteers.
 3. Users are expected to show common courtesy to employees, Directors, volunteers and other members and guests.
 4. Users shall not use loud, profane, indecent or abusive language, or make any physical threat, harass or take any other such action against anyone, including staff.
 5. Consumption of alcoholic beverages to the point where the behavior becomes offensive or dangerous to yourself or others will not be tolerated. Users are expected to leave the premises peacefully and immediately when requested to do so.
 6. Defacing, damaging, or removing GVR property is not allowed.
 7. Members shall not violate or aid in the violation of Board Policies (Corporate Policy Manual) or the Bylaws, including policies associated with guests.
 8. Members will be held responsible for the conduct of their guests.
 9. Any person refusing to comply with the Code of Conduct and other policies and rules of the organization may be asked to leave GVR property. A member or guest who is asked to leave GVR property is expected to leave peacefully and immediately. For lack of compliance, GVR staff is authorized to contact the Sheriff's Department to report any person for trespass.
 10. Violation of the above codes of conduct may result in a member having his/her rights and privileges suspended, as well as those of their guests or tenants.

1.3.2 Suspension for Conduct

- A. Any cardholder who violates the established rules and regulations of GVR is subject to suspension of privileges. Copies of rules and regulations are posted within GVR facilities or available on GVR website.
- B. The CEO or designee shall have the authority to determine if a violation is major or minor, and is authorized to immediately deny any individual access to facilities for a period of up to thirty (30) days.
1. Minor Violations include, but are not limited to, a member knowingly aiding or abetting unauthorized persons to use GVR facilities, not presenting a valid member card or pass upon request, failure to show common courtesy to fellow members, Directors, and staff, using loud, profane, indecent, or abusive language. Repeated Minor Violations, such as misuse of member card or guest pass may result in violation being elevated to Major Violation.
 2. Major Violations include, but are not limited to, violating or aiding in the violation of any law, physical abuse, threat,

harassment, or defacing or damaging GVR property, and repeated minor violations.

- C. Minor Violation- Upon receipt of a complaint from a GVR Member or staff, the CEO or designee will investigate the complaint as follows:
1. Contact the person who filed the complaint.
 2. Contact witnesses or those parties to the incident which resulted in the complaint.
 3. Contact the individual(s) against whom the complaint was filed, either in person or by phone. If direct contact is not available, the contact may be made by email or letter.
 4. The CEO shall then determine if the complaint is valid. If the complaint is determined to be valid, the individual(s) may be subject to a warning, either in person or by letter, or may be subject to suspension of any or all privileges, and/or use of facilities for a period not to exceed thirty (30) calendar days. The decision of the CEO is final.
- D. Major Violation – The CEO or designee shall take immediate action and personally handle the situation as follows:
1. Contact the Board President immediately.
 2. The CEO, the Board President and the Board Affairs Committee Chair shall conduct an investigation within two (2) weeks. They shall convene meetings with the individual and/or a representative against whom the complaint was lodged as well as the complainant. During the process, the accusing party has the right to submit verbal or written information subject to rebuttal by the accused and witnesses, if any.
 3. Upon completion of the above, a report on the findings of the investigation, along with recommended actions will be presented to the Board.
- E. The Board will convene in an Executive Session within two (2) weeks to review the report, discuss the particulars of the incident, and decide on the appropriate action. If a majority of the Board, then in office, determines that a suspension is warranted, the duration and nature of the suspension must be determined. The suspension may apply to the use of all GVR facilities or select facilities.
1. The original suspension determined by the CEO shall be extended until this process has been accomplished.
 2. If the Board decides to continue the suspension, the CEO shall send the individual and/or representative a written "Notice of Suspension" within 2 business days of the Board's decision by both certified, regular mail and/or email. The "Notice of Suspension" shall include the details of the suspension, as well as the appeal procedure.
 3. If the individual and/or representative opts to appeal the Board's suspension of a major issue, the CEO will notify the Board President and the President will convene another meeting of the Board with the individual to hear

directly from the individual and/or a representative against whom the complaint was lodged to hear the appeal. The CEO will provide the individual with the date, time and location for presentation of that appeal. The suspension shall continue until the process has been completed. A written response may be presented in lieu of a personal appearance. The Board shall be authorized to decide if the proposed suspension should be upheld, reduced or cancelled.



Proposed CPM Revisions

1.2.4 Code of Conduct

- A. It is the policy of GVR to treat all people with dignity, respect and equality regardless of age, race, color, ancestry, country of origin, disability, ethnicity, marital status, family status, veteran status, gender, religion, sexual orientation or gender identity.
1. ~~Members, tenants, and guests (hereinafter referred to as users)~~ Users of GVR facilities are required to comply with GVR published rules and regulations.
 - 4-2. ~~Users Members, tenants, and guests (hereinafter referred to as users) are required to carry their GVR ID or pass with them at all times and are required to present their card upon request from GVR staff or volunteers.~~
 - 2-3. Users are expected to show common courtesy to employees, ~~Directors~~ directors, volunteers and other members and guests.
 4. ~~Users shall refrain from using offensive language and behavior. Users shall not use Using loud, profane, indecent or abusive language or make any physical abuse, threat, harassment or take any other such action against anyone, including staff.~~
 - 3-5. ~~Users shall not c~~Consumption of alcoholic beverages to the point where ~~they~~ your behavior becomes offensive or dangerous to themselves ~~yourself~~ or others. This behavior will not be tolerated. ~~Users Members~~ You are expected to leave the premises peacefully and immediately when requested to do so by GVR staff.
 6. ~~Users shall not d~~Defacing, damageing, or removeing GVR property is not acceptable.
 7. ~~Members shall not violate or aid in the violation of Board Policies (Corporate Policy Manual) and/or the Bylaws, including policies associated with regarding guests.~~
 8. ~~Members will be held~~ are responsible for the conduct of their guests.
 9. ~~Users Any person refusing to comply with the Code of Conduct, and other policies, and rules of the organization may be asked to leave GVR property. A member or guest Users who is asked to leave GVR property are is expected to leave peacefully and immediately. For lack of compliance, GVR staff is authorized to contact the Sheriff's Department to report any person for trespass.~~
 - 4-10. Violation of the above codes of conduct may result in a member having his/her rights and privileges suspended, as well as those of their guests or tenants.

1.3.2 Suspension for Conduct

- A. Any cardholder who violates the established rules and regulations of GVR is subject to suspension of privileges. Copies of rules and regulations are posted within GVR facilities ~~or~~ available on GVR website.
- A-B. The CEO or designee ~~has~~ shall have the authority to determine if a violation is major or minor and is authorized to immediately deny any individual access to facilities for a period of up to ~~thirtyen~~ (30-10) days.
1. Minor ~~Violations include, but are not limited to, a member knowingly aiding or abetting unauthorized persons to use GVR facilities, not presenting a valid member card or pass upon request, failu~~ing to show common courtesy to fellow members, ~~d~~Directors, and staff, and ~~such as using loud,~~

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- profane, indecent, or abusive language. Repeated Minor Violations, such as misuse of a member card or a guest pass may result in -violation being elevated to Major Violation.
2. Major Violations include, but are not limited to, violating or aiding in the violation of any law, physical abuse, threat, or harassment, and/or defacing or damaging GVR property, and those who have been cited repeatedly for minor violations.
- B.C. ~~The CEO or designee for minor violations, including, but not limited to, failure to provide his/her membership card or other GVR identification card. In the event of a major violation, including but not limited to a violation of any law, physical confrontation, or verbal abuse, the CEO or designee shall have the authority to immediately deny any individual access to facilities until the violation can be investigated.~~
- C.D. Minor Incidents Violation- Upon receipt of a complaint from a GVR Member or staff, the CEO or designee will investigate the complaint as follows:
1. Contact the person who filed the complaint.
 2. Contact witnesses or those parties to the incident which resulted in the complaint.
 3. Contact the individual(s) against whom the complaint was filed, either in person or by phone. If direct contact is not available, the contact may be made by email or letter.
 4. The CEO shall then determine if the complaint is valid. If the complaint is determined to be valid, the individual(s) may be subject to counseling a warning, either in person or by letter, or may be subject to suspension of any or all privileges, and/or use of facilities for a period not to exceed thirtyen (30+0) calendar days. The decision of the CEO is final.
- D.E. Major Incidents Violation – The CEO or designee shall take immediate action and personally handles the situation as follows:
1. Contact the Board President immediately.
 2. The CEO, the Board President and the Board Affairs Committee Chair shall conduct an investigation within two (2) weeks. They shall convene a meetings with the individual and/or a representative against whom the complaint was lodged as well as the complainant. During the process, the accusing complainant party and the respondent have ~~Finals~~ the right to submit verbal or written information subject to rebuttal by the other party accused and witnesses, if any.
 3. Upon completion of the above, a report on the findings of the investigation, along with recommended actions will be presented to the Board.
- E.F. The Board will convene in an Executive Session within two (2) weeks to review the report, discuss the particulars of the incident, and decide on the appropriate action. If a majority of

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the Board, then in office, determines that a suspension is warranted, the duration and nature of the suspension must be determined. The suspension may apply to the use of all GVR facilities or select facilities.

1. The original suspension determined by the CEO shall be extended until this process has been accomplished.
2. If the Board decides to continue the suspension, the CEO shall send the individual and/or representative a written "Notice of Suspension" within ~~48 hours~~ two (2) business days of the Board's decision ~~by both certified, and regular~~ certified, regular mail and/or email. The "Notice of Suspension" shall include the details of the ~~suspension~~ suspension ~~on as on~~, ~~was~~ as well as the appeal procedure.
3. If the individual and/or representative opts to appeal the Board's suspension of a major ~~violation~~ issue, the CEO will notify the Board President and the President will convene another meeting of the Board with the individual to hear directly from the individual and/or a representative against whom the complaint was lodged will appoint an Appeals Officer(s) to hear the appeal. The CEO will provide the individual with the date, time and location for presentation of that appeal. The suspension shall continue until the process has been completed. A written response may be presented in lieu of a personal appearance. The Appeals Officer(s) ~~Board~~ shall be authorized to decide if the proposed suspension should be upheld, reduced or cancelled. ~~Unless the Appeals Officer(s) decides that the suspension should be cancelled or be reduced, the decision of the Board shall be final.~~

1.2.4 Code of Conduct

- A. It is the policy of GVR to treat all people with dignity, respect and equality regardless of age, race, color, ancestry, country of origin, disability, ethnicity, marital status, family status, veteran status, gender, religion, sexual orientation or gender identity.
1. Members, tenants, and guests (hereinafter referred to as users) of GVR facilities are required to comply with GVR published rules and regulations.
 2. Users are required to carry their GVR ID or pass with them at all times and are required to present their card upon request from GVR staff or volunteers.
 3. Users are expected to show common courtesy to employees, Directors, volunteers and other members and guests.
 4. Users shall not use loud, profane, indecent or abusive language or make any physical threat, harass or take any other such action against anyone, including staff.
 5. Users shall not consume alcoholic beverages to the point where their behavior becomes offensive or dangerous to themselves or others. This behavior will not be tolerated. Users are expected to leave the premises peacefully and immediately when requested to do so by GVR staff.
 6. Users shall not deface, damage, or remove GVR property.
 7. Members shall not violate or aid in the violation of Board Policies (Corporate Policy Manual) or the Bylaws, including policies associated with guests.
 8. Members will be held responsible for the conduct of their guests.
 9. Users refusing to comply with the Code of Conduct, other policies, and rules of the organization may be asked to leave GVR property. Users asked to leave GVR property are expected to leave peacefully and immediately. For lack of compliance, GVR staff is authorized to contact the Sheriff's Department to report any person for trespass.
 10. Violation of the above codes of conduct may result in a member having his/her rights and privileges suspended, as well as those of their guests or tenants.

1.3.2 Suspension for Conduct

- A. Any cardholder who violates the established rules and regulations of GVR is subject to suspension of privileges. Copies of rules and regulations are posted within GVR facilities or available on GVR website.
- B. The CEO or designee shall have the authority to determine if a violation is major or minor and is authorized to immediately deny any individual access to facilities for a period of up to thirty (30) days.
1. Minor Violations include, but are not limited to, knowingly aiding or abetting unauthorized persons to use GVR facilities, not presenting a valid member card or pass upon request, failing to show common courtesy to fellow members, Directors, and staff, and using loud, profane, indecent, or abusive language. Repeated Minor Violations, such as misuse of a member card or a guest pass may result in violation being elevated to Major Violation.

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2. Major Violations include, but are not limited to, violating or aiding in the violation of any law, physical abuse, threat, harassment, or defacing or damaging GVR property, and repeated minor violations.
- C. Minor Violation- Upon receipt of a complaint from a GVR Member or staff, the CEO or designee will investigate the complaint as follows:
1. Contact the person who filed the complaint.
 2. Contact witnesses or those parties to the incident which resulted in the complaint.
 3. Contact the individual(s) against whom the complaint was filed, either in person or by phone. If direct contact is not available, the contact may be made by email or letter.
 4. The CEO shall then determine if the complaint is valid. If the complaint is determined to be valid, the individual(s) may be subject to a warning, either in person or by letter, or may be subject to suspension of any or all privileges, and/or use of facilities for a period not to exceed thirty (30) calendar days. The decision of the CEO is final.
- D. Major Violation – The CEO or designee shall take immediate action and personally handle the situation as follows:
1. Contact the Board President immediately.
 2. The CEO, the Board President and the Board Affairs Committee Chair shall conduct an investigation within two (2) weeks. They shall convene meetings with the individual and/or a representative against whom the complaint was lodged as well as the complainant. During the process, the complainant and the respondent have the right to submit verbal or written information subject to rebuttal by the other party and witnesses, if any.
 3. Upon completion of the above, a report on the findings of the investigation, along with recommended actions will be presented to the Board.
- E. The Board will convene in an Executive Session within two (2) weeks to review the report, discuss the particulars of the incident, and decide on the appropriate action. If a majority of the Board, then in office, determines that a suspension is warranted, the duration and nature of the suspension must be determined. The suspension may apply to the use of all GVR facilities or select facilities.
1. The original suspension determined by the CEO shall be extended until this process has been accomplished.
 2. If the Board decides to continue the suspension, the CEO shall send the individual and/or representative a written "Notice of Suspension" within two (2) business days of the Board's decision by both certified, regular mail and/or email. The "Notice of Suspension" shall include the details of the suspension as well as the appeal procedure.

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3. If the individual and/or representative opts to appeal the Board's suspension of a major violation, the CEO will notify the Board President and the President will convene another meeting of the Board with the individual to hear directly from the individual and/or a representative against whom the complaint was lodged to hear the appeal. The CEO will provide the individual with the date, time and location for presentation of that appeal. The suspension shall continue until the process has been completed. A written response may be presented in lieu of a personal appearance. The Board shall be authorized to decide if the proposed suspension should be upheld, reduced or cancelled.