



AGENDA

BOARD OF DIRECTORS WORK SESSION

Wednesday, February 19, 2025, 2:00pm
WC Room 2 / Zoom

Directors: Marge Garneau (President), Bart Hillyer (Vice President), Jim Carden (Secretary), Nellie Johnson (Treasurer), Candy English (Assistant Secretary), Kathi Bachelor (Assistant Treasurer), Nancy Austin, Dave Barker, Barbara Blake, Beth Dingman, Bev Lawless, Joe Magliola, Scott Somers (non-voting)

AGENDA TOPIC

- 2:00 **1. Call to Order / Roll Call**
- 2:05 **2. Amend / Approve Agenda**
- 2:10 **3. Discussion on CPM Changes to MRR-A 110 Percent Policy**
- 2:40 **4. Discussion on CPM Changes to MRR-A & B 25/70 Policy**
- 3:20 **5. Review Draft of 2025 Annual Workplan**
- 3:50 **6. Member Comments**
- 4:00 **7. Adjournment**

GVR encourages the Board and members to voice concerns and comments in a professional, business-like, and respectful manner.



Green Valley Recreation, Inc.

Board of Directors Work Session

Amend CPM, MRR A,

110% Commitment per Component

Prepared By: David Webster, CFO

Meeting Date: February 19, 2025

Presented By: David Webster, CFO

Consent Agenda: No

Originating Committee / Department:

Fiscal Affairs Committee

Action Requested:

Amend Section 5.3.1 of the Appendix of the Corporate Policy Manual (CPM) such that the CEO or designee is authorized to commit up to 110% of the fully funded balance of **all components combined** for the current fiscal year in the current Annual Reserve Study.

Strategic Plan Goal:

Goal 4 Cultivate and maintain a sound financial base that generates good value for our members.

Background Justification:

The CPM currently states that the CEO can commit up to 110% of **each** component’s fully funded balance. This is too restrictive since the cost of many “components” are often greater than 110% of the amount listed in the Annual Reserve Study. For example, the parking lot resurface at the Canoa Ranch Center had a fully funded balance of \$25,235, but the actual cost was \$28,597. Additionally, if it’s reasonable and prudent to expend funds on a component earlier than anticipated, the “fully funded balance” of that component will not yet be at maturity. By amending the language in the policy to commit no greater than 110% of the **total aggregate** of all components, GVR will better be able to manage MRR related activities by working within the policy.

Fiscal Impact:

This change will have no impact on transfers from the Operations Fund to the MRR A Fund and will have no impact in total annual MRR A expenses.

Board Options:

- 1) Amend Section 5.3.1 of the Appendix of the Corporate Policy Manual such that the CEO or designee is authorized to commit up to 110% of the fully funded balance of **all components combined** for the current fiscal year in the current Annual Reserve Study.
- 2) Maintain the current language.
- 3) Table this decision at this time.

Staff Recommendation:

Option #1

Attachments:

- 1) Redlined CPM

5.3.3 Maintenance, Repair & Replacement Reserve Fund (MRR-A)

- A. Purpose:
This fund shall be used only to maintain, repair or replace existing equipment and facilities as listed in the Component List of the Annual Reserve Study.
- B. Target Balance:
This reserve shall maintain a sufficient balance based on Annual Reserve Contributions calculated within the Annual Reserve Study.
- C. Funding Source:
1. Annually, GVR shall transfer the full year's Annual Reserve Contribution as determined by the Annual Reserve Study for the current fiscal year from operations to this reserve within 30 days of the end of the dues collection period (normally January 31, so the full MRR funding should be transferred by the end of February).
 2. Reimbursement Policy:
 - a. Projects paid directly from MRR – no reimbursement necessary.
 - b. Projects paid from the Operating Reserve – Quarterly (or monthly if necessary), after review by the FAC and approval of the Board, the MRR Reserve Fund will reimburse Operating Cash Account the full project cost of completed MRR projects. Evidence of required reimbursement will include a brief description of the project, timeframe of projected replacement, actual project completed date, forecasted cost and actual cost. If actual cost is substantially different from forecasted cost, a detailed justification will be provided.
- D. Authorization:
The CEO and, in the absence of the CEO, the CEO's designee or CFO are authorized to commit up to 110% of ~~the a Component's~~ Fully Funded Balance **of all components combined** for the current fiscal year in the current Annual Reserve Study. Board approval is required before committing more than 110%.
- E. Investment Parameters:
Monies contributed to this reserve shall be invested in accordance with GVR's IPS. (*Appendix 1 Section 3*)



Green Valley Recreation, Inc.
Board of Directors Meeting Session
Amend Corporate Policy Manual
MRR A & B 25/70 Rule

Prepared By: David Webster, CFO

Meeting Date: February 19, 2025

Presented By: Nellie Johnson, Treasurer

Consent Agenda: No

<p>Originating Committee / Department: Fiscal Affairs Committee (FAC)</p>
<p>Action Requested: Discuss FAC recommendation to amend the Corporate Policy Manual (CPM) sections pertaining to Maintenance Repair and Replacement parts A & B.</p>
<p>Strategic Plan Goal: Goal 4 Cultivate and maintain a sound financial base that generates good value for our members.</p>
<p>Background Justification: The CPM currently states that the “reserve shall maintain a sufficient balance based on Annual Reserve Contributions calculated within the Annual Reserve Study”. The FAC has recommended creating more specific language: “The target total balance of both the MRR A & B Funds shall be a minimum of 25% of the total current replacement cost with an upper target of at or about 70% of the fully funded balance calculated with the Annual Reserve Study”.</p>
<p>Fiscal Impact: Since the Fully Funded Balance for MRR A stated in the Reserve Study is 60.5% and the current replacement cost percentage is 34.7%, staff anticipates GVR will continue to fund MRR A at the level approved in the 2025 Budget. However, in order to build up the MRR B Fund, it is anticipated that additional funding will likely occur once several of the larger projects on the Five-Year Capital Plan are completed.</p>
<p>Board Options:</p> <ol style="list-style-type: none"> 1) Discuss and consider future approval of the FAC recommendation to amend the CPM sections pertaining to Maintenance Repair and Replacement parts A & B as drafted. 2) Discuss and consider future approval of the FAC recommendation to amend the CPM sections pertaining to Maintenance Repair and Replacement parts A & B with amendments. 3) Elect to make no changes to the MRR A & B policies.
<p>Staff Recommendation: Option #1</p>
<p>Attachments:</p> <ol style="list-style-type: none"> 1) CPM Redlined 2) FAC Recommendations PowerPoint

PART 5: FISCAL/ACCOUNTING

5.3.3 Maintenance, Repair & Replacement Reserve Fund (MRR-A)

- A. Purpose:
This fund shall be used only to maintain, repair or replace existing equipment and facilities as listed in the Component List of the Annual Reserve Study.
- B. Target Balance:
This reserve shall maintain a sufficient balance based on Annual Reserve Contributions calculated within the Annual Reserve Study. Section 5.3.1 requires the Board to establish a desired target range. For the MRR-A fund, it is defined as follows: The target total balance of the MRR-A fund shall be at or about 25 percent of the total replacement cost with a target of at or about 70 percent of the fully funded balance calculated with the Annual Reserve Study.
- C. Funding Source:
1. Annually, GVR shall transfer the full year's Annual Reserve Contribution as determined by the Annual Reserve Study for the current fiscal year from operations to this reserve within 30 days of the end of the dues collection period (normally January 31, so the full MRR funding should be transferred by the end of February).
 2. Reimbursement Policy:
 - a. Projects paid directly from MRR – no reimbursement necessary.
 - b. Projects paid from the Operating Reserve – Quarterly (or monthly if necessary), after review by the FAC and approval of the Board, the MRR Reserve Fund will reimburse Operating Cash Account the full project cost of completed MRR projects. Evidence of required reimbursement will include a brief description of the project, timeframe of projected replacement, actual project completed date, forecasted cost and actual cost. If actual cost is substantially different from forecasted cost, a detailed justification will be provided.
- D. Authorization:
The CEO and, in the absence of the CEO, the CEO's designee or CFO are authorized to commit up to 110% of a Component's Fully Funded Balance for the current fiscal year in the current Annual Reserve Study. Board approval is required before committing more than 110%.
- E. Investment Parameters:
Monies contributed to this reserve shall be invested in accordance with GVR's IPS. (*Appendix 1 Section 3*)

5.3.4 Maintenance, Repair and Replacement Fund (MRR-B)

- A. Purpose:

- The fund shall be used to fund the replacement of pools and spas.
- B. Target Balance:
This component of the MRR shall be of sufficient size as determined by the Board to fund replacements of GVR pools and spas. ~~The targeted balance shall be based on GVR's staff estimate of the useful life of the pool and spas and a reasonable timetable for replacement of such items.~~ Section 5.3.1 requires the Board to establish a desired target range. For the MRR-B fund, it is defined as follows: The target total balance of the MRR-B fund shall be at or about 25 percent of the total replacement cost with a target of at or about 70 percent of the fully funded balance calculated with the Annual Reserve Study. The targeted balance shall be based on GVR's staff estimate and GVR shall strive to reach the desired target range over the years.
 - C. Funding Source:
The Board may make contributions to MRR-B from the annual net surplus or budget a specific amount of funds of the annual budget process.
 - D. Authorization:
The Board shall authorize any monies spent from this fund.
 - E. Investment Parameters:
Monies contributed to MRR-B shall be invested in accordance with GVR's IPS. (*Appendix 1 Section 3*)

APPENDIX 1 – BOARD POLICIES

SECTION 4 - GVR RESERVE STUDY POLICY

1.4.2 Reserve Study

- A. To be fiscally responsible, GVR has to answer these basic but critical questions:
 1. What will the cost be to maintain, repair and replace its equipment, facilities, and infrastructure to meet member expectations and high standards?
 2. When and to what extent will these costs be incurred?
 3. Will GVR have sufficient money on-hand to meet these costs?
- B. There are three (3) types of Reserve Studies:
 1. Full Reserve Study – Baseline, vendor evaluates all facilities, equipment and infrastructure.
 2. Reserve Study with no onsite visit (NOV) – GVR updates Component Inventory with changes.
 3. Reserve Study with an onsite visit (WOV) – Vendor reevaluates Component Inventory & updates.
- C. The Component Inventory of a Reserve Study is the fundamental data driving Reserve Study results. To maintain

Component Inventory integrity, it is imperative that GVR record all maintenance, repairs and replacements to Components as they occur or new Components are added and notify the Reserve Study provider. This is especially true when Reserve Study with no onsite visit is done.

- D. Each Component must meet these four (4) criteria:
 - 1. GVR must have a duty to maintain, repair and replace it
 - 2. Limited useful life
 - 3. Predictable remaining useful life
 - 4. Exceeds a minimum dollar threshold
- E. By planning, budgeting and funding GVR maintenance, repair and replacement expenses, GVR achieves these three (3) goals:
 - 1. Sufficient cash to meet its Reserve Study Component Inventory expenses
 - 2. Achieves a stable Reserve Contribution amount
 - 3. Evenly distributes the cost to current and future members
- F. Financial Analysis: This portion of a Reserve Study determines the current status of the Reserves (measured as cash or Percent Funded) and recommends Reserve Contribution rate (Reserve Funding Plan) and the projected Reserve Income and Expense over time is presented. The Financial Analysis is one of the two parts of a Reserve Study.
- G. Fully Funded Balance (FFB): An indicator against which Actual (or Projected) Reserve balance can be compared. The Reserve balance that is in direct proportion to the fraction of life "used up" of the current Repair or Replacement cost. This number is calculated for each Component then summed together for GVR total. Two formulae can be utilized, depending on the provider's sensitivity to interest and inflation effects. Note: Both yield identical results when interest and inflation are equivalent.

$$\text{FFB} = \text{Current Cost} \times \text{Effective Age} / \text{Useful Life}$$

Or

$$\text{FFB} = (\text{Current Cost} \times \text{Effective Age} / \text{Useful Life}) +$$

$$[(\text{Current Cost} \times \text{Effective Age} / \text{Useful Life}) / (1 + \text{Interest Rate})$$

$$^{\wedge} \text{Remaining Useful Life}] -$$

$$[(\text{Current Cost} \times \text{Effective Age} / \text{Useful Life}) / (1 + \text{Inflation Rate})$$

$$^{\wedge} \text{Remaining Useful Life}]$$

- H. Percent Funded: The ratio, at particular point in time (typically the beginning of the Fiscal Year), of the *actual* (or projected) Reserve Balance divided by the Fully Funded Balance is expressed as a percentage.
- I. Current replacement cost percentage is the projected Balance of the Reserve divided by the Total Current Replacement Cost reported in the MRR-A Reserve Study completed by the contractor and the MRR-B Reserve Report completed by staff. This Total Current Replacement Cost is simply the calculation of costs to replace or maintain all of the components at today's cost.

Maintenance, Repair and Replacement Reserves (MRR) Part A and B

Fiscal Affairs Recommendations

Nellie Johnson, Chair of FAC

February 19, 2025

Maintenance, Repairs and Replacement(MMR)-Reserve Studies/Budget Summary for Cy 2025 and forecast

MMR Part A

- Started with Browning in 2016; covers repairing and replacing existing equipment and facilities; excluded replacement of pools/spas
- CPM provides specific instructions “shall “ generate sufficient funds as noted in the Study to be added to the annual budget.
- CPM was modified by the Board in Cy 2019 and removed the 85% of fully funded requirement; however, Browning wasn’t aware of this change until mid- Cy 2024 and made the change to its formula in Cy 2025.
- Cy 2025 Contribution budget added \$1,300,102; increased 4.3% versus 6.5% in prior years

Part B: Pools and Spas

- Created in Cy 2020/2021
- Completed by GVR Staff; not included in the Browning contract in Cy 2016 due to costs:
- Staff recommends an estimate using available data that is included in annual budget and future forecasts
- Cy 2025 added \$320,358 to the contribution level – 7.0 % increase each year to “catch up” due to underfunding of this reserve

Summary of FAC Recommendations

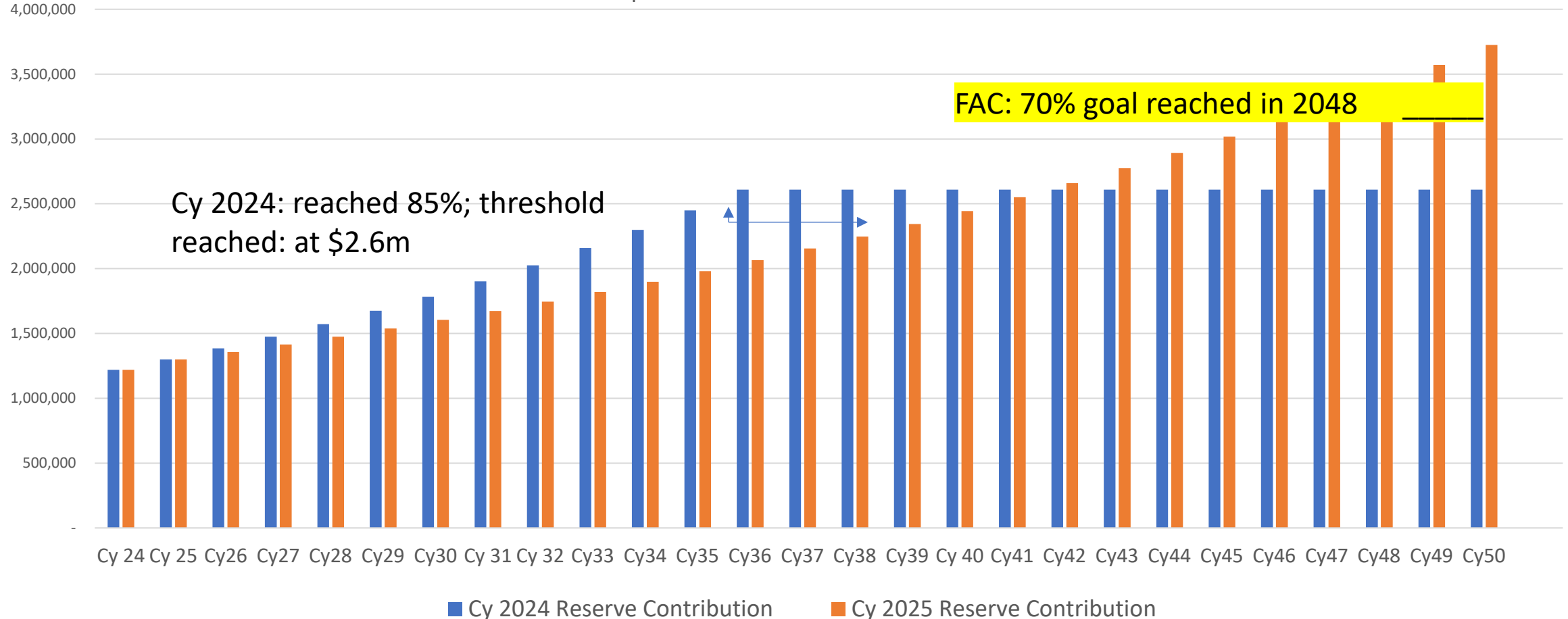
- Maintain as separate reserves
 - Browning continues as contractor for MRR-A reserve with its entity completing an onsite-review in July of this year: (Motion required); Study is currently posted on website;
 - Staff will complete a report annually and post on website
 - No fiscal Impact; maintain level of funding as included in Cy 2025 Budget and forecast
- Modify the CPM language to establish the same desired reserve range for each Reserve
 - Change MRR A- from 85% to “on or about 70% of fully funded balance
 - Establish a minimum desired funding level of “on or about 25% of the cost of replacement
 - Maintains current budget contribution in the Cy 2025 and three year forecast; therefore, no fiscal impact

FAC Recommended Changes for MRR A

	Prior to Cy 2025	Cy 2025 Budget	FAC recommendations for Cy 2026 and forecast
1. Inflation factor on contributions, expenses, and growth factor (1.5%)	6.5%	4.3% (eliminated growth factor due to eliminating 85% goal;	4.3%
2. Impact on Contribution/reserve policy	Reached 85% of fully funded requirement in Cy 2036; maintained same contribution level of \$2.6 million for remaining years	No threshold on contribution level in future years	Recommend desired goal of on or about 70% of fully funded requirement with a minimum of 25% of cost replacement projection

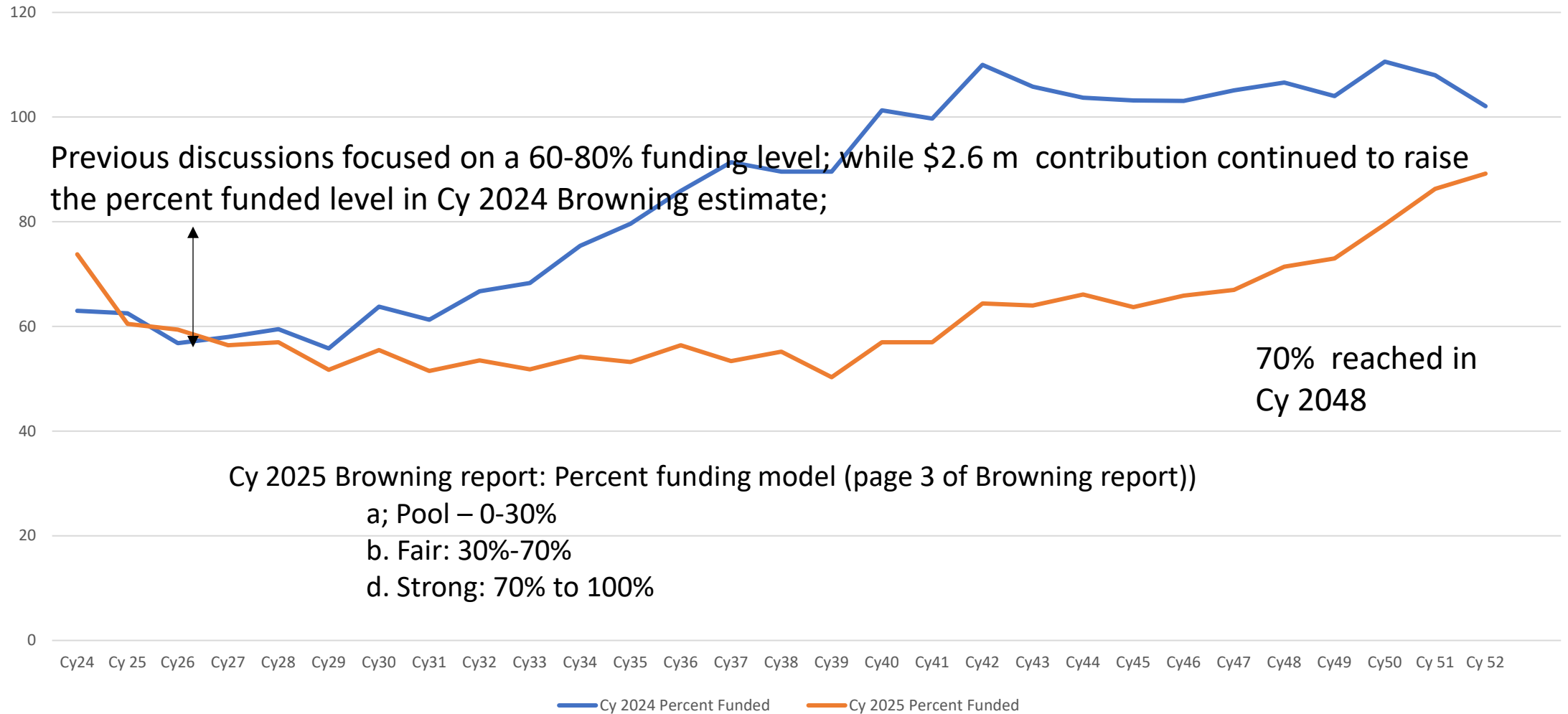
Impact on Growth of GVR Contribution Level

Comparison of Contribution Level Growth



The FAC Recommendation is the same as Browning's Cy 2025 except for the desired goal of 70%; The second part of the FAC recommendation regarding a minimum level of funding is as reflected on slide 7)

Percent Funded of Fully Funded Balance



Status of MRR-A Pool in Cy 2025 with FAC Recommendations

Fully Funded Balance at or about 70%

	MRR-A
Projected Fund Balance	6,791,071
Fully funded Balance of Reserve	11,218,100
Fully funded %	60.5%

Cost of Replacement is at or about 25%

	MRR-A
Projected balance of Reserve	6,791,071
Total Current replacement Costs	19,591,336
	34.7%

The Current Replacement cost is defined as the projected balance of the reserve divided by the total current replacement costs reported in the Annual Reserve Study.

Funding Balance/Model is contingent on GVR spending up to the MRR-A recommended levels

- Browning revises its reserve study each year to account for inflation, timing of completion of projects, additions of new facilities:
- GVR’s actual expenses may vary due to project scheduling, part availability, access to contractors; COVID etc.

	2019	2020	2021	2022	2023	2024	2025
Budget	1,817,094	1,374,903	1,746,938	2,241,047	1,652,638	1,740,411	2,340,240
Actual	929,174	941,845	1,377,108	1,136,788	1,565,433	1,356,985	
	51%	69%	79%	51%	95%	78%	100%

1. For Cy 2024 Browning had estimated \$926K in Budget Doc; actuals are coming in higher;

MMR- B Pools and Spas

Background

- **Created in Cy 2020/2021**
- **Completed by GVR Staff;**
 - not included in the Browning contract in Cy 2016 due to costs:
 - staff recommends an estimate using available data that is included in annual budget and future forecasts
- **Cy 2025 Budget Contribution**
 - added \$320,358 or 7.0 increase; apply each year to “catch up” due to underfunding of this reserve

Part B: Pools and Spas

- GVR has 13 pools of varying ages
- Normal useful life of 35 years has been reached by 7 pools; extend useful life to 50-67 years based on maintenance updates
- Assumes a pool is replaced every four years
- Assumes a 6% investment return on fund balances each year;
- Assumes a 3% on average inflation rate

**MRR-B Pools and Spas
Asset List**

Inflation **3.00%**
Life Expect. **35**

Center	Pool	Gallons (Pool & Spa)	Cost (2021) inflated to Cy 2025	Year Built	Life Expec.	Replac. Year	Total life/GVR
6	Casa Paloma I	120,880	\$ 1,420,132	1973	35	2008	57
5	West Center	106,950	\$ 1,256,478	1976	35	2011	57
7	Casa Paloma II	66,240	\$ 778,206	1976	35	2011	61
10	Continental Vistas	60,100	\$ 706,072	1979	35	2014	62
8	Desert Hills	102,000	\$ 1,198,325	1981	35	2016	64
9	Madera Vistas	47,350	\$ 556,281	1984	35	2019	65
13	Santa Rita Springs	119,460	\$ 1,403,449	1986	35	2021	67
11	Canoa Hills	136,358	\$ 1,601,972	1990	35	2025	67
12	Las Campanas	140,800	\$ 1,654,158	1997	35	2032	55
4	Abrego South	66,490	\$ 781,143	2006	35	2041	50
14	Canoa Ranch	136,358	\$ 1,601,972	2008	35	2043	52
3	Abrego North	66,800	\$ 784,785	2012	35	2047	52
2	East Center	96,240	\$ 1,130,654	2022	35	2057	46

Status of MRR-B Pool in Cy 2025 with FAC Recommendations

Fully Funded Balance at or about 70%

	MRR-B
Projected Fund Balance	1,598,33
Fully funded Balance of Reserve	4,747,570
Fully funded %	33.7%

Cost of Replacement is at or about 25%

	MRR-B
Projected balance of Reserve	1,598,133
Total Current replacement Costs	13,742,973
	11.6%
	25% target would need \$3.4M: reach approximately 2031 with current contribution levels

FAC Recommended Changes

- Maintain as separate reserves
 - Browning continues as contractor for MRR-A reserve with its entity completing an onsite-review in July of this year: (Motion required); Study is currently posted on website;
 - Staff will complete a Reserve Report for the MMR- B annually and post it on website
- Modify the CPM language
 - to establish the same desired reserve range for each Reserve; Change “on or about 70% of fully funded balance; Establish a minimum desired funding level of “on or about 25% of the cost of replacement
 - include definition of Cost of Replacement
 - Move a motion to approve contract with Browning to complete the Cy 2025 Reserve Study – onsite required in Cy 2025



Green Valley Recreation, Inc.
Board of Directors Work Session
2025 Draft Annual Workplan

Prepared By: Scott Somers, CEO

Meeting Date: February 19, 2025

Presented By: Scott Somers, CEO

Consent Agenda: NA

<p>Originating Committee / Department: Administration</p>
<p>Action Requested: Review and discuss the Proposed 2025 Annual Workplan</p>
<p>Strategic Plan: GOAL 5 Provide sound, effective governance and leadership for the corporation</p>
<p>Background Justification: The Board of Directors is asked to review and discuss the Proposed 2025 Annual Workplan during its February 19 Board Work Session. The proposed workplan coincides directly with the Board-approved 2022-2026 Strategic Plan. Completion of the action items identified in this workplan will support fulfillment of the Strategic Plan Initiatives, Goals, and ultimately, the Vision of the organization.</p>
<p>Fiscal Impact: Each item may or may not have a fiscal impact.</p>
<p>Board Options:</p> <ol style="list-style-type: none"> 1) Direct staff to bring the 2025 Proposed Annual Workplan as drafted to the next regular Board meeting for approval. 2) Direct staff to bring the 2025 Proposed Annual Workplan with amendments to the next regular Board meeting for approval. 3) Provide alternative direction to staff.
<p>Staff Recommendation: Option #1 or #2</p>
<p>Recommended Motion: NA</p>
<p>Attachments: Proposed 2025 Annual Workplan</p>



To: Board of Directors
 From: Scott Somers, CEO
 CC: GVR Senior Staff
 Date: February 19, 2025
 RE: 2025 Annual Workplan

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. ***With Membership Department, surveys have been on going as need arises with respect to dues, fees, policies, practices, and trends.***
- 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) ***The monthly GVR NOW! provides Board Action Highlights. Eblast provides meeting announcements.***
- 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)
- 5.6.1 Participate/partner with outside organizations such as Rotary, Chambers, GVC, GGVCF, etc.
- Regular attendance at the following:***
- Rotary Club of Green Valley membership.
 - GVC Executive Committee.
 - GVC Representative Meeting.
 - University of Arizona Community Advisory Board member.

Board and Committees

- 4.3.3 Employ sound investment strategies to maximize passive income
- Investment Committee and Finance. (Ongoing) ***Investment Policy is actively managed.***
- 5.2.2 Develop and adopt operating commitments for the Board that demonstrate courtesy, consideration, mutual respect, and willingness to listen to one another and staff
- Board credo was developed and adopted. ***Ongoing reminders and practice are helpful.***
- 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. (Ongoing)
- 5.4.1. Encourage staff and Board to attend training conferences and participate in professional associations
- Research and identify Board training opportunities. (February) **Board orientation held in April after Elections. Board online Training in April with Do Good. Better. (Alexander & Carrillo Consultants)**
 - Survey Board of Directors for what they would like for training, including training to support and encourage teamwork. **New Board in April will be surveyed.**

Communications

- 1.3.3 Improve interior and exterior signage: complete, consistent, accessible, concise, and attractive
- With Facilities, create an explicit signage schedule (template) to be applied to all centers, consulting county code as appropriate. (July) **Las Campanas and CPII will get signage overhauls in 2025. (October)**
- 1.3.4 Implement standard and electronic signage to heighten communication of activities and events
- Enhance Events and Entertainment promotions through visual installations at West Center. (October)
- 3.3.2 Improve ease of access to GVR activity schedule and opportunities
- 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
- Survey members on topics as needed. (Ongoing)

Facilities Department

- 1.1.1 Identify accessibility improvement areas
- Complete and document the results of an ADA audit of centers. (April)
- 1.1.3 Continue to identify and execute a process for regular upkeep and maintenance/predictive maintenance procedures
- Develop and implement a monthly/quarterly/annual maintenance schedule for all HVAC units. (April)
 - With Field Services, develop a monthly inspection process for all drop-in sports amenities. (April)
- 1.1.5 Introduce newer technology to improve energy efficiency when there are opportunities
- Conduct a campus-wide energy audit and compile recommendations to reduce GVR’s energy consumption. (December)
- 1.2.3 Research and develop recommendations for providing food and beverage in certain centers
- Through a pilot project, explore providing coffee in major center lobby. (August)
- 1.3.2 Update interior and exterior furnishings, door hardware, landscaping, and amenities campus wide
- Canoa Hills serves as model. Expect other centers to follow in future years as scheduled per MRR study. (Ongoing)

- 1.4.2 Design peripheral grounds to provide outdoor recreation opportunities: park-like settings, walking trails, outdoor games, and activities
- Identify the first location to develop. With Communications, survey members about desired amenities. (September)

Finance Department

- 4.1.1 Identify options and tradeoffs for revenue diversification
- With staff and Fiscal Affairs Committee (FAC), brainstorm options and alternatives; identify costs and benefits of each; develop top recommended list; present to Board recommendations. (July) **Alternatives for revenue diversification have been developed by staff and are being presented to the FAC.**
- 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
- Continue providing quarterly financial updates to Board and detailed financial statements to the FAC. (Ongoing)
 - Provide annual primer on reading financial statements. (Annually) **An introductory financial statement meeting is offered in March after new Board Members are appointed.**
 - 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 going to be researched in 2025. (March)**
- 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) **The three-year forecast is included with the annual budget.**

Human Resources

- 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) **Further discussion on goals and objectives is needed. Volunteer opportunities currently exist on the Board of Directors, Board Advisory Committees, and during performances.**
 - Update or develop volunteer job descriptions as needed. **On hold.**
- 5.3.2 Develop a list and description of GVR Values/Principles and articulate roles and responsibilities
- Draft and disseminate a clear set of GVR values and principles to guide employee behavior. (February)
- 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)
- 5.3.4 Incorporate values into performance management
- Redesigned process for 2025. Scheduled to launch by end of Q1 2025. (March)

IT Department

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

- Simplify members experience while using GVR rooms and a/v equipment. Providing GVR laptops to each major center to create consistency and ensure compatible connections. (March)

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

- Continue to analyze information provided to new members – create “script” for Membership Specialists to review during the new member presentation. (September)
- Work with attorney to gain additional knowledge with regard to GVR’s boundary, master development agreements, deed restrictions, title agreements, and collections. Better define/understand GVR’s boundaries. (Continuous process, Ongoing)
- Continue to explore and find solutions to identify and decrease membership and guest card misuse. **For 2025, research options to audit Airbnb and Vrbo properties. Ongoing - CSRs and Membership Specialists submit potential card misuse scenarios, communications sent as needed. COAs report card misuse to Member Service Director who contacts the member.**
- Work toward documenting Membership SOPs and creating a comprehensive handbook. **CSR Handbook completed; create continuing education topics/manual for CSRs. Membership Handbook is in progress.**
- Partner with Communications to create a comprehensive New Member Welcome Packet. (November)
- Partner with Communications to create a realtor information sheet. (October)

3.3.1 Conduct a policy and process review

- Investigate possible alternatives to our current membership database to combine databases, add capabilities. and improved overall experience. (October)
- Review options for tracking property sales in VDR subdivisions and proactively contacting potential new buyers. (December)

Recreation Department

1.1.2 Assess and improve fitness center functionality

- Work with facilities on plans to expand the Las Campanas Fitness Center. (August) **Currently on the Five-Year Capital Improvement Plan for 2027.**

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

- Investigation options to implement an online reservation system. **A pilot involving one or two rooms will launch in 2025.**
- Secure beer and wine licenses for identified locations. (August)

2.1.2 Explore a varied activity/service structure that accommodates all income levels

- Staff are scheduling free, one-time events which are funded by the net income from larger events with admission fees. (Ongoing)

- Explore the possibility of creating a drop-in area with television, games, and light activities at East Center similar to the drop-in environments at the Canoa Hills Lobby and the Del Sol Clubhouse. (December)

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. (February)
- Develop focus groups of members who regularly attend events and/or enroll in leisure education classes. (May)

3.1.4 Develop a prioritized 5-year plan for programming events

- Develop 5-year plan for exploring new recreation, leisure education, and event opportunities as well as a tentative five-year event schedule. (September)