

Recreation Centers of Sun City Needs Assessment



Prepared by:



Eric Legg, Associate Professor

Wendy Hultsman, Emeritus Professor

Katie Hindman, Graduate Student

Boyu Lin, Graduate Student

Emma Gibbs, Undergraduate Student

Cheryl der Ananian, Associate Professor

Woojin Lee, Associate Professor

Megha Budruk, Associate Professor

Deepak Chhabra, Associate Professor

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Resident Focus Groups

Part two of this report consisted of focus groups with RCSC members and staff. Two types of focus groups were conducted: Focus groups with members were open to any member who signed-up to participate, and groups were organized based on how length of residence (less than 5 years, 5-9 years, 10-15 years, 16-20, years, and more than 20 years). One-hundred forty-one (141) individuals signed-up to participate, and were divided into 12 groups. Each focus group lasted for 45 minutes and was structured around two questions. The first question asked participants to reflect on, “Why should people move to Sun City and why should members use to the RCSC facilities?”. This question was asked to provide more clarity to how Sun City could market and brand the RCSC.-The second question asked, “What should the Board of Directors focus on for the next 1-3 years?” After this discussion, a weighted voting technique was used to prioritize the identified issues. The second question was used to provide further clarification of the critical issues facing RCSC. These issues would become the basis for the Working Group session.

Results for Question One fell into the following categories.

Activities

- Access to services and facilities is high. Many thousands of dollars of equipment available.
- Large variety of activities available from very passive to very active.
- Activities cater to a variety of age levels and abilities.
- Diversity of activities attracts multiple generations and keeps people living here.
- Loads of pickleball opportunities.
- Lots of excellent entertainment.
- Places to sell you own crafts!
- Some of the club areas can be toured, like the Model Trains.
- Opportunities for lifelong learning through the clubs.
- Community events are hosted that target our demographic.

Finances

- Low cost to join with major benefits.
- Assessment fee is lowest in the nation and includes access to 7 gyms and 8 Centers.
- Guests can visit at a reasonable price.

Atmosphere/Inclusivity

- The RCSC focuses on Del Webb’s vision of people retiring from a career but not life.
- Lots of opportunities for socialization.
- RCSC is changing with the times meeting the need of multiple generations.
- Friendly community.
- Answers the question “What can I do after I retire?”
- You realize your original interests are just the tip of the iceberg!

- There are two different demographics – year-round and seasonal.
- You don't have enough time to do everything!
- So many opportunities to “find” your people.
- It feels safe here.
- The Centers serve to attract potential residents!
- The marketing video confirms the sense of community freedom to choose your lifestyle.

Facilities

- Facilities are like Country Clubs, and each is different and specialized.
- There are commercial facilities intermixed with RCSC facilities.
- Truly a golfing community with 8 courses owned by Sun City. Diversity in the golf clubs.
- Facilities attract an active lifestyle.
- Facilities are convenient.
- The ability to have personal events at facilities.
- The Centers are incredibly maintained.
- Centers have state of the art facilities.
- Easy to travel into and use the restrooms and rooms.
- Welcoming staff at all Centers.
- The services are all in the middle of the community instead of on the edges making them more accessible.
- The centers are updated often.

Results for the second question fell into these categories:

Technology

- Update technology in the Centers – networking ability, live streaming.
- Develop an App for RCSC
- Initiate electronic security systems for entry into clubs.
- Develop a much easier way to locate items on the website.

Finances

- Reduce water for golf courses to meet state and federal compliance.
- Additional education on how funds are interrelated – PIF and annual assessment.
- Move toward renewable energy and indicate how much is saved.
- Lack of transparency on how contracts are selected, and projects are prioritized.
- Explore costs associated with name changes on deeds. It is confusing.
- Better equipment needed for accounting in member services.
- Everyone should pay the same fee as they have access to the same equipment.
- Reconsider having to charge guests for a single visit.

Activities

- Be open to newer people able to teach.
- Offer beginning tennis.
- Be more inclusive of dogs in events.
- At the golf courses, listen to members' suggestions.
- Make the golf lottery system equitable. Focus on members more than outsiders.
- Consider a physical therapy area as part of the gym.
- Add another indoor walking track.
- Add evening and weekend programming.
- Add a shuttle service between centers.

Demographic differences

- Determine how to meet the needs and interests of multiple generations' needs.
- Hold some Board meetings and night for those working.

Marketing

- Update information about what is available. Use videos on the website.
- Include younger people in marketing collateral.
- Put the community calendar in the local newspaper for Sun City.

Governance

- Develop rules and regulations for Board interactions.
- Develop a Strategic Plan, not just a list of projects.
- Consider having some people other than staff managing projects if they have the qualifications.
- Establish work groups with specific tasks and accountability.
- Explore ways to have continuity from one Board to the next.
- We need leadership that is open to ideas and is visionary.
- Explore ways to get better collaboration among stakeholders.
- Follow through with plans. Go beyond just "picking" projects.
- Offer more transparency in decision making.
- Develop a specific plan for allocating resources.
- Explore ways that clubs can have input into BP12.
- The GM shouldn't have input into Club matters. That is a Board function according to BP12.
- Develop a Leadership Program to mentor those moving into leadership roles.
- Revisit the bylaws to include member voices.

Communication

- Develop a Code of Conduct that can be self-enforced.
- Have an online schedule that tells when and where clubs meet.

- Increase the speed of gathering information and then communicating thoughts about the next steps.
- Explore meaningful ways to engage more members.
- Make social media platforms more dynamic.
- Develop a Concierge Office for information.

Facilities

- Add another indoor pool.
- Install a better elevator at Lakeview. The ramps are not helpful.
- Build a standalone Performing Arts Center with stadium seating.
- Develop and large and small dog park.
- Have an Internet Coffee Café.
- Have a formal restaurant at Lakeview.
- Add more social spaces to hang out.
- Lakeview is not fully accessible for older adults. Card holder services needs to be available in multiple locations.
- Add on a smaller music venue.
- Add gaming facilities.

Maintenance

- Conduct more frequent maintenance on mini golf.
- Add a shade structure over part of the Bell mini golf.

Committee and Staff Focus Groups

A second set of focus groups was conducted with standing committees and key staff of RCSC. The purpose of these focus groups was to help RCSC members understand how the Recreation Centers of Sun City operate as a nonprofit corporation. This information is vital to understand governance. Separate focus groups were conducted with representatives from each of the following:

Standing Board Advisory Committees

- Board of Directors
- Long-Range Planning Committee
- Technology
- Properties
- COC
- Elections
- In Focus
- Golf
- Finance/Budget

Staff Groups

- Senior Management
- Operations
- Finance
- B&I
- GM & Admin

Results from these focus groups are presented below.

Board Advisory Committees

Committee of Clubs

What does this committee do?

- Help problem solve with clubs and between clubs and RCSC management.
- Provide options to clubs, help them think about alternatives for getting needs completed.
- Solve issues prior to needing to seek management input.
- Be a sounding board where clubs can think through solutions and situations.
- Become familiar with each club to aid in proactively solving issues instead of reactively.
- Update clubs on changes and current information.

Why might you want to be on this committee?

- To share knowledge in running large clubs and organizing multiple aspects of clubs' missions.
- To share your previous experience addressing challenges within clubs.
- A background in business operations
- Comfortable with interpersonal communication, conflict management, and handling a variety of situations.
- Comfortable making decisions in pressure situations while remaining calm.

Committee's plans for the next 1-3 years

- Return to assigning specific clubs to members of the committee.
- Regain the trust of clubs.
- Ensure contact information is up to date for each club.
- Establish a positive, visible presence with the clubs.
- Include information about the COC in the President's Packets
- Examine procedures that explain how a member becomes a club president, making the process more realistic to timelines.
- Establish solid communication with the Club's office to find out which clubs still need to complete documents.
- Determine a more efficient path to obtain information about club officer issues so the resolution process timeline can be expedited.
- Rebuild the committee's image.
- Ensuring solid communication between COC members and the Chair/Co-Chair to allow for meaningful resolution of issues.
- Explore adding a place on the report form for incidents to indicate if COC was contacted.
- Ensure that disciplinary actions are included in each club's rules.
- Use the club mailboxes more efficiently.
- Explore including a space on the RCSC website for clubs to contact the RCSC office

Finance

What does the committee do?

- Provide financial responsibility to RCSC.
- Advise the Board on fiduciary responsibilities and exposure from improper actions.

Why might you want to be on this committee?

- Strong financial background
- Strong management background
- Knowledge of the nonprofit sector
- Interest in oversight of RCSC dues
- Feel comfortable being transparent in what committee does.

Committee's plans for the next 1-3 years

- Revisit the entire budgetary process to ensure that there is shared input and meaningful and respected paths of communication.
- Link the budget to the strategic plan.
- Meet more often annually to effectively work on the budget.
- This committee should be more involved in the budget preparation, thus, getting the budget early, working on it, and determining where issues might arise. Ultimately, they can then send an effective budget to the Board.
- Explore how the committee can spend more time with the auditors to help both sides understand the issues.
- With an outside consultant, develop a solid policy for use of reserve funds.
- Determine a meaningful way to allocate and spend money, while providing transparency in the methods used.
- Assist the Board in determining what RCSC wants to do and why, while justifying the reasoning to the members
- Develop better policies for auditing.
- Explore ways to provide much more time to the development and analysis of the budget prior to its confirmation/decline.
- Involve the Board up front in all pieces of the budget.
- Determine specifically who has oversight on decisions to fund or not fund club request.
- Explore reasoning behind areas that have been denied requests.
- Create a much more transparent budgeting process among the Finance Committee, Board and RCSC management.
- Determine if there are enough people in skilled trades to handle the issues that need to be addressed.

Golf Advisory

What does the committee do?

- Brings forth input from each men's and women's golf league
- Vote on action areas that are sent to the Board.
- Be a messenger back to the groups about what is passed by the Board.
- (The women's leagues discuss changes with their specific clubs)

Why might you want to be on this committee?

- If you chair a different golf committee, you are automatically part of this committee.
- You have a strong connection to golf personally.
- Each person represents a RCSC course. Members can represent different aspects of the course.
- The members are either focused on the property or the play at a course.
- Members want to have an impact on improving the playability of a course.
- Members come with a belief that changes and adjustments can be made.

Committee's plans for the next 1-3 years

- Develop a visual that explains the layers of Golf Governance and the terms of the members.
- Determine a more effective way to manage the increasing number of players (post COVID) with creating decreased play time availability.
- Develop an educational program to reach RCSC members and the public about the decisions made allow the course to run efficiently and effectively.
- Speak with neighboring 55+ community that have golf courses to strategize on how to accommodate increased interest in playing golf.

In-Focus Committee

What does the committee do?

- Produce video magazine – Sun City is the focal point of people, places, events, and lifestyle.
- Focus on within the community and outside the community.
- Videos go onto YouTube with Blasts informing members of link.
- Committee members have used their personal finances for many of the projects.
- They choose and respond to projects. Members can email with suggestions.
- Committee provides its own equipment.
- Space is allocated in Sundial.
- Collaborate with the Camera Guild on some projects.

Why might you want to be on this committee?

- Broadcast experience, including writing, scripting, graphics, video editing, on-camera talent, and editing skills.
- Research topics.

Committee's plans for the next 1-3 years.

- Explore the possibility of Sun City TV.
- Develop the ability to live stream via YouTube.
- Scout for resources that others may want to donate.

Elections

What does this committee do?

- Focus on ways to recruit Board candidates.
- Conduct candidate forums.
- Ensure that elections/recall elections are held according to Corporation documents.
- Announce election results.
- Be available January – April to determine how information will be placed that needs to go out to candidates.
- June – Make packets available to candidates. Hold candidate forums.
- October – Announce candidates.
- November – Host candidate forums.
- December – Hold the election the second Tuesday.

Why might you want to be on this committee?

- Knowledge of protocol and Newly Revised Roberts Rules of Order.
- Flexibility to the changes that may be passed down from the Board.
- Understanding that the Board is the highest governance role within an organization.

Committee's plans for the next 1-3 years.

- Maintain the integrity of the elections.
- Review the bylaws to examine election procedures.
- Develop new policies related to elections where appropriate.
- Explore if there is a way to let people vote via their membership number and not their email address.

Technology

What does this committee do?

- Advise on tactical, operational, and strategic technology for the membership.
- Operational – Wi-Fi, servers, hardware updates, security
- Tactical – website content redesign.
- Strategic – budget needs, staffing, technology upgrades for hardware, software, contracts, and accessibility.

Why might you want to be on this committee?

- A strong technology planning and implementation background.
- Experience in managerial and/or leadership roles.
- Ability to see technology from a global level.

Committee's plans for next 1-3 years

- Explore ways to shift the thought process that technology is a critical consumable.
- Explore ways to educate the membership that technology has planned end of life dates and must be continuously maintained and thrown away when outdated.
- Use the opportunities present in the shifting culture to see decisions implemented once approved.
- Ensure that time sensitive recommendations are seen through.

Additional important thoughts

- For email communication with an aging population, consider moving to 16 pt. font. WACAG compliance.
- When staff do the design work on the website there is often no follow up to maintenance or security. There should be.
- Discontinue using the excuse “we are a nonprofit...and therefore we don't need to _____ or can't afford _____”

Properties

What does the committee do?

- Helps to keep the RCSC vision of being a top notch visual and functioning community.
- Act as the eyes and ears for the maintenance group and members at large. Their recommendations are taken seriously by management.
- Each person is assigned 1-2 locations.
- Perform physical inspections three times per year for all Recreation Centers, Golf courses, Sun Bowl, ball fields and mini golf.
- Photo document all findings.
- Meet three times per year to discuss findings.
- Write reports of findings including indication of whether repairs are needed, or hazards exist.
- Examine previous reports to look for trends.
- Focus on maintenance issues that need to be addressed. This is important for RCSC vision.

Why might you want to be on this committee?

- Ability to evaluate situations objectively.
- Willingness to act as a second set of eyes and ears for property issues.
- Interest in contributing to the community.
- Contribute to the attitude that communities operate best when residents buy-in to its health.
- Be proactive in helping to fix issues rather than complaining.
- Desire to help keep property values stable and/or increasing.
- You DO NOT need a construction background.

Committee's plans for the next 1-3 years.

- Develop a marketing strategy for recruiting new members.

Long Range Planning

What does the committee do?

- Assist the Board in gathering data.
- Make recommendations to the Board to help them make better decisions.
- Focuses on the Big issues for the community – technology, water conservation, aging population, inflationary pressures.
- Explain the recommendations made to increase transparency - the rationale and what decisions are based on.
- Reflect the needs and wants of the community.

Why might you want to be on this committee?

- Do not possess a personal agenda that can harm the committee's energy and direction.
- Desire to contribute to the future and betterment of the community.
- Possess valuable information to contribute.
- Interest in becoming better educated about the community.
- Desire to preserve the community's assets.
- Experience in developing long range plans from other venues or communities.
- Openness to new ideas.
- Enjoy contributing and helping people increase their quality of life.

Committee's plans for the next 1-3 years.

- Define what RCSC is beyond 2023.
- Develop and update Master Plan for RCSC
- Short term – compliance with the Master Plan, indicating that the long-range plan needs to be completed prior to management making decisions regarding expenditures.
- Explore better ways to communicate the process to stakeholders.
- Institute a metric whereby standards are part of a feedback loop.
- Filter and prioritize information coming in from the comprehensive long-range planning process.
- Explore holding meetings with similar West Valley communities to discuss similar issues that exist in all 55+ communities.

Board of Directors

Why would someone want to be a Board member?

- Have a commitment to the community.
- Make a change for betterment in the community.
- Oversee running a \$120 million corporation.
- Offer a different perspective to the Board's thinking.
- Awareness of the critical need to focus on the local level of governance.
- Ensure the continuance of this 60-year-old original 55+ community.
- Put yourself in a position to possibly change earlier decisions.

Why might you want to be on this committee?

- Ability to think forward.
- Education and experience that allows you to contribute to issues that are financial, engineering, and/or legal.
- Ability to build relationships, understand nonprofits, and provide oversight.
- Common sense.
- Possess ideas about governance philosophy that will work for the corporation.
- Experience in conflict management.

What will the Board work on in the next 1-3 years.

- Development of a meaningful 5-year plan for RCSC.
- Focus on two Centers that need attention.
- Re-establish a relationship with the membership and self-governance.
- Have members feel that the Board is operating RCSC for them as stated in the first part of the Articles of Incorporation Article 3, 1st sentence which establishes the purpose of the Corporation.
- Explore ways to promote staff recognition.
- Explore ways to promote member leadership and contributions.
- Conduct a Gap Analysis on what is needed for smaller advisory projects.
- Develop a Code of Conduct for all stakeholders in the RCSC.

Staff Groups

General Manager and Staff

Corporate Executive

- Support the Board and Elections
- Support clubs with reminders and documentation for meetings
- Support the General Manager with Board meeting books, updates on calendars, and additional tasks when needed.
- Supervise office receptionist.

Sun City Visitors Center and Marketing Manager

- Manage the Visitors Center
- Work with stakeholders inside and outside RCSC
- Provide corporate communication for anything inside RCSC.
- Supervise and train volunteers who need Sun City resources.
- Provide 411 for Sun City
- Keep list of realty companies within 5-mile radius of Sun City
- Support RCSC social media through the website and Facebook.
- Instruct members on how to use the search tool.

General Manager

- Tear down roadblocks that staff in meet in operationalizing the Master Plan.
- Develop Performance Indicators.
- Put in tools that help RCSC meet their goals and objectives.
- Extinguish fires among stakeholders.
- Respond to the Board as their only employee.
- Oversee the budget. Staff operationalizes it.
- Look at the organization to ensure it matches the RCSC mission.

Plans for the next 1-3 years

- Put more emphasis on risk management.
- Oversee the big picture of RCSC from a risk management perspective as the primary contact from the RCSC attorney.
- Increase public relations exposure of Sun City happenings, such as lake soil removal.
- Brainstorm talking points about SC and RCSC and determine platforms that would best suit their use.
- Move away from paper. Put many of the forms and payment processes online through a phased timeline. It will require upgrading of the Portal.

Senior Management – additionally discussed with their individual employee groups.

Director of Golf – 158 employees

- In charge of all 8 golf courses and common grounds in the community, including area around Centers, dog park, lawn bowling, amphitheater.

Next 1-3 years

- Work with Arizona Department of water resource restrictions and reduced allocations.
- Redo natural turf footprint to no-turf.
- Manage balancing the needs of residents with meeting financial goals. 85% of the play is from RCSC members.

Director of Events – 4 Ft, 3 PT employees.

- Produces all in-house entertainment and contracts with outside entertainment.
- Maintain all the AV equipment in all the Centers.

Next 1-3 years

- Offer afternoon jazz concerts monthly.
- Explore an events internship program.
- Explore opportunities for more staff.

Buildings and Maintenance – 7 staff performing facility maintenance. 3 project administrators.

Next 1-3 years

- Explore ways to grow the department allowing less reliance on outside vendors in painting, plumbing and electrical.

Director of Operations 70 facility attendants, 140 custodial/janitorial, 3 in Club office, 1 service and support administrator.

Next 1-3 years

- Explore opportunities to improve communication with clubs to improve efficiency.
- Ensure RCSC consistently has a positive customer service focus considering rapid turnover of staff.

Director of Finance 5 accountants, 3 HR employees, 7 n Card Holder Services, 3 in Information Technology

Next 1-3 years

- Become more efficient with operations.
- Introduce electronic formatting into many areas in phases.

Director of Bowling 2 Centers. 15 in alley operations, 8 pin setter mechanics. 25 leagues.

Next 1-3 years

Add programs to reenergize members to get excited about bowling.

Staff Finance

Accounting (6 staff)

- Primarily responsible for cash management of RCSC.
- Develop financial statements for all areas except clubs. Distribute to the Board and members.
- Orchestrate Accounts Payable (pay the bills) and Accounts Received (all monies that come in)
- Conduct bi-weekly payroll.
- Keep RCSC in regulatory compliance by checking on all renewals.
- Conduct annual audits of RCSC with an outside Auditor.
- Work with annual budgets for all areas except clubs.

Human Resources (3 staff)

- Conduct all recruiting and hiring efforts.
- Develop Payroll for RCSC.
- Serve in all aspects of employee relations, including:
Orientation, uniform distribution, compensation management, performance evaluations, leaves of absence, determine wages, workman's compensation benefits.

Card Holder Services (7 staff)

- Collect monies for assessments, Privilege Cards, PIF.
- Audit properties for ownership.
- Facilitate the transfer of ownership.
- Verify residency.
- Maintain the past due accounts.
- Interface with collection agencies.

IT (3 staff)

- Create and maintain the infrastructure for the Corporation.
- Chose and maintain all the software.
- Service all the hardware and servers.
- Maintain the networking equipment.
- Store equipment.
- Maintain permissions for log-ins.
- Back up all data.
- Maintain Wi-Fi support for all departments.
- Maintain all the equipment and provide information on how it works to users.

- Operate the Help Desk.
- Provide IT support where needed.
- Provide audits of security and the IT environment.
- Support the operation of the RCSC email system. Add and delete users as necessary.
- Maintain all electrical signage.
- Maintain the RCSC phones.

Plans for the next 1-3 years

- Upgrade the internal employee phone system so call can be recorded.
- Explore revamping of compensation system.
- Move Welcome Packet online.
- Improve efficiencies in processes and systems. Obtain monies to upgrade software.
- Examine the reserve funds to determine what is needed to internally keep the Corporation in operation.

Buildings and Infrastructure

Overall

- Oversee structural maintenance for 73 facilities.
- Inventory and distribute 3800 keys.
- Work with supply chain issues post-pandemic.

Director Buildings and Infrastructure – 1 person

- Oversee staff of 10 tradespeople
- Work with Senior Management on initiatives.
- Report to the General Manager.
- Manage Department budget. Report quarterly on variances.
- Coordinate PIF projects.

Supervisor of Trades

- Oversee all the tradesmen. Ensure they have the supplies they need.
- Prioritize and distribute work orders.
- Determine outsource needs.
- Interact with contractors.
- Assist in employee training.

Utility Repair and Maintenance Project Coordinators – 2 people

- Communicate with Operations for shutdowns regarding projects.
- Determine the logistics to keep people informed.
- Seek quotes, award jobs. Anything that costs more than \$25,000 must go as a recommendation to the Board.
- Serve as the General Contractor for smaller jobs.

Office Administration

- Process all bills.
- Oversee work order system.
- Track solar panel farms on 8 parking facilities plus other areas. Coordinate repairs.

Fitness Centers – 1 person 7 Centers

- Make sure the equipment is operable and not dangerous.
- Fulfill work orders.
- Maintain 510 pieces of equipment, used 18 hours a day.
- Rotate to all Centers daily.

Trades Maintenance – 2 techs

- Fix whatever is broken.
- Fulfill work orders for plumbing, electrical, HVAC, pools, remodeling, drywall, concrete, hanging signs, and painting.

Pools and Spa Maintenance – 1 tech 19 bodies of water

- Ensure equipment is running mechanically.
- Determine which jobs need to be outsourced.

Building Maintenance – 1 electrician

- Maintain breakers, receptacles, lighting, fans, and fountains for all facilities.

Carpenter/Cabinet Maker – 1 person 73 buildings

- Perform all the woodwork and painting for all the Centers.
- Build counters, shelves, and cabinets.
- Determine when projects need to be outsourced.

Plans for the next 1-3 years

- Develop the culture that understands scheduled maintenance shutdowns need to be proactive.
- Upgrade facilities that have aged out of supply availability.
- Move from a reactive to a proactive environment by increasing staff. Be able to complete more jobs in house.

Operations

Director of Operations

- Approve club budget requests. Develop different Center budgets.
- Escalate customer service points.
- Conduct utilization studies of rooms and sports facilities.
- Support and coach operations staff in their needs.
- Engage in conflict resolution.
- Plan and execute capital and repair maintenance projects.

Custodial staff – 140 people

- Perform set ups for clubs, events, meetings, parties (member and non-member), and concerts.
- Clean all 73 facilities.
- Perform routine pool and spa maintenance on 19 bodies of water.
- Work with Certified pool operators at each center. Perform chemical check and monitoring 4x/day.
- Perform fire extinguisher, emergency lighting, AEDs, and elevator inspections monthly.
- Clean ductwork.
- Distribute products.
- Perform landscaping duties, including weeding and debris pick up.
- Clean parking lots and courts as well as general grounds.
- Perform pigeon control.
- Clean aspects of each facility, including golf pro shops and bowling alleys.
- Inspect roofs after storms.
- Decorate for holidays.
- Complete incident reports, request work orders, and collect and prioritize comment cards.

Safety and Corporate Policy Compliance – 1 person

- Incident reporting, including conduct and policy violations, property damage, injuries and crime.
- Work with Sun City Posse and Sheriff's Department for crime prevention on properties.
- Work with insurance companies on claims, litigation, and fraudulent claims.
- Work with County Prosecutor on trespassing.
- Communicate with Executive Staff and Senior Managers regarding mitigating risk in their areas and how incidents are handled.
- Monitor surveillance cameras and determine where cameras should be located.
- Conduct employee training on safety and corporate policy compliance.
- Track issues on comment cards and respond back to commenter.
- Track AEDs, if used. Report incidents to the state and order supplies.

Clubs – 3 people

- Reserve meeting and club space for 126 clubs.
- Collect set ups from the clubs. Work closely with custodial staff. Monitor set ups.
- Assist clubs with annual paperwork and taxes.
- Visit each Center regularly to monitor club spaces.
- Assist in conflict resolution.
- Educate clubs and monitor compliance with BP 12.
- Train new officers.
- Process monthly attendance.
- Perform in-person customer service as well as answering phones.
- Verify club rosters bi-annually and ensure members are in good standing.
- Check and verify club financial statements.
- Act as a liaison with COC.
- Receive budget and inventory requests from all clubs annually.
- Coordinate product acquisition and disposal forms.

Facility attendants – 70 people

- Check members and guests in. Sell punch cards. Issue day passes to guests.
- Conduct incident report filing and monitoring.
- Educate members and guests about policies. Attempt to modify behavior.
- Deal with conflict management and customer service.
- Once an hour monitor locker rooms to reduce injuries. Straighten decks chairs.
- Walk the Centers for visibility.
- Request work orders when needed.
- Check out equipment and clean it when returned.
- Train staff.

Plans for the next 1-3 years.

- Move comment cards to an online system.
- Implement room reservation software.
- Move incident reporting online.
- Inventory all janitorial equipment and develop a timeline for strategic replacement.
- Increase employee safety training in collaboration with HR. Use products from insurance companies.

Events and Entertainment

Rentals 29 rentable rooms, plus Gazebo 1 FT, 2 PT employees

- Work with member and non-member groups/individuals for non-club events. No political, religious, or commercial vendors.
- Work with contracts, deposits, refunds, and set ups.
- Collect Certificates of Insurance.
- Perform checks before refunding deposits. Refund the same way they paid. Work with accounting.
- Collect set-up sheets. Redo them if necessary and send to the appropriate Centers.
- Coordinate with custodial and AV staff.
- Keep spreadsheet of all rental aspects.
- Retain communication with those renting.
- Choose weekly movies. Prepare all paperwork and publish flyers.

AV 3.5 employees

- Works with the entertainment side of RCSC Special Events for tickets concerts. Sun Bowl shows, Corporate Board meetings, and assist with some club events.
- Provide video promotion on all electronic monitors at the Centers.
- Maintain, install, replace, and repair all AV equipment.
- Keep inventory and develop preventive maintenance schedules.
- Offer technical support on work orders and phone calls.
- Ensure staff is cross trained in most aspects of video, lighting, and mixing.
- Perform set-up and load out procedures. Conduct production scheduling.
- Work with 50 major events over 52 weeks.
- Install and monitor security systems.
- Conduct pre-planning with the artists.

Next 1-3 years

- Increase staff.
- Increase programs in unused spaces.
- Explore if there are parts of the bylaws that can be revisited to allow more flexibility in what can be produced.
- Continue to explore how the In-Focus committee can be funded and used more effectively in concert with events.
- Develop training videos in a wide variety of areas.

Events – General

- Scout entertainment
- Develop schedules.
- Negotiate terms of contracts.

- Obtain W-9's and payments.
- Schedule space.
- Secure advertisements including marketing and flyers.
- Create shows with seating charts and online tickets. Put the events on sale.
- Perform lots of customer service.
- Perform life-safety set ups. Schedule food trucks, security, porta potties, Possee and First Responders.
- Host and produce the Volunteer Luncheon.
- Produce the Management Team Outing, Boat Parade, Holiday celebration events, and large special events.

Golf

6 Golf Shops, 8 courses; 15% of play is non-member play.

Golf Administration – Director of Golf, Pro shop Manager, Merchandise Agent

Director

- Direct report of Golf Shop Managers, Golf Superintendent, and Pro Shop Manager.
- Ensure maintenance team has the tools they need to perform the tasks.
- Work with HR issues (all departments do this)
- Work with Golf Advisory Committee.
- Interface with Snack Shop managers monthly, Golf Maintenance Staff biweekly, one on one maintenance for Course inspection monthly following the Greens Committee Meetings discussions.
- Develop yearly budgets for all departments.
- Review monthly financial reports that include justifications.

Pro Shop Manager – supervises head starters, merchandise agent.

- Build golf tee sheets for 8 courses.
- Maintain golf calendar on the RCSC website.
- Schedule tournaments.
- Interface with the men's and women's clubs.
- Act as the Golf IT liaison to Technology.
- Liaison with 3rd party scheduling/
- Run volunteer ranger program.
- Develop bi-weekly pro shop reports for monthly budgets.
- Host open door communication for residents.
- Organize Golf Ready program – lessons- run by 4 PGA professionals.

Golf Maintenance – 80+ employees

- Schedule employees and distribute first and second jobs to employees.
- Maintain 1000+ acres.
- Schedule equipment maintenance and perform maintenance on small tools.
- Schedule and disperse fertilizer and pesticides.
- Train employees.
- Maintain irrigation system and buildings on property.
- Perform vandalism checks.
- Reseed in October and April and prepare for transitioning.
- Maintain pumps, wells, and ponds.
- Perform customer service with golfers and homeowners.
- Maintain Arizona Department of Water compliance and attend continuing education.
- Purchase product and equipment for all golf maintenance.
- Develop schedules for replacement of equipment.

- Maintain equipment through TRIMS which tracks hours and maintenance performed on equipment.

Starters – 14 range attendants, one manager

- Scheduling employees
- Answering calls regarding availability
- Per course –
 - Members – 60% of all times, done electronically up to 12 days in advance.
 - Non-members – 10% of all times done electronically up to 3 days in advance.
 - Phone calls/walk-ins – 10% of all times up to 5 days in advance.
- Charged with facilitating customer experiences.
- Complete alcohol training.
- Process payments
- Call golfers to the tee.
- Receive merchandise to distribute to Pro Shops. Inventory 4 times per year.
- Answer questions, call other courses, like a concierge role.

Snack Shops – 5 shops total, 20 employees.

- Schedule employees
- Order food. Sell the products.
- Prep food for later sales and made to order for breakfast and lunch.
- Complete alcohol training.
- Check in product and portion it for safe holding.
- Compliance with Maricopa County and state regulations.
- Maintain Food Handlers certification plus Serve Safe Certification for Manager and Asst. Manager.
- Clean and maintain all the equipment.

Next 1-3 years

- Upgrade Sales system technology
- Maintain Arizona Department of Water Compliance phasing in an approach to conservation.

Resident Working Group

After the focus groups, key issues were identified and RCSC members were invited to participate in 3-hour work session. At the work session, participants rotated around tables to discuss and come up with solutions to the identified issues. The identified issues were:

- Technology
- Encouraging Input
- Intergenerational Needs
- Vision
- Marketing & Branding
- Additional Amenities

After the conversation, participants presented their ideas to the group. The presentations were recorded for sharing across RCSC channels. The notes below represent a summary of what was discussed by the residents.

Technology

- Offer increased Bandwidth at Rec Centers
- Make sure various software systems used at RCSC can be integrated. Get input from Clubs as to needs.
- Increase Wi-Fi access by increasing the numbers of Towers and Repeaters in Sun City
- Perform regular software updates.
- Explore access ability for members and clubs to track participation.
- Explore entry/exit camera monitoring for security control.
- Explore Firewall to add security and safety to internal software program access.
- There is a sense of urgency in investing our assets in purchasing or completing projects.
- Improve the navigation of the RCSC website. Hire an outside consultant and/or recruit members with web design experience for the short-term project. Ensure that it has the means to be updated regularly (not just by one person!).
- Make sure the home page is eye catching. Increase linkage to Clubs, including the ability to use it for club functions. Include the ability to view open spaces within clubs, and the opportunity to reserve times for different activities (other than Golf...which has its own system).
- Explore the possibility of communicating RCSC happenings via closed circuit TV (RCSC TV) that is also phone capable.
- Protect member benefits by installing controls for no non-member accessibility.

- Ensure that RCSC is using technology that would be expected by the next generations.
- Explore the means of using one card for every club and activity. This will increase security and safety.
- Explore ways to communicate with members who do not read email!
- Create a Tech Help service (person live and on phone) at each Rec. Center. This can be run by volunteers.
- Install fitness equipment with digital TVs, screens, Internet capability that also monitor health vitals. Provide the opportunity for members to “check out” strap heart monitor.
- Develop a group use room with a projector for group use, such as Yoga, Spin cycle, etc.
- Explore alternative equipment and systems for non-technical members.
- Centralize tee times via phone access.
- Can Drones be used for patrolling/security?
- Develop an Internet Café with Gaming capabilities. Potentially contract out the management.
- Ensure Zoom meeting accessibility for Board and Committee meetings, live meetings, and membership participation.
- Explore where more cameras may be needed for safety.
- Live messaging used at Sundial should be **repeated** at all Centers.
- Conduct a physical inventory of all RCSC property and install a Bar Code system.
- Develop a Tech Buddy program for those who are non-tech savvy.

Encouraging Input

- Develop a Communication Committee of members!
- Members need to know what clubs exist, where they meet, their contact info., etc.
- Develop a powerful New Member packet that includes information about important meetings and SCHOA. Make this packet both tangible and digital.
- A new word for “volunteer” can be “community steward.”
- Develop a Welcome Wagon...in person and digital (GenX wants digital!)
- Conduct a DEEP DIVE for SC talent...there is so much out there!
- Rebrand how SC is marketed...consider community stewardship.
- Develop a solid communication strategy using multiple platforms!
- Allow members to opt in or out of home delivery of *SunViews*.
- When you pick up your Rec Card education and packets should be given out to new members.
- Consider developing a Volunteer Incentive program with rewards for those who give a lot to the community.
- One Saturday a month could be a New Member Orientation at the RCSC Office or other facility.
- Bring back the BUS Tours of Sun City...staffed by members. ALSO...develop an Audio Tour that can be accessed on one's phone using GPS tracking so users can obtain the same information as they drive around at their own pace. (Definitely a GenX favorite for getting info!)
- Develop an “Ombudsman” program for handling complaint resolution. Can have different people handle different subjects.
- Make meetings easier to attend for working members. Use Zoom, YouTube, RCSC presence at Farmer's Market.
- Improve follow up so members feel giving input is worthwhile.
- INCREASE civility in interactions!
- Consider offering interpersonal and intercultural communication sessions to decrease conflict when people speak at various meetings.
- Offer mentoring in a variety of areas...technology, activities, etc.
- Change input from complaint based to solution based.

- Make comment cards in Centers more open-ended. Offer on-line input and tracking rather than just cards.
- Improve clarity about who to contact regarding problems and requests.
- Consider Department-based comment cards, not universal comment cards.
- Highlight a Volunteer of the Month

Intergenerational Needs

- Increase socialization opportunities with Internet Cafes (with gaming capability), Sports Bar, better Wi-Fi (speed, flexibility).
- Update the music in the Rec Centers and consider combining some newer music with older music in concerts.
- Include younger generations on some marketing messages.
- Offer sports that attract younger generations, such as Cross Fit equipment, Frisbee Golf, Basketball, Spin classes, updated Aqua Fitness, higher levels of exercise.
- Keep Centers open during evenings and weekends for those who work. Offer some club activities in the evenings!
- Keep some clubs going year-round for the many year-round residents.
- Explore ways to help the transportation needs of those who want to volunteer.
- Rebrand the image of RCSC and SC. Update the curb appeal of the Centers, develop TikTok and YouTube videos.
- Explore offering the “Try Before You Buy” program...2 day stay with pass to experience SC and RCSC. Sun City would own the houses that are part of the program.
- Link with NextGen club
- Explore offering classes in mixology, wines, cigars, cooking, baking, interior design landscape design, and floral arranging.
- Transition to a cashless management process.
- Maintain the small community/nostalgic feel that has become attractive to our children.
- Explore the development of a Performing Arts Center for a variety of entertainment.
- Develop an orientation at RCSC for realtors.
- Develop a Welcome Committee that offers an orientation, tours, and personal contacts with people who live in Sun City.
- Offer charging stations for Electronic Vehicles at Centers.
- Explore ways to attract an upscale restaurant.

Vision

- City of Opportunities instead of City of Volunteers! Community of Action! With resort-style, member-driven amenities!
- Facilities and clubs to accommodate both working and non-working members.
- Current, evolving community
- Eco-friendly community using sustainable technology. (e.g. EV chargers at Centers)
- Encourage diversity...in a variety of areas.
- Connectivity through technology
- Fitness friendly (active lifestyle friendly)
- Attractive performance venues
- Easy access to transportation through autonomous vehicles
- Bike friendly community
- Pet friendly community
- Make people want to say, “I want to move there!”
- Improve the signage to meet our desire to be a classy city!
- Accessible facilities
- You can be as busy as you want to be!

Marketing and Branding

➤ Qualities of Sun City

Clubs and talent of members appreciated, happy place, people are busy, clean and green, wide streets with good traffic flow and sidewalks, warm, sunny weather.

- Lots of options and amenities
- Youthful feeling
- Realtors need to be familiar with PIF, yearly assessments, affordability, reasonable taxes, and homeowner pride. Also, flexible floorplans and renovation friendly, rules and regs., SCHOA. Consider developing a monthly newsletter!
- The website needs updated colors, better energy, photos of residents – across generations, pictures of the mountains, greenspaces, and landscaping.
- Put the calendar back in the Independent and Sun Views.
- Mention the benefits of the location – close to airport, centrally located to Stadiums, P83, Downtown Phoenix and healthcare.
- Mention the things available in Sun City
- Update the walls and signs with activities we offer.
- Install signs with directions to Rec. Centers.
- Use drone technology to video Sun City.
- Make all videos sharable...with friends, realtors, etc.
- Update the curb appeal of facilities...which will hopefully attract new businesses.
- Bring back the bus tours.
- Develop an audio tour accessible through a smart phone so potential younger residents can learn about the Centers and other facilities on their own schedule.
- Make sure the marketing messages are cohesive on all platforms.
- Emphasize how active Sun City is. Clubs require volunteers.
- Develop a welcoming committee.
- Expand the messages on the informational TV monitors.
- Develop your own Public Relations stories and share them with newspapers outside of Sun City as well as within Sun City.
- Restructure the weekly Email Blasts. Put new club activities at the top.

- Explain the difference among RCSC, SSHOA, SSCO.A.
- We are NOT a low-income community!

Additional Amenities

- Performing Arts Center – inclusive of an Art Gallery. Auditorium Center with permanent theater seating or retractable seating. Lectures hall, meeting rooms, backstage with dressing rooms.
- Zero depth pool – eliminates steps!
- Mini golf. All courses should be in 100% condition. ADA accessible if possible.
- Internet Café – computer capabilities, machines for food and beverages, comfortable chairs. Free Wi-Fi. 5 am – 9 pm hours. The cafes can complement the libraries. Possible gaming room.
- Green space – possible disc golf and lawn games for grand kids. Possible second park with walking/running/cycle circuit.
- Benches in showers. Sun Dial needs attention – especially for hot tub, and Bell Center showers and bathrooms.
- Coffee shops at Rec Center.
- Modernize facilities – make what we have nicer.
- Nice restaurant overlooking a lake or golf course.
- Build new facility room – multipurpose only – like a gym.
- Additional bike lanes with better marking to define the lanes-walking, biking, golf carts.
- Better security at check-in and parking lots.
- Domed pickleball (2nd story) courts at Marinette. More air-conditioned indoor courts.
- Spin bike area
- More of what is already available. And be able to reserve a specific amenity like for golf.
- Make meeting rooms available for community groups if not available already.
- More areas to bring grand kids.
- EV charging stations!
- Lakeview – update to give it a modern look.
- Fairview – pool deck is cracking, safety issues, more raised lounge chairs, indoor area for dog training.

- Bell Center – pool deck is flaking, sides of hot tub need fixing, add women’s size exercise equipment at all Center gyms.
- Mountain View – need outdoor hot tub, pool deck needs fixing, auditorium needs updating and adding comfortable seating.
- Karaoke
- Swimmers need a hour lap access and ore lanes.
- Technology needs to be updated. Use scan cards at rec centers and for clubs.
- Bigger TVs in Rec Center gyms and cardio machines with individual machines.
- More adaptive fitness equipment.
- Add a spinning room.
- Another rubberized indoor walking track and walking pools.
- Water-based music at Viewpoint Lake...think Bellagio!
- Perform equipment upgrades – not necessarily throwing things away.
- Community Center like a “senior” union to read a paper, play games, coffee bar, beanbag chairs.