

Green Valley Recreation, Inc.

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YEAR END REPORT

GVR WORK PLAN 2015/2016

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APPROVED
GVR Board of Directors
February 24, 2015

Overview

The proposed 2015/2016 GVR Work Plan builds on the initial 2014 – 2015 Work Plan approved by the GVR Board of Directors on March 24, 2014 and considers new and distinctly different initiatives. By design, it provides continuity by building upon and continuing efforts related to some key activities begun during the 2014/2015 Work Plan. Once again, the proposed GVR Work Plan is ambitious.

The Board of Directors need to determine: 1) which activities are priorities and ought to be pursued during the coming year, and 2) which activities should be put off until priority activities are accomplished. Of course, all Work Plan activities are subject to staff and resource availability.

Please note the following fine distinctions contained within the 2015/2016 GVR Work Plan:

- Following an initial year of employment, your CEO has the benefit of experience and a more intimate knowledge of what is needed to continue to build a vibrant and financially sound Corporation in service to GVR members.
- Where possible, proposed activities relate to ‘Focus Areas’ identified in the 5-Year Strategic Plan adopted by the Board of Directors in September, 2013 (see *Strategic Plan* ‘Focus Areas’ cited in **BLUE** for each initiative):

Five (5) Strategic Plan ‘Focus Areas’

1. **PRC** - Public Relations & Communications
2. **SVC** - GVR Services
3. **IT/C** - Information Technology & Electronic Communications
4. **PTN** – Partnerships
5. **RVG** - Revenue Generation

- Timeframes are omitted for all activities in the proposed 2015/2016 GVR Work Plan. Timeframes and ‘target dates’ will be considered after the Board determines which activities will be included in the 2015/2016 Work Plan.

- As defined by the GVR CEO Job Description, your CEO is responsible to “develop and articulate the vision and mission of the organization, staff, and membership”. This cannot be accomplished in a vacuum and certainly without an effective partnership with the Board of Directors. The proposed 2015/2016 GVR Work Plan introduces activities related to re-visiting GVR vision and mission statements, and the 5-Year Strategic Plan. It also introduces elements related to Board training, as well as to staff training.
- Assumptions – “The Board, administration, and staff assume the following”:
 1. Implementation of the *Strategic Plan* is integrated with the *GVR Five-Year Operational Plan*.
 2. Maintenance and operation of GVR facilities for its members remains a top priority.
 3. *Strategic Plan* initiatives will not take priority over the maintenance and capital needs for GVR facilities.
 4. The *Strategic Plan* will be monitored regularly as part of overall GVR Management.
 5. The overall *Strategic Plan* will be reviewed annually, allowing for minor adjustments as needed to meet changing conditions and member needs.
- Priorities identified by the CEO that must be addressed in 2015/2016 are highlighted in **RED**.

I. **GVR Governance**

[Strategic Plan: \(not referenced in GVR 5-Year Strategic Plan\)](#)

Proposed Activities:

1. **COMPLETE** – Develop Comprehensive GVR Director Orientation & Training (may be used for recruitment of candidates for GVR Board of Directors; includes PowerPoint presentation & Board Manual)
2. **COMPLETE (included in GVR Governance Training Day)** – Provide for Board-CEO/Senior Staff Retreat on John Carver’s Policy Governance Model™ (presented by expert consultant).
3. **COMPLETE (included in GVR Governance Training Day)** – Provide training in Conflict Management and Conflict Resolution for GVR Board of Directors (presented by expert consultant).
4. **COMPLETE** - CEO participation in professional development event(s) that offer Continuing Education Units (CEU)
 - ✓ ASAE Effective Board Training, October 2015
5. **COMPLETE** - Facilitate change to Arizona Revised Statutes to allow Title 10 org. electronic balloting
 - ✓ HB 2592 passed by Arizona State Legislature and signed into law by Gov. Ducey

6. **INCOMPLETE** – Provide for Board-CEO/Senior Staff Retreat (presented by outside facilitator) to:
 - a) Establish GVR ‘Vision Statement’ & re-affirm GVR ‘Mission Statement’
 - b) Update and extend current 5/year GVR Strategic Plan to 10/year Strategic Plan

II. Master Planning for GVR Facilities

Strategic Plan: SVC; PRC

Proposed Activities:

1. **COMPLETE/ONGOING** – Facilitate work of Facilities Assessment Work Group (FAWG), including selecting architectural, engineering and space planning firm; facilitating firm’s engagement; conducting member outreach; reporting findings and recommendations to Planning & Evaluation Committee
 - ✓ WSM Architecture’s report expected in June/July 2016.

III. GVR Growth Initiative

Strategic Plan: PRC; SVC; PTN; RVG

Proposed Activities:

1. **COMPLETE** – Facilitate work of Growth Task Force (GTF), including preparing documents for member information campaign; conducting member outreach; conducting member referendum (if Board-approved); institute public information campaign in support of GVR Growth Initiative (if Board-approved)

IV. Expanded Pickleball Play

Strategic Plan: SVC; PRC; PTN

Proposed Activities:

1. **ONGOING** – Explore sites and potential partnerships for future GVR Pickleball Center (if Board-approved).

V. GVR Foundation

Strategic Plan: SVC; RVG; PRC; PTN

Proposed Activities:

1. **COMPLETE** – Facilitate goals of the GVR Foundation Board of Directors, including setting-up an endowment and restricted-funds; coordination with GVR to plan initial fundraising activities; sponsoring programs that serve GVR members and the Greater Green Valley community.

VI. GVR Financial Planning & Revenue Development

Strategic Plan: SVC; RVG; PTN; PRC

Proposed Activities:

1. **COMPLETE** – Contract for a new independently prepared reserve study (recommended by independent auditor).

2. **COMPLETE** – Select financial investment firm through RFP process to manage GVR restricted reserve funds and unrestricted cash reserves.
3. **COMPLETE** – Investigate opportunities for limited non-traditional and special category access to GVR member services (obtain legal input and interpretation, as needed).
 - ✓ *Initiated special access passes for prospective members and realtors; active duty military; GVR Center Open Houses for prospective members.*
4. **ONGOING** – Advance Non-Dues Revenue Generation Opportunities
 - a) Initiate GVR Corporate Sponsorship Program (underwriting for specific GVR activities).
 - b) Explore feasibility of establishing a website for GVR Home Sales/Home Rentals on a fee-for-listing basis (potentially in partnership with GVSAR)
 - c) Explore possibility of establishing GVR Corporate Partner Program and member affinity programs (e.g., discounts for members).
 - d) Explore establishing a naming program for meeting rooms, designated space, facilities, etc.
 - ✓ *Initiated advertising sales program*
 - ✓ *Negotiated long-term lease agreement for Verizon Wireless cell tower on GVR property @ \$24,500/year*
 - ✓ *Southern Arizona Senior Games sponsorships*
5. **INCOMPLETE** – Conduct comprehensive review and comparative analysis of GVR fees and charges (e.g., Life Care Membership; Facility Rentals).

VII. Marketing & Communications

[Strategic Plan: PRC; SVC; IT/C](#)

Proposed Activities:

1. **COMPLETE** – Refresh GVR logo; GVR color theme; GVR tag line(s) and slogans (that may be used for marketing).
2. **COMPLETE** – Continue to increase number of ‘opt-in’ member email addresses into GVR member database
 - ✓ the email subscriber list now numbers 12,237.
3. **COMPLETE** – Initiate periodic ‘snapshot’ online member questionnaires on specific GVR issues.
 - ✓ Branding focus group
 - ✓ Boundary expansion
 - ✓ GVR course evaluations
 - ✓ GVR committee volunteers

4. **ONGOING** – Schedule member ‘Conversations with Kent’ on important GVR issues of the day.
 - ✓ 2015/2016 “conversations” supplanted by WSM outreach sessions with CEO participation
5. **ONGOING** – Implement GVR-wide Environmental Conservation Initiative
 - ✓ Pending completion of Strategic Master Planning Initiative.
6. **INCOMPLETE** – Develop and publish GVR Annual Report (may be used for corporate sponsorship and enterprise development purposes).

VIII. Information Technology

Strategic Plan: IT/C; SVC; PRC;

Proposed Activities:

1. **COMPLETE** – Select replacement for GVR membership database system (currently ‘Class Software’ owned by Active Network. The service for ‘Class Software’ will be discontinued in 2017).
 - ✓ PerfectMind™ content management system selected.
2. **COMPLETE** – Convert GVR Computer/Phone Network to Cox Business (cable).
3. **ONGOING** – Using ‘WordPress’ platform for GVR website to improve design, ease of updating, and ease of access.
4. **ONGOING** – Explore implementing GVR App for Smart Phones, iPads, etc.
5. **ONGOING** – Explore changing facility access cards from ‘swipe’ cards to state-of-the-art security access system (e.g., proximity cards).

IX. Employee Recruitment, Retention & Development

Strategic Plan: SVC; PRC

Proposed Activities:

1. **ONGOING** – Develop Employee Orientation Program that is customized to GVR member culture and traditions, and includes in-depth Customer Service Training customized to GVR member needs, interests, and expectations.