

GVR STRATEGIC PLAN - 2004-2006

GVR's MISSION STATEMENT:

*"To Provide Recreational and Social Opportunities that Enhance
the Quality of our Members' Lives"*



**GVR Board of Directors Adopted Plan on
January 27, 2004**

JANUARY 2004

INTRODUCTION FROM CO-CHAIRPERSONS OF THE STRATEGIC PLAN SUBCOMMITTEE 2004-2006

Formulating and writing the Strategic Plan for 2004-2006 has taken many months and has involved many persons. Our thanks to all of them, most especially the four non-Board members of our subcommittee, Dave Burbank, Jack Ernest, Bud Stanley and Gary Sullivan; our Administration liaisons, Ed Coad and Jeff Ziegler; our Committee chairman, Stan Riddle and to all the members of GVR who took the time and thought to meet with us. Much time, thought and gathering of information are represented below in our Plan.

Our reasons for updating the Strategic Plan include several trends that are affecting GVR's future direction, included but not limited to:

- Continued change in demographics, increase in membership and request for new programs and activities
- Growth in GVR Clubs and special interest groups with need for space and equipment
- Relatively high level seasonal utilization of available facilities
- Aging facilities with increasing expenditures for maintenance and repair and capital replacements.

As we keyed in on the issues facing us at GVR, one of the major guidelines that we followed was that Green Valley Recreation shall meet the needs of its members as closely as possible with the understanding that all of its programs and facilities will not be as every member would wish or be able to partake of. But the goal of GVR should always be to reach as many of the members as is possible.

And so onto the future - hopefully, a successful and member satisfying one.

Paul Bliklen
Roberta Konen
SP Co-Chairpersons

STRATEGIC PLAN HISTORY & OBJECTIVES

Since 1988, Green Valley Recreation has used a strategic planning model to help guide GVR's future in three year increments. Over the last 15 years, the Board and Staff have remained focused on the Mission of GVR through a series of service driven objectives and short term action plans.

Over time, we have come to recognize that GVR's strategic planning efforts have become too operationally driven, with less Board and membership involvement.

During the planning period for this update cycle, GVR concluded that our next Strategic Plan should be driven by "critical issues" that need attention during the next three years. Toward that end, it was decided to reach out to the general membership to help identify the corporation's most "critical issues." This has been accomplished by conducting a series of workshops open to the general membership and an informative web poll to encourage broad-based member input.

OBJECTIVES:

The objectives of this issue-oriented plan are:

- To provide increased accountability to our members
- To provide maximum coordination of programs and activities within practical facility and resource limits
- Enhance our ability to be friendly with the community and its environment
- Maximize GVR's ability to fulfill its Mission

UPDATE PROCESS:

The sub-committee met during the summer of 2003 and decided that, in the drafting of this Plan, they would involve GVR staff, GVR members and the Board of Directors. Six (6) Strategic Planning Workshops were set up - one with the staff, four with members-at-large and a final one with the Board of Directors. To supplement that effort, an informative web poll was conducted seeking additional member input and a survey was included in an issue of the *Keeping Current* newsletter.

Following the workshops, the committee then held a series of meetings to collect and compile these issues and from that develop a composite list of "Critical Issues." The following list has evolved as the "Critical Issues" GVR faces in the next three years consisting of eight (8) major groups defining the issues and 34 sub-headings, which recognize the individual inputs from the workshops.

CRITICAL ISSUES FACING GVR

EFFECTIVENESS of COMMUNICATION

- From the Board to the GVR Members
- From the GVR Members to the Board
- The marketing of GVR
- The vocal minority and its impact

IMPACT of CHANGING DEMOGRAPHICS on GVR

- Effect on programs and facilities
- Need for Socialization opportunities
- What basic services and facilities are to be provided
- Expansion of summer programs
- Balancing usage of high demand facilities

ADDITIONAL NEED for SECURITY and FACILITY CONTROL

- Non-members' use of our private facilities
- Influence of growing neighboring communities
- Provisions for loss and damage control

EXPANSION of MEMBERSHIP INVOLVEMENT

- Monitors for pools and fitness centers
- Willingness to serve on Board and committees
- Need and means to recognize, support, train and reward volunteers
- Overcoming member non-interest
- Member participation in planning stages

EVALUATION of REVENUE BASE

- Tiered membership classifications
- Tapping new sources such as Club/Art/Craft sales
- Guest Fee applicability
- Control of budget/dues increases, dues caps
- Fee structures for non-member usage of facilities

STRATEGIES for LONG TERM FINANCIAL NEED

- Long term financing
- Methods of funding reserves
- Reclassification of IRS status to achieve donation deductibility

MAINTAINING a QUALITY ORGANIZATION

- Size and equity of compensation of Staff
- Makeup and size of the Board
- Facilities and equipment upkeep
- Outsourcing of tasks

GVR's RELATIONSHIP with the COMMUNITY

- GVR's image to members and non-members
- Creation and usage of open spaces
- Partnerships within the community for projects and programs
- Transportation within GVR facilities
- Realtors recognition of GVR's role

COMMITTEE RECOMENDATIONS:

The issues above have evolved from extensive attempts to have the total GVR membership identify the areas requiring attention in the near future. These issues are the Membership issues.

It is recommended that the GVR Board and Staff create an action plan and program to address them in a timely fashion. Staff and Committee reports should be made back to the Board on a quarterly basis showing action taken and status.

The Strategic Plan should be updated annually, adding new issues that arise, and closing out those that have been resolved.