

**EXHIBIT**

**Survey Ad Hoc Committee – Communications Sub-Committee  
July 17, 2018**

Submitted by Co-Chair Carol Lambert July 31, 2018 7:45 AM

**AD HOC SURVEY COMMITTEE  
COMMUNICATION SUB-COMMITTEE REPORT**

August 2018

*Seek first to understand, then to be understood.*

7 Habits of Highly Effective People  
\_by Stephen Covey

## A. Background

GVR heard from members that they wanted to be more engaged in the future of GVR, so in 2017 the GVR BOD approved a comprehensive assessment of members' needs, wants and values. GVR contracted with NRC to conduct this study in January 2018. The survey results were presented at the March 2018 Annual Meeting, at which time the BOD established an ad hoc survey committee charged with responsibility for advising the BOD on how to deal with troublesome issues that were identified in the survey. The Committee was also charged with:

- a. establishing sub-committees comprised of directors and members;
- b. providing each sub-committee with specific assignments; and
- c. providing progress reports at monthly BOD meetings.

The Ad Hoc Survey Committee held its first meeting on April 24, 2018 and listed over 50 "troublesome issues" from the survey that merited follow-up. This list was divided into four sub-committees:

- Staff Issues (Headed by Denise Nichol)
- Board Issues (Headed by Blaine Nisson)
- **Communication Issues (Headed by Carol Lambert)**
- "Underserved" Members (Headed by Sandra Thornton)

(This report deals exclusively with Communication issues. Sub-committee members included Jerry Humphrey, Gina Rowsam, and Carol Lambert.)

The Member survey identified over twenty "troublesome issues" relative to communication (See Appendix), several of which were passed on to other committees where appropriate. The remaining issues were summarized as follows:

1. Reaching members without email access
2. Communication in general
3. Interaction between Directors and members (Vertical)
4. Communication between Board Committees (Horizontal)
5. Member participation at Board meetings
6. Tracking member feedback

## B. Communications Report

### Reaching Members without email access

According to GVR's member data base, 42% of GVR members do not use email; this translates to roughly 5,400 HH. Demographically, these members are older and have less HH income than GVR members as a whole; they also tend to have lived in GV longer and are twice as likely to be physically challenged. A central issue here is what is GVR's responsibility regarding the delivery of information to members who do not use email and how many resources should be used. Is it enough to make the information available at GV retailers, or does the responsibility go beyond that to delivering information by snail mail to non-email members?

### Recommendation #1: Members not receiving GVR emails

The committee's recommendation is that all non-email households be sent a targeted one-page questionnaire (See Appendix) no later than October 1, 2018, asking them:

- what information they would like to receive (that they aren't receiving now)
- how they want to receive it;
- Are they computer literate
- If they don't own a computer, where do they use one

The responses will help determine what and how often they receive information by mail. If governance information is important to non-email members, staff will need to come up with a communication vehicle that addresses this need. Quarterly one page

**Budget Impact: \$ ± 2,000**

**Staff Impact: Help with Mailing**

**Director Impact: Develop questionnaire & tabulate survey results**

### Recommendation #2: Member Data Base

GVR staff need to reconcile their two member data bases (EBlast list and member data base.) Note: This is currently being addressed in the CEO's 2018 Work Plan.

**Budget Impact: TBD**

**Staff Impact: TBD**

**Director Impact: None**

### Recommendation #3: New Member Orientation

New Member Orientation: New GVR members should be given two communication options as part of their new member orientation: electronic or not. If they choose email, they should be able to opt in/out of GVR's various electronic communications. If not, they should be advised what they're missing. How will they stay in touch with everything going on?

**Budget Impact: None**

Staff Impact: Time  
Director Impact: None

#### GVRNow!

Per the survey, 48% of GVR members responded that GVRNow! Is the publication they use most or a lot to receive information. GVR staff should be commended for their distribution marketing plan for GVRNow!, which includes increasing the number of copies printed , with distribution at multiple GV retail and commercial outlets. They should also pursue outlets where non-email members would normally shop. i.e. Safeway, Walmart, CVS, etc. The committee recommends against distribution GVRNow! via the GV Newspaper. Newspaper circulation is down to less than 8,000 in the summer and 10,000 year-round; there is no way of knowing how many of the 40% would be reached.

We note that GVRNow! Is produced in house, that effective August it will have a new” look”, and that staff will be holding a member forum on content next month. However, long term, no additional resources should be put into this newspaper, as eventually all members will become computer literate and print out-of-date. As a newsletter, GVRNow! contains primarily club and social issues and does not contain any governance information because governance information is time-sensitive. Self-publishing the newsletter allows GVR to control content and receive 100% of ad revenue.

#### Recommendation #4: GVR EBLasts

Governance information needs to have its own Eblast. Currently it is hard to find and limited in scope.

#### Communication in General

#### Recommendation #5: FAQ's

A list of member questions was culled from the survey (See Appendix), most of which were governance questions. The recommendation is to incorporate FAQ's into GVR's weekly Eblasts and encourage members to submit their own questions. Appoint a 4-person task force (3 Directors + Miles Waterbury) to develop the answers to each FAQ. In addition to addressing a new question each week, post a list of 25 – 30 “FAQ and answers” to the website.

Budget Impact: None  
Staff Impact: Time  
Director Impact:Time

Judging from member response at the two *Conservations with Kent*, communication is much improved over previous years. Recent improvements to the GVR website have been

received enthusiastically.

### Interaction between Directors and Members (Vertical)

In the member survey, 61% responded that their accessibility to the GVR board was only fair/poor. The monthly Board meeting is the Director's meeting with director issues. Members need to have their own venue/meeting where they set the agenda and Directors listen to their concerns. These meetings can be scheduled quarterly, or if a "hot button" issue surfaces that needs immediate attention, the Board needs to schedule a timely open forum on the subject.

#### Recommendation #6: Feedback Forum

Institute a quarterly *Feedback Forum* where attending directors have no agenda but to list to feedback from members. These meetings should be scheduled back to back with *Conversation with Kent*

**Budget impact: None**

**Staff impact: Limited**

**Director impact: Time**

Response to member emails. (Note: This is being addressed by Director Campfield and Stewart.)

### Member Participation at Board meetings

Members who attend GVR Board meeting need to understand that they are "guests" and they need to act accordingly – Member Code of Conduct. Members who attend a Board meeting typically have an "issue" they want to share. Board meetings are probably not the best venue for vetting of this type. Currently members are allowed to speak, but their comments are neither recorded nor addressed.

#### Recommendation #7: Member Comments

Recommend that members with questions ("public comment" at the end of the board meeting) take their comments to the *Feedback Forum* or put their comment in writing (along with name/member ID#) and hand to a Director, who will give the comment to the appropriate Director or staff member.

Emphasis should also be made for members to attend appropriate sub-committee meetings, where issues are identified and worked out, before they are brought to Directors at the monthly BOD meeting.

**Budget Impact: None**

Staff Impact: None

Director Impact:

#### Communication between Board Committees (Horizontal)

##### Recommendation #8: BOD Work Sessions

To improve communication within the Board, Directors need to set aside time at the monthly work session, where each of us can share challenges and frustrations.

Budget Impact: None

Staff Impact: None

Director Impact: None

#### Tracking Member Feedback

##### Recommendation #9: Tracking Member Satisfaction

Using the 2018 comprehensive member survey as a benchmark, institute a short annual member survey for the next 4 years, to track several “bell weather” member satisfaction issues. If budget decisions dictate the sampling method, two different samplings could be considered – a random sample of members every year, or a survey sent to all members every other year.

Budget Impact: \$ 12,400/year

Staff Impact:

Director Impact:

#### Positive Communication Feedback from the Member Survey

- 70% of GVR members rated communication from GVR or about GVR as excellent/good.
- 75% of respondents strongly/somewhat agreed that they receive GVR news/information in a timely manner.
- 7@% of respondents strongly/somewhat agreed that they are as informed as they like to be about GVR.
- GVRNow! Is the most widely read information source (79%).

## Long Term Recommendations

### 1. GVR Electronic Communication

Consideration should be given to a “member only section on the GVR website, which would be accessed by a member’s ID#, allowing the member to vote electronically and pay dues by credit card, Apple Pay, etc.

### 2. GVR Website Home Page

The current Home Page seems to be directed to different audiences – exiting GVR members and those considering a move to GV. We’d like to see the later audience directed to the RetireAZ website, and make the GVR website more specific to member needs. There is too much “selling” on the current web site home page.

### 3. Computers at GVR Centers

Budget for a kiosk outfitted with a desk, chair and computer at each major center.

### 4. Tele-Conferencing Issues

There are issues when the Annex is used for conference calls or tele-conferencing. It is very difficult to hear over the A/C when it comes on. We don’t have a better answer to calling in, but the most distracting thing is background noise at both ends, and voting on issues. Those calling in are unable to see a show of hands or know how directors present are voting.

## Appendix

1. List of communication troublesome issues
2. Member FAQ
3. NRC Quote
4. Eblast Vs GVRNow content
5. GVRNow Distribution
6. Member survey data on communication
7. Demographics of the 40% not receiving email