



AGENDA

BOARD OF DIRECTORS WORK SESSION

Wednesday, February 10, 2021 2pm

ELECTRONIC MEETING

Directors: Don Weaver (President), Mike Zelenak (Vice President), Mark Kelley (Secretary), Donna Coon (Treasurer), Charlie Sieck (Assistant Secretary), Randy Howard (Assistant Treasurer), Kathi Bachelor, Christine Gallegos, Bev Lawless, Mark McIntosh, , Sandra Thornton, Gail Vanderhoof, Scott Somers (CEO non-voting)

1. 2021 CEO Workplan
2. 2021 Strategic Plan



Green Valley Recreation, Inc.

EXHIBIT

Prepared By: Scott Somers, CEO

Meeting Date: February 10, 2021

Presented By: Scott Somers, CEO

Consent Agenda: NA

Originating Committee / Department: Office of the CEO
Action Requested: Review and discuss the proposed 2021 Workplan
GVR Mission: <i>“To provide recreational, social and leisure education opportunities that enhance the quality of our members’ lives.”</i>
Background Justification: Per the CEO’s employment agreement, the CEO must submit an annual workplan by January 31 of each year to be approved by the Board. The attached workplan was submitted to the Board on January 31, but has since been modified to indicate if funds are available for specific items in the FY 2021 budget. Many of the items on the workplan are initiatives staff had planned for this year and some are annual requirements such a completing the annual financial audit.
Fiscal Impact: Impact will vary depending on whether or not certain items move forward in 2021.
Board Options: <ol style="list-style-type: none">1. Review and discuss the proposed workplan then direct staff to bring the workplan back as written to the next regular Board meeting for approval.2. Review and discuss the proposed workplan then direct staff to bring an amended workplan back to the next regular Board meeting for approval.3. Provide alternative direction to staff.
Staff Recommendation: Option #1 or #2
Recommended Motion: NA
Attachments: 2021 Proposed Workplan



Memorandum

To: Board of Directors

From: Scott Somers, CEO

CC: GVR Senior Staff

Date: January 31, 2021

RE: 2021 Workplan

Administrative Services

- Institute policy and procedures to determine when an account should be sent to Jodi Grassmeyer (attorney authorized by the board) to collect past due member assessments (dues) by March 1, 2021.
- Develop an orientation manual for elected and appointed positions by March 31, 2021.
- With CEO, develop and hold successful Board orientation in April 2021. *Approx. \$3,000; budget.*
- Collect no less than 50% of the past due amounts this year (ending December 31, 2021).
- Fill the vacant communications position by May 1, 2021. *Budgeted.*
- Develop a communications plan/strategy by October 1, 2021.
- Draft and issue an RFP for website redo by December 31, 2021. *Not budgeted.*
- Draft and issue an RFP for digital scanning of documents by July 1, 2021. *Not budgeted.*
- Analyze and update membership records by December 31, 2021.

CEO's Office

- Finalize and issue RFP for strategic plan by February 15, 2021; kick off outreach and development of plan by mid-April 2021. *Approx. \$30,000; budgeted.*
- Finalize negotiations with GVR Foundation regarding the Canoa Parking lot by February 28, 2021. *Initiatives Fund.*
- Meet all staff by February 15, 2021.
- Hold weekly introductory meetings with members beginning no later than March 1, 2021.
- Finalize Board agreement on financial policies, specifically cash vs. accrual accounting and calculation of annual budget surplus/deficit by June 30, 2021.



Facilities Department

- Reduce GVR's electric energy consumption through lighting fixture and lamp conversions by 5% by December 31, 2021. *Budgeted.*
- By December 31, 2021, illuminate four facilities with ≥80% LED lighting with energy savings lighting controls. *Budgeted.*
- With HR, develop a departmental new-hire orientation program by June 30, 2021.
- Implement CMMS (MicroMain) Mobile Maintenance platform to streamline the work order process by July 1, 2021. *Budgeted.*
- Increase facility security for GVR members, staff and guests by upgrading and/or installing new equipment and technologies by December 31, 2021. *Budgeted.*
- Replace 100% of standard operating restroom fixtures (faucets, flush valves, towel dispensers) and over 50% of all drinking fountains with hands-free operation by August 1, 2021. *Budgeted.*
- Develop a plan for enhanced outdoor spaces for more versatile use for GVR members by June 1, 2021. *Budgeted.*
- Install one indigenous garden at West Center by July 1, 2021. *Budgeted.*
- Work with newly formed Bicycle Club to install four bike repair stations on GVR properties along popular bike paths by June 30, 2021. *Not Budgeted.*
- Work with a landscape architect to develop designs for walking paths around Desert Hills and Las Campanas by June 30, 2021. *Budgeted.*
- With architect, present Canoa Golf Club design options to Board by May 1, 2021. *Initiatives Fund.*
- Present pool designs to Board for East Center pool by July 1, 2021. *Initiatives Fund.*

Finance Department

- Receive unqualified audit opinion for 2020 financial audit.
- Complete new database system implementation for accounting by September 1, 2021. *Budgeted.*
- Incorporate 2019 and 2020 audit findings into accounting policies by May 1, 2021.
- Work with financial advisors to maximize investment earnings. Present recommendation to F & I Committee by July 1, 2021 and then receive Board approval by September 1, 2021.
- Renew liability, worker's comp, and flood insurance policies by April 1, 2021.
- Perform successful worker's comp audit.
- Perform successful 401(k) audit.
- Research and consider implementation of financial transparency software by June 1, 2021; implement by October 1, 2021. *Not budgeted.*
- With CEO, research and develop plan for expanded budget document by September 1, 2021.
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- Through research on best practices and GAAP recommendations, present and recommend to Fiscal Affairs Committee and Board of Directors surplus/deficit calculation by July 1, 2021.
- Update finance policies by October 1, 2021.
- Develop and present quarterly financial reports to Board during regular Board meetings.

Human Resources

- Finalize implementation of the new payroll system (PayCom) by March 31, 2021.
- Review and update of GVR's Employee Handbook by June 30, 2021.
- Research and implement employee wellness program by July 15, 2021. *Not budgeted.*
- Participate in annual contractual negotiations for Benefit Plans/ Open enrollment to be completed by May 31, 2021.
- Draft and issue RFP for compensation and classification plan by December 31, 2021. *Not budgeted.*

IT Department

- Update end of life workstations and laptops by September 31, 2021. *Budgeted.*
- Updated end of life servers by September 31, 2021. *Budgeted.*
- Install necessary routers in major centers by March 31, 2021. *Budgeted.*
- Continue managing member kiosks at six of the major centers.

Recreation Department

- With Facilities Department, create a new "Club Request Process" by December 31, 2021 to expand upon the current process in which clubs can request improvement funding, allowing all members with an avenue to suggest future facility improvements or needs.
- ActiveNet is the database replacing the current customer management software. Work with the implementation manager at ActiveNet and internal points-on-contact to ensure the system is set-up properly and appropriate staff are trained prior to rollout on April 5, 2021. *Budgeted.*
- By December 31, 2021, determine a new process for tracking member attendance (currently addressed through Class and lacking in its replacement, ActiveNet).
- Partner with Kathy Edwards (Club Liaison) to revise the Club website page by October 31, 2021, allowing Club officers to have a one-stop-shop for all their documents and reporting needs. *Not budgeted.*
- Work with IT to create online forms for Clubs to be able to utilize by October 31, 2021.
- Develop departmental communications plan to improve communication and information sharing information by June 30, 2021.
- Provide end-of-year survey to Recreation staff to gain feedback on communication.



- Partner with Nat Whitman (Communications Assistant) to create a comprehensive New Member Welcome Packet by June 30, 2021, highlighting who we are, what we offer, how to find information, locations, welcoming images, and more. This information will be designed to be shared with new members upon joining GVR and/or may be provided to potential buyers. *Budgeted.*



EXHIBIT

Prepared By: Scott Somers, CEO

Meeting Date: February 10, 2021

Presented By: Scott Somers, CEO

Consent Agenda: NA

Originating Committee / Department:

Office of the CEO

Action Requested:

Review and discuss the strategic planning process

GVR Mission: *“To provide recreational, social and leisure education opportunities that enhance the quality of our members’ lives.”*

Background Justification:

The 2013 – 2018 Strategic Plan finalized three years ago. To move forward with the 2022 – 2027 Strategic Plan, I recommend the following course:

- Staff will draft and issue an RFP (request for proposals) for strategic planning services from qualified firms.
- Staff will review the proposals (and provide to Board if Board chooses) and recommend to the Board which firms to consider interviewing.
- Staff will invite the selected firms to present their proposal to the Board.
- Board would deliberate and then direct staff finalize an agreement with the selected firm and bring an agreement to the Board for consideration and approval.

I do not recommend an overly prescriptive scope since the purpose of hiring a consultant is to rely on their expertise; however, I anticipate the following elements:

- Member outreach.
- Random survey of members and online survey for those members not randomly selected but that still want to participate.
- Staff survey.
- Analysis of survey data.
- Member focus group discussions.
- Document review and environmental scan.
- Facilitated discussion and ultimate agreement on Mission.
- Facilitated discussion and ultimate agreement on Vision.

- Development of guiding principles or objectives, and strategies.
- Development of workplan that includes tasks or action items.
- Recommended plan for monitoring progress.

Assuming the RFP is issued next, week, with a four-week deadline to submit proposals, I expect firm interviews would occur after the new Board is seated in April. Once the Board awards a contract to the selected firm, the process from beginning to end should take about six months to complete.

Fiscal Impact: Approximately \$30,000. Funds are available in the 2021 Budget.

Board Options:

1. Review and discuss the strategic planning process with direction to staff to move forward as proposed.
2. Review and discuss the strategic planning process with direction to staff to move forward in a different direction.
3. Delay development of an updated strategic plan at this time.

Staff Recommendation:

Option #1

Recommended Motion: *NA*

Attachments:

NA