



AGENDA

BOARD OF DIRECTORS SPECIAL MEETING

Wednesday, October 7, 2026 – 2pm

West Center Auditorium / Zoom

*Code of Conduct

Directors: Candy English (President), Steve Reynolds (Vice President), Kristy McCue (Secretary), Lanny Smith (Treasurer), Jodie Walker (Assistant Secretary), Nellie Johnson (Assistant Treasurer), Dave Barker, Dale Howard, Chris McCrummen, Barry Stock, Scott Somers (non-voting)

AGENDA TOPIC

- 1. Call to Order / Roll Call – Establish Quorum**
- 2. Amend/Adopt Agenda**
- 3. Action Items**
 - A. Strategic Planning – Review Initiatives
- 4. Member Comments** - Regarding Consent Agenda and/or Non-Agenda Items. Speakers are asked to provide their name and GVR member number. Please limit comments to two (2) minutes.
- 5. Adjournment**



WORKING DOCUMENT FOR NEW PLAN

GVR STRATEGIC PLAN – FULL PLAN (Minus Measures) – D2

Goal 1

Provide excellent facilities for members to participate in a variety of activities and social opportunities.

- 1.1 Ensure that GVR infrastructure is well maintained currently and into the future.
 - 1.1.1 Update written standard operating procedures (SOPs) for all routine maintenance
 - 1.1.2 Provide additional training and certification opportunities for the Facilities Maintenance Team
 - 1.1.3 Explore options for better maintenance of pool decks and other sports surfaces
 - 1.1.4 Complete an IT strategic plan that leads to implementation
- 1.2 Ensure there is a sustainable comprehensive capital plan for maintenance and enhancements
 - 1.2.1 Establish appropriate ranges of fund balances
 - 1.2.2 Revisit and refine how we use the reserve study
 - 1.2.3 Examine the possibility of changing the vendor for the reserve study
 - 1.2.4 Finalize and adopt the Maintenance, Repair and Replacement (MMRB) analysis
- 1.3 Create spaces that are warm, welcoming, engaging, and accessible that encourage social gathering
 - 1.3.1 Design and develop the Fiesta Deck at Santa Rita Springs for social gatherings and events



- 1.3.2 Design and develop the lobby and patio at Las Campanas
 - 1.3.3 Update landscaping at three more major centers
 - 1.3.4 Develop a list of priorities and an implementation plan for improved signage for accessibility and aesthetics
 - 1.3.5 Explore the expansion of food and beverage options at major centers
- 1.4 Ensure that facility planning includes accommodating and anticipating current and future member needs and wants
 - 1.4.1 Research and identify new and/or improved amenities
 - 1.4.2 Complete a facility and program benchmarking survey
 - 1.4.3 Support our clubs to identify ways to increase accessible/adaptive activities
 - 1.4.4 Develop a comprehensive accessibility plan

Goal 2

Provide quality services and programs that effectively meet the recreational, social, and leisure education needs of our membership

- 2.1 Ensure programs and services are accessible to members of all income levels and abilities
 - 2.1.1 Implement additional private lessons for members who have interest and can pay for this service
 - 2.1.2 Explore partnership with a travel agent to offer program and trips
 - 2.1.3 Identify members who do not participate currently in GVR activities, analyze common characteristics and learn from them the possibilities to engage them
- 2.2 Provide an excellent member experience
 - 2.2.1 Provide ongoing and refresher customer service training for member-facing staff



- 2.2.2 Improve onboarding for newly hired staff to drive our customer service culture
 - 2.2.3 Expand and articulate our customer service model for GVR
- 2.3 Ensure that instructors/ contractors for services are well qualified and aligned with GVR values/principles
 - 2.3.1 Expand our pool of instructors that provide the services and programming our members expect and want based on attendance/demand
- 2.4 Continue to evolve programs and services to meet the changing needs and interests of members
 - 2.4.1 (see 1.4.2)
 - 2.4.2 Identify six (6) new acts each year to test the changing interests of members

Goal 3 (3.2 needs to be finalized – but intent is there)

Continue promoting increased awareness of GVR and involvement of all GVR members

- 3.1 Ensure that new members and GVR tenants are aware of what GVR offers
 - 3.1.1 Consider rekindling the 'Intro to GVR' course in the Showcases for new members and tenants, as well as Voluntary Deed Restriction properties
 - 3.1.2 Implement a pilot Ambassador Program assigned to represent specific centers to orient and connect with new GVR members and tenants
 - 3.1.3 Design an educational campaign that periodically educates people about the great value of GVR
- 3.2 Raise awareness about GVR to those not yet members
 - 3.2.1 Post new promotional video on website, distribute to Realtor groups, Chamber of Commerce, GVC, etc.



- 3.2.2 Begin to attend the Health Fair at Desert Hills
 - 3.2.3 Design a simple flyer for distribution to targeted groups outside of Green Valley about what GVR offers
 - 3.2.4 Enhance the website to improve accessibility for people with visual impairments
- 3.3 Ensure systems and processes are easy, simple, and member-centric
 - 3.3.1 Systematically identify the pain points for members regarding system and process challenges
 - 3.3.2 Work with our software vendors to identify possible improvements (see 1.1.4) to follow up on the results of the pain point challenges
 - 3.3.3 Assess member traffic patterns and implement improvements for ease and simplicity
- 3.4 Communicate with members in a way that is both transparent and responsive
 - 3.4.1 Establish Service Level Agreements (SLAs) for member responses
 - 3.4.2 Identify new ways to share member input results from various polls, surveys, etc.
 - 3.4.3 Identify streamlined ways the budget documents, financial statements, year in review presentations, etc. can be accessed on the website

Goal 4

Ensure sound **financial planning** and **sustainability** that results in good value for our members

- 4.1 Review GVR income streams on a regular basis, evaluating the need for any adjustments in how income is generated
 - 4.1.1 Survey similar organizations to identify alternative income streams or fee structures



- 4.1.2 Develop an understanding (policy) of base-level services and consider additional fees for those services beyond base level
- 4.2 Ensure that the distribution of GVR revenue balances both current operations and future sustainability
 - 4.2.1 Review our Corporate Policy Manual (CPM) to have flexibility with the percentages for membership change fee (MCF) and initial fees going into the Initiatives Fund
- 4.3 Ensure strong fiscal management
 - 4.3.1 Update and recommend additional financial and investment policies as needed
 - 4.3.2 Develop an enhanced list of financial statements and other document to be provided to the FAC and Board on an ongoing basis
 - 4.3.3 Provide ongoing education to Board and Committee members on financial statements, the budget, and the investment policies
- 4.4 Plan adequately for the future in a fiscally responsible manner
 - 4.4.1 Research, design and test a performance measure methodology to consider when deciding on new, expanded or repurposed facilities (see 1.4.2)

Goal 5

Provide sound, effective governance and leadership for the corporation

- 5.1 Provide varied and effective methods for the Board to proactively communicate and dialogue with members to educate and inform
 - 5.1.1 Streamline access to Board and Committee meeting activities, and the related documents
 - 5.1.2 Identify ways to communicate about upcoming Board activities and topics of discussion
 - 5.1.3 Hold a Leadership Academy twice a year to seek out members interested in serving on Committee or the Board



5.1.4 Develop a Board policy to ensure a consistent and sustainable process for issuing responses from the Board concerning member policy questions and comments

5.2 Work together effectively as a team (Board and Executive)

Suggestions for consideration from Scott:

Update the Board Rules (beginning an annual practice) or amend the CPM

Develop policy definitions of “oversight”, “fiduciary responsibility”, and other terms to ensure a clear unambiguous understanding of roles and responsibilities and reasonable expectations for elected officials

Hold Policy Governance retreat at the beginning of the Board Calendar Year (April) and provide quarterly micro training on how to function effectively as a team

Annually review roles and responsibilities, Board Code of Conduct, and Board Credo

Include a Board Credo statement in each Friday email