



To: Board of Directors
From: Scott Somers, CEO
CC: GVR Senior Staff
Date: February 26, 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 and will share results with Board.***
- 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)
 - Prepare for the 2027-2031 strategic plan (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.
 - GVR Foundation Board 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)
- Review committee structure and determine any Bylaws changes if necessary (August)

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. A report shall be provided to the Board once completed. (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 and dark skies audit and compile recommendations to reduce GVR’s energy consumption and light population contribution. (August)

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

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) ***The improved 5-Year plan was successfully updated and presented with the 2024 Capital Budget in October and will continue in subsequent years.***

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 for further brainstorming.***
- With FAC Member Services, and Communications, develop a strategy and marketing campaign to attract VDR properties to join GVR. (August)

4.2.1 Evaluate Maintenance Repair and Replacement (MR&R) to confirm need. (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

- 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 if needed.
- 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)