



PROPOSED - GVR WORK PLAN 2016/2017 (REV 7)

**Presented by Kent J. Blumenthal, Ph.D., CAE
Chief Executive Officer, Green Valley Recreation, Inc.**

Overview

The proposed 2016/2017 GVR Work Plan builds on previously approved Work Plans (2014/2015 and 2015/2016) and considers new and distinctly different initiatives. By design, it provides continuity by building upon and continuing efforts related to key activities that are central to and support the Corporation.

We will continue our emphasis on customer service excellence and open channels of communication with our members through our weekly eBlast updates and monthly GVR Now! newsletter. Communications and customer service excellence are two GVR core values that permeate all aspects and levels of the Corporation.

The proposed GVR Work Plan is ambitious and all Work Plan activities are subject to staff and resource availability. The Board of Directors will determine: 1) which activities are priorities and ought to be pursued during the coming year; and 2) which activities should be put off until priority activities are accomplished.

Please note the following distinctions contained within the 2016/2017 GVR Work Plan:

- A. As defined by the CEO Job Description published in the Corporate Policy Manual (CPM), the CEO is responsible to “develop and articulate the vision and mission of the organization, staff, and membership”. This cannot be accomplished in a vacuum and certainly without an effective partnership with the Board of Directors. The proposed 2016/2017 GVR Work Plan includes introduction of a GVR Vision Statement that provides leadership’s consensus about an envisioned future for the Corporation.
- B. Where already determined, intended outcomes of GVR standing and ad hoc committees are included within the 2016/2017 Work Plan.
- C. Where possible, proposed activities relate to Focus Areas identified in the 5-Year Strategic Plan adopted by the Board of Directors in September, 2013 (see *Strategic Plan* Focus Areas cited in **BLUE** for each initiative):

[Five \(5\) Strategic Plan Focus Areas](#)

PRC - Public Relations & Communications

SVC - GVR Services

PTN – Partnerships

RVG - Revenue Generation

IT/C - Information Technology & Electronic Communications

- D. Timeframes are omitted for activities in the proposed 2016/2017 GVR Work Plan, except where an activity is date-specific. For most Work Plan activities, timeframes and target dates will be considered after a definitive 2016/2017 Work Plan is determined by the Board.
- E. CEO-identified priorities for 2016/2017 are highlighted in **RED**.
- F. Assumptions of GVR Strategic Plan 2013 (September 2013):
“The Board, administration, and staff assume the following:
- *Implementation of the Strategic Plan is integrated with the GVR Five-Year Operational Plan.*
 - *Maintenance and operation of GVR facilities for its members remains a top priority.*
 - *Strategic Plan initiatives will not take priority over the maintenance and capital needs for GVR facilities.*
 - *The Strategic Plan will be monitored regularly as part of overall GVR Management.*
 - *The overall Strategic Plan will be reviewed annually, allowing for minor adjustments as needed to meet changing conditions and member needs.”*

I. GVR Governance

Strategic Plan: (not referenced in GVR 5-Year Strategic Plan)

1. Adopt GVR Vision Statement (i.e., one-sentence statement describing an aspirational and clearly defined long-term change, resulting from our work)
 (Board of Directors)
 - *e.g., “Be the community of choice for active adults and retirees.”*
2. Adopt 10-Year Strategic Facility Master Plan
 (Planning & Evaluation)
 - Receive recommendations from WSM Architects
 - Implement Board review and member feedback process
 - Recommend priorities for 10-Year Strategic Facility Master Plan
3. Complete Abrego North Pool/Spa Reconstruction & Enhancement; Parking Lot Expansion
 (Planning & Evaluation)
 - Select contractor
 - Undertake reconstruction of pool to approved specs with Board-approved funding
 - Undertake expansion of parking lot to approved specs
 - Grand opening event
4. Complete Legal Audit-Phase 1 of GVR Governing Documents (Articles of Incorporation; Bylaws; CPM)
 (Board Affairs)

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(Board Affairs)
 - Legal Audit-Phase 1 - Phase 1 includes a review of GVR's Articles of Incorporation, Bylaws and Corporate Policy Manual (CPM), and identification of conflicts within and between the GVR governing documents their respective consistency with Arizona's Nonprofit Corporation Act.
6. Initiate Legal Audit-Phase 2 of GVR Governing Documents
(Board Affairs)
 - Legal Audit-Phase 2 - Once Phase 1 is completed, Phase 2 will include drafting any required language or revisions within GVRs governing documents, possibly in conjunction with the GVR Board Affairs Committee. Phase 2 will focus on resolving conflicts identified in Phase 1, plus needed improvements and implementation of best practices consistent with Arizona law and good governance practices. GVR will provide attorney Wendy Ehrlich with a list of these types of items after Phase 1 is completed.
7. Develop Communications Policy, per Board directive, January 19, 2016
(Board Affairs)
8. Incorporate GVR Club contract language into CPM (per legal counsel recommendation)
(Board Affairs)
9. Consider protocol for receiving member comments at GVR Board Meetings
(Board Affairs)
10. Amend GVR Policies to accommodate new Reserve Study expectations
(Fiscal Affairs)
 - CPM-Budget Development Policy
 - CPM-Reserve Funds Policy
 - CPM-Investment Policy
 - Submit recommendations to CEO to adjust FY 2017 budget to reflect changes in funding capital maintenance and replacement projects.
11. Adopt Nominations & Elections Committee description and charges in CPM; accommodate electronic voting procedures
(Nominations & Elections)
12. Implement GVR electronic voting in 2017 elections
(Nominations & Elections)
 - Adopt electronic voting implementation procedures
 - Negotiate agreement with vendor to implement 2017 electronic balloting
13. Retain firm to complete Executive Compensation review
(Executive Compensation Ad hoc Committee)

14. Research feasibility of instituting an “Inactive Membership” category
(Board Affairs)
15. Assess current GVR Director succession practices and possible succession policy improvements
(Board Affairs)
16. Consider amending GVR Guest Policy to allow nonmember participation in GVR Club competitions and reciprocal programs
(Board Affairs)
17. Consider cost-recovery for GVR expenses associated with designated space clubs (carryover from 2015/2016 Work Plan)
(Fiscal Affairs)
18. Develop report and recommendations on GVR security needs
(Task Force on Security)

II. **Marketing & Communications**

Strategic Plan: PRC; SVC; IT/C; RVG

Proposed Activities:

1. Support GVR Foundation’s development of www.retirearizona.org to promote GVR and Green Valley as destination of choice for active adults and retirees with an e-commerce element to buy-sell-rent homes in Green Valley
 - Requires \$43,700 venture capital/start-up funding to develop e-commerce component
2. Re-design and publish GVR promotional brochure to promote sale and rental of GVR member homes (4/color, glossy; fits in #10 business envelope)
3. Establish comprehensive GVR advertising & sponsorship program
 - Hire F/T advertising sales manager (FY 2017 budget)
4. Conduct celebratory, grand opening or open house events for all newly completed and/or renovated major GVR facility construction projects
5. Host a free half-day training workshop on Media & Public Relations presented by officials of the Southern Arizona Chapter of the Public Relations Society of America in partnership with the Green Valley Council (GVC) (July 7, 2016). Invited participants include: GVR Board, GVR Foundation Board, GVC Executive Board, Community Foundation Board.

6. Establish online e-commerce retail outlet for GVR apparel and logo ware utilizing a third-party vendor
7. Conduct survey research about member communication preferences (e.g., eBlast; *GVR Now!* newsletter) related to consideration of in-house publication and distribution of *GVR NOW!*

III. Information Technology (IT)

Strategic Plan: IT/C; SVC; PRC

Proposed Activities:

1. Develop and launch new GVR website (www.gvrec.org)
 - New website look, functionality
 - Establish a “Members Only” section of GVR website (email/password protected) for governing documents, financial documents, classified advertisements, etc.
 - Establish a “Board Members Only” section of website (to replace BoardEffect™ software subscription/password protected) for governing documents, meeting agendas, meeting minutes, etc.
2. Transfer GVR member database records from Class™ to PerfectMind™ CMS platform
3. Develop and launch GVR Smart Phone App
4. Change from Member ID swipe cards/card readers to proximity cards and card readers
5. Expand online credit card transaction opportunities (e.g., for GVR class registrations; Southern Arizona Senior Games registrations, performing arts event ticket sales; member annual dues payments, etc.)

IV. Recreation

Strategic Plan: SVC; RVG; PRC; PTN

Proposed Activities:

1. Review & update rules for use of GVR Fitness Centers, Pools/Spas, etc.
 - Repost signage center-by-center, as needed
2. Continue discussions and possible negotiations with Pima County initiated by Pima County Administrator Chuck Huckelberry to maximize year-round use of the Pima Community College (PCC) and Community Performing Arts Center (CPAC) facilities in Green Valley through a use and/or operating agreement with GVR that honors current facility obligations.

3. Continue discussions and possible negotiations with ACCESS/O Unique Venture Partners concerning a possible operating agreement and inclusion of value-added access to GVR members for the proposed Kino Landing development.
 - Process initiated by ACCESS/O Unique Venture Partners.
4. Schedule five (5) GVR Outdoor Concert Series (fall & spring, 2016/2017)
5. Negotiate cooperative arrangement with Osher Lifelong Learning Institute (OLLI) Green Valley Chapter to enhance GVR member services
6. Negotiate cooperative arrangement with Marvin J. Slepian, MD, University of Arizona Banner University Medical Center, to undertake research studies of GVR members on a voluntary opt-in basis regarding exercise physiology and gerontology.

V. Administration

Strategic Plan: SVC; PRC

Proposed Activities:

1. Complete employment law and statutory policy review of GVR Employee Handbook, as recommended by legal counsel as authorized by Board at \$15,000 funding from Operating Reserve.
2. Transition FY 2017 budget development procedure for accommodating Capital Replacements to implement reserve fund use guidelines, per 2016 Reserve Study recommendations.
3. Initiate formal process with appropriate collateral materials for responding to leads for potential new GVR members generated by GVR/GVR Foundation marketing programs (e.g., www.retirearizona.org Web Property; Ideal Living magazine online ads and “Best of the Best” selection of GVR Pickleball Club)
4. Establish employee training program that includes a new employee orientation video to provide important and consistent information that each new employee needs to understand GVR policies and be a successful GVR staff member (include in FY 2017 budget)
5. Employ F/T Office Manager to coordinate multi- and interdepartmental activities (include in FY 2017 budget; tap FY 2016 budget if funding available)
6. Implement “SMART Goals” annual personnel evaluation process for all GVR supervisors and department directors
7. Establish online course evaluation process for all registered participants for all GVR classes

8. Complete remodeling of Member Services Center lobby to expand office workspace.
9. Support local economic development through GVR's connection to the Pima County Small Business Commission
 - Plan and execute a meeting and public forum of the Pima County Small Business Commission (SBC) at Desert Hills Center in collaboration with the Green Valley Council (October 20, 2017)
 - Assist in creating an online application for the 2016 SBC Annual Awards Program

VI. GVR Foundation

Strategic Plan: SVC; RVG; PRC; PTN

Proposed Activities:

1. Web Property Development (www.retirearizona.org)
 - Submit grant applications for funding support to appropriate foundations/organizations
 - Develop e-commerce site for the rental and sale of Green Valley homes
 - Develop and submit 2016 funding proposal to Freeport McMoRan Foundation
 - Establish listing of all Web Property narrative and text-related needs
2. Establish a formal communication protocol between the GVR Board of Directors and the GVR Foundation Board of Directors
3. Member Assistance Program (MAP)
 - A. Establish "Buddy Program" for GVR members with transportation needs
 - B. Establish Restricted MAP Fund for annual grant program
 - C. Establish free lending library
 - D. Set 2017 Target for member financial assistance
 - E. Collaborate with Friends in Deed to assist GVR members with transportation needs
 - F. Collaborate with Green Valley Council (GVC) Executive Board to produce brochure listing area health service providers for adults
 - G. Conduct survey research on needs of GVR members 80+ Years Old
 - H. Engage with GVR's 10-Year Strategic Facility Master Plan
4. \$1 Million Milestone Fundraising Campaign
 - 2nd Annual Fundraising Campaign
 - Establish Honor/Recognition Plaza at GVR (e.g., engraved bricks)
 - Establish Charter Corporate Partnerships
 - Establish estate planning program
 - Plan and execute annual VIP Donor Reception
 - Plan and execute "Paws in the Pool" fundraiser at GVR Madera Vista Pool (August 2016)
 - Plan and execute International Mariachi Festival fundraiser at West Center in collaboration with the Greater Green Valley Community Foundation (March 2017)

5. Southern Arizona Senior Games

- A. Maximize GVR Club involvement in games
- B. Consider adding new events (possibly connect to GVR Clubs)
- C. Coordinate games sponsorship sales\pricing with GVR
- D. Expand out-of-state advertising of games

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