



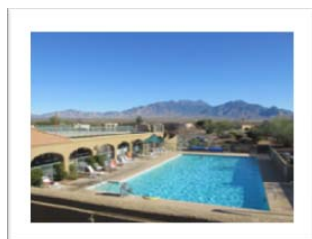
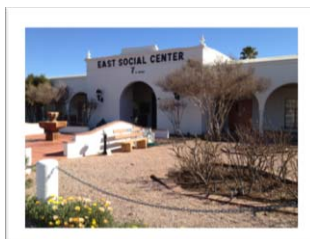
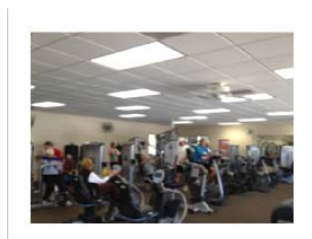
Green Valley Recreation, Inc.

Updated Five-Year Operational Plan

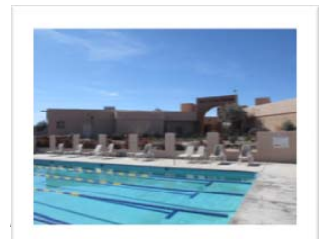
Including Strategic Initiatives Implementation

November 19, 2013

*The vision, goals, objectives and actions
to guide Green Valley Recreation operations
over the next one to five years*



The mission of Green Valley Recreation is to
*"Provide recreational, social and leisure education
opportunities that enhances the quality
of our members' lives"*





Green Valley Recreation, Inc

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(520) 625-3440 / <http://www.gvrec.org/>

GVR Board of Directors

- | | | | |
|------------------------------------|-------|----------------------------|-------|
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- | | |
|----------------------|------------------|
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I. Orientation

Function of the updated Five-Year Plan

The updated Five-Year Plan outlines the new goals and objectives that continue to guide GVR services over the next five years. Since this is an update and not a major Plan revision, the previously established GVR mission, vision and majority of five-year goals remain unchanged. Many of the objectives identified in the initial Plan have been completed and are replaced with new objectives and supporting actions to address current and near-term priorities. The Plan will continue to serve as a primary tool for use by staff and the Board of Directors when making decisions regarding finances, staff and resource allocation and GVR services.

The Plan continues to function as a “working document” and includes detailed implementation steps with specific actions, schedule and responsibilities to achieve the stated objectives and goals. As outlined in the “Plan management” section below, both Board and staff will continue to track progress and make minor adjustments as needed to reflect changes in GVR conditions and user demands.

The initial Five-Year Plan included several objectives focused on planning and data gathering. Staff has now completed the majority of these planning efforts and the information gathered has been used to guide the development of many of the new objectives and operation actions included in the update.

Plan management

During the first year, staff has made great progress in implementing the Five-Year Plan. This progress is directly related to the administration’s effective management of the Plan. The approach to managing the Plan outlined in the initial Pan will continue as shown below.

GVR Five-Year Plan Management		
Action	Schedule	Responsibility
Incorporate and report on the Plan status	Monthly	Executive Director, Senior Management Team and Board
Track exceptions to planned progress	Monthly and ongoing	Executive Assistant/Administrative Assistant
Send status updates to the Board	Monthly and as needed	Executive Director
Make quarterly progress report/A near-term update to the Board	Quarterly	Executive Director and Staff as assigned The Board will not micro manage the plan
Conduct annual Plan status reviews and make minor adjustments as needed	Annually, to coordinate with the budgeting process	Board, Executive Director and Senior Management Staff

Conduct major Plan review and update	Earliest by year 3, latest by year 4; or as needed to respond to major changes	Board, Executive Director and Senior Management Staff
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Relationship to the GVR Strategic Plan 2013

As a complement to the Five-Year Plan, which deals primarily with operational issues, the GVR Board of Directors has developed the Strategic Plan 2013. The Strategic Plan includes a series of strategic initiatives that focus on the priority issues and direction that the Board believes are important for the future of GVR. The relationship between the Five-Year Plan and the Strategic Plan lies in three areas; first, both plans share the same GVR mission and vision. Second, the strategies and implementation plans for the Strategic Plan and the Five-Year Plan were both developed by staff to ensure that they complement each other and do not conflict. Third, staff has majority responsibility for implementation of both Plans.

II. GVR mission and vision

The mission of Green Valley Recreation is:

"To provide recreational, social and leisure education opportunities that enhance the quality of our members' lives."

In the next five years, GVR will be an organization that ...

- *Sustains and enhances existing GVR facilities and services as needed to meet prioritized demands*
- *Provides consistent effective, transparent communication and outreach to members to support effective planning and GVR services*
- *Allocates available funding based on thorough plans and clear demands required to meet GVR facility and member needs*
- *Effectively considers and accommodates current, new and potential GVR members*
- *Continues to sustain a positive staff environment that makes GVR the "Employer of Choice" in Green Valley*
- *Encourages optimum positive member involvement and buy-in/ownership in GVR governance*

III. Updated five-year focus areas, goals and objectives

Planning

Goal: Operate GVR based on the use of effective and appropriate plans and tools

Objectives:

- *Develop a funding model that supports the results of the 30-year financial and capital plans – Finance Director – Nov 2013*
- *Create a prioritized capital facilities project list based on the results of the center assessment profile and considering available funding – Facilities Director / Building Services Management Staff – Aug 2013*
- *Refine the use of the MicroMain software data to guide facilities management decisions – Building Services Management – May 2014*

Facilities

Goal: Manage GVR facilities to sustain efficient operation and high standards of maintenance

Objectives:

- *Update maintenance procedures and processes as needed to maintain a high standard of maintenance, using the results of the center assessment as a guide – Facilities Director/Building services supervisors*
- *Update the center assessment with refinement by June of each year – Facilities Director/Building Services Supervisors*

Goal: Ensure the most efficient and effective use of GVR facilities to meet activity and user demands

Objective:

- *Adjust facility conditions and configurations as needed to respond to current and future programming – Facilities Director/Building Services Supervisors*

Programming

Goal: Provide and support programs and activities that meet the needs of GVR members, reflect user demand and operate within available GVR resources

Objectives:

- *Continue to make programming decisions based on an objective understanding of actual GVR program participation, trends and demands –Member Services Director and Member Services Supervisors*
- *Continue to support GVR programs and activities with a comprehensive volunteer program – Member Services Supervisors*
- *Recruit 5% more new or returning pool, fitness and program volunteers each year – evaluate in June each year – Member Services Supervisors*

Goal: Operate the collection of GVR programs so that they are financially self- sustaining and cost-effective

Objectives:

- *Continue to manage program fees and policies to operate revenue neutral – Member Services Director – review monthly and evaluate at end of each year.*
- *Continue to evaluate expenses to support GVR programs and clubs – Member Services Director – generate data monthly and evaluate at end of each year.*

Staffing

Goal: Maintain adequate trained, quality staff to meet GVR services needs

Objectives:

- *Re-allocate staff as needed to achieve and maintain optimum use of staff resources – Managers/Executive Director*
- *Evaluate and recommend annually hiring of new staff as needed – Managers/Executive Director*
- *Develop and maintain a comprehensive staff training program – Finance/HR Director –June 1, 2014*

Goal: Maintain a positive work environment that supports GVR as a premier employer in Green Valley

Objectives:

- *Continue to ensure a fair and equitable work environment for all staff, including annual review and update of compensation, policies, evaluations and personnel procedures (Employee Handbook) – Executive Director/SMT annual review beginning in March completed by June*
- *Review and update the Corporate Operations Manual by March 1, 2014 – SMT/Leadership Team*

Communication, Education and Recruitment

Goal: Effectively communicate with and educate membership and staff regarding GVR operations

Objectives:

- *Create an internal and external communications plan by April 1, 2014 and review and update annually – SMT*
- *Expand communication efforts to improve understanding by GVR members and board to GVR services, policies and procedures – SMT*

Goal: Increase GVR membership where appropriate

Objective:

- *Market effectively to potential GVR members and add new members that are interested in joining GVR – SMT/Board*

IV. Implementation plan

Focus Area: <i>Planning</i>		Goal: <i>Operate GVR through the use of effective and appropriate plans and tools</i>		
Objective: <i>Develop a funding model that supports the results of the 30-year financial and capital plans – Finance Director – Oct 2013</i>				
Action	Schedule	Responsibility	Resources	Status
Research various capital funding models	Sep 2013	Finance Director		Complete
Establish summary spreadsheet of 30 years capital requirements	Sep 2013	Finance Director		Complete
Establish target level for funding/deferral	Nov 2013	Finance Director		
Establish annual funding of Capital Improvement Plan Fund (CIP)	Nov 2013	Finance Director		
Run analysis of funding impact on 30 year summary requirements	Nov 2013	Finance Director		
Prepare recommendation and presentation for P&E, FA and Board approval	Nov 2013	Finance Director		

Focus Area: Planning

Goal: Operate GVR through the use of effective and appropriate plans and tools

Objective: Create a prioritized capital facilities project list based on the results of the center assessment profile and considering available funding – Facilities Director/ Building Services Management Staff – Aug 2013

Action	Schedule	Responsibility	Resources	Status
Complete center assessment walkthroughs, input data in MicroMain, prepare priority project list	Jan-Aug Annually	Building Services Management staff		2013 is complete

Focus Area: Planning

Goal: Operate GVR through the use of effective and appropriate plans and tools

Objective: Refine the use of the MicroMain software data to guide facilities management decisions – Facilities Director/ Building Services Supervisors/Finance Director – April 2014

Action	Schedule	Responsibility	Resources	Status
Schedule further training on the capital planning capabilities	Apr/May 2014	Building Services Management and Finance Director		
Outline capital planning process	Oct/Nov 2013	Building Services Management and Finance Director		
Determine where planning software can be utilized to streamline the process	Apr/May 2014	Building Services Management and Finance Director		
Update process for 2015 center assessments/walkthroughs	Mar 2014	Building Services Management and Finance Director		

Focus Area: Facilities

Goal: Manage GVR facilities to sustain efficient operation and high standards of maintenance

Objective: Update maintenance procedures and processes as needed to maintain a high standard of maintenance, using the results of the center assessment as a guide – Facilities Director / Building Services Supervisors

Action	Schedule	Responsibility	Resources	Status
Update maintenance policies, procedures, processes as needed or required	Ongoing	Building Services Management staff		

Focus Area: Facilities**Goal: Manage GVR facilities to sustain efficient operation and high standards of maintenance****Objective:** Update the center assessment with refinement by June of each year – Facilities Director/Building Services Supervisors

Action	Schedule	Responsibility	Resources	Status
Improve center assessments as needed or required	Ongoing	Building Services Management		

Focus Area: Facilities

Goal: *Ensure the most efficient and effective use of GVR facilities to meet activity and user demands*

Objective: *Adjust facility conditions and configurations as needed to respond to current and future programming – Facilities Director/Building Services Supervisors*

Action	Schedule	Responsibility	Resources	Status
Improve facility conditions as needed	Ongoing	Building Services Management staff		

Focus Area: Programming**Goal:** *Provide and support programs and activities that meet the needs of GVR members, reflect user demand and operate within available GVR resources***Objective:** *Continue to make programming decisions based on an objective understanding of actual GVR program participation, trends and demands –Member Services Director and Member Services Supervisors*

Action	Schedule	Responsibility	Resources	Status
Review attendance to determine viability of existing programs	Quarterly	Member Services Director /Member Services Supervisors	SDX Utilization Reports Quarterly Attendance (Class)	
Review Concert and Program Attendance to determine popularity by genre	Annual - Sept	Member Services Supervisor	Concert Attendance	
Review reservation systems for sports activities to determine equitableness among all members	Annual	Member Services Director	Attendance Reports – Court Schedules	
Review attendance, cancellation rates and course evaluation forms after each session (Fall, Winter and Spring/Summer)	After each session (Fall, Winter and Spring/Summer)	Member Services Director/Instructional Class Supervisor	Class Data Base (Program Status Report and Course Revenue Report) and Course Evaluation Forms.	Ongoing. Winter 2013 report near completion.
Adjust program offerings to reflect attendance and member requests.	After each session (Fall, Winter and Spring/Summer)	Member Services Director/Instructional Class Supervisor	Class Data Base (Program Status Report and Course Revenue Report) and Course Evaluation Forms.	Fall 2013 Course Catalog complete and in printing process. Evaluation of course proposals and scheduling of Winter 2014 instructional classes in process to be

				completed by 10/1/13
Review program/event attendance	Quarterly	Member Services Supervisor	Class attendance reports/ Programming spreadsheet	
Adjust program offerings based on attendance and demand	Seasonal by session	Member Services Supervisor	Class attendance reports/ Programming spreadsheet	

Focus Area: Programming

Goal: Provide and support programs and activities that meet the needs of GVR members, reflect user demand and operate within available GVR resources

Objective: Continue to support GVR programs and activities with a comprehensive volunteer program – Member Services Supervisors

Action	Schedule	Responsibility	Resources	Status
Conduct program/VIP room volunteer training	As needed	Member Services Supervisor	Program Volunteer Handbook/Program Volunteer list	
Update program volunteer handbook	October 2013	Member Services Supervisor	Program Volunteer Handbook	
Conduct program volunteer thank you event or other appropriate method way to say thank you to volunteers	April 2013	Member Services Supervisor	Program Volunteer list/Volunteer appreciation gift	Complete
Provide night of show training and updates to volunteers at all programs/events	As needed	Member Services Supervisor	Show specific information/Ticketing updates	Complete

Focus Area: Programming

Goal: Provide and support programs and activities that meet the needs of GVR members, reflect user demand and operate within available GVR resources

Objective: Recruit 5% more new or returning pool, fitness and program volunteers each year – evaluate in June each year – Member Services Supervisors / Member Services Director

Action	Schedule	Responsibility	Resources	Status
Announcements at all programs/events	Beginning September 2013	Member Services Supervisor	Curtain Speech	Complete - added to SOP
Volunteer Interest Forms at programs/events	Beginning September 2013	Member Services Supervisor	Volunteer Interest Forms	
Focus on volunteering as a "Program" that enhances the quality of members lives much like clubs, concerts and classes do.	Ongoing	Member Services Supervisors/Member Services Director	Meetings, events, media, website, incentives, presentations, posters, electronic boards	This program currently exists
Continue Flex program	Ongoing	Member Services Supervisor	Volunteer training, VSCs, all other media/events	This program currently exists
Continue changing image from monitor to volunteer	Ongoing	Member Services Supervisor	Volunteer training, meetings, events	This program currently exists
Continue on site meetings (Table Talks)	Annually	Member Services Supervisor	Keeping Current, VSCs, Website	This program currently exists

Continue volunteer special events Wine and Cheese; Fitness and Fun Open House; Safety Update Meeting Spring lunches; National Volunteer Appreciation Week Movie; National Senior Health and Fitness Day Summer Movie and Lunch; Oktoberfest Luncheons; Table Talks	Ongoing	Member Services Supervisor, COAs, Coordinators, Volunteers, Member Services Supervisors	Keeping Current, GV News, Website, Reader Boards, Flyers, meetings	These events currently exist
Revise and update training materials	Ongoing as needed	Member Services Supervisors, Board of Directors (policy changes), SMT, VSC's	Policy and Procedures, keeping Current articles, photos from events	This program currently exists
Provide educational opportunities for volunteers (Midseason Safety Update; workshops etc)	Ongoing	Community and State Resources (GVFD, SAV, SHIM, ADOT) GVR Personal Trainers, other Contractors	Keeping Current, meetings, events, published flyers and directories, GVR website	This program currently exists
Continue monthly new volunteer training	Monthly	Member Services Supervisor	New Volunteer Training PowerPoint, Volunteer handbook, Pool and Fitness Center Guidelines	This program currently exists
Continue monthly Volunteer Staff Coordinator (VSCs) meetings	Monthly	Member Services Supervisor, VSC's	Monthly Agenda, Building Services supervisors, Policies and Procedures	This program currently exists
Recruit and retain more Volunteer Staff Coordinators	Ongoing	Member Services Supervisor	Keeping Current, Monthly VSC meeting	This program currently exists

Recruit and retain more volunteers	Ongoing	Member Services Supervisor, VSCs	Keeping Current, flyers, electronic boards, KGVY, GV News, Website, Direct recruit calls from swipe reposts, meetings, events	This program currently exists
Continue having Volunteer Interest Forms at all centers	Ongoing	Member Services Supervisor, Board Nominations Committee, COAs, Center Coordinators	Printed flyers	This program currently exists
Enhance the water aerobics program by providing volunteer leaders training by aquatics trainers	Annually	GVR Personal Trainers (Fitness Specialties)	Annual evaluations, workshops, educational materials	This program currently exists
Continue having annual Spring Water Aerobics Volunteer Instructor Luncheon and Training Workshop	Annually	Member Services Supervisor, Fitness Specialties, COA	Water Aerobics educational materials, Keeping Current, flyers	This program currently exists
Continue encouraging volunteer Fitness Center Instructors to assist personal trainers during monthly fitness center orientations.	Monthly	Member Services Supervisor, Fitness Specialties, Member Services Admin Assistant	Email, telephone	This program currently exists
Continue having annual Spring Fitness Center Volunteer Instructor Dinner and Workshop.	Annually	Member Services Supervisor, Fitness Specialties	Personal Trainer educational materials	This program currently exists
Develop volunteer program that includes shut-ins or those unable to come to GVR centers.	Ongoing	Member Services Supervisor	Internet, other GV volunteer organizations, AZ Volunteer Summit	New

Continue providing volunteers recognition and incentives (t-shirts, calendars, pens, hats, visors, lanyards, gift cards, prizes at meetings, Volunteer of the Year Award etc)	Ongoing	Member Services Supervisor	Various on-line incentive companies and event supply retailers	This program currently exists
Participate with other Green Valley volunteer programs sharing ideas and experience (Green Valley/Sahuarita Volunteer Clearinghouse Advisory Board)	Monthly and Quarterly	Member Services Supervisor, other GV Volunteer Coordinators	Green Valley/Sahuarita Volunteer Clearinghouse and Advisory Board	This program currently exists
Participate in educational and collaborative programs focusing on volunteerism on a statewide level (Arizona Summit on Volunteering)	Annually	Member Services Supervisor	AZ Summit on Volunteering, Seminar educational presentations and materials	New this year
Build an awareness of the positive benefits of volunteering	Ongoing	Member Services Supervisor, VSCs, Volunteers, other GV Volunteer Coordinators	Keeping Current, GV News, KGVY, meetings, Volunteer Showcase, Health Fair, Special Events, White Elephant Parade, Flyers, Volunteer Clearinghouse, AZ Summit on Volunteering	This program currently exists

<p>Showcase appreciation for GVR volunteers during community events (Health Fair, Chamber of Commerce Business Expo, Green Valley/Sahuarita Volunteer Clearinghouse Volunteer Showcase, and White Elephant Parade.)</p>	<p>Ongoing annual events</p>	<p>Member Services Supervisor, Volunteers, Float Committee</p>	<p>Keeping Current, GV News, KGVY, Website, Promotional Materials</p>	<p>This program currently exists</p> <p>OCT 2013 – Float won 1st place in White Elephant Parade.</p>
<p>Continue working with Green Valley News on publishing articles that focus on GVR volunteers, activities and talents.</p>	<p>Ongoing</p>	<p>Member Services Supervisor</p>	<p>GV News reporters</p>	<p>This program currently exists</p>

Focus Area: Programming**Goal: Operate the collection of GVR programs so that they are financially self sustaining and cost effective****Objective:** Continue to manage program fees and policies to operate revenue neutral – Member Services Director – review monthly and evaluate at end of each year

Action	Schedule	Responsibility	Resources	Status
Review revenue from all programs, events and classes and adjust, publicity, and fees as required	Monthly	Member Services Director	Revenue/Attendance Reports	On-going
Adjust fees and program offerings as needed.	After each session (Fall, Winter and Spring, Summer)	Member Services Director/Supervisors	Consider competitor fees. Evaluate Course Revenue report in Class. Use information from LERN (Learning Resources Network)	Ongoing. Fees evaluated annually as part of the budget process.
Review current programs and fees	Seasonal, end of each session	Member Services Supervisor	Review program income reports and attendance reports	
Adjust programming	Ongoing through year as programming is scheduled	Member Services Supervisor	Review competitors and other successful organizations pricing and programming	

Assess and adjust fees based on program offerings	Seasonal, end of each session	Member Services Supervisor	Review competitors and other successful org's pricing and programming, GVR pricing scale, Trends indicated on programming spreadsheet	
Develop new revenue generating ideas to help support programs/events	December 31, 2014	Member Services Supervisor	Program income and attendance reports, research revenue generating ideas of other arts organizations	

Focus Area: Programming

Goal: Operate the collection of GVR programs so that they are financially self sustaining and cost effective

Objective: Continue to evaluate expenses to support GVR programs and clubs – Member Services Director / Member Services Supervisor – generate data monthly and evaluate at end of each year

Action	Schedule	Responsibility	Resources	Status
Review Club Membership to make sure minimum requirements for club status are met.	Quarterly	Member Services Supervisor	Club Attendance and Club Rosters	On-going

Focus Area: Staffing**Goal: Maintain adequate trained, quality staff to meet GVR services needs****Objective:** Re-allocate staff as needed to achieve and maintain optimum use of staff resources – SMT/ Executive Director

Action	Schedule	Responsibility	Resources	Status
Outline core processes	Sep 2014	SMT/Executive Director		
Determine where there are staffing pressure points	Sep 2014	SMT/Executive Director		
Determine the areas can be restructured/combined	Oct 2014	SMT/Executive Director		
Assess work force requirements	Oct/Nov 2014	SMT/Executive Director		
Implement recommended changes	Jan 2015	SMT/Executive Director		
Cross-train sufficient staff to meet service demands.	On-going	Member Services Manager and Supervisors	Coordinators/COA's	On-going
Ensure that IT Staff are trained in all areas IT tasks (SDX/Network Admin/ Web Updates/Telephones).	On-going	Member Services Director	Webinars/one-on-one training /periodicals	On-going
Ensure that all Member Services positions have available backup.	On-going	Member Services Director	Training/job shadowing	On-going

Focus Area: Staffing**Goal: Maintain adequate trained, quality staff to meet GVR services needs****Objective:** Evaluate and recommend annually hiring of new staff as needed – SMT / Executive Director

Action	Schedule	Responsibility	Resources	Status
Using last 3 years termination stats, determine annual turn and department	Mar 2014	SMT/Executive Director		
How do we cost effectively encourage continuous flow of applications/advertise	Apr 2014	SMT/Executive Director		
Streamline the interview process – outline open ended questions and scenarios for departments	May 2014	SMT/Executive Director		
What data should we track to continue improvements to the process	May 2014	SMT/Executive Director		

Focus Area: Staffing**Goal: Maintain adequate trained, quality staff to meet GVR services needs****Objective: Develop and maintain a comprehensive staff training program – Finance /HR Director –June 1, 2014**

Action	Schedule	Responsibility	Resources	Status
Develop outline of training program Organization Department Individual Soft and hard skill sets	Jun 2014	Finance/HR Director		
Establish online E-Learning platform with Paychex	Jul 2014	Finance/HR Director		
Establish library of training materials	Aug 2014	Finance/HR Director		

Focus Area: Staffing**Goal:** *Maintain a positive work environment that supports GVR as a premier employer in Green Valley***Objective:** *Continue to ensure a fair and equitable work environment for all staff, including annual review and update of compensation, policies, evaluations and personnel procedures (Employee Handbook) – Executive Director / SMT annual review beginning in March completed by June*

Action	Schedule	Responsibility	Resources	Status
Review and update handbook (Paychex legal counsel updates as well)	Mar-Jun annually	SMT/ Executive Director /HR		
Review 3 rd party compensations analysis reports (CareerBuilder – Tucson)	Sep Annually	HR		
Determine acceptable ranges for GVR salaries	Sep Annually	SMT/ Executive Director		
Complete all annual reviews by due date	Various	Managers/Supervisors	Paychex	On-going

Focus Area: Staffing

Goal: *Maintain a positive work environment that supports GVR as a premier employer in Green Valley*

Objective: *Review and update the Corporate Operations Manual by March 2014 – SMT / Leadership Team*

Action	Schedule	Responsibility	Resources	Status
Delegate sections to Leadership staff	Jan 2014	Leadership – supervisors and Directors		
Target date for final review	Feb 2014	Leadership/ Executive Director		
Review current COM and add/update sections as needed to conform to GVR Corporate Policy Manual	Mar 2014	Directors/Supervisors		

Focus Area: *Communication, education and recruitment*

Goal: *Effectively communicate with and educate membership and staff regarding GVR operations*

Objective: *Create an internal and external communications plan by January 1, 2015 and review and update annually – SMT/IT*

Action	Schedule	Responsibility	Resources	Status
Outline communication plan and technology requirements for: Staff Management Senior Management Board of Directors/Committees Members Potential new members Community	April 1, 2014	SMT/IT		
Determine measures of success	July 2015	SMT/IT		
Present Plan to Executive Director for approval	Jan 2015	SMT/IT		

Focus Area: *Communication, education and recruitment*

Goal: *Effectively communicate with and educate membership and staff regarding GVR operations*

Objective: *Expand communication efforts to improve understanding by GVR members and board to GVR services, policies and procedures – Member Services*

Action	Schedule	Responsibility	Resources	Status
Develop a streamlined, easy to read handbook	April 2014	Member Services Director/Supervisors/ staff		
Develop an online version for website	April 2014	IT		
Develop a version for Keeping Current	April 2014	Member Services	GV News	

Focus Area: *Communication, education and recruitment*

Goal: *Increase GVR membership where appropriate*

Objective: *Market effectively to potential GVR members and add new members that are interested in joining GVR – Member Services/
Executive Director*

Action	Schedule	Responsibility	Resources	Status
Develop a benefits package for local potential new members	April 2014	Membership/Admin	HOA/Realtor Surveys	
Develop partnerships w/realtors	April 2014	Executive Director		
Develop promotions/incentives, use social media to deliver	Oct 2014	ED		
Add virtual tours to GVR's website to enhance visit	Oct 2014	ED		

Strategic plan implementation

Focus Areas and Strategies	2013	2014	2015-17	Leader	Notes and Actions
Public Relations and Communications					
<i>Build an IT infrastructure across all GVR centers and facilities to support communications needs</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Member Services Director</i>	<i>Varying schedule</i>
<i>Develop and implement a broad-based marketing and communications program to meet defined needs</i>		<i>Dec. 31</i>	<i>Ongoing</i>	<i>ED/SMT/IT</i>	<i>By Dec 31, 2014- the Communication Plan is 2014</i>
<i>Develop, maintain and update as needed a fully functional user-friendly GVR web site</i>	<i>Dec. 31</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Member Services Director</i>	<i>By Dec 31, 2013</i>
<i>Engage appropriate partnerships with other entities to achieve broader outreach</i>		<i>Ongoing</i>	<i>Ongoing</i>	<i>SMT</i>	<i>Work in progress with incoming ED</i>
<i>Offer an annual board orientation session; dept. /staff roles, responsibilities, system function, challenges, etc.</i>	<i>Nov.</i>	<i>April</i>	<i>April</i>	<i>Executive Director</i>	<i>Continue annually – define/outline staff info</i>
GVR Services					
<i>Conduct survey to understand needs for expanded services</i>		<i>Sept</i>	<i>Sept</i>	<i>Member Services Supervisors</i>	<i>SMT by September 2014</i>
<i>Outline needed / desired changes and additional services</i>	<i>Nov.</i>	<i>Nov.</i>	<i>Nov.</i>	<i>Member Services</i>	
o <i>Discontinue services that are no longer needed/demanded</i>		<i>Ongoing</i>		<i>Member Services</i>	
<i>Modify facilities to meet new and changing needs</i>		<i>Ongoing</i>		<i>Building Services</i>	<i>This is already included in the 5-Year Plan</i>
o <i>Minor facility and operational changes</i>		<i>Sept</i>		<i>Building Services</i>	<i>This is already included in the 5-Year Plan</i>
o <i>Significant capital changes</i>			<i>2015-17</i>	<i>Building Services/Finance</i>	<i>As funded to support demand</i>
<i>Identify and pursue appropriate partnerships to implement expanded services</i>		<i>Ongoing</i>		<i>Member Services</i>	<i>As defined based on needs</i>
<i>Monitor and respond to changing demographic changes over time</i>		<i>Ongoing</i>		<i>Member Services/ED</i>	
<i>Evaluate and recommend significant facility or program changes on a two-year cycle</i>		<i>Sept</i>		<i>Member Services</i>	<i>Every two years</i>
<i>Evaluate and recommend minor facility use changes on an ongoing basis</i>	<i>Dec. 31</i>	<i>Dec. 31</i>	<i>Dec. 31</i>	<i>Building Services</i>	<i>Each year</i>
<i>Study GVR facilities for potential use by non-members on a fee basis</i>		<i>Mar 1</i>		<i>Member Services</i>	<i>Mar 1, 2014</i>

Focus Areas and Strategies	2013	2014	2015-17	Leader	Notes and Actions
during less used facility time				Director	
Evaluate the need for a dedicated performing arts facility		Jan 1		Mbr Srv /Bldg Srv	Report by Jan 1, 2014, Implement if feasible
Pursue feasible partnerships to optimize use of GVR facilities		Dec 31		ED	Report by Dec 31, 2014
Add additional lifelong learning program offerings where interest is sufficient		As Needed		Board/Member Services	Evaluate demand, add as needed
Enhance available facilities for lifelong learning and educational programs		On demand		Member Services	As per demand
Develop and implement a marketing plan for lifelong learning classes		Ongoing as needed		Member Services	As per demand – develop trend tracking program quarterly and annually
Seek appropriate partnerships to support additional class offerings		Ongoing as needed		Member Services	As per demand
Implement additional feasible delivery systems; i.e. Cox public access channel, “Go-to-learning”, on-line, etc.			2016	IT Director	As per demand
Information Technology / Electronic Communications					
Upgrade all facility technology infrastructures to meet member needs; incl. cabling, broadband wireless with open access, etc. service with open access, etc.		Ongoing		IT Director	Annual plan, as budget allows
<ul style="list-style-type: none"> ○ Provide “point to point” connectivity or a dedicated circuit, from central office to all facilities 	Dec 31		Dec 31	IT Director	Wifi by Dec 31, 2013, Digital messaging by 2014
<ul style="list-style-type: none"> ○ Implement a fully functional video conferencing system for board communications by Dec. 31 	Dec. 31			IT Director	Requires coordination with board to refine needs
<ul style="list-style-type: none"> ○ Implement technology infrastructure to support distance learning 			2017	IT Director	To meet program and use demands
Complete work station and server upgrades on a scheduled rotation across the system	Annual	Annual	Annual	IT Director/IT Admin	Ongoing
Identify (via survey) feasible programs and schedule for remote delivery			2015	Member Services/IT Director	
Partner with other sites for shared use of their infrastructure to deliver GVR content if appropriate		Ongoing		IT Director	Ongoing- develop a partnership agreement with program w/developers and realtors.
Begin remote broadcast of lectures and performances, as soon as feasible			2016	IT/Member Services	
Implement other feasible options for delivery including pod casts, DVDs, You Tube, link via the GVR web site and a Travel Club		Dec. 31	Dec. 31	IT Director	Report and evaluate annually

Focus Areas and Strategies	2013	2014	2015-17	Leader	Notes and Actions
Partnerships					
<i>Pursue partnerships to meet member needs and activities as outlined in other goals</i>	<i>Report annually</i>			<i>Member Services</i>	
<i>Seek partnerships that may help enhance GVR funding for specific services</i>	<i>Ongoing</i>			<i>Member Services</i>	<i>Report Dec 31 annually</i>
<i>Develop affinity group(s) to market GVR programs and services</i>		<i>Dec. 31</i>		<i>Member Services</i>	<i>Minimum of 1 by Dec 31, 2014 – Working w/Cha opportunities.</i>
<i>Provide links to GVR partners on the GVR web site</i>	<i>Report Dec. 31</i>		<i>Dec. 31</i>	<i>IT</i>	<i>Report annually – Work IT to develop agreement</i>
<i>Define specific limits of new potential partnerships; via MOUs, contracts, etc. as needed and appropriate</i>	<i>As needed</i>			<i>ED.</i>	<i>As needed</i>
<i>Enhance current partnerships as feasible</i>	<i>Report annually</i>			<i>Leadership</i>	
<i>Pursue appropriate shared facility and services agreements that optimize use of GVR revenue and funds</i>	<i>As needed</i>			<i>Exec. Dir.</i>	<i>TBA</i>
<i>Evaluate and implement feasible partnerships to address GVR member transportation needs</i>		<i>June 30</i>		<i>Member Services/Finance Director</i>	<i>Outline alternatives, contact GVC and RTA</i>
<i>Pursue partners for grant requests to support shared project funding</i>		<i>July 1</i>		<i>Member Services/Finance Director</i>	<i>Outline alternatives</i>
<i>Pursue internal partnerships with members to assist GVR such as volunteer grant writing and admin, local transportation, etc</i>		<i>July 1</i>		<i>Member Services/Finance Director</i>	<i>Outline alternatives</i>
<i>Pursue a partnership beginning in 2014 with the new hospital to provide wellness services at GVR</i>		<i>Dec. 31</i>		<i>Executive Director</i>	<i>TBA</i>
Revenue Generation					
<i>Seek partners to pursue grant funds that would support GVR and partner specific needs</i>		<i>Dec. 31</i>		<i>Member Services/Finance Director</i>	<i>Outline alternatives</i>
<i>Evaluate expense/cost/benefit for revenue generating options</i>		<i>Dec. 31</i>		<i>Member Services/Finance Director</i>	<i>Dec 31, 2014 – gather information from Revenue</i>
<i>Study renting GVR facilities to non-GVR groups when not used by GVR members or during periods of minimum use, such as weekends, etc.</i>	<i>Implement as directed</i>				

Focus Areas and Strategies	2013	2014	2015-17	Leader	Notes and Actions
<i>Evaluate the feasibility of selling season tickets for performances to non-GVR members, while still giving priority to GVR members; implement if feasible</i>		Sept.		Member Services Supervisor	
<i>Continue to evaluate potential revenue generators</i>	Ongoing			SMT/ED	
<i>Evaluate and implement possible increases in GVR class / program fees</i>	April	April	April	Member Services	<i>Underway/annual review/changes April of each</i>
<i>Evaluate wine and beer sales at GVR performances, recommend as feasible; Concession / partnership</i>	Dec 31			Member Services Supervisor	<i>Recommend by Dec 31, 2013</i>
<i>Consider GVR boundary expansion; evaluate/ implement if appropriate</i>	TBD			Board	
<i>Develop and implement a marketing/education program to members to address significant changes to GVR revenue policies and procedures</i>	Annually and as needed			Executive Director	<i>Would like more discussions regarding this strate</i>