



## Memorandum

To: Board of Directors

From: Scott Somers, CEO

CC: GVR Senior Staff

Date: March 22, 2023

RE: Approved 2023 Annual Workplan

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### Administration/CEO

2.2.3 Develop relationships with similar organizations to share trends, best practices, and steps to overcome customer service challenges.

- CEO to continue participating in quarterly meetings with executives from similar organizations to exchange knowledge and information. (Ongoing)

5.1.1 Provide staff support to the Board of Directors to enable proactive, complete communications about Board decisions.

- Continue working with Board Secretary on crafting written responses to member inquiries. (Ongoing)
- Continue working with Communications to provide Board action synopsis to members. (Ongoing)

5.2.1 Review the strategic plan regularly to ensure progress on action items and continuity year-over-year with the plan.

- Provide updates annually through the Annual Workplan and Annual Year-in-Review. (January – March)

5.2.3 Utilize staff liaison and the strategic plan to support continuity of direction.

- Staff and Legal Counsel to work together to develop recommended updates to Bylaws to ensure compliance with State Statutes. (June)
  - Bring recommendations to BAC for consideration. (July)
  - Bring BAC recommendations to Board for consideration for placement on the 2024 ballot. (August)
- Work with Board of Directors and consultant on comprehensive review and improvements, of and to Committees, to specifically include purpose, mission, and responsibilities, any processes committees must follow, member terms, and appointment process. (July)
  - Develop capital project review and approval process. (July)
- Review Corporate Policy Manual (CPM) for Policy vs. Operational matters. (August)

- Review CPM for consistency, clarity, and flow. (August)

5.4.1 Encourage staff and Board to attend training conference and participate in professional associations.

- Maintain Community Associations Institute (CAI) to seek continuing education opportunities for Board and staff. (Ongoing)
- Seek additional Board and staff training opportunities such as Roberts Rules of Order, Alexander Carrillo Consulting. (Ongoing)
- With HR, encourage staff to participate in professional association training and ongoing education. (Ongoing)

5.5.1 Develop a continuity of operations plan that includes evacuation locations, IT operations, personnel emergency succession, document preservation, etc.

- Ongoing Record Retention for all GVR Departments and digital preservation of records.
- Work with IT to create backup and redundant systems. (December)
- Design and implement a physical and electronic archive system. (December)
- Continue digital scanning of official documents and records. (December)
- Continue working with Green Valley Council (GVC) on regional emergency management planning. (Ongoing)

5.6.1 Participate/partner with outside organizations such as Rotary, Chambers, GVC, GGVCF, etc. Continue membership and participation with Rotary and Chamber activities. Seek additional opportunities. (Ongoing)

## **Board and Committees**

5.2.1 Review strategic plan regularly to ensure progress on action items and continuity year-over-year with the plan. See Administration/CEO

5.2.2 Develop and adopt operating commitments for the Board to demonstrate courtesy, consideration, mutual respect, and willingness to listen to one another and staff.

- Board to consider adopting Board Credo. (February)

5.2.3 Utilize staff liaison and the strategic plan to support continuity of direction.

- Work with Board of Directors and consultant on comprehensive review and improvements, of and to Committees, to specifically include purpose, mission, and responsibilities, any processes committees must follow, member terms, and appointment process. (July)

Develop capital project review and approval process. (July)

5.3.2 Develop a list and description of GVR values/principles and articulate roles and responsibilities.

- Consider working with same consultant in 5.2.2 to assist in development and improvements. (June)
- With the Board of Directors, develop a Board (or committee) ad-hoc committee to evaluate GVR's need for volunteers, assess the resources necessary to manage a volunteer pool, and develop associated policy recommendations. (September)

## **Communications**

1.3.3 Improve interior and exterior signage: complete, consistent, accessible, concise, and attractive.

- Complete pool deck signage update. (May)

- Complete the Aid Station project. (May)
- 1.3.4 Implement standard and electronic signage to heighten communication of activities and events.
- With facilities, develop a center signage plan. (December)
  - Launch the new website. (April)
- 2.2.4 Clarify communications procedures and distribute messaging to all staff so members receive consistent, trustworthy information from all GVR representatives.
- Continue weekly staff bulletin. (Ongoing)
  - Develop a method for measuring readership and create an improvement plan as needed. (August)
  - Develop and document an SOP that identifies types of messages that need to be disseminated to various personnel. (December)
  - Update monthly on project status. (Ongoing)
- 2.2.5 Develop and implement a member experience review plan related to customer service by department. (Similar to 2.1.1)
- 3.3.2 Improve ease of access to GVR activity schedule and opportunities.
- Develop and implement a social media plan. (September)
- 3.4.2 Continue to seek member feedback on a wide variety of matters via polls, surveys, in-person forums and virtual forums.
- Conduct polls to follow-up on the 2022 survey results. (Throughout year)
- 3.4.3 Publicize recreation programs, GVR events, and GVR club events via diverse communications channels.
- Develop a monthly report for Board and members to include monthly data reports and project updates to include progress and dollars spent to date. (July)
  - See 3.3.2. Continue building relationship with GV News through press releases and invitations to participate/cover events and activities. (Ongoing)
- 3.4.4 Assess and replace, as needed, current digital platforms with more accessible options. With IT and Recreation, complete preliminary plans and gather bids for a new app. (December)

## **Facilities Department**

- 1.1.1 Identify accessibility improvement areas.
- Continue with facility-wide accessibility improvements, including ADA requirements and addressing mobility challenges. (Ongoing)
  - Complete an ADA audit of centers. (December)
- 1.1.3 Continue to identify and execute a process for regular upkeep and maintenance/predictive maintenance procedures.
- Develop and implement center-specific standard operating procedures (SOP) book for custodial. (April)
  - Develop and implement daily/monthly/quarterly inspection reports for custodial, aquatics, landscaping and maintenance. (April)
- 1.1.5 Introduce newer technology to improve energy efficiency when there are opportunities.

- Reduce GVR's electric energy consumption through lighting fixture and lamp conversions. (Ongoing)

1.2.1 Create function-designated rooms with proper lighting, A/V, seating, furnishing, flooring, ventilation, etc. to complement and support specific activities.

- Improve Del Sol Clubhouse to allow for member and club usage.
  - Open level Pro Shop side opened for Billiards players. (February)
  - Finalize architectural drawings for lower level and parking lot redesign. (May)
  - Circulate RFP for construction services. (June)
  - Award contract upon Board approval. (July)
  - Secure a vendor to provide food and beverage services. (August)
- With architect, present WC Arts Center, and alternative, cost estimates. (May)
- Research expanding Desert Hills Ceramics Club space.
  - Develop construction documents; develop estimates. (April)
  - Circulate RFP for construction services. (April)
  - Award a contract upon Board approval. (May)

1.2.2 Assess spaces for specific activities and equip those spaces properly, such as art class space with washable floors.

- Address flooring and room finishes that are activity-specific when performing scheduled room improvements and flooring replacements. (Ongoing)

1.2.4 Evaluate and improve capital request process.

- With appropriate committee and Board approval, improve and approve the Club request form. (May)

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

- Increase facility security (DXS proximity readers, video cameras) for GVR members, staff, and guests by upgrading and/or installing new equipment and technologies. (July)
- Work with Recreation and IT to identify and relocate fencing, access points, and attendance readers at specific locations to better track member usage and improve security. (August)

1.3.1 Develop, plan, and schedule to keep finishes and amenities up to date.

- Develop and implement an interior redesign plan with contractor. (July)
- Remodel Canoa Hills' locker rooms and restrooms. (September)
- Rehab Desert Hills locker rooms. (September)

1.3.3 Improve interior and exterior signage: complete, consistent, accessible, concise, attractive

- Update interior/exterior signage at West Center, Desert Hills and Santa Rita Springs. (December)

1.4.1 Explore opportunities to establish a coffee shop, etc. (See 1.2.1 Clubhouse vendor)

1.4.2 Design peripheral grounds to provide outdoor recreation opportunities: park-like settings, walking trails, outdoor games, and activities.

- Identify and begin implementing campus-wide locations for landscaping improvements to include native pollinator species. (Ongoing)
- 1.4.3 Identify under-utilized areas that could be used for this purpose. (social gathering)
- Replace and install new and additional pool deck loungers, conversation sets and umbrella shades at Desert Hills, Canoa Hills and West Center, North Abrego (May)
  - Reconsider shade trellis at West Center courtyard. (October)
- 3.1.2 Explore the idea of allocating space for specialized fitness centers.
- Complete Desert Hills Fitness Center expansion project. (May)
  - Repurpose current poker room and fitness room at Desert Hills to fitness studio. (October)
  - Seek solutions to expand fitness center at Santa Rita Springs. (October)
  - Work with architect to develop a plan for expanding fitness center at Las Campanas. (October)
- 4.2.1 Evaluate maintenance repair and replacement (MR&R) planned projects to confirm need.
- With CEO and CFO, review MR&R project list to confirm need and timing of projects. (June)
- 4.2.2 Explore transitioning to hybrid/electric vehicles when existing vehicles are replaced.
- Consider options when replacing vehicles per MRR study and need. (Ongoing)
- 4.4.3 Maintain and continue to utilize the reserve study. (MR&R)
- Complete MRR identified projects for FY2023. (December)

## **Finance Department**

- 1.1.4 Develop and adopt a rolling 5-year Capital Projects Plan aligned with the strategic plan.
- Look to strategic plan to inform the 5-year Capital Projects Plan. (Annually in October)
- 4.1.1 Identify options and tradeoffs for revenue diversification.
- With staff and FAC, brainstorm options and alternatives; identify costs and benefits of each; develop top recommended list; present to Board recommendations. (October)
- 4.2.1 Evaluate maintenance repair and replacement (MR&R) planned projects to confirm need. (See Facilities)
- 4.3.1 Update and recommend financial policies.
- Based on best practices and with FAC, recommend updated financial policies, including a Procurement Policy for Board approval. (March)
  - Complete the inventory of all GVR Fixed Assets assigning asset labels and updating the fixed asset database as needed. (May)
- 4.3.2 Develop a plan for economic downturns.
- As part of annual budget development process with staff, develop contingency plans, such as decreasing expenditures by 10%, 20%, etc. (Should be include in 4.3.1 as a section in Financial Policies)
- 4.3.3 Employ sound investment strategies to maximize passive income.
- With Investment Committee and Board, continue utilizing sound, professional investment strategies; update policies as needed. (Ongoing)

4.3.4 Provide continuous education for Board, committees, 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 Fiscal Affairs Committee (FAC). (Ongoing)
  - Provide annual primer on reading financial statements. (May)
- Receive unqualified audit opinion for 2022 financial audit. (March)
- Provide memo to Board that addresses past audit findings and recommendations and actions taken as a result. (March)
- Review Fund EZ Purchase Order System, and other third-party PO systems and implement. (September)
- Renew liability, worker's comp, and flood insurance policies. (June)
- Perform successful worker's comp audit. (August)
- Perform successful 401(k) audit. (August)
- Update and present memo on personnel costs vs. revenue (Annually in 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. (Ongoing)

4.4.3 Maintain and continue to utilize the reserve study (MR&R). (See Facilities)

## **Human Resources**

3.2.1 Collaborate with Recreation Department to develop a sustainable volunteer program to support GVR activities.

- With Recreation, identify opportunities for volunteerism. (September)
- Update or develop volunteer job description. (September)
- Develop onboarding program and process for volunteers to include feedback opportunities. (October/November)
- With Communications, advertise and promote volunteer opportunities. (November)

5.3.3 Provide training and team activities to help people demonstrate these GVR values. (See 2.2.2)

- With CEO, develop a plan and schedule to regularly meeting with all staff to inform and demonstrate values. (See above)

5.3.4 Incorporate values (5.3.2) into performance management.

- Finalize updates to GVR's Employee Handbook. (June)
- Research and recommend an official Employee Recognition Program. (September)
- Research and recommend an expanded employee wellness program. (October)

5.4.1 Encourage staff and Board to attend training conference and participate in professional associations. (See Administration/CEO)

Not on strategic plan:

- Participate in annual contractual negotiations for Benefit Plans/Open enrollment. (May)

## **IT Department**

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

- Partner with the Facilities Department and Chief Operating Officer to implement an all-site surveillance solution to help improve security for all GVR campuses. (June)

3.4.4 With Communications, assess and replace, as needed, current digital platforms with more accessible options.

- With Communications, launch a new, user-friendly website. (April)

5.5.1 Develop a continuity of operations plan that includes evacuation locations, IT operations, personnel emergency succession, document preservation, etc.

- Continue developing and testing the Disaster Recovery Solution implemented in the prior year. This will be an ongoing project. (Ongoing)
- Update end of life workstations and laptops. (September)
- Update end of life servers. (September)
- Maintain and update all network devices in all centers including switches and routers. (ongoing)
- Continue managing member kiosks at six of the major centers. (Ongoing)

## **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.

- Develop and improve the Member Services function to ensure a high touch level of customer service that builds confidence and trust from our members and Board. (Ongoing)
- Work towards fully documenting Membership SOPs and creating a comprehensive handbook. (December)
- Partner with attorney to work towards becoming the expert with regards to GVR's boundary, master development agreements, deed restrictions, title agreements, and collections. (Ongoing)
- Survey members who interact with front end staff to determine options for improvement. (Ongoing)
- At regular intervals, review systems and processes with appropriate staff to ensure consistency of understanding and of use and identify and implement improvements where needed. (Ongoing)
- Partner with Communications to create a comprehensive New Member Welcome Packet. (July)
- Continue to explore and find solutions to identify and decrease membership and guest card misuse. (Ongoing)

2.2.5 Develop and implement a member experience review plan related to customer service by department. (Similar to 2.2.1)

3.3.1 Conduct a policy and process review.

- Identify policies and processes requiring member engagement. (July)
- Map processes and steps. (August)
- Identify process improvements from a customer-centric perspective. (October)
- Begin implementation. (December)

## Recreation Department

- 1.1.2 Assess and improve fitness center functionality. (Ongoing)
- 1.2.1 Create function-designated rooms with proper lighting, A/V, seating, furnishing, flooring, ventilation, etc. to complement and support specific activities. (See Facilities)
- 1.2.4 Evaluate and improve capital request process. (See Facilities)
- 1.2.5 Employ newer technologies to benefit members' abilities to fully utilize facilities.
  - With Communications, identify features of the new website and future new app that will enhance member access to activities and facilities. (August)
  - With IT and Facilities, develop a plan to move proximity readers to ease of access for members, eliminate separate attendance readers, and improve the accuracy of real-time facility use data (June)
- 2.1.1 Review current programming and make adjustments, if needed, to ensure variety and alignment with current and future member needs.
  - Through member surveys, identify gaps and needed adjustments. (Ongoing)
  - Survey similar organizations to identify changing interests and needs. (September)
- 2.1.2 Explore a varied activity/service structure that accommodates all income levels. (See 2.1.1)
- 2.1.3 Explore the possibility of virtual offerings for part-time residents and those homebound. (See 2.1.1) (Rescheduled for 2024).
- 2.1.4 Review and improve, if necessary, processes to assess quality of services and programs.
  - Assess the current reservations policies and practices and identify changes to improve the member experience and increase efficient use of space (December)
- 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.
  - Implement training programs to ensure exceptional customer service among Recreation Services Assistants (RSAs) and Center Operations Assistants (COAs) (June)
- 2.2.5 With Member Services, develop and implement a member experience review plan related to customer service by department (Similar to 2.2.1)
- 2.3.1 Explore changes in process of instructor hiring, actively recruiting instructors to meet member needs.
  - Develop a standardized vetting system for instructors, personal trainers, and professionals. (August)
- 2.3.2 Explore guidelines with evaluation criteria for instructors and make improvements, if necessary.
  - Develop/update criteria and make improvements. (August)
- 3.1.3 Continue to identify and pursue programming that members want.
  - Events and performances, Fitness programs, Classes and tours, Drop-in activities. (December)
  - Develop a recreation/events program plan for the Del Sol Clubhouse. (August)
- 3.1.4 Develop a prioritized 5-year plan for programming events.
  - Work with Facilities to remove the fountain in the WC courtyard to improve that space for outdoor events. (July)
- 3.2.1 With HR, develop a recommendation for a Board ad-hoc committee to evaluate GVR's need for volunteers, assess the resources necessary to manage a volunteer pool, and develop associated policy recommendations. (September)

### 3.3.1 Conduct a policy and process review.

- With Member Services, identify policies and processes requiring member engagement; map processes and steps; identify process improvements from a customer-centric perspective; with Communications, include policy and process in a Member Handbook; research and implement solutions to decrease member and guest card abuse. (December)
- Work with IT to review process simplification and possibility of creating online forms for Clubs. (Part of website launch in April)