



## Memorandum

To: Board of Directors

From: Scott Somers, CEO

CC: GVR Senior Staff

Date: February 28, 2024

RE: 2024 Annual Workplan

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### Administration/CEO

- 2.2.3 Develop relationships with similar organizations to share trends, best practices, and steps to overcome customer service challenges.
- Survey similar organizations (April)
  - Research other sectors and organizations to identify trends and best practices (May)
  - With appropriate department(s), implement as necessary. (Ongoing)
- 5.1.1 Provide staff support to the Board of Directors to enable proactive, complete communications about Board decisions.
- With Communications, synthesize Board actions/decisions to communicate with the Members. (Ongoing)
- 5.2.1 Review the Strategic Plan regularly to ensure progress on action items and continuity year-over-year with the plan.
- Complete and present an Annual Workplan to the Board for approval. (February)
  - Provide an update to the Board on the Annual Workplan as part of the CEO performance evaluation. (December)
- 5.4.1 Encourage staff and Board to attend training and conferences and participate in professional associations.
- Research and identify Board training opportunities. (February)
- 5.5.1 Develop a continuity of operations plan that includes evacuation locations, IT operations, personnel emergency succession, document preservation, etc.
- Record Retention for all GVR Departments and digital preservation of records. (Ongoing)
- 5.6.1 Participate/partner with outside organizations such as Rotary, Chambers, GVC, GGVCF, etc.
- Rotary Club of Green Valley membership. (Ongoing)
  - GVC Executive Committee. (Ongoing)
  - GVC Representative Meeting. (Monthly)
  - University of Arizona Community Advisory Board member. (Ongoing)

## **Board and Committees**

- 4.3.3 Employ sound investment strategies to maximize passive income.
  - Investment Committee and Finance. (Ongoing)
- 5.2.1 Review the Strategic Plan regularly to ensure progress on action items and continuity year-over-year with the plan. (see Administration/CEO)
- 5.2.3 Utilize staff liaisons and the Strategic Plan to support continuity of direction.
  - Staff liaison functions to be facilitated by Administration to ensure committee continuity. (February)
- 5.4.1. Encourage staff and Board to attend training conferences and participate in professional associations
  - Survey Board of Directors for what they would like for training, including training to support and encourage teamwork.
- 5.6.1 Participate/partner with outside organizations such as Rotary, Chambers, GVC, GGVCF, etc.

## **Communications**

- 1.3.3 Improve interior and exterior signage: complete, consistent, accessible, concise, and attractive.
  - Complete the Aid Station Project. (March)
- 1.3.4 Implement standard and electronic signage to heighten communication of activities and events.
  - Improve how paper bulletins are presented in centers (December)
- 2.2.4 Clarify Communications' procedures and distribute messaging to all staff so members receive consistent, trustworthy information from all GVR Representatives.
  - With HR, develop and document a standard operating procedure (SOP) that identifies types of messages that need to be disseminated to various personnel. (December)
- 2.2.5 Develop and implement a member experience review plan related to customer service by department (Similar to 2.2.1)
  - See Member Services
- 3.3.2 Improve ease of access to GVR activity schedule and opportunities.
  - Develop and implement a social media plan. (June)
  - With Recreation, develop a "getting started" program to provide instruction and supplies for drop-in activities (September)
- 3.4.2 Continue to seek member feedback on a wide variety of matters via polls, surveys, in-person forums and virtual forums.
  - Monthly Chat with the CEO meetings. (Monthly)
  - Survey members on topics as needed. (Ongoing)
  - Create member forums on topics as needed. (Ongoing)
- 3.4.3 Publicize recreation programs, GVR events, and GVR club events via diverse communication channels.
  - Building further on existing Communications Plan, target non-GVR members living in opt-in properties (Ongoing)
- 3.4.4 Assess and replace, as needed, current digital platforms with more accessible options.
  - With IT and Recreation, complete preliminary plans and gather bids for a new app. (June)

## Facilities Department

### 1.1.1 Identify accessibility improvement areas.

- With architect, complete and document the results of an ADA audit of centers. (December)

### 1.1.3 Continue to identify and execute a process for regular upkeep and maintenance/predictive maintenance procedures.

- Develop and implement center-specific Standard Operating Procedures (SOP) book for custodial. (March)
- Improve implementation of daily/monthly/quarterly inspection reports for custodial, aquatics, landscaping and maintenance. (Ongoing)

### 1.1.5 Introduce newer technology to improve energy efficiency when there are opportunities.

- Reduce GVR's electric energy consumption through lighting fixture and lamp conversions. (Ongoing)

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

- Upon Board approval, with Recreation and Communications, begin the planning process to develop the auditorium at Canoa Hills into a gymnasium. (April)
- With Recreation (Recreation to identify priority rooms to refit for specific purposes), develop a three-to-five year prioritized plan to refit rooms. (November)

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

- Address flooring and room finishes that are activity-specific when performing scheduled room improvements and flooring replacements. (Ongoing)
- With architect, present WC expansion options and cost estimates. (March)

### 1.2.3 Research and develop recommendations for providing food and beverage in certain centers.

- Explore and recommend in-house or vendor options for Del Sol Clubhouse (March)
- Identify social gathering opportunities.

### 1.2.4 Evaluate and improve capital request process.

- With Board, Recreation, and Finance, review and amend Capital Improvement Plan Policy as needed. (June)

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

- Work with Recreation and IT to identify and relocate attendance readers at specific locations to better track member usage and facilitate ease of access. (August)

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

- With Communications, update signage throughout Santa Rita Springs and Las Campanas (December)

### 1.4.1 Explore opportunities to establish a coffee shop. (See 1.2.3)

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

- (Combine with goal 1.4.3 below) Identify areas available for development. With Communications and Recreation, conduct member outreach to identify preferred amenities in those locations. Assemble a center-by-center prioritized plan. (December)
- Identify and begin implementing campus-wide locations for landscaping improvements to include native pollinator species. (Ongoing)

- 1.4.3 Identify under-utilized areas that could be used for this purpose. (Social Gathering)
  - See 1.4.2
- 3.1.2 Explore the idea of allocating space for specialized fitness centers.
  - With Recreation, assess possibilities for a function-designed yoga space (October)
  - With Recreation, investigate options for a small expansion of the fitness center at Las Campanas which is currently scheduled for full expansion in 2027. (October).
- 4.2.1 Evaluate Maintenance Repair and Replacement (MRR) to confirm need.
  - With Finance, review and update annually (August)
- 4.4.3 Maintain and continue to utilize the Reserve Study (MR&R).
  - Complete MRR identified projects for FY2024. (December)
  - With Finance, review MRR to be sure it includes all facilities and qualifying capital items. (August)
  - Consider approaches that minimize closures.

## **Finance Department**

- 1.1.4 Develop and adopt a rolling 5-year Capital Projects Plan aligned with the Strategic Plan.
  - Look to the Strategic Plan to inform the 5-year Capital Projects Plan. (Annually)
  - With Board, review and amend Capital Improvement Plan Policy as needed. (June)
- 4.1.1 Identify options and tradeoffs for revenue diversification.
  - With staff and FAC, brainstorm options and alternatives; identify costs and benefits of each; develop top recommended list; present to Board recommendations. (July)
  - With Communications and Membership, market membership to potential voluntary members as has been planned and budgeted for 2024. (March)
- 4.2.1 Evaluate Maintenance Repair and Replacement (MR&R) to confirm need. (See Facilities)
- 4.3.1 Update and recommend financial policies.
  - Based on best practices, with FAC, continue updates to recommended financial policies, such as cash management policies. (August)
- 4.3.3 Employ sound investment strategies to maximize passive income.
  - Continue utilizing sound, professional investment strategies; update policies as needed. (Ongoing)
- 4.3.4 Provide continuous education for Board, committees, and staff about GVR financial management and positions so that they can make decisions to monitor effectively.
  - Provide improved and easier to understand budget document for 2025. (October)
  - Create a stand-alone budget for the Initiatives Fund. Ensure the Capital Improvement Plan, a multiyear five (5) year plan, includes annual budgeted amounts for each project.
  - Continue providing quarterly financial updates to Board and detailed financial statements to the Fiscal Affairs Committee (FAC). The quarterly reports will be expanded in 2024 to include the status of Capital Projects. (Ongoing)
  - Provide annual primer on reading financial statements. (May)
  - Receive unqualified audit opinion for 2023 financial audit. (March)
  - Review Fund EZ Purchase Order System, and other third-party PO systems and implement. The Fund EZ PO system was found to not be adequate for GVR's needs. Other systems are

currently being reviewed. A budgeting and project costing system is to be researched in 2024. (September)

- Renew liability, workers' comp, and flood insurance policies. (June)
- Perform successful workers' comp audit. (August)
- Perform successful 401(k) audit. (August)

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

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

4.4.3 Maintain and continue to utilize the Reserve Study (MR&R). (See Facilities) (Ongoing)

## **Human Resources**

2.2.2 Implement standardized customer service training for all staff, based on clarified policies and expectations, to ensure consistency in service. (See also 5.3.3)

- With departments, develop an updated customer service training plan for all departments with differentiation and examples for each area, including dress and appearance policy, the wearing of name tags, and standard phone and email dialogue. (July)
- Outline customer service training plan for new employees to be included as part of New Employee Orientation. (July)
- Include all current employees in a similar program by the end of the year. (December)

2.2.4 Clarify communications procedures and distribute messaging to all staff so members receive consistent, trustworthy information from all GVR representatives

- Develop and document an SOP that identifies types of messages to be disseminated to various personnel. (September)
- Additional layering of accurate, up-to-date information sent directly to staff. Continue weekly "Staff Bulletin." (Ongoing)
- Review and maintenance of internal GVR Intranet employee information pages. (Ongoing)
- Website careers' page branding and messaging update. (February)

3.2.1 Develop a sustainable volunteer program, including recruiting and training of volunteers, to support GVR activities.

- With Board and Recreation, identify opportunities for volunteerism. (June)
- Update or develop volunteer job descriptions as needed. (September)

5.3.3 Provide training and team activities to help people demonstrate these GVR values.

- With the CEO and department heads, develop plans and agendas, and schedule regular meetings with all staff and departmental groups to inform employees about and demonstrate values. (Ongoing)
- Explore, develop, and provide in-service and training opportunities for supervisors on Performance Management plans and strategies. (September)

5.3.4 Incorporate values into performance management

- Update and re-launch a performance management plan with GVR values incorporated. (February)

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

- Continue to work with staff to explore and encourage attendance. (Ongoing)

## **Member Services Department**

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

- Develop and improve the Member Services function to ensure a high touch level of customer service that builds confidence and trust from our members and Board. (Ongoing)
- Partner with attorney to work toward becoming the expert with regards to GVR's boundary, master development agreements, deed restrictions, title agreements, and collections. (Work in progress) (Ongoing)
- During one-on-one meetings, review systems and processes with staff to ensure consistency of understanding and of use and identify and implement improvements where needed. (Ongoing)
- Continue to explore and find solutions to identify and decrease membership and guest card misuse. (Ongoing)
- Develop a comprehensive strategy/plan to survey members after interactions with CSRs, RSAs, Reservations, and any other identified staff. (April)
- Implement survey plan to obtain feedback from members regarding recent customer service interactions with staff. (October)
- Partner with Communications to create a comprehensive New Member Welcome Packet. (March)
- Partner with Communications to create a realtor information sheet. (November)

3.3.1 Conduct a policy and process review.

- Identify policies and processes requiring member engagement. (July)
- Map processes and steps. (December)
- Identify and implement process improvements from a customer-centric perspective. (December)
- Investigate possible alternatives to our current membership database to add donation capabilities and improve overall experience (October)

## **Recreation Department**

1.1.2 Assess and improve fitness center functionality.

- Work with facilities on plans to expand the Las Campanas Fitness Center. (August)

1.2.4 Evaluate and improve capital request process.

- With Board, Recreation, and Finance, review and amend Capital Improvement Plan Policy as needed. (June)

1.2.5 Employ newer technologies to benefit members' abilities to fully utilize facilities (See Facilities)

- Investigation options to implement an online reservation system.

1.4.1 Explore opportunities to establish a coffee shop, etc. (See Facilities 1.2.3)

- Identify additional social gathering opportunities.

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

1.4.3 Identify under-utilized areas that could be used for this purpose (See Facilities)

- 2.1.1 Review current programming and make adjustments, if needed, to ensure variety and alignment with current and future member needs.
  - Through member surveys, identify gaps and needed adjustments. (Ongoing)
  - Secure beer and wine licenses for identified locations (July)
- 2.1.2 Explore a varied activity/service structure that accommodates all income levels. (See 2.1.1)
- 2.1.3 Explore the possibility of virtual offerings for part-time residents and those homebound. (See 2.1.1)
  - Develop a comprehensive report or memo on outcomes of exploration (June)
- 2.1.4 Review and improve, if necessary, processes to assess quality of services and programs.
  - Complete inventory of drop-in recreation supplies and equipment. Develop a rough “MRR” to ensure supplies and equipment are replaced in a timely manner. (July)
- 2.2.5 Develop and implement a member experience review plan related to customer service by department (Similar to 2.2.1)
  - See Member Services
- 2.3.1 Explore changes in process of instructor hiring, actively recruiting instructors to meet member needs.
  - Investigate local college/university resources (June)
  - Require all instructors to complete a background check. (Ongoing)
- 2.3.2 Explore guidelines with evaluation criteria for instructors and make improvements, if necessary.
  - Develop/update criteria and make improvements. (August)
- 3.1.2 Explore the idea of allocating space for specialized fitness centers. (See Facilities)
- 3.1.3 Continue to identify programming and events that members want.
  - Survey members who have not used their GVR card in the past 24 months to find out what programs, amenities, or events might inspire them to participate. (August)
- 3.1.4 Develop a prioritized 5-year plan for programming events.
  - With P&E, complete a 5-year plan for developing new recreation opportunities (December)
- 3.3.1 Conduct a policy and process review.
  - Work with IT to review process simplification and possibility of creating online forms. (October)