



ADMINISTRATION/CEO

- 2.2.3** Develop relationships with similar organizations to share trends, best practices, and steps to overcome customer service challenges.
 - Seek out or create a listserv with similar organization. (September)
 - Embark upon creating an annual meeting with similar organizations in Arizona. (September)

- 5.1.1** Provide staff support to the Board of Directors to enable proactive, complete communications about Board decisions.
 - Streamline Board of Director and Committee meeting verbiage and documents (Agendas, Reports, Minutes...). (June)
 - Continue working with Board Secretary on crafting written responses to member inquiries. (ongoing)
 - Work with Communications to provide Board action synopsis to members. (March)

- 5.1.2** Improve virtual access to meetings, including committee meetings.
 - With IT and Facilities, continue improvements to WC Rm 2 or identify a more suitable location and outfit properly. (July)

- 5.4.1** Encourage staff and Board to attend training conference and participate in professional associations.
 - Seek out non-profit type associations for both Board and staff training opportunities and schedule appropriately. (June)
 - With HR, encourage staff to participate in professional association training and ongoing education. (ongoing)

- 5.5.1** Develop a continuity of operations plan that includes evacuation locations, IT operations, personnel emergency succession, document preservation, etc.
 - Work with IT to create backup and redundant systems. (December)
 - Design and implement a physical and electronic archive system. (December)
 - Continue digital scanning of official documents and records. (December)
 - Continue working with Green Valley Council (GVC) on regional emergency management planning. (ongoing)

- 5.6.1** Participate/partner with outside organizations such as Rotary, Chambers, GVC, GGVCF, etc.
 - Continue membership and participation with Rotary and Chamber activities. Seek additional opportunities. (ongoing)

BOARD AND COMMITTEES

- 5.2.1** Review strategic plan regularly to ensure progress on action items and continuity year over year with the plan.
 - Schedule annual update on strategic plan progress to coincide with annual workplan update. (February)

- 5.2.2** Develop and adopt operating commitments for the Board to demonstrate courtesy, consideration, mutual respect, and willingness to listen to one another and staff.
 - Utilizing outside consultant to help guide and facilitate a management/leadership analysis to include the Board, CEO, senior staff and commit to recommendations. (August)
 - With BAC and input from staff, and possibly a consultant, draft Board Rules/Rules of Engagement for Board adoption. (October)

- 5.2.3** Utilize staff liaisons and the strategic plan to support continuity of direction.
 - Update the orientation manual for elected and appointed positions. (March)
 - With CEO, develop and hold successful Board orientation. (April)

- 5.3.1** Work with the CEO on developing the annual performance evaluation tool, ensuring that it aligns with job description, employment agreement, governing documents, and workplan.
 - Consider working with same consultant in 5.2.2 to assist in development and improvements. (October)
- 5.3.2** Develop a list and description of GVR values/principles and articulate roles and responsibilities.
 - Consider working with same consultant in 5.2.2 to assist in development and improvements. (October)

COMMUNICATIONS

- 1.3.3** Improve interior and exterior signage: complete, consistent, accessible, concise, attractive
 - Complete aid station project across the campus. (December)
 - Continue to replace long-term paper bulletins with durable, professional signs. (December)
- 1.3.4** Implement standard and electronic signage to heighten communication of activities and events.
 - Continue to improve digital bulletin board usage. (December)
 - Develop internal procedures to coordinate use by various departments. (May)
 - Provide relevant support to clubs and community organizations. (ongoing)
- 2.2.4** Clarify communications procedures and distribute messaging to all staff so members receive consistent, trustworthy information from all GVR representatives.
 - Continue weekly staff bulletin. (ongoing)
 - Develop a method for measuring readership and create an improvement plan as needed. (August)
 - Develop and document an SOP that identifies types of messages that need to be disseminated to various personnel. (December)
 - Update monthly on project status (ongoing).
- 3.1.1** Work with communications to promote and highlight activities and events that are accessible to members with mobility challenges and other age-related limitations
 - Include this information in Clubs Connection and Drop-In Activities publications. (see 3.3.2)
 - Devote a GVR Now! issue to GVR's offerings for those "aging in place." (June)
- 3.2.1** Develop a sustainable volunteer program, including recruiting and training of volunteers, to support GVR activities.
 - With department heads, develop a "behind the scenes at GVR" program for potential governance volunteers (July)
- 3.3.1** Conduct a policy and process review.
 - Partner with Recreation to create a comprehensive New Member Welcome Packet. (August)
- 3.3.2** Improve ease of access to GVR activity schedule and opportunities.
 - New website (December), new Clubs Connection (April) and Drop-In Activities (July) publications, improved use of current digital bulletin boards (ongoing), continue arrangement with KGVY for four centerfold features per year. (ongoing)
 - Relaunch new-member orientation events to include tabling by clubs and community organizations (see 3.4.3 below). (October)
- 3.4.1** Create a communication plan for election and committee selection process to increase voter turnout and find qualified people willing to serve. (May)
- 3.4.2** Continue to seek member feedback on a wide variety of matters via polls, surveys, in-person forums and virtual forums
 - With a consultant, survey membership. Survey should be statistically significant. (October)

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- Develop a list of straw poll subjects to post in eblasts, to establish the participation habit with members. Watch for and act on opportunities to solicit feedback on governance and operating decisions. (December)
- With CEO, develop a plan to hold regular meetings with members to discuss and present items of interest, such as the strategic plan. (April)

3.4.3 Publicize recreation programs, GVR events, and GVR club events via diverse communications channels

- See 3.3.2. Continue building relationship with GV News through press releases and invitations to participate/cover events and activities. (ongoing)
- Develop events for new-member orientations and opportunity showcases that include stations staffed by recreation program staff, club representatives, board and committee reps, and local non-profits. (see also 5.6)
- Recruit and fill Member Engagement Specialist position. (March)
- Create a schedule of events for members. (April)

3.4.4 Assess and replace, as needed, current digital platforms with more accessible options.

- With IT, launch a new, user-friendly website. (December)

Not on strategic plan:

- Various publications: annual report, strategic plan, budget. (April)
- Intro to GVR publication for new members and promotions. (October)
- Support as assigned various GVR Foundation events throughout the year.

FACILITIES DEPARTMENT

1.1.1 Identify accessibility improvement areas.

- Continue with facility-wide accessibility improvements, including ADA requirements and addressing mobility challenges. For example, install more hands-free door operators, redesigning and widen pathways, remodel restrooms/locker rooms and replace ramps and steps. Utilize study previously completed. (December) David to contact and work with ADA consultant by April.

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

- Revise or develop and implement new center/asset inspection forms and preventative maintenance schedules and protocols. (August)
- Develop and implement daily/monthly/quarterly inspection reports for custodial, aquatics, landscaping and maintenance. (August)

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 by 5%. (December)
- Illuminate three facilities with $\geq 80\%$ LED lighting with energy savings lighting controls. (December)
- Complete replacement initiative of 50% of standard operating restroom fixtures (faucets, flush valves, towel dispensers) and over 50% of all drinking fountains with hands-free operation. (October)
- Research and consider installing EV Charging Stations at Administrative Offices and West Center. (September)

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

- With architect, present WC Arts Center and DH Fitness Center feasibility and cost estimates. (April)

- Improve top level of Canoa Hills Clubhouse to allow for club and member usage (temporarily) (September)
 - Depending on potential ballot outcome of WC Arts Center, work with architect to design/accommodate desired/determined use of Arts Center and/or Canoa Clubhouse. (December)
- 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. (September)
- 1.2.4** Evaluate and improve capital request process.
- Implement P&E criteria form once completed. (May)
- 1.2.5** Employ newer technologies to benefit members' abilities to fully utilize facilities.
- Increase facility security (DXS proximity readers) for GVR members, staff, and guests by upgrading and/or installing new equipment and technologies (ongoing). Pickleball Center?
- 1.3.1** Develop, plan, and schedule to keep finishes and amenities up to date.
- Continue the internal "Refresh Committee" to identify solutions for improving branding and marketing of Centers; creating a more welcoming and inviting environment at Centers; and identifying potential solutions to activate Center lobbies and outdoors spaces. (ongoing)
- 1.3.3** Improve interior and exterior signage: complete, consistent, accessible, concise, attractive
- PB Center monument sign permitted, constructed, and installed (April).
 - Design and install new monument signs for Canoa Ranch. (December)
- 1.4.2** Design peripheral grounds to provide outdoor recreation opportunities: park-like settings, walking trails, outdoor games, and activities
- Design and install one indigenous/pollinator garden at West Center. (September)
 - Identify and begin implementing campus wide locations for landscaping improvements to include native pollinator species. (September) Potential pollinator and indigenous gardens at WC; community garden at LC. Check in with Kris.
- 1.4.3** Identify under-utilized areas that could be used for this purpose. (social gathering)
- Develop and implement plan for enhanced outdoor spaces for more versatile use in order to promote social gathering activities and events for GVR members (December)
 - Install shade structure over courtyard at WC. (October)
- 3.1.2** Explore the idea of allocating space for specialized fitness centers.
- Continue with DH Fitness Center Expansion project. Issue RFP for project; Board approval to award contract. (June)
- 3.3.1** Conduct a policy and process review.
- Identify policies and processes requiring member engagement. (April)
 - Map processes and steps. (June)
 - Identify process improvements from a customer-centric perspective. (July)
 - Begin implementation. (August)
- 4.2.1** Evaluate maintenance repair and replacement (MR&R) planned projects to confirm need.
- With CEO and CFO, review MR&R project list to confirm need and timing of projects. (June)
- 4.2.2** Explore transitioning to hybrid/electric vehicles when existing vehicles are replaced.
- Develop a plan to transition to alternatives. (July)
- 4.4.3** Maintain and continue to utilize the reserve study. (MR&R)
- Complete MRR identified projects for FY2022. (December)

Not on strategic plan:

- With Recreation, develop a plan for improving efficiency among both departments. (July)

FINANCE DEPARTMENT

- 1.1.4** Develop and adopt a rolling 5-year Capital Projects Plan aligned with the strategic plan.
- Look to strategic plan to inform the 5-year Capital Projects Plan. (October)
- 4.1.1** Identify options and tradeoffs for revenue diversification.
- With staff, brainstorm options and alternatives; identify costs and benefits of each; develop top recommended list; present to Board recommendations. (October)
- 4.2.1** Evaluate maintenance repair and replacement (MR&R) planned projects to confirm need.
- With CEO and Facilities Director, review MR&R project list to confirm need and timing of projects.
- 4.3.1** Update and recommend financial policies.
- Based on best practices, recommend updated financial policies for Board approval. (October)
 - Complete the inventory of all GVR Fixed Assets assigning asset labels and updating the fixed asset database as needed. (May)
- 4.3.2** Develop a plan for economic downturns.
- As part of annual budget development process with staff, develop contingency plans, such as decreasing expenditures by 10%, 20%, etc.
- 4.3.3** Employ sound investment strategies to maximize passive income.
- With Investment Committee and Board, continue utilizing sound, professional investment strategies; update policies as needed. (ongoing)
- 4.3.4** Provide continuous education for Board, committees, staff about GVR financial management and positions so that they can make decisions to monitor effectively.
- Continue providing quarterly financial updates to Board and detailed financial statements to the Fiscal Affairs Committee (FAC). (ongoing)
 - Receive unqualified audit opinion for 2021 financial audit. (March)
 - Draft and issue an RFP for Annual GAAP Audit and 990 Tax Return services from qualified CPA firms. (June)
 - Issue RFP for Audit and Tax services. (August)
 - Issue RFP for insurance broker of record. (October)
 - Review Fund EZ Purchase Order System and implement. (September)
 - Renew liability, worker's comp, and flood insurance policies. (June)
 - Perform successful worker's comp audit. (August)
 - Perform successful 401(k) audit. (August)
 - Research and consider implementation of financial transparency software. (June); potential implementation. (October)
- 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.
- 4.4.2** Update and adopt a rolling 5-year capital plan.
- See 1.1.4
- 4.4.3** Maintain and continue to utilize the reserve study (MR&R).
- Transition the Maintenance Repair and Replace Reserve Study to Finance from Facilities. (September)

Not on strategic plan:

- Complete transition of Payroll from HR to Finance. (April)
- Update and present memo on personnel costs vs. revenue (April).

HUMAN RESOURCES

- 2.2.2** Implement standardized customer service training for all staff based on clarified policies and expectations to ensure consistency of service.
- With CEO, schedule the following trainings: Customer Service, Workplace Safety, Workplace Ethics, Harassment, Bullying, etc. (April)
 - Develop consistent on-boarding messaging and training to all new hires and ongoing training to existing staff. (ongoing)
- 3.2.1** Collaborate with Recreation Department to develop a sustainable volunteer program to support GVR activities.
- With Recreation Department, identify volunteer opportunities and needs. (August)
 - Update or develop volunteer job description. (September)
 - Develop on-boarding program and process for volunteers to include feedback opportunities. (October)
 - With Communications, advertise and promote volunteer opportunities. (November)
- 5.3.3** Provide training and team activities to help people demonstrate these GVR values.
- See 2.2.2
 - With CEO, develop a plan and schedule to regularly meeting with all staff. (April)
 - Research and discuss employee wellness program options to be included in 2023 budget. (July)
- 5.3.4** Incorporate values (5.3.2) into performance management.
- Finalize updates to GVR's Employee Handbook. (June)
 - Finalize Annual Employee Evaluation template to be built out in Paycom. (March)
 - Research and recommend an official Employee Recognition Program for 2023. (August)
 - Finalize draft and issue RFP for compensation and classification plan; include job descriptions review and update. (April)
- 5.4.1** Encourage staff and Board to attend training conference and participate in professional associations.
- Seek out non-profit type associations for both Board and staff training opportunities and schedule appropriately. (June)
 - With Administration, encourage staff to participate in professional association training and ongoing education. (ongoing)

Not on strategic plan:

- Participate in annual contractual negotiations for Benefit Plans/Open enrollment. (May)
- Attend SHRM Certification classes. (May)
- Become SHRM Certified. (December)
- Attend SHRM Annual Conference. (June)

IT DEPARTMENT

- 3.4.4** With Communications, assess and replace, as needed, current digital platforms with more accessible options.
- Launch a new, user-friendly website. (December)

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- 5.1.2** Improve virtual access to meetings, including committee meetings.
 - Make ongoing improvements to West Center Room 2 and/or others, including adding a microphone system for better sound quality. (April)
 - Upgrade internet and WIFI coverage at LC to provide a better experience for members, especially during meetings that require internet access such as zoom. (March)

- 5.5.1** Develop a continuity of operations plan that includes evacuation locations, IT operations, personnel emergency succession, document preservation, etc.
 - Research, plan, and implement a Disaster Recovery Solution for vital systems to ensure member service continuity and/or reestablish member services in an acceptable time frame in response to natural, manmade or otherwise disaster. (December)
 - Update end of life workstations and laptops. (September)
 - Update end of life servers. (September)
 - Maintain and update all network devices in all centers including switches and routers. (ongoing)
 - Continue managing member kiosks at six of the major centers. (ongoing)
 - Develop a workflow for onboarding and offboarding employees through the GVR Intranet. (December)

RECREATION DEPARTMENT

- 1.1.2** Assess and improve fitness center functionality.
 - With equipment consultant, assess functionality and variety of equipment for MRR study and for DH fitness center project. (September)

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

- 1.2.2** Assess spaces for specific activities and equip those spaces properly, such as art class space with washable floors. (see Facilities)

- 1.2.4** Evaluate and improve capital request processes. (see Facilities)

- 1.2.5** Employ newer technologies to benefit members' abilities to fully utilize facilities. (see Facilities)

- 1.4.2** With Facilities, design peripheral grounds to provide outdoor recreation opportunities: park-like settings, walking trails, outdoor games, and activities. (see Facilities)

- 1.4.3** With Facilities, identify under-utilized areas that could be used for this purpose (social gathering). (see Facilities)

- 2.1.1**
 - Identify and seek to fill any gaps in fitness class programming. (September)

- 2.2.1** Implement a quality assurance system to ensure that exceptional customer service is happening, such as a secret shopper, a review schedule to see how systems and processes are happening.
 - Schedule customer service training for front end staff. (July)
 - Survey members who interact with front end staff to determine options for improvement. (July)
 - At regular intervals, review systems and processes with appropriate staff to ensure consistency of understanding and of use and identify and implement improvements where needed. (July)

- 3.1.1** With Communications, promote and highlight activities and events that are accessible to members with mobility challenges and other age-related limitations. (see Communications)

- 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
 - With the new Education Program Coordinator, review post-class survey process and increase opportunities for members to provide feedback on desired future classes. (September)
- 3.2.1** Collaborate with HR department to develop a sustainable volunteer program to support GVR activities. (see HR)
- 3.3.1** Conduct a policy and process review.
 - Identify policies and processes requiring member engagement. (April)
 - Map processes and steps. (June)
 - Identify process improvements from a customer-centric perspective. (July)
 - Begin implementation. (August)
 - Partner with Communications to create a comprehensive New Member Welcome Packet. (August)
 - Research and find solutions to decrease membership and guest card misuse. (December)

Not on strategic plan:

- Work with IT to review possibility of creating online forms for Clubs. (November)
- Work with IT to implement online attendance tracking for locations that do not have a card reader. (December)
- Recruit for and fill the Recreation Program Coordinator. (April)
- With Facilities, develop a plan for improving efficiency among both departments. (July)
- With CEO, develop a plan and schedule to meet with clubs. (April)